



---

## **Employee Traits and Organizational Effectiveness of Manufacturing Firms in Rivers State, Nigeria**

*Dede, Nsirim (Ph.D)*

Department of Management,  
Faculty of Management Sciences  
Ignatius Ajuru University of Education  
Rumuolumeni, Port-Harcourt, Nigeria  
Email: [jefreydede@yahoo.com](mailto:jefreydede@yahoo.com)

---

### **ABSTRACT**

This study ascertained the relationship between Employee Traits and Organizational Effectiveness of Manufacturing Firms in Rivers State, Nigeria. Quasi-experimental research design was adopted for the study. The population size was 750; comprising of employees of manufacturing firms in Rivers state, Nigeria. A sample size of 251 was used. The study adopted a questionnaire as the instrument for data collection. The data generated with the questionnaire was analyzed using modified four point Likert type scale, standard deviation, and linear regression analysis at a significance level of 0.05%. All tests for the study were carried out using the Statistical Package for Social Sciences (SPSS). The study reveals that all the dimensions of employee traits respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing firms in Rivers State, Nigeria. The findings further revealed that organizational policy bears an inverse and insignificant effect on the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. It was therefore concluded that employee traits greatly impacted on the organizational effectiveness of manufacturing firms in Rivers state, Nigeria. It went further to recommend amongst others that management of manufacturing firms operating in Rivers State, Nigeria should make integrity, confidence and leadership core values of their firms. They should create and ensure a friendly and cordial environment to enable their employees express and develop themselves through effective leadership. Management should lay more emphasis on employee training to ensure effectiveness.

Key Words: Relationship, Employee, Traits, Organizational Effectiveness, Manufacturing Firms, Efficiency, Flexibility, Customer's Satisfaction

---

### **INTRODUCTION**

An organization is made up of people. Human beings are the building blocks of organization, giving it life and essence. Organization is a production and service rendering unit and very vital in the facilitation of goal attainment in society. Thus, organizations are purposeful. They are established to accomplish objectives. The quality of an organization's work force influences to a great extent the level of effectiveness and efficiency it attains, which in turn, determines how well it is able to accomplish its objectives.

The effectiveness of organizations largely depends on the people they work with - humans. Human beings are considered the most valuable asset of an organization. Human resources (HR) can be conceived as the total knowledge, skills, traits, creative abilities, talents and aptitude of organization's work force, as well as the values, attitudes and benefits of all individuals involved. According to Megginson (2017), it is the sum of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons. Human resources cover all humans working at all levels management and employees – white collar and blue collar etc. An organization's performance and resulting productivity are directly proportional to the quality of its human resources. Hence, the productivity, profitability and performance of companies are driven by people who work in them.

However, it is generally believed that the involvement of the human factor in an organization makes it more complex to manage (Nwoka, 2015). This is because human beings differ in their traits and ways. A trait is an identifying characteristic, habit or quality of a person, place, or thing. It is an identifying label that alludes to something inherent about them, like charm or cruelty. Therefore, employee traits refer to individual employee characteristics, habits, trend or qualities which influence behaviour at work in a way which can affect health, safety, morale and overall system performance. Employee traits are foundational qualities that form the foundation of all other employee qualities.

Therefore, organizations that wish to succeed in this age must make utmost effort to ensure that individuals with the right traits are recruited, acquired and placed in the right positions, trained; to enable them do their jobs effectively, motivated; to make them put in their best in performing their jobs, and maintained; to ensure they remain in the organization. How well these organizations are able to do these will determine if they will thrive or not.

Political/government interferences have made matters worse. Government agencies, structures, or political office holders often use their positions to influence the employment, promotion, sack etc. of individuals in these organizations. This is with or without regard to the qualification of such persons, vis-à-vis the positions and the role(s)/job(s) they are expected to perform. Many HR managers in manufacturing firms in Rivers State, Nigeria, have been forced to bend the rules in the course of doing their jobs by political office holders. In such situations, the hands of such managers are tied and they may have little or nothing to do, but to rely on their initiatives (Dhooper and Gupta, 2022).

Consequently, many of these organizations fail to employ (in many cases) persons with the right traits for job positions. This hinders their ability to “right tune” themselves to deal with the dictates of their business environment. The objective of this study therefore, is to carry out a critical examination of the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria.

### ***Concept of Management***

Management and organizational theorists like Schein (2010) and Dhooper and Gupta (2022) have remarked that the literature on organizational effectiveness is large and growing. It has spawned a rich body of literature over time. As a result, there seems to be little consensus on how to conceptualize, measure and explain effectiveness. In spite of this intractability, the field of organization theory in particular and management in general offers some insights into the conceptualization, measurement and explanation of organizational effectiveness. However, to clarify our own thinking about the theme of this study, brief reviews of the major concepts of the subject matter are explored. The relevant concepts which require special attention are: employee traits, organizational effectiveness, and organizational policy.

The aim of this chapter is to provide a conceptual and theoretical framework for the study and also provide answers to some of the research questions.

