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Institutional Values Management and Organisational Success of the Manufacturing Sector in Rivers State, Nigeria

Patrick N. Nwinyokpugi[1*] and Ordu, Ogbuma Lucky[1*]

[1]Department of Office and Information Management, Rivers State University, Port Harcourt, Nigeria.

Authors' contributions

This work was carried out in collaboration between both authors. Author PNN designed the study, performed the statistical analysis, wrote the protocol and the first draft of the manuscript. Author OOL managed the literature searches and all material collection for the study. Both authors read and approved the final manuscript.

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ABSTRACT

This research study investigated Institutional Values Management and its implication on productivity in the manufacturing sector in Rivers State, Nigeria. To achieve this, thirty-two (32) registered manufacturing companies in Rivers State made published by the Manufacturing Association of Nigeria were covered by the study. The study adopted institutional unit of analysis, thus, a census of all principal officers especially managers and supervisors of departments and units. Therefore, six principal officers representing the six departments relevant to the studied population were sampled given 192 respondents. However, only 174 responses were returned and analysed. Data gathered through structured close-ended questionnaire were analysed using the Pearson's product moment correlation co-efficient statistic and results presented using tables, mean and standard deviation. The findings of the study revealed that there is a strong significant positive relationship between institutional values management and organizational success of manufacturing companies in Port Harcourt, Rivers State, with the dimensions and measures also showing positive correlation. Leadership and organizational culture were found to have moderating effect on institutional values management and organizational success of the manufacturing sector in Rivers State.

**Corresponding author: Email: nwinyokpugi.prtrick@ust.edu.ng;*

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1. INTRODUCTION

Every institution or organization has a set of values, whether they are written or not. Values guide the perspective and actions of every institution. Writing down a set of commonly-held values can help an institution define its culture and belief. When members of an organization subscribes to a common set of values, the organization appears united dealing with various issues. Organizational value*s* drive the way people influence, interact with each other, and how they work together to achieve results, [1]. Institutional Values Management has the capability to be more than just an amorphous concept once it is fully understood. Quite simply, value management is a method for providing value to customers while ensuring that providing value results in profit. While there are many aspects of value that drive conversions and sales, the process must be approached holistically so that product development, marketing, pricing, and sales are aligned to generate sustainable and profitable revenue growth. In organizations today, one major issue that managers of manufacturing companies in Nigeria especially Rivers State are facing is poor knowledge and awareness on the benefit of values management and this have adversely affected the success of those organizations over time. Result becomes poor performance, low quality products, distrust, lack of care, unsafe condition of work, environmental degradation and disloyalty among organization members. Value management came as a result of the need for innovation, novelty and advancement of existing practices. The essence of instilling positive work values in enterprises actors is to enhance harmonious relationship, willingness to work with less supervision and compliance with stipulated rules. Therefore, the implementation of work value management in the manufacturing sector is not unconnected to harmonizing individual and organizational differences with a focus for positive corporate rebranding. Work Values Management puts away the proliferation of handbooks, regulatory orders, and strict supervision. It thus makes available the entire codes of conducts in the mindset of organization members [2]. The collective behaviours of all employees become the organizational culture – “The way we do things around here” – fulfilling the organization’s promise to stakeholders. Value management is a management process that involves the control, monitoring and managing of project team members, redesigning of spaces and components, appropriate selection of materials, as well as the optimization of the process of producing a product in order to meet the stated project goals. It is a holistic process of managing all forms of resources and this differentiates the practice from other cost-cutting or cost-saving exercises. The second point is that value management adopts a systematic approach that is logical, methodical and organized so that members of the team can easily participate and the approach can be adapted for subsequent exercises. There are various approaches to conducting a value management workshop, but regardless of the approach, an agreed laid-down principle must be followed in planning, organization, conducting the actual workshop, and reporting the findings or recommendations to clients or stakeholders or commissioned agencies through an appropriate feedback mechanism.

