

Enterprise-First Behaviour and Resource Optimization: A tool for Organizational Performance in Paint Manufacturing Enterprises within Rivers State, Nigeria

Dr. Nwiyii, Blessing Joseph¹ and Dr. Amanawa, David Ebiegberi²

¹Ph.D. in Management (Organizational Behaviour Option), Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt.

nwiyiiblessing@gmail.com

²Researcher/Faculty Member at the Centre for Continuing Education, Ignatius Ajuru University of Education, Port-Harcourt, Rivers State, Nigeria.

david.amanawa@iaue.edu.ng

Abstract: The study ascertained the relationship between enterprise-first behaviour and the organizational performance of paint manufacturing firms in Rivers State. The study's objective was to empirically analyze the relationship between enterprise-first behaviour and the organizational performance of paint manufacturing firms in Rivers State regarding corporate image, customer service, and resource maximization. The study employed the explanatory cross-sectional survey research design. The population of this study consisted of nineteen (19) registered paint manufacturing firms in Rivers State obtained from the Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. The sample size of the study was nineteen (19) registered paint manufacturing firms in Port Harcourt, with ninety-five (95) managers (five top managers from each of the paint manufacturing firms) serving as respondents on behalf of their firm. A total of ninety-five (95) copies of the questionnaire were distributed, and the researcher retrieved 76 copies (representing 80% of the total questionnaires) of the questionnaire correctly filled. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. The empirical analysis revealed a moderate positive relationship between enterprise-first behavior and the organizational performance of paint manufacturing firms in Rivers State regarding corporate image, customer service, and resource maximization. The study concluded that enterprise-first behaviour significantly relates to the organizational performance of paint manufacturing firms in Rivers State. The study recommended, among others, that management should motivate employees through a reward system, which will inspire them to volunteer, give extra time to organizational functions, and exhibit a problem-solving attitude.

Keywords: Enterprise-First Behaviour, Organizational Performance, Corporate Image, Customer Service, Resource Optimization.

Background of Study

It is impossible to overstate the significance of paint in residences, workplaces, and places of worship. Various raw materials, including pigments, alkyd resins, surfactants, solvents (thinners), and coloring agents, are combined to create paint products for residential and industrial usage. Because of its impact and role in the environment, paint manufacturing companies are regarded as critical businesses in many nations. It is important for paint manufacturing companies to function at their peak levels through corporate image, customer service, and resource maximization, given the current state of the economy, which is troubling given the high cost of raw materials and labor in Nigeria and Rivers State in particular. Therefore, the organizations (implying organizational performance), their employees, and even their consumers are very interested in the success of paint manufacturing enterprises. Customer-focused performance includes customer satisfaction and product/service performance.

Financial and market performance includes revenue, profits, market position, cash-to-cash cycle time, and earnings per share. Human resource performance includes employee organizational effectiveness, including time to market, innovation, and production (Alam, 2013). The extent to which an organization satisfies its requirements as well as the demands of its stakeholders in order to persist and develop is referred to as organizational performance (Pandey & Dutta, 2013). In order to accomplish its goals and objectives, an organization must be able to access and manage various organizational resources, according to Sangiorgi and Siboni's definition from 2017. Many firms have restructured, instituted complete quality management programs, and added competitive worker perks to reach the necessary level of financial performance. However, despite making such efforts, many businesses have not enjoyed high performance or the desired benefits. Effectiveness, efficiency, productivity, quality, and innovation contribute to organizational performance (Zheng & McLean, 2010).