### ***Dimensions of Employee Traits***

Effective employees have differentiating traits. However, for the purpose of this study, we shall examine the following employee traits: Integrity, Confidence, and Leadership. These have been carefully chosen for this study to ascertain their relationships with organizational effectiveness of manufacturing firms in Rivers State, Nigeria. We shall therefore examine each of them and their influence on employee work behavior and performance; and their implications on organizational effectiveness of manufacturing firms in Rivers State, Nigeria.

### ***Concept of Integrity***

An important way of looking and understanding the human personality is to consider the traits he possesses. Integrity is the act of behaving honorably, even when no one is watching. Integrity, according to the Oxford Dictionary is “the quality of being honest and having strong moral principles; moral uprightness”. Honesty is according to the Oxford Dictionary, “the quality of being honest,” or “free of deceit and untruthfulness; sincere.” In all, it means to define a set of personal values based on honesty and to adhere to these values in all situations regardless of how adversarial an encounter may become. Tullberg (2012) defines it as “harbouring positions of consistency and durability manifested in a correspondence between authentic values, espoused values and behavior, also persisting in adverse situation”.

People with integrity follow moral and ethical principles in all aspects of life. Effective employee must be honest; he must display integrity. Honesty and integrity are the hallmarks of effective employee. Without a foundation of integrity all other virtues become shaky. At no time should other employees or the manager doubt the integrity of an employee. Telling the truth about tricky subjects, such as workload, work-life balance, difficult customers or colleagues, and ineffective procedures makes for an effective employee. An employee should have a strong sense of ethics; must be ethically and emotionally sound. An essential trait of effective employees is being ethically sound. Schein (2010) argue that emotionally stable employees tend to spend less time regulating and controlling their emotions. Some examples of ethical traits in the workplace include honesty, integrity, sense of equality and reliability. Organizations rely on effective employees for productive work and good conduct and it is therefore important that employees take ownership of their roles.

Employees often serve as the conscience of an organization. When it comes to following company policies and maintaining confidential information, employees must have strong sense of ethics. In order to effectively perform job, an employee must earn the trust of his co-employees and supervisors. Integrity and honesty are two critical components of any successful workforce. This means that employees need to have a keen sense of ethics when it comes to confidential information and following company policies. Company employees have to earn the trust of co-employees and supervisors so that they can effectively do their job. Honesty and integrity are key traits of effective and successful employees.

People with personal integrity always try to do the right thing, regardless of whether anyone would ever know what they’ve done. They have a strong moral compass. It takes courage to do the right thing whatever the consequences. Integrity is a valuable quality in everyone, but it’s vital in employees and leaders. An employee’s honesty and integrity will engender trust in others (Nwachukwu, 2018).

Warren Edward Buffett, an American business magnet, investor, and currently the chairman and CEO of Berkshire Hathaway; considered one of the most successful investors in the world with a net worth of over \$100.6 billion as at April 2021, making him the world’s seventh-wealthiest person, holds the view that “In looking for people to hire, HR managers must look for three qualities: integrity, intelligence, and energy”. Buffet went further to argue that “if they don’t have the first, the other two will kill you”. Employers who are committed to hiring employees with integrity are better equipped to provide

high-quality goods and /or services and maintain a positive reputation. When employees have integrity, managers can trust their team is working effectively and efficiently.

There are many honest and sincere people in organizations who will eschew riches if the only way to be rich is through unethical practices. They are guided by their personal conviction and conscience. In their teams, they set the tone and get others to follow. The ethical standard of an organization is dependent upon the ethical standard of each member of the group (Nwachukwu, 2018). In a company where management and employees are people of integrity, ethical standards are likely to prevail.

Integrity is more of a quality or characteristic, and can be developed over time. To identify a person's strength as related to integrity, there are some character traits related to integrity which are exhibited. Examples of attributes related to integrity are:

- a. **Gracious:** People with integrity are gracious when others provide assistance. They express gratitude and recognize achievements for people they work with. For example they demonstrate gratitude by always saying "thank you" when someone does them a favor.
- b. **Respectful:** People with integrity value other people by showing them respect at work. They ensure they are on time to meetings, meet project deadlines and keep others' feelings in mind.
- c. **Honest:** Integrity requires honesty. Those with integrity strive to be truthful at all times. They own up to mistakes and try to learn from them.
- d. **Trustworthy:** People with integrity follow through on their commitments. To demonstrate trustworthiness, they avoid over-promising. If they are unable to meet a deadline, they let others know as quickly as possible.
- e. **Hardworking:** People with integrity strive to produce high-quality work on time, irrespective of the task. They recognize that everything they do can impact the organization, their colleagues and business outcomes.
- f. **Responsible:** Persons with integrity take accountability for their actions. They are also organized and proactive making sure they deliver on their responsibilities.
- g. **Helpful:** When someone has integrity, he helps those in need. This may be in the form of lending his time for a project without being asked or offering to cover for an employee in an emergency.
- h. **Patient:** A person with integrity is able to tolerate challenges, delays and unexpected obstacles while maintaining calm, even demeanor. They wait for their turn to speak in meetings and one-on-one conversations.

Integrity is a critical trait and influences employee attitude to work behavior and work performance in organization.