In manufacturing companies, this promise lies at the core of the organization’s brand, the essence of its identity, and must be fulfilled by employees. Those employees who actively fulfil that brand promise by embracing and living out the organizational values, are the true brand ambassadors. Conversely, when the values of the organization are aligned with the personal values of employees, the result will be a high-performance environment with high levels of employee engagement and the pursuit of excellence for the benefit of the organization. Most organizations have identified values but for many, they are restricted to wall plaques and induction handbooks, far from the hearts of employees. The challenge with values alignment is that, the same value can mean different things to different people. If an organization’s values are not made explicit through leadership behaviours, leaders may unintentionally drive disparate sub-cultures. Long-term, sustainable success is reliant on the leader’s ability to unite culture and minimize the impact of personal preferences. While good processes and systems are important, they do not provide sustainable competitive advantage. Now, more than ever, your competitive advantage starts with an aligned culture driving the organization’s purpose through a shared vision. It is the leader’s role to connect processes and culture, and to ensure harmony across all the different organizational levels. This can, however, only be achieved with the buy-in of employees, [3]. There is evidence that leaders in organizations who consciously focus on their values are more resilient, more sustainable and more successful than their counterparts as reported by the Barrett's Values Centre

2. LITERATURE REVIEW

Values management is a management process that involves the control, monitoring and managing of project team members, redesigning of spaces and components, appropriate selection of materials, as well as the optimization of the process of producing a product in order to meet the stated project goals. It is a holistic process of managing all forms of resources and this differentiates the practice from other cost-cutting or cost-saving exercises. The second point is that value management adopts a systematic approach that is logical, methodological and organised so that members of the team can easily participate and the approach can be adapted for subsequent exercises. Pereira [4], note that value management originated as value analysis in the United States of America. However, over the years, authors from the region have adopted the use of value engineering to describe the term, with the concept adopting the same principles of value management explained earlier under the 'aim and definition of values management.' In summary, for any organization to be successful they must outline certain values whether written or not, and such values must also be monitored by the leaders of that organization in order to achieve their aims and objectives. The stakeholders should also include some members of the original design team for ease of application of the recommendations emanating from the value management exercise to the main work. Progressive minded organization often builds a *Corporate Cast* that ensures their success, sustainability and resiliency. The term Corporate Cast may be unfamiliar to many but is a concept that describes the corporate image or good will an individual or organization has earned over time due to their consistency and persistency in delivering satisfactory performance, product or services. The term is often used in the movie industry to describe an artist whose casting was not done by auditioning but based on previous performance(s). Manufacturing Companies always strives to have advantages over another. One of the ways to achieving this aim is by adopting a Corporate Cast Value Management, a situation where the company maintains high repute, integrity, discipline, honesty and trust as core values. This in turn presents the leadership of that organization more proficient and trustworthy. Honesty may be seen as transparency and openness- your willingness to communicate what you are thinking or feeling, even when it is uncomfortable or unpopular. It may also be seen as keeping your word, following through on promises, and delivering on time. In the business arena, honesty, refers to a facet of moral character and connotes positive and virtuous attributes such as integrity, truthfulness, straightforwardness, including straightforwardness of conduct, along with the absence of lying, cheating, theft, etc. Honesty also involves being trustworthy, loyal, fair, and sincere. Honesty is valued in many ethnic and religious cultures [5]. Integrity is often equated with courage- courage to speak up when your point of view is at odds with a manager's perspective or with a commonly held belief about how things should be done. Integrity may also be interpreted as work ethic- in early, staying late to get the right things done for the company. Trust may be based on a feeling that you have the other person's back when he or she is not in the room. It may be the confidence you will advocate the other person's point of view with clarity and understanding. Or, trust may be gained as you are seen to act in the best interest of the team or organization rather than acting primarily to advance your personal agenda [6].

Health Safety and Environment Scheme – HSE scheme is a discipline and specialty that studies and implements practical aspects of environmental protection and safety at work. In simple terms it is what organizations must do to make sure that their activities do not cause harm to anyone. Regulatory requirements play an important role in HSE scheme the implications of which must be communicated to executive management so the company can implement suitable measures. Organisations based in the Nigeria are subject to safety regulations in the Code of Federal Regulations. From a health and safety standpoint, it involves creating organized efforts and procedures for identifying workplace hazards and reducing accidents and exposure to harmful situations and substances [7]. From an environmental standpoint, it involves creating a systematic approach to complying with environmental regulations, such as managing waste or air emissions all the way to helping sites reduce the company's carbon footprint. Successful safety programs also include measures to address ergonomics, air quality, and other aspects of workplace safety scheme that could affect the health and well-being of employees and the overall community. Manufacturing companies must ensure a healthy and safe environment for them to achieve costs saving which is the major target of Value management. Most manufacturing companies operate with hazardous chemicals and sophisticated machines that are dangerous and unsafe to mankind.

