The Practice of Organizational Goal Personalization and its Effect on Customer Satisfaction: A Case Study of Bakeshops in Port-Harcourt

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Abstract: *The paper determined the relationship between organizational goal personalization and customer satisfaction of Bread Bakeries in Port Harcourt. The study's objective was to empirically examine how organizational goal personalization relates to customer satisfaction regarding service timeliness, customer complaint resolution, and product reliability of Bread Bakeries in Port Harcourt. Getting the number of registered bread bakeries from the Port Harcourt Chapter of Corporate Affairs Commission was complex. Therefore, the researcher decided to sample 49 bread bakeries and 49 wholesale customers from Port Harcourt (Obio/Akpor and Port Harcourt City LGAs), totaling 98 respondents. Forty-nine (49) questionnaires were distributed to the target employees, and another forty-nine (49) questionnaires were to the wholesale customers. Nevertheless, 44 were retrieved from the employees, while 46 were retrieved from the customers. The data obtained from the field were analyzed using Pearson Product Moment Correlation Coefficient; the test of hypothesis 10 (multivariate analysis) was done using Partial Correlation. Three hypotheses were tested using Spearman Rank Order Correlation. The empirical analysis found that organizational goal personalization has a strong positive relationship with customer satisfaction of bread bakeries in Port Harcourt regarding service timeliness, customer complaint resolution, and product reliability. The study concluded that employees' organizational goal personalization significantly relates to bread bakeries' customer satisfaction. As such, bread bakeries in Port Harcourt, Rivers State, and Nigeria at large that fail to motivate employees who have personalized the goal of the organization may find it very difficult to achieve high customer satisfaction in the long run, as motivation plays a huge role even in the face of organizational goal personalization. The study, among others, recommended that employees who identify with the organizational goals and set objectives should be rewarded by management through salary increments, bonuses, and incentives, thereby enhancing customer satisfaction.*

Keywords: Organizational Goal Personalization, Customer Satisfaction, Service Timeliness, Customer Complaint Resolution, and Product Reliability.

Background of Study

Customers are the reasons why business organizations exist – no customer, no business. This makes it of utmost priority for businesses to ensure that their customers receive the best of products and services. The truth is that staff performance has a significant impact on customer satisfaction (Madera *et al.*, 2017; Gaur *et al*., 2017;). This is due to the fact that employees are those who interact with customers, and the caliber of service received has a significant impact on customer satisfaction: satisfied employees provide excellent service, which increases customer satisfaction, whereas dissatisfied employees provide subpar service, which decreases customer satisfaction (Kashif *et al.,* 2017; Dahlin & Isaksson, 2017; Swain & Kar, 2018). This situation suggests that organizational goal personalization is a crucial prerequisite for customer happiness across all corporate organizations, particularly ones that focus primarily on offering products, like bread bakeries. Organizational goal personalization refers to a situation in which employees, motivated by an emotional connection to the company, consistently perform tasks to the best of their abilities, go above and beyond the requirements of their assigned job roles, and develop a bond with the company's goals and values. When an employee feels a connection to an organization because they share its objectives and values, this is referred to as organizational goal personalization.

The plethora of bread bakeries in Rivers State, and Port Harcourt, particularly brings to the fore of these business owners, managers and their employees that satisfying customers is no longer business as usual. Organizations have to do more directly and indirectly to achieve customer satisfaction. Among others, employees must be motivated to personalize the goal of the organization, as this is capable of spurring better customer service, leading to customer satisfaction.

Among others, it takes an employee who has personalized the goal of their organization to offer the best of service to customers. An employee who identifies with organizational goals, accepts the goals and as well pursues the goals, happen to be swift in resolving customer complaints and offering timely and reliable services. This assertion makes the empirically testable hypothesis that employee personalization of company goals has a relationship with customer satisfaction. global empirical evidence, not just this one: Alhelalat et al. (2017) from Jordan, Singh et al. (2017) from Malaysia, Choi and Joung (2017) from the United States, Rod et al. (2016) from Russia, Soderlund (2016) from Sweden, and Otterbring and Lu (2018) from China..