### ***Organizational Effectiveness***

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to achieve. There are different models of organizational effectiveness. These different models offer different perspectives on how to view/conceptualize and measure organizational effectiveness (Dhooper and Gupta, 2022). These perspectives can be based on for instance: how efficiently and effectively an organization meets its stated objectives, the efficiency of business functions and processes, how well an organization meets the needs of its stakeholders; how effectively an organization can obtain and use resources. Choosing a particular model for organizational effectiveness will certainly impact how a business chooses to measure and make improvements. However, despite these differences, the same indicators of organizational effectiveness can offer insight into the efficiency and effectiveness of a business.

Organizational theorists have defined organizational effectiveness (OE) in various ways. Cunningham (2017) maintained that "the concept of organizational effectiveness is an elusive one; there is no single or adequate way of defining it". Similarly, Schein (2022) opines that organizational effectiveness is a complex and prominent construct. However, Imoisili (2018), Nwoka (2013) observed that most practicing managers agree that organizational effectiveness incorporates both economic and non-economic or behavioral dimensions. Tullbers (2012), Dhooper and Gupta (2022) argue that non-financial measures are equally important as financial measures. Conversely, Megginson (2012), defined organizational effectiveness as a qualification and value attached to an organization resulting from the comparison of the actual state of the entity against its ideal state. He maintained that an organization is effective if the actual state is congruent with the ideal and ineffective if the former state is incongruent with the later state.

The measure of organizational effectiveness for a business could generally be expressed in terms of how well its net profitability compares with its target profitability. Additional measures may include results of customer satisfaction surveys, its flexibility and ability to adapt to its dynamic environment. Evaluating and improving organizational effectiveness and efficiency is one strategy used to help insure the continued growth and development of an organization.

However, a company that is currently making a profit may be ineffective if it is failing to meet the core values of its mission statement, attract and retain talented workers, and plan for the next generation of projects. Organizational effectiveness measures the big-picture performance of a business, across a broad range of criteria. Financial performance, long-term planning, internal structure, and adherence to core values, customer satisfaction may all be critical components in understanding organizational effectiveness (Zheng, Yang and Mclean, 2010). Organizational effectiveness points towards effective,

prudent and strategic use of all the organizational resources: Human, financial and technological resources for creating competitive advantage. It also means that management takes the right ethical decisions in the interest of all the stakeholders. Hence, it is basically about the ability of the organization to meet its set goals and objectives given the resources at its disposal. Every organization has certain predetermined goals and objectives that it looks up to, each time any of these goals is attained, the organization is considered effective in that regard. Measuring it is a function of what the organization's core business is.

Therefore, organizational effectiveness may be used to refer to the degree of congruence between organizational goals and observed outcome. It serves as a check-in to see how well internal procedures are meeting an initial vision, it provides investors, donors, or employees with an idea of the company's strengths, and it highlights areas of ineffectiveness that can be the focus of improvements. Every employee in a company contributes to organizational effectiveness; taking into account traits, skills, experience, motivation etc. Employees contribute to the development of organization mainly with their traits, knowledge and skills. Motivation has major influence on the performance of employees.

### **Measures of Organizational Effectiveness**

In this study, organizational effectiveness is measured by the following variables: efficiency, organizational flexibility and customer satisfaction. The study analyzes and examines these variables and the relationship between them, and how they relate with employee traits.

#### **Efficiency**

Efficiency is the organization's ability to implement its plans using the smallest possible expenditure of resources. It is an important factor in the firm's organizational effectiveness, this being the ease and degree of success with which the organization is able to accomplish its aims. Organizational efficiency is all about figuring out how you can be more effective by using fewer resources, as well as less time and less money to achieve the same goal. Organizational efficiency is time-based, effort-based and measurable.

Therefore, organizational efficiency is a measure of the relationship between organizational inputs (resources) and outputs (goods and services provided) and in simple terms the more output that can be achieved with a given amount of inputs or resources, the more efficient it is. For example, if an organization can make 100 bicycles with X value of resources it is more efficient than someone else who only makes 80 identical bicycles with the same value of resources. Efficiency relates to the term productivity and a major focus of all managers is to maintain or improve the level of productivity of their work unit and organization (Ostroff and Schmitt (2013).

Businesses can gauge efficiency by analyzing resources, time or costs. With resource efficiency, organization's use resources effectively to minimize waste, while time efficiency refers to achieving goals within a set time frame or sooner. If an organization's operations are cost-efficient, it manufactures and delivers products inexpensively and generates profit. The measurement of organization's efficiency is in terms of how well an organization is able to accomplish pre-determined objective(s). One of the most useful indicators of organizational effectiveness is how well an organization meets its goals. This could be by measuring the efficiency of business functions, areas, and processes. How cost-effectively, efficiently, and quickly business areas achieve their aims counts. Balancing expenditures against returns; viewing each business project or process as an investment, and the results of that process as the return on that investment. This is perhaps the most straightforward indicator of organizational effectiveness. In this case, organizational effectiveness amounts to a cost-benefit analysis. Organizations that meet or exceed their set aims would be considered more effective than those that do not (Nwachukwu, 2018).