***Workforce development* -** Workforce development is an essential component of community economic development in any economic climate, and certainly even more critical during the financial crises we are experiencing today the implicit value content of workforce development is second to none in the institutional realm [8]. Generally speaking, the term has come to describe a relatively wide range of activities, policies and programs employed by geographies to create, sustain and retain a viable workforce that can support current and future business and industry. Beyond this general understanding, it is difficult to gain a consensus as to the definition of workforce development, perhaps because each user of the term approaches it from a different perspective. Educational institutions and public and private social service providers, for example, approach workforce development and develop programs from the perspective of the sustainable economic security of the individual. Communities and economic developers, on the other hand, approach workforce development from a different view—that which benefits the sustainable economic growth of a community or region. Employers approach workforce development from an organizational perspective, focusing on the skills their business or industry needs to remain competitive in the global marketplace From the views of Jacob [9], workforce development is the coordination of public and private-sector policies and programs that provides individuals with the opportunity for a sustainable livelihood and helps organizations achieve exemplary goals, consistent with the societal context. The Individual-focused model of Workforce Development: The premise behind “individual centric” workforce development programs is that individuals will not be able to make substantive contributions to their respective societies without access to training and education. Organizations serving individuals recognize that in most instances meeting the basic needs of an individual through social safety nets is a necessary component to sustainable economic security. Therefore, workforce development from this perspective is defined as a combination of and education that positions an individual for success in the workforce. Societal Perspective of Workforce Development view it as initiatives that educate and train individuals to meet the needs *of* current and future business and industry in order to maintain a sustainable competitive economic environment [10]. Whereas the previous example was driven by the needs of individuals, the initiatives in the societal perspective are driven by the economic development plan for an entire region or state. Organizational Perspective of Workforce Development: identified Institutional values management as training programs that provide existing and potential workers with the skills to complete tasks needed by employers to let the organizations stay competitive in a global marketplace. Interestingly, while these initiatives in the past have focused on the needs of individual organizations, today sector strategies target a specific industry or cluster of occupations, working to develop a deep understanding of industry dynamics and the specific competitive situation and workforce needs of the industry’s employers within the region. Comprehensive Approach of Workforce Development means substantial employer engagement, deep community connections, career advancement, human service supports, industry-driven education and training, and the connective tissue of networks [11].

Customers Satisfaction is a critical values management that most organisations peripherally appreciate. Consumers may have various types of expectations when forming opinions about a product's anticipated performance. For example, four types of expectations are identified by [12]: Which are: Ideal, expected, minimum tolerable, and desirable. While, [13] indicated among expectations, the ones that are about the costs, the product nature, the efforts in obtaining benefits and lastly expectations of social values. Perceived product performance is considered as an important construct due to its ability to allow making comparisons with the expectations. It is considered that customers judge products on a limited set of norms and attributes. Olshavsky and Miller [14] and Olson and Dover [15] designed their researches as to manipulate actual product performance, and their aim was to find out how perceived performance ratings were influenced by expectations. The satisfaction experienced with each interaction (transactional satisfaction) can influence the overall, cumulative satisfaction [16]. The three main principals that assure manufacturing quality are quality engineering, quality control and quality management [17]. When incorporating quality into design and engineering, the goal is to maintain products and processes. Quality management is what holds all the aspects of manufacturing quality together by directing, planning, and organizing all quality assurance actives. Quality control involves sustaining and enforcing individual or multiple procedures, such as Six Sigma and Statistical Process Control (SPC), ensuring the qualifications of the operators and equipment used are following a series of planned measurements to meet qualifications. It is and has been proven that control departments have been beneficial to many manufacturing companies all over the world and many have come to understand that quality has to be integrated throughout to save money and also get customers what they want and to keep them coming back.