From a Nigerian viewpoint, experts have taken note of the significance of the link between employee motivation and customer happiness. Numerous research have recently examined the viability of this idea in the Nigerian setting, either explicitly or broadly (Akpan, 2016; Danjuma et al., 2016; Baba et al., 2018; Ehijiele et al., 2018). Typically, the banking industry has been the primary subject of these research conducted in Nigeria (Akpan, 2016; Danjuma et al., 2016; Ehijiele et al., 2018). The hospitality sector (Chinedum et al., 2017) and the education sector are two additional sectors that have been studied (Ibojo & Dunmade, 2016). Despite the merits of these studies, the food industry has been overlooked.

Given that food is essential to human existence, the food sector is critical to any economy. In Nigeria, bakeries play a significant role in the food industry since they manufacture bread, a necessity in most households, especially for breakfast (Oyeyinka & Oyeyinka, 2020). In light of this, this study will fill the sample gap by examining the connection between organizational goal personalization and customer satisfaction in Port Harcourt bread bakeries.

Aim and Objectives of the Study
The aim of the paper was to determine the relationship between organizational goal personalization and customer satisfaction of Bread Bakeries in Port Harcourt. Specifically, the study intends to:
1. Establish the relationship between organizational goal personalization and service timeliness of bread bakeries in Port Harcourt.
2. Investigate the relationship between organizational goal personalization and customer complaint resolution of bread bakeries in Port Harcourt.
3. Ascertain the relationship between organizational goal personalization and product reliability of bread bakeries in Port Harcourt.

Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance:
Ho_1:   Organizational goal personalization has no significant relationship with service timeliness of bread bakeries in Port Harcourt.
Ho_2:   Organizational goal personalization has no significant relationship with customer complaint resolution of bread bakeries in Port Harcourt.
Ho_3:   Organizational goal personalization has no significant relationship with product reliability of bread bakeries in Port Harcourt.

Theoretical Framework
The study was fortified using the Equity Theory. The theory is as discussed below:

John Stacey Adams, a behavioral and workplace psychologist who created his job motivation theory in 1963, is the subject of the Adams' Equity Theory. According to the Adams' Equity Theory of Motivation, successful outcomes and high levels of motivation are only possible when employees believe that their treatment is fair. The theory is hinged on the assumption below:

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

From the aforementioned premise, it can be inferred that employees can be anticipated to react to that belief in a variety of ways, such as demotivation (typically to the extent the employee perceives the disparity between the inputs and the outputs exists), decreased effort, becoming displeased, or, in more extreme cases, perhaps even becoming disruptive. Adams' Equity Theory acknowledges that subtle and variable factors influence an employee's assessment and perception of their relationship with their work and their employer, much like many of the more well-known theories of motivation (such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory). According to Adams' Equity Theory, there should be a fair balance between an employee's inputs (hard labor, skill level, acceptance, enthusiasm, etc.) and their outputs (salary, benefits, intangibles such as recognition, and so on). Finding this appropriate balance, in accordance with the theory, helps to ensure the development of a strong and fruitful relationship with the employee, with the end result being satisfied, motivated employees.

The Justification for Equity Theory

Because it relates to the current condition that exists between the independent and dependent variables in this work, Equity Theory of Motivation was justified as the theoretical framework used in this project. Employees are more likely to work harder for the company when they believe their contributions to the organization's success are valued through their pay, incentives, and other forms of motivation. This increases customer satisfaction, which is reflected in a variety of ways, including the reliability of the company's products, timely service, and handling of customer complaints. And the situation reverses when workers believe that the organization is not appreciating their efforts toward the success of the company. It therefore implies that one way organizations such as bread bakeries can improve on customer satisfaction is by appreciating employees' effort and as well motivating them through appreciable salary structure, incentives, adoption of work-life balance policies, etc. By achieving this as an organization, employees become highly motivated to discharge their functions and even those they are not officially hired to do (organizational goal personalization)., thereby enhancing customer satisfaction in ways such as service timeliness, customer complaint resolution and product reliability, amongst others. The goal of Adams' Equity Theory is to achieve this equilibrium, with outputs on one side and inputs on the other, both appearing to weigh fairly equally. When inputs and outputs are out of balance, some employees may strive to correct the situation on their own, which could have a detrimental impact on customer satisfaction.