Employee performance directly affects their contribution to the efficiency and results of a business unit. And the performance of each business unit, in turn, affects the organization's overall performance. Different levels of efficiency indicators are used for estimating the efficiency of an entity (partial, complex, social, corporate, regional and macroeconomic). Corporate efficiency expresses the efficiency of the given organization or plant through supply, requirement, productivity and output-related indicators.

Several factors can influence the efficiency of employee workforce performance. They include:

1. Management
2. The organization's culture, values, and mission
3. Tools and technology, as well as employees' skills with those tools
4. The work environment
5. Employee engagement
6. Employee traits etc.

#### **Organizational Flexibility**

Every business enterprise is embedded in an environment with which it has to interact (Okere, 2012). Organizational flexibility refers to the ability of the organization to adapt to changes in its environment within a short period of time. Thus, an organization is flexible if it is capable of multiple responses to its environment. Organizational flexibility has most often been described in terms of managerial capability to quick responsiveness. Organizations must

adjust and adapt to changes in their environment to sustain their viability and achieve success. Strategic flexibility as a reactive ability involves responsiveness and adaptation to changes in the business environment.

Organizational flexibility not only enables enterprises to acquire innovation resources but also improves the resources' flexibilities in a changing and complex environment. In other words, organizational flexibility helps enterprises quickly adapt to the new external environment and then conduct efficient and orderly innovation activities (Tan and Zeng 2019). There is however, no accepted, operational, and useful measure of organizational flexibility. The major basis for strategy formulation and strategic choice is the information gathered from environmental analysis. The environment of the organization is categorized into:

- a. External environment
- b. Internal environment

These form the basis for establishment of strategic variety and the successful implementation of a strategy adequate and effective for a particular situation (Phillips and Tuladhar, 2010):

**External Environment:** The external environment of a business organization consists of a large number of factors like international and local economy, technology, natural factors, political systems etc. Depending on such factors as size of the organization, level and scope of business activities, the market area, nature of products, the relevant environment could be classified as follows:

1. **Raw Materials:** This is connected to the availability or lack of natural resources of which there is an unending or infinite supply e.g. Water, sand, air, and so on, are needed for agricultural production. The finite natural resources, on the other hand, can be exhausted through continued consumption, but they are renewable. Therefore, there is continuous availability to manufacturers and companies. Such primary resources as coal, petroleum and iron provide significant impetus to production and facilitate production at full capacity.
2. **Social Environment:** The social environment consists of factors related to human relationship and the bearing of such relationship on business. Factors and influences relevant in the social environment include:
  - a. Demographic characteristics such as population; its density and distribution, changes in population, age groups, migration etc.
  - b. Family structure, which refers to the attitudes towards and within the family, values attached to the family and changes in the family structure.
  - c. Social concerns, which are the social responsibilities attached to the organization e.g. in relation to environmental pollution, use of the mass media, consumerism etc.
  - d. The function of children and adolescents in the family and society and the role of women in bringing up children and intervening in crises.
  - e. Social attitudes, morals, customs, beliefs and the effects of such factors on buyer behavior and educational levels, conduct of workers etc.

The social environment plays a major role in the attitude and values attached to products or service(s) because this is where people with spending power are predominant. Social change might be slow or rapid. In some cases its impact is felt immediately while in others it is not (Okere, 2012).

**3 Economic Environment:** The close interaction of business with the economic environment is hardly surprising since one of the major objectives of business is profit making. The economic structure in a country (e.g. capitalist, socialist or mixed economy), economic planning, policies (e.g. fiscal and monetary policies), indices (e.g. national income, per capita income, disposable income), and infrastructural factors (such as financial institutions) are some of the economic factors which the management of an organization has to evaluate; how much is saved and invested in the country will have an effect on the spending power of its population.

- 4 **Technological Environment:** This refers to the level of technical know-how relevant in the environment. The knowledge applied and the materials and machines used in the production of goods and services. Such factors have an impact on the business policy and strategy in an organization, and include technological development, communication, infrastructure and managerial technology. Organizational strategies cannot afford to ignore the technological environment since technology; customer groups and customer function define the business of organizations.

The implications of technological change include the following:

- a. It can change relative competitive cost positions within business
  - b. It can create new market and new business segments.
  - c. It can collapse or merge previously independent businesses by reducing or eliminating their segment cost barriers.
- 5 **Market Environment:** Factors related to the groups and other organizations that compete with and have an impact on an organizations markets and business are found in the market environment. Some of such factors include needs, preferences, attitudes and values of customers,

product factors- demands, price, promotion etc. The channels of distribution, delivery systems, customer services, and competitors can all influence the market environment. Concern for the market environment is greater under pure competition than in monopolies and oligopolies.

- 6 **Supplier Environment:** The supplier environment consists of factors related to the cost, reliability and availability of factors of production or services that have an impact on the business of an organization. The cost and availability of raw materials, finance, energy, human resources, plant and machinery and substitutes should all be considered when analyzing the supplier environment, which therefore occupies a dominant position in corporate strategy formulation.
- 7 **Regulatory Environment:** This includes the planning, promotion and regulation of economic activities by the government that has an impact on corporate businesses. Factors operating in this environment include policies related to imports and exports, distribution, pricing and its control, licensing, monopolies, foreign investments and environmental pollution. The constitutional framework, derivative principle, and division of legislative powers between tiers of governments should be considered by managers for organizational policies and strategies.