3. MATERIALS AND METHODS

The population of this study comprises of the entire registered manufacturing companies in Rivers State made published by the Manufacturing Association of Nigeria. A survey by the manufacturing Association of Nigeria Rivers State Branch revealed that thirty two (32) registered manufacturing companies operating in Rivers State. The studied adopt institutional unit of analysis. Therefore, six (6) principal officers representing the six departments relevant to the studied were ensured. And one hundred and ninety two (192) respondents were sampled. One hundred and ninety two copies of questionnaires were sent out but 174 were returned fully responded. Therefore, the study analysd only data gathered from the 174 respondents. The percentage of no-response is not significant enough to reduce the strength of the responses. The Pearson's product moment correlation co-efficient was used to analysed the data. However, the analysis we be categorized under three headings: primary analysis, secondary analysis and tertiary analysis. The primary analysis here involved the use of descriptive statistics. The secondary analysis here is the results for the test on the hypotheses. The analysis on the relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance. The tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations. The study used cross-sectional survey design. The target population of four hundred comprised four selected manufacturing companies in Port Harcourt, Rivers State, with a sampling of 200 drawing from the target population with the help of Taro Yamane formula. The content validity of our instrument was achieved using supervisor's vetting and approval. Data was analysed and results presented using tables, mean and standard deviation. The hypotheses were tested using Pearson Moment Correlation Coefficient. The study found that there is a strong significant positive relationship between institutional value management and organizational success of manufacturing companies in Port Harcourt, Rivers State, with the dimensions and measures also showing positive correlation. Leadership and organizational culture also moderate the relationship between institutional value management and organizational success.

3.1 Presentation of Results on the Test of Hypotheses

The Pearson Moment Correlation Coefficient statistics was calculated using the SPSS version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 10, the following rules were upheld in accepting or rejecting the alternate hypotheses. All the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were accepted and therefore, our non-hypotheses rejected; when no significance is indicated in the coefficient (r) value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

The Table 1 shows a significant correlation at $r = .882^{**}$ where P-value = .000 ($P<0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_1$), and upheld the alternate hypothesis, thus, there is a significance relationship between corporate cast and profit. While Table 2 shows a significant correlation at r

= .962** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_2$), and upheld the alternate hypothesis, thus, there is a significance relationship between corporate cast and expansion.

The Table 3 shows a significant correlation at r = .923** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_3$), and upheld the alternate hypothesis, thus, there is a significance relationship between safety scheme and profit.

Table 4 also shows a significant correlation at r = .961** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_4$), and upheld the alternate hypothesis, thus, there is a significance relationship between safety scheme and expansion.

The Table 5 shows a significant correlation at r = .900** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_5$), and upheld the alternate hypothesis, thus, there is a significance

Tables 1 and 2. Correlation matrix for corporate cast and measures of organizational success in the manufacturing sector

		Corporate cast	Profit
Corp	Pearson Correlation	1	.882**
	Sig. (2-tailed)		.000
	N	174	174
Profit	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

		Corporate cast	Expansion
Corporate cast	Pearson Correlation	1	.962**
	Sig. (2-tailed)		.000
	N	174	174
Expansion	Pearson Correlation	.962**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

Tables 3 and 4. Correlation matrix for safety and measures of organizational success in the manufacturing sector

		HSE scheme	Profit
HSE Scheme	Pearson Correlation	1	.923**
	Sig. (2-tailed)		.000
	N	174	174
Profit	Pearson Correlation	.923**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

		HSE scheme	Expansion
H.S.E	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	174	174
Expansion	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)* relationship between workforce development and profit. While Table 6 also shows a significant correlation at r = .920** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($Ho:_6$), and upheld the alternate hypothesis, thus, there is a significance relationship between workforce development and expansion.

The Table 7 shows a significant correlation at r = .956** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null-hypothesis ($Ho:_7$), and upheld the alternate hypothesis, thus, there is a significance relationship between customers' satisfaction and profit. The Table 8 also shows a significant correlation at r = .954** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null-hypothesis ($Ho:_8$), and upheld the alternate hypothesis, thus, there is a significance relationship between customers' satisfaction and expansion. For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of leadership and organizational culture.

Tables 5 and 6. Correlation matrix for workforce development and measures of organizational success

		Workforce development	Profit
Workforce development	Pearson Correlation	1	.900**
	Sig. (2-tailed)		.000
	N	174	174
Profit	Pearson Correlation	.900**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

		Workforce development	Expansion
Workforce development	Pearson Correlation	1	.920**
	Sig. (2-tailed)		.000
	N	174	174
Expansion	Pearson Correlation	.920**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

Tables 7 and 8. Correlation matrix for workforce development and measures of organizational success in the manufacturing sector

		Customers' satisfaction	Profit
Customers' satisfaction	Pearson Correlation	1	.956**
	Sig. (2-tailed)		.000
	N	174	174
Profit	Pearson Correlation	.956**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

		Customers' satisfaction	Expansion
Customers satisfaction	Pearson Correlation	1	.954**
	Sig. (2-tailed)		.000
	N	174	174
Expansion	Pearson Correlation	.954**	1
	Sig. (2-tailed)	.000	
	N	174	174