Concept of Organizational Goal Personalization

This defines a circumstance in which employees, motivated by an emotional connection to the organization, consistently do duties to the best of their abilities, go above and beyond the requirements of their assigned job positions, and develop a bond with the firm's objectives and ideals. When an employee feels a connection to an organization because they share its objectives and values, this is referred to as organizational goal personalization. Personalizing organizational objectives is also known as affective commitment. According to Meyer and Allen (1997) in Zeb-Obipi and Agada (2018), organizational goal personalization refers to how much a person wants to stay in the organization. Organizational goal personalization refers to the amount to which an individual identifies with, accepts, and pursues organizational goals.

Personalizing organizational goals requires that employees have an emotive orientation toward the company. Employees who adopt the objectives of their company as their own continue to work for it because they want to, not out of obligation or to reap certain rewards or save on opportunity costs. Affective commitment is developed through internalizing the values and standards of the organization and acknowledging its value (Beck & Wilson, 2016; Dixit & Bhati, 2012). Therefore, organizational goal personalization can be thought of as the extent to which a person feels psychologically connected to an employer through emotions like loyalty, affection, worth, belongingness, pleasure, and so on.

Employees' emotional ties to their employer's organization and goals are typified by organizational goal personalization. It is predicated on three things: (1) "workers' faith in the organization's goals, (2) their willingness to put forth effort to accomplish those goals, and (3) a strong desire to be a part of the organization" (Porter *et al.,* 1974 in Zeb-Obipi & Agada, 2018). Organizational goal personalization can be further expressed in terms of identification with organizational goals, goal acceptance and goal pursuance.

i.   Identification with Organizational Goals: Organizational goal personalization is related to a person's emotional connection to and identification with their organization, according to Jaja and Okpu's (2013) research. Employees who identify with the organization's goals tend to stay with it because of a sense of loyalty, belonging, and stability. This underlines the emotional connection and identification that employee has with the organization. An individual who is affectively motivated recognizes, accepts, and works toward the objectives of the company where he is employed. An employee is proud enough to recognize, embrace, and work for organizational goals because of his love and passion for the company he works for (Zeb-Obipi & Agada, 2018). According to Okpu and Jaja (2013), an affectively driven person identifies with the organization's aims. Employees that are emotionally devoted to the company consistently go above and beyond the call of duty to assist others, accomplish duties to the best of their abilities, and develop a bond with the company's objectives and guiding principles.

ii.   Acceptance: Employees that adopt the organization's aims as their own align with the organization's policies, procedures, and the accomplishment of its goals. Such a worker wholeheartedly embraces the company's culture and principles. He refrains from interfering with organizational objectives with his own desires or feelings. adoption of corporate aim as a yardstick for organizational goal Personalization highlights how much a worker cares about his or her company and is willing to accept and personalize its objectives. The level to which an employee goes above and beyond to make sure that organizational or departmental targets are fulfilled, regardless of how inconvenient it may be for him, is referred to here as the pursuit of organizational goals.

iii.   Goal Pursuance: The objective that all organizational operations are working toward (Abo-jarard et al., 2016). It is the goal or aim that managers are trying to achieve. Goals give direction and act as a point of reference. The raisin in the

organization's eye is its goals. In other words, an organization exists because of its aims. It might be considered that an organization has failed in its objectives if it cannot accomplish its goal. Goals are therefore essential to the development and efficiency of organizations.

