

Fostering Resilience Information and Communication Technology (ICT) for Workforce Contentment and Organizational Performance

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ABSTRACT

The focus of this article is on: 'Fostering Resilience Information Technology (IT) for Workforce Contentment and Organizational Performance'. Information technology comprises all aspect of processing, storage as well as diffusion of information that are used in an electronic format. Regardless of the affirmative role of IT to economic efficiency as well as growth, an emergent country like ours is still lacking behind in using IT in manufacturing activities. Nigeria as a country is confronted with massive challenges in IT which has continuously nose dive Nigeria financial system as a result of challenges in terms of building IT connected to manufacturing functions. As a result, the objectives of this article was to find out the extent to which fostering resilience IT impact positively on employees contentment and to examine the perceived effect of resilience of information technology on organizational performance in the selected service firms in FCT-Abuja Nigeria. Data in term of secondary method as well as primary method of data collection were used to source for relevant information. A statistical technique such as regression analysis was used to test the hypotheses. Outcome from the analysis showed that fostering resilience IT has an affirmative impact on employees' contentment as well as organizational performance in the selected service firms in FCT-Abuja Nigeria. The paper suggests that, organizational leaders must utilize human resource management theories and best information technology practices, acquire and train employees in this novel idea, appraise, reward and compensate employees to get the best from them. These will allow organization to engage the right skilled employee, placed them on the right job thereby leading to low turnover as well as enhanced good organization in their innovation process.

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Introduction

Information technology (IT) is basically a vital part of organizations, which has become essential for organizational development and performance as well as an indispensable instrument for economic, social, and cognitive development; production process, cost reduction, and quality improvement; employees' contentment; and the development of committed staff and organizational loyalty. Information and communication technologies play a significant role in communities, both at individual, group or organizational levels, as a result of their obvious effect on productivity in mutually private as well as public corporations, in terms of improving services to the public, increasing speed in productivity, and improving efficiency and effectiveness.

Numerous researchers posit that information expertise has an obvious effect on enhancing efficiency both at an individual and organizational level argue that information technology is to decrease expenditure as well as organizational operating costs in the course of information systems delivery time, as adequate information advances employees' recital Information technology is instrumental in increasing performance, improving communications, planning, and decision-making, and increasing efficiency, productivity, and delivery services provided by organizations [1-3].

Regardless of the optimistic impact of ICT to financial output in addition to growth, a developing nation like Nigeria is far from utilizing ICT in their manufacturing actions. Several challenges have confronted Nigeria ICT leading to sustained drop in Nigeria financial system because of the problems in provisos of constructing IT in connected to manufacturing functions. Hawash posit that developing nations lack corresponding property essential in order to profit from ICT investments such as the desirable communications as well as the awareness base, which is vital in sustaining the effectual utilization of ICT [4]. Omale, argues that, effectiveness of inter-organizational relationship depends on information and communication technology adoption as well as it collaboration in virtual organizational relationship [5].

However, Sadun and Reenen state several factors responsible for organizations' inability to achieve efficiency resulting from the use of ICT, like the old approach to management configuration with a system in which decisions are centralized, functioning surroundings, as well as inexpert or untrained employment. Information has always been considered a spirited advantage in the business environment [6]. But the significant thing is that the actual transformation that might augment the possible value of information will happen only if the firm is able to use this significant reserve from side to side at the request of

novel technology [7]. IT, by means of features such as storing, dispensing, advertising, as well as transferring a great mass of information, knows how to assist managers to improve the organization's productivity. No invention has changed us as much as technology, and the internet is what we today call information and communication technology (ICT). The implementation of these tools in the context of globalization has generated and is still generating such profound changes that we are a completely different generation from all the generations that have passed throughout history. The implementation of ICT in society has generated new circumstances that can be classified as problems or as opportunities for change and innovation. However, from the Nigerian context, it is essential to pay attention and take action in these circumstances.

Despite the well-known advantages of ICT in the service sector, getting into action in this regard in service sector practice and customer care remains difficult and it changes at different stages in service industry set-ups. Notably, it's costly to purchase electronic items as well as extra software that come with them for a lot of Nigerians. Due to numerous changes as well as diverse brands, there is an increase in the duplication as well as proliferation of gadgets and software. For example, cellular phones come from diverse brands like Blackberry, Galaxy, Infinix, and Techno, among others, and each of these brands has more than a few designs to their name, being released one subsequent to another, although in a sequence.