### *Customer Satisfaction*

Customer satisfaction is a term more often used in marketing. It measures how products and or services put in the market by an organization meet or surpasses the expectation of customers. Customer satisfaction can be defined as the number of customers, or percentage of total customers whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction varies from person to person and product or service (Tan and Zeng, 2019). The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviours such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have, and other products against which the customer can compare the organization's products.

There are five (5) key indicators of customer satisfaction:

1. Satisfaction Rate
2. Net Promoter Score(NPS)
3. Customer Satisfaction Score(CSAT)
4. Customer Effort Score (CES)
5. Intention to buy again

Customer satisfaction is considered a key performance indicator within business and is often part of a balanced score card. In a competitive market place where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. A business ideally is continually seeking feedback to improve customer satisfaction. Customer satisfaction provides a leading indicator of customer purchase intentions and loyalty and its data are among the most frequently collected indicators of market perceptions. In literature, antecedents of satisfaction are studied from different aspects. The considerations extend from psychological to physical and from normative to positive aspects.

A customer's expectations about a product tell us how he or she anticipates that product will perform. Consumers may have various "types" of expectations when forming opinions about products anticipated performance. Miller (2017) identified four types of expectations: ideal, expected, minimum tolerable and desirable. Day (2017) went further to indicate among expectations the ones that are about costs, the product nature, the efforts in obtaining benefits and lastly expectations of social values. Received product performance is considered as an important construct due to its ability to allow making comparisons with the expectations.

In some studies, scholars have been able to establish that customer satisfaction has a strong emotional (i.e. affective) component. Customer satisfaction reciprocally influences each other over time to determine overall satisfaction. In the case of durable goods that are consumed over time, there is value to taking a dynamic perspective on customer satisfaction. Within a dynamic perspective, customer satisfaction can evolve over time as customers repeatedly use a product or interact with a service. The satisfaction experienced with each interaction (transactional satisfaction) can influence the overall, cumulative satisfaction. Studies have shown that it is not just overall customer satisfaction, but also customer loyalty that evolves over time. Satisfaction is considered as an outcome of purchase and uses resulting from the buyer's comparison of expected rewards and incurred costs of the purchase in relation to the anticipated consequences in operation Day (2017). Satisfaction is somehow similar to attitude as it can be evaluated as the sum of satisfactions with some features of a product.

In general, customer satisfaction is seen as an indicator of the future financial success of the company. Companies use customer satisfaction more and more as a criterion when assessing the quality of products and services. In addition, it is commonly used as a part of personnel bonus systems. Customer satisfaction also affects the future cash flows, enhances profitability and increases profits, thus also having strategic implications. Customer satisfaction has gained a vast amount of interest particularly in customer marketing, and its scientific foundation is rather well documented, although there are varying opinions on, e.g. the role of expectations in customer satisfaction. The benefits of customer satisfaction are often associated with high customer loyalty, future purchases, and positive verbal communication (Miller 2017).

Customer satisfaction can be approached from the viewpoint of a separate service event and customer encounter (micro level or more extensively, from the viewpoint of the overall satisfaction based on all encounters of one customer (macro level). On the micro level, customer satisfaction refers to the satisfaction or dissatisfaction of an individual customer towards a certain service event, as regards which the customer evaluates his/her, experiences on an individual, separate event. The customer may be dissatisfied with a certain service event but still happy with the operations of the organization as a whole or vice versa.

### ***Statement of the Problem***

Unfortunately, in Rivers State, Nigeria, the quality of many manufacturing organizations' workforce and operations leave much to be desired. In the face of alarming pace of change in the business environment, it is regrettable to note that many manufacturing firms pay more attention to output, use-of and application of modern technology (Information Communication Technology – ICT), with little or no attention to matters concerning the workforce. Often, job designs, work processes employed by these companies are mechanistic and pay little or no attention to the employee, but more often focused on the customer. Employees are to a large extent alienated.

Sadly, many of these organizations fail to employ (in many cases) the right persons with the right traits for job positions. This hinders their ability to “right tune” themselves to deal with the dictates of their business environment. Very often, they try to make up for their deficiencies by adopting such familiar strategies as process rationalization and automation. Unfortunately, these have in many cases not yielded the result these firms need. In particular, heavy investments in information communication technology (ICT) have delivered disappointing results; largely because the companies tend to use technology to mechanize their ways of doing things without addressing fundamental HRM issues. Also, the few qualified employees are given little or no opportunity to express themselves in their jobs. They leave the existing HR misplacements and use computers to simply speed up work processes. This has given rise to such statements as “our operations are now computerized”. Speeding up these processes cannot address their fundamental deficiencies because they are ignoring the human factor.