***. Correlation is significant at the 0.01 level (2-tailed)*

Table 9. Partial correlation for the moderating effect of leadership on institutional values management and organisational success in the manufacturing sector

Control variables			Institutional value management	Organizational success	Leadership
-none-[a]	Institutional values Management	Correlation	1.000	.922	.965
		Significance (2-tailed)	.	.000	.000
		Df	0	172	172
	Organizational Success	Correlation	.922	1.000	.962
		Significance (2-tailed)	.000	.	.000
		Df	172	0	172
	Leadership	Correlation	.965	.962	1.000
		Significance (2-tailed)	.000	.000	.
		Df	172	172	0
Leadership	Institutional values Management	Correlation	1.000	-.083	
		Significance (2-tailed)	.	.769	
		Df	0	171	
	Organizational Success	Correlation	-.083	1.000	
		Significance (2-tailed)	.769	.	
		Df	171	0	

a. Cells contain zero-order (Pearson) correlations

In Table 9, the zero-order partial correlation between institutional value management and organizational success shows the correlation coefficient where leadership is not moderating the relationship; and this is, indeed, both very high (0.922) and statistically significant (P-value(= 0.000) < 0.05). The partial correlation controlling for leadership however is (-0.83) and statistically significant (P-value (= 0.000) < 0.05). The observed positive 'relationship' between institutional value management and organizational success is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both institutional value management and organizational success are highly positively correlated with leadership, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (-0.83) and it is significant at α = 0.05, therefore, we reject the null hypotheses and conclude that: leadership significantly moderates the relationship between institutional value management and organizational success of selected manufacturing companies in Port Harcourt, Rivers State.

In Table 10 above, the zero-order partial correlation between institutional value management and organizational success shows the correlation coefficient where organizational culture is not moderating the relationship; and this is, indeed, both very high (0.942) and statistically significant (P-value(= 0.000) < 0.05). The partial correlation controlling for organizational culture however is (-.105) and statistically significant (P-value (= 0.000) < 0.05). The observed positive 'relationship' between institutional value management and organizational success is due to underlying relationships between each of those variables and organizational culture. Looking at the zero correlation, we find that both institutional value management and organizational success are highly positively correlated with organizational culture, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (-.105) and it is significant at α = 0.05, therefore, we reject the null hypotheses and conclude that: organizational culture significantly moderates the relationship between institutional value management and organizational success of selected manufacturing companies in Port Harcourt, Rivers State.

Table 10. Partial correlation for the moderating effect of organizational culture on institutional values management and organisational success

Control variables			Institutional value Mgt	Organizational success	Organizational culture
-none-a	Institutional value management	Correlation	1.000	.922	.942
		Significance (2-tailed)	.	.000	.000
		df	0	172	172
	Organizational success	Correlation	.922	1.000	.985
		Significance (2-tailed)	.000	.	.000
		Df	172	0	172
	Organizational culture	Correlation	.942	.985	1.000
		Significance (2-tailed)	.000	.000	.
		Df	172	172	0
Orgl culture	Institutional value management	Correlation	1.000	-.105	
		Significance (2-tailed)	.	.711	
		Df	0	171	
	Organizational success	Correlation	-.105	1.000	
		Significance (2-tailed)	.711	.	
		Df	171	0	

a. Cells contain zero-order (Pearson) correlations

4. DISCUSSION OF FINDINGS

This study using descriptive and inferential statistics methods investigated the relationship between institutional value management and organizational success of selected manufacturing companies in Port Harcourt, Rivers State as well as the moderating role of leadership and organizational culture. The findings revealed positive and significant relationship between the predictor variable (institutional value management) and the criterion variable (organizational success) using Pearson Moment Correlation Coefficient tool at 95% confidence interval. The relationship of the dimensions of the institutional value management (Corporate Cast, Health, Safety and Environment (HSE) Scheme, Workforce Development and Customers' Satisfaction correlated with the measures of organizational success = profit and expansion at different statistical strength. The moderating variables of leadership and organizational culture were also moderated. The findings also support Oke and Ogunsemi (2013) when they shared the view that implementation of value management will enable the success of the organizations, and therefore should be implemented.