Organizational performance operationally refers to a process that, via deliberate interventions, improves an organization's effectiveness, efficiency, and members' well-being. The outcome that shows or reflects an organization's efficiency or inefficiencies in terms of reputation, competencies and financial success is generally called organizational performance. It is crucial to remember

that organizational performance refers to an organization's actual output or result compared to its anticipated outputs, goals, and objectives. A company's actual outcomes or effects compared to its future goals or objectives are considered organizational performance. It also affects strategic planners, operations, finance, legal, and organizational development. Authorities in many different sectors of endeavor are concerned about it. The output of an organization, as determined by its aims and purposes, is also psychotherapy. Financial performance, shareholder value performance (and, in some cases, production capacity performance), and market performance are the three primary results calculated inside the company group. Four types of organizational performance measures exist. They are human resource, organizational, financial accounting, and capital market outcomes.

Organizational outcomes contain labour productivity, customer satisfaction, and quality of product services. Financial accounting outcomes included three measures: returns on assets, equity, and profitability.

However, from the researcher's observation, some paint manufacturing firms in Rivers seem to be facing dwindling performance levels; this negatively affects the corporate image, resource maximization, and customer service. This weakness in their performance further goes on to tell negatively on the public trust they earn customers and employees' ratings they get daily. There is also the issue of financial resource minimization, operational inefficiency, delayed customer complaint resolution, and delayed service rendering, amongst others. Notwithstanding, this study looks at organizational performance in terms of corporate image, customer service, and resource maximization. Nevertheless, the drop in corporate image, customer service, and resource maximization amongst these firms can be attributed to something not yet identified. Many factors can cause poor corporate image, resource maximization, and customer service. One amongst them is enterprise-first behaviour.

Enterprise-first behaviour operationally refers to a psychological disposition where workers prioritize organizational functions and targets over their interests. Employees with a strong sense of commitment are known to put the needs of the company and its success ahead of their comfort. Committed employees prioritize the interests of their companies before their own (Northwestern University, 2017). Employees can boost company performance through the extra-role conduct known as enterprise first behavior (EFB). The link between organizational citizenship behavior and performance has been the subject of numerous research. Due to the increased use of the limitless human capacity to increase the quantity and quality of goods and services in a world of competition and change, managers today place a greater emphasis on creating conditions for organizational obedience, organizational loyalty, and organizational participation as the concept of organizational citizenship (Ahmad, 2013).

From the literature assessed, there is a lack of empirical studies bothering the relationship between enterprise-first behaviour and the organizational performance of paint manufacturing firms in Rivers State. Therefore this study was to fill the research gap in the body of knowledge. For example, Kabir & Rahman (2019) examined employee loyalty's relationship with work-life balance opportunities in the private commercial banking sector of Bangladesh; Sarantuya *et al.* (2019) examined the impact of employee satisfaction on employee loyalty as well as the organizational performance of the organization based on the case of the Mongolian banks; Nwachukwu *et al.* (2019) determined the employee loyalty and organizational commitment in Port Harcourt; Rishipal (2019) identified the characteristics of employee loyalty and counter-productive work behaviour (CWB) among employees working in the Indian hospitality sector. However, none of the above studies bothers on the relationship between enterprise-first behavior and organizational performance of paint manufacturing firms in Rivers State. This is the knowledge gap that this study intends to close.

Aim and Objectives of the Study

The study aimed to determine the relationship between enterprise-first behaviour and resource maximization of paint manufacturing firms in Rivers State. The specific objectives of the study include the following:

1. To determine the relationship between enterprise-first behaviour and the corporate image of paint manufacturing firms in Rivers State.
2. To determine the relationship between enterprise-first behaviour and customer service of paint manufacturing firms in Rivers State.
3. To determine the relationship between enterprise-first behaviour and resource maximization of paint manufacturing firms in Rivers State.

Theoretical Framework

The study was strengthened using Social Exchange Theory by George Casper Homans in 1958. Social exchange theory postulates that "give and take" forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships. Pfeffer (1982 cited in Ahiazu & Asuquo, 2016) posits that social exchange theory is behavioural compliance on the part of the individual in exchange for something perceived to be contingent on the individual's behaviour. Thus, the social exchange theory is about giving more value to others than what has been given to you and also receiving something of higher value than you have given out (Ahiazu & Asuquo, 2016). Some relevant assumptions of the theory are as follows:

- i. In a relationship, every individual has expectations from his/her partner. A relationship without expectations is meaningless;
- ii. Good relationships are mutually beneficial and not supposed to be one-sided. An individual invests his time and energy in a relationship only when he gets something from the corresponding or higher value (Olannye, 2014).