Regardless of the affirmative impact of information technology on monetary output as well as growth, Nigeria, as a developing nation, still remains at the rear of utilizing information tools in production actions. The enormous challenges of ICT are being faced by Nigeria, leading to a sustained snout leap in the Nigerian financial system as a result of problems regarding the construction of IT linked to manufacturing functions. It is apparent that Nigeria's financial system is deficient in novelty, ability as well as capabilities in ICT administration, leading to stumpy economic recital in Nigeria. Despite all the numerous research in the area of IT globally, such as Omale, Hawash and Stone, among others, none has been able to address the resilience of information technology (IT) for workforce contentment and organizational performance in the service sector of the Nigerian economy [1, 4, 5].

It's on the foundation of the above setting that the researchers seek to evaluate this topic: "Fostering Resilience Information Technology (IT) for Workforce Contentment and Organizational Performance with precise reference to selected service firms in Abuja Municipal Area Council Abuja-Nigeria with the view of suggesting best ways by which the current tradition can be enhanced."

The Research Objectives

The objectives of this article were to find out the extent to which fostering resilience in IT impacts positively on employees' contentment and to examine the perceived effect of resilience in information technology on organizational performance in the selected service firms in FCT-Abuja, Nigeria.

Literature Review

Information and communication technology is a broad phrase used to explain the gathering of telecommunication devices, computer hardware, and software. Chaffey and White argue that ICT is a software application that captures, manipulates, and permits right of entry to data and hardware so as to run installed applications as well as telecommunication devices with networks that make easy

the transmission of information inside a firm as well as outside [8]. ICT has changed the way businesses are conducted by impacting on approximately every area of production, operations, as well as invention expansion, mechanization of processes, storage of client information, messages, as well as communication with clients and suppliers. Globalization as well as self-motivated and self-spirited surroundings today make organizations leverage expertise to innovate. ICT modernization is becoming more and more pertinent, mostly as an effect of three main trends: strong global rivalry, disjointed as well as challenging markets, and rapidly altering technologies [9].

Information technology is a combined scientific property including hardware, working systems, databases, company applications, as well as individual efficiency, which is investigating the foundation which allows information to flow through the organization, in addition to achieving the ability to design, implement, and support present, in addition to potential information systems, sustain novelty inside the organization [10].

It involves scientific programs, software, and databases as well as networking, flanked by lots of computers with extra connected matter. Oywole argues that technology is used to make, store, and exchange, as well as use in sequence in various forms, business data, voice conversations, simulations, multimedia presentations, with additional formats [11]. Laudon and Laudon maintain that information technology is a technical infrastructure which includes computers, in-service systems and networking skills, databases, and etcetera [12].

The guiding research theories for this study are basically the theory of planned behavior and socio-technical systems theory. The Theory of Planned Behavior (TPB) proposes that a person's intent toward executing a definite performance is the essential determinant of that action since it reflects the echelon of inspiration of an individual ready to put forth effort to execute the thought behavior [13]. The essential belief of socio-technical systems theory is that knowledge on its own has modest sense for the purpose of managerial performance analysis. It is capable of being logical in terms of the circumstances under which it was established, as well as the managerial goals it serves or enables [14].

Socio-technical systems theory states that systems of societal dealings enclose all operational practices (collaboration between personnel above the path of a job or action, decision-making relationships, and universal societal communication). The industrial function of any technology relies a great deal on the capability as well as the readiness of users to utilize it for valuable responsibilities. This research applied the TPB theory as well as socio-technical systems theory as a hypothetical backdrop for the research. Al-Azzawi and Altmimi (2015) examined the effect of information and communication technology investment on the profitability of the Jordanian profit-making banks. The findings of the study showed an affirmative effect among assets in information and technology as well as the productivity of the Jordanian commercial bank.

Similarly, Pirzada and Ahmed investigated the effect of novel technology on organizational business purpose [15]. The findings of the research point out that new technology has a well-built connection with organizational objectives. Job performance implies achieving a specific task or work estimated through present known benchmarks of fulfillment, cost, precision, and speed. Using technology will undoubtedly benefit the organization as long

as moral consideration is given to it, as well as people and groups displaying acts of spontaneity. Nyakoe ascertained the effects of ICT on KenGen's performance and established the challenges of using ICT at the firm [16]. This study had 302 participants, all of them employees of KenGen, working in different departments and levels. Feedback was given through answering listed questions to meet study objectives, and then analyzed with the aid of SPSS. Results indicated that ICT has enhanced the production of informal information, enhanced the quality of jobs, which in turn enabled the accessibility of dependable information on power generation and facilitated information distribution as well as building on one another's thoughts in factual instances. ICT has thus enabled KenGen to authorize its workers as well as facilitated employee learning.