The creation of organizational goals is to bring about the desired level of success and profit. General organizational goals are outlined in the company's purpose and vision statement, but specifics are provided in the business plan (Cohen & Kol, 2014). Organizations have goals. They have definite objectives to fulfill. They utilize all of the human and non-human resources—financial, physical, technical, etc.—at their disposal in order to achieve these objectives. Actually, the tensions, activities, and behavior of an organization may be inferred from its organizational goals. Goals take on several forms depending on the organization. A company's goals may be to earn a profit, grow its market share, or uphold greater ethical standards in how it does all of its operations. In contrast, a social institution like a university might seek to broaden access to higher education or give students an excellent education in a particular field of study. Through mobile camps, a non-profit hospital seeks to enhance patient care or community health. These are merely broad generalizations regarding the conflicts inside these organizations. The objectives are more definite, particular, quantifiable, and concentrated statements. They should be very specific about what needs to be changed, improved, decreased, or maintained.

Operationally, goal pursuance refers to accepting and working toward an organization's goals. Employees who personalize their company's goals do more than just recognize and accept them; they also work toward achieving them. All of these indicate that these personnel are devoted to the company. Organizational goals are as specific, quantifiably measurable, and concrete as feasible, and they are intended to be accomplished within a specific time frame. Goals are definite promises made by the company to carry out a particular task. Organizations concentrate their limited resources and efforts in areas that will enable them to achieve their objectives. Goals and rewards should be connected to encourage effort. An organization may have several objectives to pursue at once. Priorities are set when businesses have so many objectives to complete within a finite amount of time, money, and resources. Priorities are given to the most important and pressing objectives.

Concept of Customer Satisfaction

Every firm must focus on keeping its customers happy in order to survive. If an organization ignores consumer happiness, it will not last. A key component of offering excellent customer service is following up with clients to ensure that all of their expectations have been fulfilled and exceeded. It is feasible to immediately resolve issues when customers receive prompt solutions to their complaints. Increased trust results from this. According to Kreister (2009), in order to resolve any issues that arise, staff members must set up a clear and responsive method for managing customer complaints and ensure they are aware of what a client genuinely wants. Customer complaints must be viewed as an opportunity to learn how to provide even better customer service. Businesses must work to retain existing consumers and draw in new ones.

According to this study, customer satisfaction refers to the organizational effort made to meet consumers' needs by providing them with dependable service, handling complaint resolution, and providing dependable service. This is the case because a healthy organization, among other things, has clients whose needs are addressed, so long as those needs fall within the company's purview. Customer satisfaction is a gauge of how well businesses are performing in relation to client requirements. This offers a another way to gauge service quality. Customers can genuinely remark on items and services by giving feedback on aspects of the service. (Sweta & Bhawana, 2012; Al-Jazzazi & Sultan, 2017). In the current market, businesses that don't offer high-quality goods and services risk losing clients to rivals (Cheng, 2013). Organizations must be customer-centered, provide higher value to customers, cultivate connections, and concentrate on market engineering as a result of rising consumer demand and quality expectations. Organizations today monitor their competitors as well as their own performance, customer satisfaction, and consumer expectations.

An important part of the economy is played by the food and beverage sector. We can plainly see the issues resulting from increased market rivalry due to technological advancements, shifting consumer needs, and governmental rules and policies. Bakeries of bread must place a high priority on meeting client needs and monitoring customer satisfaction levels. This tactic aids bread bakeries in keeping clients for longer. The price of acquiring new clients is higher than the price of keeping current ones. Retail and wholesale customers to a bread brand appear loyal for a very long time when they enjoy satisfaction in the service they receive from the bread company. This satisfaction emanates from product quality, timely service deliver, quick attendance to complaints/requests, reliable service delivery, etc. Howbeit, this study measures customer satisfaction of bread bakeries in terms of service timeliness, customer complaint resolution and product reliability.