Accordingly, social exchange theory holds that feelings and emotions ought to be reciprocated for a successful and long-lasting relationship. Therefore, good relationships should be mutually beneficial and not supposed to be one-sided.

The theory explains that the paint manufacturing firms (employer) and their employees have unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the relationship quality and job performance. Paint manufacturing firms expect their employees to depict high enterprise-first behaviour towards achieving goals and targets by making meaningful inputs. On the other end, their employees expect them (paint manufacturing firms) to provide fascinating rewards in attractive and prompt salaries, digital incentives, and allowances. This theory posits that the extent to which paint manufacturing firms can provide attractive rewards will influence their employees' degree of enterprise-first behaviour (i.e., organizational citizenship behaviour). More explicitly, the first assumption of the theory implies that paint manufacturing firms that desire enterprise-first behavior from their employees should do the needful by being financially and non-financially responsible towards their staff, i.e., a robust reward system should be set in place that will guarantee employee satisfaction, which will result in turn trigger enterprise first behavior of employees.

From the second assumption of the theory, it can be drawn that employee loyalty is first hinged on expectations of the employee from the organization. When this comes true for the employee, the employee's confidence is built on the organization's reward system, thereby solidifying the employee's commitment, enterprise-first behaviour, and organizational goal personalization. As a result, employee performance becomes highly enhanced, producing optimized organizational performance, especially in corporate image, resource maximization, and customer service.

Enterprise-First Behaviour

Based on the operations of this study, enterprise-first behaviour operationally refers to a psychological disposition where workers prioritize organizational functions and targets over their interests. Employees with a strong sense of commitment are known to put the needs of the company and its success ahead of their comfort. Employees that put their employers' interests first prioritize their own needs over those of their employers (Northwestern University, 2017). These workers are willing to put in extra time and effort to complete tasks, even when it is inconvenient. When staff members are willing to forgo their comfort in favor of a work or project for their unit, they are said to act enterprise-first. Such people occasionally offer assistance to attain goals, not necessarily for the reward but for the satisfaction of reaching them. When someone compliments the organization, it feels like a personal compliment to such employees (Craig, 2017). Employees who exhibit enterprise-first behavior (EFB) identify sincerely with the objectives and procedures of the firm, frequently volunteering their time and unwavering support for its success. This study uses variables like volunteerism and spare time to gauge enterprise-first behavior.

Employees can boost company performance through the extra-role conduct known as enterprise first behavior (EFB). The link between organizational citizenship behavior and performance has been the subject of numerous research. Due to the increased use of the limitless human capacity to increase the quantity and quality of goods and services in a world of competition and change, managers today place a greater emphasis on creating conditions for organizational obedience, organizational loyalty, and organizational participation as the concept of organizational citizenship (Ahmad, 2013). Studies contend that organizational citizenship conduct is advantageous to the organization and offers various advantages for managers and employees. Managers that adhere to the Enterprise First Behavior (EFB) philosophy create a conducive climate for teamwork among the organization's employees. Enterprise-first behavior (EFB) enables managers to focus on possibilities to enhance organizational performance rather than instructing people to do their jobs (Rezaei *et al.*, 2018).

Organizational citizenship behavior is also known as enterprise first behavior (EFB). According to Rezaei *et al.* (2018), enterprise-first behavior (EFB) is a set of actions that support organizational and work effectiveness but are not explicitly required for performing a task. As a result, these actions are frequently viewed as optional by workers. They are, therefore, ineligible for official recognition. According to the definition of enterprise first behavior (EFB), these behaviors affect an organization's effectiveness by fostering a social context at work. The organization's effectiveness is impacted by organizational citizenship behavior for several reasons, including boosting management productivity, lowering the need to use limited resources, and fostering an atmosphere that boosts employee morale (Organ, 2016). Additionally, putting the needs of the business first at work can be seen in volunteering, taking personal time off, and problem-solving.