Employees' Job Contentment

Employees' job contentment is a vital thing given in the job in line with the viewpoint of workers [17]. Job contentment is people's discernment, both affirmative and pessimistic, concerning their job. Meanwhile, according to Wibowo, job satisfaction is the enjoyment of an individual in assessing the work and the work surroundings [18]. Thus, job satisfaction is a self-sustaining sentiment of workers connected through their job as well as with their circumstances.

In assessing job satisfaction, Maryuhl-Bien (2011: 73) proposes two theories: the Minnesota Satisfaction Questionnaire and the Job Descriptive Index. The Minnesota Satisfaction Questionnaire assesses fulfillment based on the following factors: (1) operational state of affairs, functioning situation, (2) probability of advancement, opportunities to advance, (3) liberty to make one's own decisions, independence to use self-judgment, (4) praise for doing good work, (5) feelings of accomplishment, feelings of conclusion. The Job Descriptive Index evaluates contentment from five areas: (1) the job itself; the work itself; (2) value of management; value of supervision; (3) connection with co-workers; relationships with co-workers; (4) promotional opportunities; as well as (5) disbursement, paid.

Based on the explanation above, the investigator uses job satisfaction indicators, that is, the satisfaction of the job itself, the superiority of direction, and the connection made by co-employees, as a pointer in this research.

Information Technology and Performance

Productivity is the end result of people completing the tasks that have been assigned to them (Marwansyah, 2016: 229). Mahmudi's (2007: 6) maintains that performance is connected to something linked to the action of doing the job; in this case, it includes the outcome of work achieved. According to Ulfatin and Triwiyanto (2016: 150), performance is the outcome of a job or occupation's functions or indicators at a specific time. From the definitions of experts above, we can conclude that the recital is proof of the job achieved by someone on the assignment given to the organization at a certain point.

Investing in communication technology is a vital instrument for amplifying organizational performance as well as creates financial worth for enterprises. According to Melville et al., there is sufficient evidence to imply that investment in information technology is openly connected to enhanced organizational productivity, thereby making the procedure to rely on the value of information technology for production and the choice to invest in any of

the technology areas to a great degree depends on whether this technology will lead to enhanced organizational productivity [3].

Organization decisions, as well as additional well-organized operations and superior prosperity (Laudon & Laudon, 2010). In this context, the desire to study information technology-related work is to understand and explain how and what the impact of the information technology application process within institutions can improve institutional productivity [3].

The issue of employee performance has a prominent importance in the management process. It means paying managerial units to perform new and energetic creations, most notably, to improve employee performance and development, adopting this calendar means to determine bonuses and increments, a method to evaluate the suitability of selection as well as staffing policies, training, and purpose foundation for sketching the policies, as well as organizations interested in performance because of items that assess and measure the performance of employees and their situations and problems, it is also to assess their effectiveness in implementing the organizational goals and objectives [10, 19].

Methodology

The investigators utilized a cross-sectional design. This is believed to be more appropriate as there are no actual experiments carried out in this regard. This method is suitable as it also involves captivating a sample of basics from a population of interest, which is calculated at a solitary point in time. Analysis of instruments like a questionnaire should be considered in a way that a significant outcome might be achieved. Basically, in this research, a cross-sectional survey design was adopted and it seems appropriate since the information gathered is from a pool of respondents with diverse uniqueness as well as demographics recognized as variables; age, sexual characteristics, income, education, position, among others.

The accessible population is comprised of top, middle, and lower level staff of MTN and Glo in Abuja Municipal Area Council, FCT-Abuja, Nigeria. This was appropriate since it permitted the researchers to obtain data from various categories of staff in the organization. The target population for the study is summarized as:

Table 1: Population of the study

Variable (Department)	Staff	Percent
Top management	34	12.1%
Middle management staff	120	42.9%
Others	126	45%
Total	280	100%

Source: Researchers opinion poll, 2022

Based on the challenges, the researchers adopted regression for psychoanalysis as a statistical tool that aids the test of hypotheses.