Measures of Customer Satisfaction

Service Timeliness: In terms of operations, service timeliness refers to the delivery of service to clients and other stakeholders on time bases to improve client satisfaction, organizational success, and expansion. Any company that considers delivery time a given

is doomed to failure. Businesses that are thriving are typically those who are committed to promptly fulfilling consumer requests. By doing this, you can both retain that client and draw in new clients for purchases and other kinds of business. The timely delivery of services to customers or clients is referred to as service timeliness. By placing a high priority on timely service, businesses can reduce customer attrition, increase client satisfaction, and achieve operational efficiencies that reduce costs and increase productivity. It is easier to deliver services at scale when you have a business infrastructure that regularly supports in-time performance because you can schedule tasks with a higher degree of confidence that they will be completed by the deadline (Michael, 2019). However, this timely, regular service delivery does not occur naturally. Planning, company-wide support, and protocols that direct corrective action when timeliness veers off course are all necessary.

Service timeliness means to assist clients and other stakeholders when they need it (Steven, 2017). An essential component of providing excellent customer service is promptly responding to requests from customers or stakeholders and resolving any problems they may have. A company's customer care representatives must take action and react swiftly to customers in order to provide timely service. While it is unacceptable to offer justifications for missed deadlines or clients who were overlooked during a busy period, mistakes do occur. The best course of action for an organization is to accept responsibility and attempt to address any outstanding customer inquiries. Supplying customers with needed amount of bread on a timely basis does not only add to the performance of the organization, but also their productivity. This implies that such bread bakery will grow in customer chain and financial strength, competitiveness, among others.

Customer Complaint Resolution: The act of settling a dispute from a client or shareholder (i.e., discontent resulting from the delivery of a product or service) is known as customer complaint resolution (Business Dictionary, 2019). The customer's complaint is brought on by attitudes toward customers, inadequate functions or arrangements made available to customers, or discrepancies between expected service standards and actually provided services. Any corporation must deal with customer complaints as part of its daily operations. Customer service and happiness are the top priorities in bread businesses. They contend that the company's primary slogan is "excellence in customer service," and that its business practices should place the utmost priority on the fast and efficient delivery of goods.

If a client or shareholder is unhappy with the services rendered by the bread bakery, he has every right to file a complaint. It can be delivered verbally, in writing, online, over the phone, or orally. The client may go to court to have his complaint addressed if it is not resolved within the allotted time frame or if he is not happy with the bread company's response. In order to prevent chaos that could later result in lost business and low performance and productivity, the bread firm has a duty to immediately and professionally manage complaints from customers and shareholders as they arise. This is done in order to maintain strong customer service throughout the company.

Product Reliability: The possibility that a product, system, or service will function as intended for a predetermined amount of time or will run faultlessly in a predetermined environment is known as reliability. In a business where customers are satisfied, among other things, the goods and services offered must be trustworthy. Here, "product reliability" refers to the dependability and trustworthiness of a person or organization's service. A bread company cannot claim to provide satisfactory customer service when their products and services are not reliable; when orders are not met either promptly or not at all; when customers are not given due apology in the case of failed or poor services. Bread bakeries therefore need to build a customer chain that can trust their product and service delivery by being responsible in every aspect of product and service delivery to the satisfaction of their customers. This will obviously build a formidable organization through competitiveness, profitability, increased customer base, etc.

Methodology

The study employed the explanatory cross-sectional survey research design. It was difficult getting the actual number of registered bread bakeries from the Port Harcourt Chapter of Corporate Affairs Commission. Therefore, the researcher decided to sample 49 bread bakeries and 49 wholesale customers from Port Harcourt (i.e Obio/Akpor and Port Harcourt City LGAs), making it a total of 98 respondents.