Volunteering: According to this definition, staff volunteering refers to the level to which a person gives extra time, talent, and effort to help a team or unit of an organization achieve its goals. It has to do with the habit and willingness to forgo personal time for relaxation or closure to lend more support to a department or across departments in an organization. Committed employees do not wait to be coerced or persuaded into more duties to help their unit or another unit reach goals (Rodell, 2013). The dedicated volunteer is interested in seeing that tasks are completed, even if they are not directly related to their job description.

Personal Extra Time: Personal overtime is the habit of working after the office officially closes to complete more duties or clean the desk for the following day. According to the 2019 edition of the Online Meridian Dictionary, additional time is defined as time spent working at one's employment outside of regular business hours. It is possible to conflate personal time off with overtime, but in this context, they have different meanings. Work overtime is frequently accompanied by additional compensation from the company; the supervisor or a higher officer frequently starts it. However, personal extra time is a concern when a staff member is willing to perform their job duties for no other reason than to complete more tasks rather than for external rewards (Odu, 2019). Instead of just doing their jobs for the company, the personnel views their jobs as personal. Thus, rather than staying open till 4:00 p.m. (Nigeria's legal closing time), the employee stays open for an additional hour or two to complete more duties.

Problem-Solving: Finding, assessing, and resolving organizational challenges are all part of the problem-solving process, which is purposeful and calculated (Bill, 2020). Overcoming obstacles and figuring out solutions to issues are the ultimate goals of problem-solving, particularly when taking a scientific or analytical approach. Regardless of the type of activity being carried out within the business, problems are inevitable. This is true because organizations are social structures that function in social settings under the direction of social beings who are insatiably social. The unsatisfactory nature of these social factors presents organizations with an inexhaustible source of issues. These issues have to be thoroughly resolved because of how harmful they are. The personnel of a company is primarily responsible for problem-solving within that company. If issues within the company can be solved internally, then every employee is accountable.

Organizational Performance

The idea of organizational performance has been carefully considered to be the total of the successes that all departments have attained. The organization's accomplishments in each stage are outlined by the goals that have been set for it over a specific amount of time. Organizational performance is linked to a company's existence and success (Ahmed & Shafiq, 2014).

Customer-focused performance includes customer satisfaction and the effectiveness of the product or service. Financial and market performance includes revenue, profits, market position, cash-to-cash cycle time, and earnings per share. Finally, human resource performance includes employee organizational effectiveness, time to market, innovation, production, and supply chain (Alam, 2013). Many firms have restructured, instituted complete quality management programs, and added competitive worker perks to reach the necessary level of financial performance. However, despite making such efforts, many businesses have not enjoyed high performance or the desired benefits. Studies of the consistently superior financial performance of some American businesses have linked their success to the distinctive cultures of such businesses (Zheng & McLean, 2010). Effectiveness, efficiency, productivity, quality, and innovation are part of an organization's performance.

The total of all departments' successes measures an organization's performance. The accomplishments in each stage are outlined by the company goals that have been defined for a specific time. Business growth, progress, and survival are all related to the concept of performance in business (Ahmed & Shafiq, 2014). Customer, financial, market and human factors are the four components that make up the complex construct known as organizational performance. Customer satisfaction, customer loyalty, financial performance (revenue, profits, market position, cash-to-cash cycle time, and earnings per share), management-employee organizational effectiveness, and other factors have historically been considered to be indicators of business performance (task accomplishment, quality output, productivity, time to market, level of innovation, management competency, companionship, management utility function). Many firms have restructured, established complete quality management programs, and added competitive worker perks to reach the required level of organizational performance. Some firms' continuous superior business performance has been analyzed, and the analyses have linked that success to the unique cultures of such organizations (Zheng & McLean, 2010).