Data Analysis and Test of Hypotheses

Two hundred and eighty (280) questionnaires were prepared and distributed. However, only two hundred and eleven (211) were correctly filled and returned. Thus, the researchers will base their analysis on the 211 that were correctly filled and returned. Two hypotheses are essential to this study. The hypotheses, essentially, were analyzed as well as interpreted on the basis of the outcome of the questionnaires by means of regression analysis.

Table 2: Percentage analysis of the extent to which fostering resilience IT impact positively on employees’ contentment

Coded Responses on IT for Employees’ Contentment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partial Disagreed	11	5.21	5.2	5.2
	Disagreed	06	2.84	2.8	8
	Strongly Disagreed	14	6.63	6.6	14.6
	Partial Agreed	22	10.42	10.4	25
	Agreed	76	36.10	36.1	61.1
	Strongly Agreed	82	38.86	38.9	100.0
	Total	211	100.06	100.0	

Source: Researcher’s opinion poll, 2022

Table 2 above revealed that two hundred and eleven (211) research questionnaires were distributed. Out of which eleven (11) (which represents 5.21% of the respondents partially disagreed) and six (6) (representing 2.84% disagreed entirely) Fourteen (14) of the respondents strongly disagreed, while twenty-two of the respondents partially agreed and seventy-six, which represents 36.1%, agreed with the statement, and the remaining eighty-two, which represents 38.86%, strongly agreed with the statement. Based on the responses from percentage analysis, it was concluded that there is a positive relationship between resilience IT and employees’ contentment in the selected organizations.

Table 3: Percentage analysis of the perceived effect of resilience of information technology on organizational performance in the selected service firms in FCT-Abuja Nigeria

Coded Responses on IT for Organizational Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partial Disagreed	21	10	10	10
	Disagreed	02	0.94	0.9	10.9
	Strongly Disagreed	11	5.21	5.2	16.1
	Partial Agreed	29	13.74	13.7	29.8
	Agreed	63	29.85	29.9	59.7
	Strongly Agreed	85	40.28	40.03	100.0
	Total	211	100.02	100.0	

Source: Researcher’s opinion poll, 2022

Two hundred and eleven (211) research questionnaires were distributed, of which twenty-one (21) respondents, representing 10%, partially disagreed and two (2) respondents, representing 0-94% disagreed, and eleven respondents strongly disagreed, while twenty-nine respondents partially agreed and sixty-three, representing 29.85%, agreed with the statement, and the remaining eighty-five respondents strongly supported the statement. Based on responses from the questionnaire and the percentage analysis, it was concluded that there is a positive relationship between

information and communication technology and organizational performance in the selected organizations.

Hypothesis Testing

Testing hypotheses is a formal procedure often employed in social and scientific research to test operational statements in the form of models. In effect, the researchers postulate that the results will agree with the theory, provided each element in the experiment has equal chances of being selected and the results of the experiment are accepted with a reasonable level of confidence. An appropriate statistical tool is employed to test the operational statements of the research hypotheses with the data at my disposal to determine whether or not these statements can be upheld. The two hypotheses have been analyzed in relation to the questions associated with each of the hypotheses. The presented, analyzed, and interpreted hypotheses are hereby tested for the purpose of acceptance or rejection.

Test of Hypothesis One

Ho₁: Fostering resilience in information technology does not impact positively on employees’ contentment.

Hi₁: Fostering resilience through information technology does impact positively on employees’ contentment.

Research hypothesis one was analyzed and interpreted using the responses of respondents in table 1. Therefore, using contingency table 1, the analysis outcome is specified below:

Regression Analysis: X versus Y

The regression equation is:

$$X = 1.80 + 0.0484 Y$$

$$S = 0.952278 \quad R\text{-Sq} = 79.3\% \quad R\text{-Sq (adj)} = 74.1\%$$

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	13.873	13.873	15.30	0.017
Residual Error	4	3.627	0.907		
Total:	5	17.500			

Discussion of Findings

The correlation value in the analysis is given as R = 79.3%, which indicates a strong positive relationship. The coefficient determinant R² = 74.1%, which indicates that information technology does impact positively on employees’ performance. Therefore, 74.1% of the changes in information technology do impact positively on employees’ satisfaction. The P Value (0.017) is 0.05, which indicates that constructive information technology impacts positively on employees, which brings about effective and efficient job satisfaction and organizational performance. The estimate is significant because the p-value is less than the alpha of 0.05 at a 95% confidence level. Therefore, the null hypothesis proposed for the study is rejected in favor of the alternate hypothesis. Hence, there exist positive effects between ICT and employees’ performance and job satisfaction.