This problem stems largely from the fact that most business managers (and leaders) in manufacturing firms in Rivers State, Nigeria, are more interested in the profitability of their companies, hence, neglecting employees and their traits. No organization can continue to survive and grow in our dynamic and globalized environment that fails to recognize, utilize, motivate, train and develop its employees. Therefore, effective human resource management (HRM) becomes imperative. Effective human resource management is a source of motivation which reflects positively on the employees' productivity.

Given this, it becomes pertinent to examine the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. The need for this study was spurred by the increasing rate of business failures caused by inability of many manufacturing firms to recruit, acquire, place, train, and maintain employees with needful traits to enable them “right tune” and adapt themselves to the competitive, ever-changing and chaotic business environment in Rivers State, Nigeria, as currently experienced in this period of economic recession. The consequence is a decline in critical contemporary measures of performance, or even outright “death” of such companies in many cases. This has spurred the need for this study.

### ***Aim and Objectives of the Study***

This study was aimed at examining the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. For this reason, the study was designed to achieve the following objectives. To:

1. Examine the extent to which integrity affect organizational efficiency of manufacturing firms in Rivers State, Nigeria.
2. Examine the extent to which integrity affect organizational flexibility of manufacturing firms in Rivers State, Nigeria.
3. Examine the extent to which integrity affect customer satisfaction of manufacturing firms in Rivers State, Nigeria.

### ***Research Questions***

It is hoped that the findings of this research have provided answers to the following questions:

1. What is the relationship between integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria?
2. What is the relationship between integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria?
3. What is the relationship between integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria?

### ***Hypotheses***

To meet the need for statistical test on the data collected based on the questions above, the following hypotheses were formulated:

**H<sub>01</sub>**. There is no significant relationship between integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

**H<sub>02</sub>**. There is no significant relationship between integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

**H<sub>03</sub>**. There is no significant relationship between integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

## METHODOLOGY

The quasi-experimental research design was adopted for the research design. This design resembles an experimental design but lacks the key ingredient random assignment. This design, sometimes called a "survey", is suitable for correlational researches such as this. The population consists of employees of these manufacturing firms operating in Rivers State, Nigeria. Data from the Manufacturers Association of Nigeria (MAN), Rivers State branch 2021, reveals that forty-five (45) manufacturing firms are registered with the association, and do business in Rivers State, Nigeria. Thus, from the employees of the respective firms, samples were taken for this study. The higher the degree of confidence, the larger the sample required to give the required precision. The confidence level for this study was set at 95 percent (0.05%). Another factor that was considered in determining the size of the sample is the maximum error allowed in estimating the population mean. This is the extent to which the sample findings are different from what they would be if all the sampling units in the target population had been studied. Effort was however made to ensure sampling error was minimized in order to maximize representativeness of the sample. It is however important to note, that no researcher can be certain of the representativeness of a sample unless the entire population is tested.

For this study, the researcher employs the Krejcie and Morgan (2010) sample size determination table with a sample size of 254. The researcher's instrument for data collection is the questionnaire. To ensure validity of the instrument, draft copies of the study questionnaire were appraised by 2 test and evaluation experts from the university whose constructive criticisms and corrections were taken into consideration to ensure the questionnaire contained all the relevant dimensions of the study. Reliability of the questionnaire was evaluated using Cronbach's Alpha  $\alpha$  test which measures the internal consistency. The Cronbach's Alpha  $\alpha$  test technique was used to measure the questionnaire internal consistency; measure stability dimension of reliability was examined using the test-retest method. This emphasizes reliability across time. In this study, data obtained from the respondents were analyzed in three main categories: the primary, the secondary and the tertiary levels. All tests for the study were carried out using the Statistical Package for the Social Sciences (SPSS) version 25.0

## RESULTS

**Table 1: Summary of Descriptive Statistics on the Employee Trait Purveyed by Integrity in Manufacturing Firms In Rivers State, Nigeria.**

SN	Integrity	N=251		
		Mean	SD	Remark
1	I always tell the truth	3.20	0.94	*
2	I always own up to my mistakes and learn from them.	3.22	0.93	*
3	I always follow through on my commitments	3.55	0.54	*
4	I let others know as quickly as possible whenever I am unable to meet a deadline.	3.31	1.02	*
5	I work hard to deliver high quality service on time irrespective of the task and take responsibility for my actions.	3.30	0.97	*
6	I have value and respect for my co-employees.	3.32	0.96	*
	<b>Grand mean</b>	<b>3.32</b>	<b>0.75</b>	<b>*</b>

Source: SPSS output -Researcher's desk 2023

The result from Table 1 shows the summary of descriptive statistics on the employee trait purveyed by integrity in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over employee trait purveyed by integrity in manufacturing firms in Rivers State, Nigeria was 3.32, SD=0.75. The result shows that the respondents strongly indicated that they always follow through on their commitments (M=3.55, SD=0.54), this was followed by the fact that they have value and respect their co-employees (M=3.32, SD=0.96), they let others know as quickly as possible whenever they were unable to meet a deadline (M=3.31, SD=1.02), they work hard to deliver high quality service on time irrespective of the task and take responsibility for their actions (M=3.30, SD=0.97) and they always own up to their mistakes and learn from them (M=3.22, SD=0.93) among others.