Given the preceding, organizational performance can be conceptualized as the degree to which a corporate entity's operational actions result in developing novel products, providing top-notch services, and organizational profitability. Deliberate actions can improve an organization's performance, efficiency, and member well-being. Business performance describes an organization's output or result compared to its expected outputs, goals, and objectives. A company's actual results or effects, such as an airline operator, are measured against its long-term aims or ambitions. It also affects strategic planners, operations, finance, legal, and organization development. Authorities in many different sectors of effort are concerned about it. This work, however, measures the performance of a business organization such as a paint manufacturing firm regarding corporate image, customer service, and resource maximization.

Measures of Organizational Performance

Corporate Image: Corporate image refers to how the public views an organization, its operations, and its goods and services. It is also known by the name "corporate reputation." In a competitive business environment, many companies actively attempt to develop and express a positive image to their clients, shareholders, the financial community, and the general public. It has been said that reputation is an extrinsic cue component of corporate image. The constant evolution of reputation is fueled mainly by the transmission of information from one user to another (Herbig & Milewicz, 2013). Reputation encapsulates the general opinion of an organization's public, rivals, suppliers, customers, and workers (Fombrun & Shanley, 2018). Companies strive for reputation because

they know that those with a good reputation for their products can command the most outstanding sales prices, making them more powerful than their rivals (Loureiro & Kaufmann, 2016). This validates the notion of cooperation.

Customer Service: In business, customer service refers to the relationship between suppliers and customers in which the supplier gives a service, such as information or a task, and the customer either gains or loses value. Customer service health is the level at which a corporate organization's products and/or services satisfy its customers' preferences, requirements, or expectations. An easy way to determine a company's health is to look at how satisfied its consumers or clients are. Adapting their product and service models to the specific requirements of their target market is a successful strategy for healthy corporate enterprises. Establishing sincere ties with clients beyond business is critical, and treating them like people is critical. To improve service quality, employees in a commercial setting must be kind and approachable. Having a quality product on the market is insufficient. Customers should be greeted with a smile, listened to, and given instructions on how to use things sold by those who sell these goods (Mathis & Jackson, 2019). Keeping open lines of communication to maintain connections and advance service delivery is possible by paying close attention to consumers, probing inquiries, and interpreting body language. Service delivery is influenced by the managers' human interactions with their staff. A key component of excellent customer service is following up with clients to ensure 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. In order to resolve any issues that arise, personnel must establish a transparent and responsive procedure for managing client complaints and ensure that they are aware of what the consumer truly wants. Customer complaints must be viewed as an opportunity to learn how to provide even better customer service. Businesses need to work on bringing in new clients and retaining existing ones.

Resource Optimization: The ability of administrative workgroups to utilize human and material resources to their most significant advantage to meet goals is referred to conceptually as resource optimization. Resources play a significant role in daily investment and decision-making. Cash, loans, debt funds, equity funds, bonds, bills, securities, shares, modest loans from friends and family, short-term loans, and long-term loans are a few examples of financial resources (Dibrova, 2016). All business operations depend on how effectively resources are managed to provide effective results. When resources are effectively utilized, many operations become more efficient, and the company develops in the best possible way. On the other hand, the complexity of the work and difficulties for the business person working in a rich environment result from poor resource management. Therefore, it drives companies toward profitability and affects their success (Xiang & Worthington, 2017).

Methodology

The study made use of the explanatory cross-sectional survey research design. The population of this study consisted of nineteen (19) registered paint manufacturing firms in Rivers State. The above information was obtained from the Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. The entire population of nineteen (19) registered paint manufacturing firms in Rivers State was used as the study sample. However, convenient sampling was adopted at the level of selecting knowledgeable managers who will respond to the questionnaire on behalf of their firm. Five (5) top managers of each paint manufacturing firm were selected as respondents to achieve this. The study's sample size was nineteen (19) registered paint manufacturing firms in Port Harcourt, with ninety-five (95) managers serving as respondents on behalf of their firms.