Test of Hypothesis Two

Ho₂: There is no perceived positive effect of the resilience of information technology on organizational performance in the selected service firms in FCT-Abuja, Nigeria.

Hi₂: There is a perceived positive effect of the resilience of information technology on organizational performance in the selected service firms in FCT-Abuja, Nigeria.

Research hypothesis two was analyzed and interpreted using the responses of respondents in table 3. Therefore, using contingency table 3, the outcome is specified below:

The regression equation is:

$$X = 1.73 + 0.0503 Y$$

$$S = 1.04901 \quad R\text{-Sq} = 74.8\% \quad R\text{-Sq (adj)} = 68.6\%$$

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	13.098	13.098	11.90	0.026
Residual Error	4	4.402	1.100		
Total:	5	17.500			

Discussion of Findings

The correlation value in the analysis is given as $R = 74.8\%$, which indicates a strong positive relationship. The coefficient determinant $R^2 = 68.6\%$, which indicates that the advance in ICT for effective and efficient operation systems brings organizational performance. Therefore, 68.6% indicate a positive effect of the resilience of information technology on organizational performance. The regression analysis was also used in testing this hypothesis, since the P-Value (0.026) is 0.05, which indicates that constructive information technology impacts positively on organizational performance, which brings about the growth and development of the organization. The estimate is significant because the p-value is less than the alpha of 0.05 at a 95% confidence level. Therefore, the null hypothesis proposed for the study is rejected in favor of the alternate hypothesis.

Discussion of Results

The results based on the descriptive analysis posit a positive relationship between information technology and employee job contentment in the selected organizations. The finding demonstrates that information and communication technology impact positively on employees' job contentment as ICT aids effectiveness and performance. The result is similar to the finding of Taleghani et al. (2013) in their study of the impact of information technology applications on individual empowerment of societal safety businesses in Guilan province, Iran. The study's findings indicate a significant relationship between several variables, including hardware, software, network, employee empowerment, and job satisfaction.

In addition, it was revealed, among other things, that there is a considerable connection involving the perceived effect of information technology with organizational performance. For instance, the use of ATMs, which to a great extent have replaced human interaction with customers, has enhanced the performance of the banking sector. The discovery is similar to the result of Ayatse (2012), who conducted an investigation which collaborated with the current result. He examined the impact of information and communication technology (ICT) on business performance. The finding shows that ICT has enormously contributed to corporate performance. The result is in line with the finding of Al-Azzawi and Altmimi (2015) that examined the consequences of information as well as communication technology assets on the prosperity of Jordanian banks. The finding of the research involved an affirmative consequence involving investment in information and technology as well as the performance of the Jordanian bank.

Conclusion

Technology developments that are typically seen in the organizations' vicinity are revolutionizing ways of doing business

in Nigeria, which has resulted in diverse changes in business, inter-organizational trust, in addition to trade operations in the state and global market spaces, which has set in motion a revolution in service organizations. There is a strong push for telecommunications industries to advance in ICT for effective and efficient operation systems that are well-suited to the burden of the globally interconnected electronic market. Consequently, the acceptance of different forms of novelty has to a great extent influenced the substance as well as the superiority of an organization's operations. The result showed that technology modernization has influenced Nigerian service sector performance. The introduction of ICT has influenced employees' and clients' contentment.

Recommendations

1. Top management executives must make use of experts in human resources to obtain, educate, assess, remunerate, and compensate employees to obtain the most outstanding embedded in them. Consequently, organizations will employ the most skilled workers and place them in the right job, thereby leading to little turnover as well as improved competence to innovate.
2. Embracing IT should form an essential part of the entire system. This is vital for effective administration of the organizations to strengthen investment in ICT products make easy speed, expediency, as well as precise services thus, making organizations more capable, profitable, as well as competitive to cope with alterations and challenges ensuing from ICT controlled by globalized monetary system.
3. Normal guidance must be provided to the employees right from the starting point to maintain and keep employees informed of the present novelty in the utilization of ICT. This will improve their effectiveness as well as the value of service delivery, which will guarantee clients' preservation as well as output, which will transform organizational performance.

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