Pertaining to the primary data, a structured questionnaire entitled "Organizational Goal Personalization and Customer Satisfaction Index (OGPCSI)" was designed in four point likert scale with the following response options: Strongly Agreed = 4, Agreed = 3, Disagreed = 2, and Strongly Disagreed =1. The instrument (Organizational Goal Personalization and Customer Satisfaction Index) was face and content validated by the researcher's supervisor and two research experts in the Department of Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Crombach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the reliability of the instrument. The least Cronbach alpha level obtained was 0.83 which indicated a highly reliable coefficient. Based on Nunnaly's (1978) criterion of 0.70, reliability coefficient above 0.70 was considered as indicating good or reliable instruments. A total of forty-nine (49) questionnaires were distributed to the target employees and another forty-nine (49) questionnaires distributed to the wholesale customers. Nevertheless, 44 were retrieved from the employees, while 46 were retrieved

from the customers. The data obtained from the field were analyzed using Pearson Product Moment Correlation Coefficient, and; the test of hypothesis 10 (multivariate analysis) was done using Partial Correlation. The formula is stated below:

$$\Upsilon = \frac{n\sum XY - \sum X \sum Y}{\sqrt{[n\sum X^2-(\sum X)^2][n\sum Y^2-(\sum Y)^2]}}$$

Where;
n = number of pairs of data
x = independent variable
y = dependent variable
$\sum xy$ = sum of the products of independent and dependent variable
$\sum x$ = sum of independent variable
$\sum y$= sum of dependent variable
$\sum$ = Summation

Decision Rule: The null hypothesis is accepted when the calculated r value is greater than the r critical value obtained, otherwise, it is rejected

Results/Findings

Ho_1: Organizational goal personalization has no significant relationship with service timeliness of bread bakeries in Port Harcourt.

Ho_2: Organizational goal personalization has no significant relationship with customer complaint resolution of bread bakeries in Port Harcourt.

Ho_3: Organizational goal personalization has no significant relationship with product reliability of bread bakeries in Port Harcourt.

Table 1: Correlations between Organizational Goal Personalization and Customer Satisfaction

S/N	X	Y	XY	X^2	Y^2
1.	17	15	255	289	225
2.	14	12	168	196	144
3.	10	10	100	100	100
4.	3	9	27	9	81
5.	14	16	224	196	256
6.	12	12	144	144	144
7.	11	10	110	121	100
8.	7	8	56	49	64
9.	24	21	504	576	441
10.	15	14	210	225	196
11.	5	7	35	25	49
12.	0	4	0	0	16
13	18	20	360	324	400
14	13	13	169	169	169
15	8	7	56	64	49
16	5	6	30	25	36
	$\sum X$=176	$\sum Y$=184	$\sum XY$=2448	$\sum X^2$=2512	$\sum Y^2$= 2470

Source: Survey 2022.

$$\Upsilon = \frac{n\sum XY - \sum X \sum Y}{\sqrt{[n\sum X^2-(\sum X)^2][n\sum Y^2-(\sum Y)^2]}} = \frac{16 \times 2448 - 176 \times 184}{\sqrt{(16 \times 2512 - (176^2))(16 \times 2470 - (184^2))}}$$

$$\Upsilon = \frac{39168 - 32384}{\sqrt{(40194 - 30976)(39520 - 33856)}} = \frac{6784}{\sqrt{(9218)(5664)}}$$

$$= \frac{6784}{} = \frac{6784}{} = 6784$$

$$\sqrt{52210752} \qquad 52210752 \qquad 7225.7008 \qquad = \qquad 0.9389$$

:. $\Upsilon = 0.9389$

Table 1 above shows that the calculated r value is 0.9389. Since the calculated r value 0.9389 is greater than the critical r value of 0.441, the null hypothesis was rejected. This implies that organizational goal personalization has a very strong positive relationship with customer satisfaction of bread bakeries in Port Harcourt in terms of service timeliness, customer complaint resolution and product reliability.