The instrument for primary data was titled "Enterprise First Behaviour and Organizational Performance Questionnaire (EFBOPQ)," designed in a four (4) point rating scale with the following response options: Very Great Extent (VGE) = 4; Great Extent (GE) = 3; Moderate Extent (ME) = 2; and Low Extent (LE) = 1. The instrument was face and content validated by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach's alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the instrument's reliability. The lowest Cronbach's alpha level was 0.81, indicating a highly reliable coefficient. Based on Nunnally's (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments.

A total of ninety-five (95) copies of the questionnaire were distributed, and the researcher could retrieve 76 copies of the questionnaire correctly filled. In handling the data analysis, hypotheses were tested using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The formula is presented overleaf:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

\sum = Summation.

n = the number of pairs of data

d = difference between the ranking in each data set.

Decision Rule: The tests of hypotheses will be considered two-tailed and be carried out at a 95% confidence interval.

Results/Findings

- Ho₁: Enterprise-first behavior has no significant relationship with the corporate image of paint manufacturing firms in Rivers State.
- Ho₂: Enterprise-first behavior has no significant relationship with the customer service of paint manufacturing firms in Rivers State.
- Ho₃: Enterprise-first behavior has no significant relationship with the resource maximization of paint manufacturing firms in Rivers State.

Table 1: Relationships between Enterprise First Behaviour and Organizational Performance

		Enterprise First Behaviour	Corporate Image	Customer Service	Resource Maximization
Spearman's rho	Enterprise First Behaviour	Correlation	1.000	0.531**	0.475**
		Coefficient			
		Sig. (2-tailed)	.	.000	.000
		N	76	76	76
	Corporate Image	Correlation	0.531**	1.000	0.735**
		Coefficient			
		Sig. (2-tailed)	.000	.	.000
		N	76	76	76
	Customer Service	Correlation	0.475**	. 0.735**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	76	76	76
	Resource Maximization	Correlation	0.528**	0.737**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	76	76	76

****.** The relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Column two of table 1 above shows r value of 0.531 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating enterprise-first behaviour and corporate image. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁), which states that enterprise-first behavior has no significant relationship with the corporate image of paint manufacturing firms in Rivers State, was rejected. This implies that enterprise-first behaviour has a significant moderate relationship with the corporate image of paint manufacturing firms in Rivers State.

Column three of table 1 above shows r value of 0.475 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating enterprise-first behavior and customer service. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) states that enterprise-first behavior has no significant relationship with the customer service of paint manufacturing firms in Rivers State was rejected. This implies that enterprise-first behaviour has a significant moderate relationship with the customer service of paint manufacturing firms in Rivers State.

Column four of table 1 above shows r value of 0.528 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating enterprise-first behaviour and resource maximization. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₃), which states that enterprise-first behavior has no significant relationship with the resource maximization of paint manufacturing firms in Rivers State, was rejected. This implies that enterprise-first behaviour has a significant moderate relationship with the customer service of paint manufacturing firms in Port Harcourt.

These results showed that the expression of enterprise-first behaviour by a staff of an organization such as a paint manufacturing firm brings about a moderate impact on its performance, especially in terms of corporate image, customer service, and resource maximization.

Summary of Findings

From the above empirical analysis, the following findings were made:

1. Enterprise-first behaviour has a significant moderate relationship with the corporate image of paint manufacturing firms in Rivers State.
2. Enterprise-first behaviour has a significant moderate relationship with the customer service of paint manufacturing firms in Rivers State.
3. Enterprise-first behaviour has a significant moderate relationship with the customer service of paint manufacturing firms in Port Harcourt.