**Table 2: Summary of Descriptive Statistics on the Employee Trait Purveyed By Confidence In Manufacturing Firms In Rivers State, Nigeria.**

SN	Confidence	N=251		
		Mean	SD	Remark
7	I know what I want and what is important to me.	3.36	1.02	*
8	I know what I am good at and how capable I am.	3.38	1.00	*
9	I, in all possible ways, always expect the best and hold a positive regard for myself and others.	3.12	0.89	*
10	I do not allow difficult emotions such as anger and anxiety to overcome me especially at work.	3.30	0.55	*
11	I am willing and able to work and experiment on new ways to solve challenging problems in my organization.	3.16	0.98	*
12	I enjoy my work and treat each day as a learning experience.	3.32	0.98	*
	<b>Grand mean</b>	<b>3.27</b>	<b>0.73</b>	<b>*</b>



Source: SPSS output -Researcher's desk 2023

The result from Table 2 shows the summary of descriptive statistics on the employee trait purveyed by confidence in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over employee trait purveyed by confidence in manufacturing firms in Rivers State, Nigeria was 3.27, SD=0.73. the result shows that the respondents strongly indicated that they know what they are good at and how capable they are(M=3.38, SD=1.00), they know what they want and what is important to them(M=3.36, SD=1.02), they enjoy their work and treat each day as a learning experience (M=3.32, SD=0.98), they do not allow difficult emotions such as anger and anxiety to overcome them especially at work(M=3.30, SD=0.55) and they are willing and able to work and experiment on new ways to solve challenging problems in their organization (M=3.16, SD=0.98) among others.

**Table 3: Summary of Descriptive Statistics on the Employee Trait Purveyed By Leadership in Manufacturing Firms in Rivers State, Nigeria.**

SN	Leadership	N=251		Remark
		Mean	SD	
13	I believe in my organization and its objectives.	3.65	0.53	*
14	I believe in my team.	3.31	1.01	*
15	I work well with my team	3.33	0.94	*
16	My team mates depend on me, and I depend on them for accomplishment of work.	3.46	0.63	*
17	I obey the rules and regulations of my organization.	3.31	0.88	*
18	I perform my job skillfully as required of me.	3.45	0.63	*
<b>Grand mean</b>		<b>3.42</b>	<b>0.54</b>	<b>*</b>

Source: SPSS output -Researcher's desk 2023

The result from Table 3 shows the summary of descriptive statistics on the employee trait purveyed by leadership in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over employee trait purveyed by leadership in manufacturing firms in Rivers State, Nigeria was 3.42, SD=0.54. The result shows that the respondents strongly indicated that they believe in their organization and its objectives (M=3.65, SD=0.53), their team mates depend on them, and they depend on them for accomplishment of work(M=3.46, SD=0.63), they perform their job skillfully as required of them(M=3.45, SD=0.63), they work well with their team (M=3.33, SD=0.94), they obey the rules and regulations of their organization (M=3.31, SD=0.88) and they believe in their team(M=3.31, SD=1.01) among others.

**Bivariate Analysis**

H<sub>01</sub>. There is no significant relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

**Table 4: Summary of Linear Regression Analysis on the Relationship between Integrity and Organizational Efficiency of Manufacturing Firms in Rivers State, Nigeria.**

r=.401, r <sup>2</sup> =.161 F=47.632, p=.000	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.690	.097		27.840	.000
	Integrity	.196	.028	.401	6.902	.000

a. Dependent Variable: Efficiency,  $y=2.690+.196x$

Source: SPSS output -Researcher's desk 2023

The result from Table 4 shows the summary of linear regression analysis on the relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria was positive and strong(Beta=.401). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria (F=47.632, p=.000). The null hypothesis one was rejected at .05% level of significance.

H<sub>02</sub>. There is no significant relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

**Table 5: Summary of Linear Regression Analysis on the Relationship between Employee Integrity and Organizational Flexibility of Manufacturing Firms in Rivers State, Nigeria.**

r=.639, r <sup>2</sup> =.409 F=172.286 p=.000	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.728	.138		12.494	.000
	Integrity	.534	.041	.639	13.126	.000

a. Dependent Variable: Flexibility,  $y=1.728+.534x$

Source: SPSS output -Researcher's desk 2023

The result from Table 5 shows the summary of linear regression analysis on the relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.639). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria (F=172.286 p=.000). The null hypothesis two was rejected at .05% level of significance.

H<sub>03</sub>. There is no significant relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

**Table 6: Summary of Linear Regression Analysis on the Relationship between Employee Integrity and Customer Satisfaction of Manufacturing Firms in Rivers State, Nigeria.**

r= .882, r <sup>2</sup> =.779 F=875.464 p=.000		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.451	.096		4.685	.000
	Integrity	.837	.028	.882	29.588	.000

a. Dependent Variable: Satisfaction,  $y=.451+.837x$

Source: SPSS output -Researcher's desk 2023

The result from Table 6 shows the summary of linear regression analysis on the relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.882). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria (F=875.464 p=.000). The null hypothesis three was rejected at .05% level of significance.