Discussion of Findings

The tests of hypotheses one and three revealed that organizational goal personalization has a very strong positive relationship with customer satisfaction of bread bakeries in Port Harcourt in terms of service timeliness, customer complaint resolution and product reliability. This implies that employees' ability to ensure that they personalize with organizational goals and set objectives will lead to enhanced customer satisfaction. This is predicated on the idea that employees who take ownership of the organization's goals stay on staff because they want to, not out of obligation, to reap advantages, or to avoid losing out on other opportunities. This demonstrates that these workers have an emotional connection to the company and do not view their devotion to it as a source of personal gain (Beck & Wilson, 2016; Dixit & Bhati, 2012). They provide whatever dedication they have to the organization voluntarily and without expecting anything in return. Such staff members do not provide eye service. This suggests that having such workers around a workplace is essentially like having a treasure trove that the company can proudly use. Organizations now owe it to their workers to treat them with respect so that they will feel so strongly about the company. Recognizing the value of the organization and internalizing its values are necessary for the development of organizational goal personalization.

With such employees who have personalized the goals of their organization, they handle the functions they are assigned to like it is theirs – doing more than what is even expected of them. Such employees go all out to ensure that customers' complaints are treated with high priority, and that reliable products and services are delivered on time. Employees of this caliber are not lackadaisical with handling their official duties – no eye service of any kind. A bread bakery that houses employees of this caliber will definitely experience customer satisfaction which in turn add significantly to the profitability, competitiveness, resilience, customer base, etc. of the bakery. Employees are the ones who mostly have direct encounters with customers, which implies that the level of satisfaction a customer enjoys is mostly dependent on the kind of treatment they receive from employees. This further implies that it will take an employee who is selfless in their service to the organization to give the best of treatment to customers.

Rousseau (2015) discovered that a worker who connects with the organization's aims stays there because he wants to, which emphasizes the emotional tie and identification that worker has with the organization and is reflected by sentiments of devotion, belongingness, and stability. Once people start to identify with the organization, they are likely to start caring about its larger goals, such as its reputation, survival, and continued success. This leads to activity and resource exchange (reflecting increased concern between employer and employee), which promotes further identification. Similar findings were made by Katzenbach (2017), who identified highly motivated employees as high performers (those who outperform industry standards) and whose emotional commitment enables them to create and deliver goods and services that represent a long-term competitive advantage. An employee is proud enough to recognize, embrace, and work for organizational goals because of his love and passion for the company he works for (Zeb-Obipi & Agada, 2018). Employees that are emotionally devoted to the company consistently go above and beyond the call of duty to assist others, accomplish duties to the best of their abilities, and develop a bond with the company's objectives and guiding principles.

According to Jaja & Okpu (2013), an employee must personalize his or her organization's goals in order for them to be accepted and forge a link with the employee. As a result, this enhances the effectiveness of the company because such a worker will, among other things, provide consumers with heartfelt service and work effectively. Furthermore, an employee who embraces the objectives of their company as if they were their own will not do anything for it less than they would have done for themselves, so they will go above and beyond to ensure that the company has a positive reputation, provides the best customer service, and makes the most of their resources.

Conclusions

Based on the results and findings, the study concluded that organizational goal personalization of employees significantly relates with customer satisfaction of bread bakeries. The organizational goal personalization of an employee obviously triggers customer satisfaction, especially in terms of service timeliness, customer complaint resolution and product reliability. The study also concluded that bread bakeries in Port Harcourt, Rivers State and Nigeria at large who fail to motivate employees who have personalized the

goal of the organization may find it very difficult in achieving high customer satisfaction in the long run, as motivation plays a huge role even in the face of organizational goal personalization.

Recommendations
Based on the findings and conclusions of the study, the following recommendations are made:
1. Employees who identify with the organizational goals and set objectives should be rewarded by management through salary increment, bonuses, incentives, etc., thereby enhancing customer satisfaction.
2. Highly level of interpersonal relationship should be encouraged by management of bread bakeries to facilitate pursuance and attainment of goals and set objectives collectively, which in turn will boost customer satisfaction.
3. Management should ensure that they adopt equitable reward strategy to motivate employees, as this will make employees realize the fact that they will be rewarded base on their respective efforts.

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