Discussion of Findings

The test of hypotheses one, two, and three revealed that enterprise-first behavior has a significant positive relationship with the performance of paint manufacturing firms in Rivers State regarding corporate image, resource maximization, and customer service. This suggests that improving enterprise-first behaviors like problem-solving, volunteering, and personal downtime will increase the performance of paint manufacturing companies in Rivers State in terms of brand recognition, resource exploitation, and client satisfaction. In addition, they may put the company's needs above their objectives or pursuits. Employees that put their employers' interests first prioritize their own needs over those of their employers (Northwestern University, 2017).

When staff members are willing to forgo their comfort in favor of a work or project for their unit, they are said to act enterprise-first. Such people occasionally offer assistance to attain goals, not necessarily for the reward but for the satisfaction of reaching them. When someone compliments the organization, it feels like a personal compliment to such employees (Craig, 2017). Employees who exhibit enterprise-first behavior (EFB) identify sincerely with the objectives and procedures of the firm, frequently volunteering their time and unwavering support for its success.

Employees who work in organizational units with high performance pay attention to citizenship behaviors more than those who work in organizational units with low performance, according to Winer's (2011) research (Kark, 2014). They came to this conclusion after surveying fast-food restaurants. At the very least, different citizenship behaviors are connected to specific organizational success metrics. Following a thorough investigation, they discovered a significant link between organizational effectiveness and citizenship practices.

According to Chen *et al.* (2016), organizational citizenship practices and employees' interest in turnover are inversely related. In other words, raising corporate citizenship standards reduces the rate at which people are motivated to leave their jobs. However, on the other side, lowering the employee interest rate in leaving the company can result in improved performance and effectiveness. The decrease in turnover rate is thus one of the mechanisms of action of enterprise first behavior in raising the performance and effectiveness of the organization. Similar findings were made by Mehrdad *et al.* (2015), who discovered a strong connection between organizational citizenship activity and job performance.

Furthermore, a study on the connection between organizational citizenship behavior and work performance was done by Jalil (2010). Their study showed a strong correlation between organizational citizenship behavior and work success and the ability to predict job performance based on organizational citizenship behavior aspects. Finally, the relationship between organizational climate, organizational citizenship behavior, and employee job performance at Shiraz University of Medical Sciences was the focus of a study by Ekhlesi in 2011. The findings of this study showed a substantial correlation between organizational citizenship behavior and job success.

Nevertheless, Tai *et al.* (2012) discovered that organizational citizenship behavior plays a significant and beneficial role in enhancing organizational performance, in our case, corporate image (public trust, customers' ratings, and employees' ratings), resource maximization (financial resource maximization, human resource maximization, and operational efficiency), and customer service (customer complaint resolution, service reliability, and service timeliness).

Conclusions

Based on the results and discussion of findings, the study concluded that enterprise-first behaviour significantly relates to the organizational performance of paint manufacturing firms in Rivers State. Enterprise-first behaviour such as volunteering, personal extra time, and problem-solving trigger organizational performance in corporate image, customer service, and resource maximization in paint manufacturing firms in Rivers State. The study also concluded that paint manufacturing firms in Rivers State and Nigeria at large who fail to appreciate and retain staff who possess enterprise-first behaviour will find it very difficult to achieve high organizational performance, which will, in turn, have a very opposing force on their overall performance as business establishments. It, therefore, behooves organizations to inculcate enterprise-first behavior in their staff, as this can boost their performance.

Recommendations

Based on the findings, the study recommends the following:

1. Paint manufacturing firms' employees should exhibit high organizational citizenship behavior in their respective firms to attain goals collectively.
2. Management of paint manufacturing firms should endeavour to retain loyal employees who can assist their firm in achieving its set goals and objectives.
3. Management should motivate employees through a reward system, which will inspire them to volunteer, give extra time to organizational functions, and exhibit a problem-solving attitude.

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