## Discussion of findings

### The relationship between integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

The result from Table 1 showed that the relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria, was positive and strong (Beta=.401). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and organizational efficiency of manufacturing firms in Rivers State, Nigeria (F=47.632, p=.000). The null hypothesis one was rejected at .05 level of significance. This finding is in agreement with an earlier finding of Paine, 1994; Tullberg, 2012, which established that integrity has to do with harboring positions of consistency and durability manifested in a correspondence between authentic values, espoused values and behavior, also persisting in adverse situations and positively relates to efficient performance. Efficient manufacturing firms in Rivers State, Nigeria, are those with integrity.

### The relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

The result from Table 2 showed that the relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.639). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria (F=172.286 p=.000). The null hypothesis two was rejected at .05 level of significance. This finding is in agreement with an earlier finding of Tullberg (2012) which established that in a fast-paced, constantly changing business environment, it is more important to be flexible as organizations put their goals into action: there are multiple pathways to get to a particular outcome, and some subsets of those options adhere to employees' core values. Thus, there is a significant relationship between employee integrity and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

### The relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

The result from Table 3 showed that the relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.882). The regression equation also shows that any increase in the value of employee integrity may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee integrity and customer satisfaction of manufacturing firms in Rivers State, Nigeria (F=875.464 p=.000). The null hypothesis three was rejected at .05 level of significance. This finding is in agreement with an earlier finding of Schein, 2010; which established that integrity builds customer satisfaction, service and loyalty. Customer satisfaction and loyalty is a direct result of the integrity displayed by a company and its workforce. Integrity refers to adherence to moral and ethical principles - soundness of moral character; honesty. An individual employee's behavior and response in specific situations must show integrity. In today's business world, integrity is an attribute that customers hope to find in the organizations

that they interact with; the workforce does the right things. Successful manufacturing firms in Rivers State, Nigeria, are those that have integrity as one of their core values. This characteristic comes through in the way they transact and treat their customers.

---

## Conclusion

The study reveals that all the dimensions of employee traits respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing firms in Rivers State, Nigeria. The findings further reveal that organizational policy bears an inverse and insignificant effect on the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. Based on the specific objectives of this study and research findings, the study therefore concludes that employee traits greatly impact on the organizational effectiveness in manufacturing firms in Rivers state, Nigeria.

---

## Recommendations

Based on the findings, and conclusions of the study, the following recommendations are made.

1. Manufacturing firms should make Integrity, confidence and leadership core-values of their firms to enhance their effectiveness.
2. Effective HRM policies must be put in place to guide the usage of human resources in organization. Manufacturing firms in Rivers State, Nigeria, should adopt organizational policies that foster effective human resource management (HRM) practices.
3. Managers in manufacturing firms in Rivers State, Nigeria, should create and ensure a friendly and cordial environment to enable employees express and develop themselves.

---

## REFERENCES

- Ahiazu, A. I. & Asawo, S. P. (2016). *Advanced social research methods*. CIMRAT, Publications.
- Cunningham, J.B. (2017). Approaches to the evaluation of organizational effectiveness. *Academy of Management Review*, 2(3), 463-474.
- Day, G. S. (2017). Customer-oriented approaches to identifying product-markets. *Journal of Marketing*, 43, 8-19.
- Dhooper, A. & Gupta, B. (2022). Antecedents and measures of organizational effectiveness; A systematic review of literature. *Human Resource Management Review*. [www.sciencedirect.com](http://www.sciencedirect.com)
- Imoisili, C.I. (2018). Key success factors in multi-national and indigenous companies in Nigeria. A comparative analysis. *Columbia Journal of World Business*, 15, 40-53
- Meggison, L.C. (2017). *Personnel and human resources administration*. (4<sup>th</sup>ed.), McGraw-Hill Book Co. Inc.
- Miller, E. M. (2017). Shot selling: *The journal of finance*. Wiley.
- Nwachukwu, C. C. (2018). *Personnel administration in Nigeria*. University of Port Harcourt Press.
- Nwoka, J. (2015). *Contemporary issues in human resources management and industrial relations in Nigeria*. Christo Publications.
- Nwoka J. (2015). *Fundamental approach to industrial relations in Nigeria* (2<sup>nd</sup>ed), Christo Publications
- Okere, L. (2012). *Trends in business organization and management*. Minson Nig. Ltd.
- Ostroff, C. & Schmitt, N. (2013). Organizational effectiveness and efficiency. *Academy of Management*. [www.journals.aom.org](http://www.journals.aom.org)
- Phillips, F. & Tuladhar, S. D. (2002). Measuring organizational flexibility: An exploration and general model. *Technological Forecasting and Social Change*, 64(1), 23-38
- Schein, E. H. (2010). *Organizational psychology*. (2<sup>nd</sup>ed.), Prentice-Hall
- Tan, D.J., & Zeng A. (2019). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-522
- Tullberg, J. (2012). Triple bottom line – a vaulting ambition? *Business Ethics: A European Review*. 21(3), 310-324
- Zheng, W., Yang, B. & Mclean, G. N. (2020). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management, *Journal of Business Research*. 63(7), 763-771