The test of hypotheses one and two presented in Table 1 and 2 showed significant relationships between corporate cast and profit in manufacturing companies in Rivers State. This implies that, organizations with high corporate cast in practice generate more profit leading to organizational success. This is also seen in the test of hypothesis 2 which demonstrated positive significant relationship between corporate cast and expansion in manufacturing companies in Rivers State. This implies that, organizations with high corporate cast in practice provides avenue for more profit and expansion in the manufacturing sector.

Test of hypotheses three and four as shown in Table 3 shows a significant relationship between Health, safety and Environment scheme and profit in manufacturing companies in Rivers State. This implies that, organizations with health policies in place generate more profit leading to organizational success. Also the test of hypothesis four in Table 4 showed a significant relationship between HSE Schemes on expansion in manufacturing companies in Rivers State. This implies that, organizations with health policies in place attract more employees into the organizations leading to organizational expansion. Also, the relationship correlation test HSE and expansion manifest strong significant relationship. This implies that, organizations with health policies in place attract more employees into the organizations leading to organizational expansion.

In tables five and six respectively, the tests of hypotheses five shows a significant relationship between Workforce Developments on profit in manufacturing companies in Rivers State. This implies that, organizations that develop their employee with new work trend and focus on customers' oriented product while sustaining it corporate image generate more profit leading to organizational success. While the test of hypothesis six also showed significant relationship correlation for workforce developments and expansion in manufacturing companies in Rivers State. This implies that, organizations that develop their employee with new work trend and focus on customers' oriented product while sustaining it corporate image expand rapidly leading to organizational success.

Tables seven and eight showcased the tests of hypotheses seven and eight. The test shows a significant relationship between customers' satisfaction on profit in manufacturing companies in Rivers State. This implies that, organizations with customers' satisfaction focus products generate profit and attract more profit for the organization. While the test for relationship correlation between customers' satisfaction on expansion in manufacturing companies in Rivers State also manifest significantly. This implies that, organizations with customers' satisfaction focus products and the understanding of buyer behaviour encourage organizational expansion.

Tests for moderating effects is presented in Tables 9 and 10. These tests showed that leadership has strong moderating effect on Institutional value management and organizational success. This can be seen for Table 10 which showed strong moderating effect of Leadership on Institutional Values Management and Organizational Success in manufacturing companies in Rivers State. This implies that, organizations with leaders that understand the important of value management sustains organizational success. The test of partial correlation of hypothesis ten shows a correlation coefficient result indicating that the organizational culture of organizations significantly moderate the relationship between institutional value management and organizational success in manufacturing companies in Rivers State. This implies that, organizational culture hold the value of the institutions that enable organizations to differ from one another in operation. Organizations with the right cultural value lead to organizational success.

5. CONCLUSION

From the results of the findings on all tests of hypotheses and moderating roles as presented in the tables above, this study concluded the dimensions of Institutional values management which include but not limited to corporate cast, workforce development, customer satisfaction and Health safety and environment scheme have strong positive relationship for the manifestation of profit and expansion which are identified in this study as measures of organisational success of manufacturing sector in Rivers State. The study maintained that the challenge of poor knowledge and awareness on the benefit of Institutional Values management affected the success of the studied manufacturing organizations. The proposed dimensions of institutional value management treated in this study will be an immersing benefit to management of manufacturing companies to achieve organizational success. Based on the findings of this research study, the following recommendations were made.

i. That the Institutional values of an organisation is built on good corporate image. Therefore, management of the manufacturing companies should develop good corporate image through honesty, trust and integrity so that organisational success can be achieved.
ii. Management of the studied sector should include in their institutional values policies, the development of the workforce through period training and exposures so that their physical, mental and emotional wellbeing is boosted schemes.
iii. Good institutional values should embrace the global convergent Health safety and environmental impact assessment scheme that do not only protect the company and her properties but take into protective cognizance the employees, the customers and the host communities as well. This can be done through customer expected quality product and services, people oriented relationship at work and tailored HSE scheme as ingredients of valued corporate social responsibility in the sector. This becomes very necessary because of the wastes that this sector generate in the course of production.

iv. Customers' satisfaction served the cardinal focus of the manufacturing sector, therefore, it should be taken as a serious business to maintain large market share and continued expansion.
v. That organizational success depends on the right leadership and organizational culture that drive growth. Therefore, owners of manufacturing organizations are advised to pay more attentions when chosen leaders that head their factory and cultural value that create social bonding among employees. The recommendations of this study are not restricted to the manufacturing sector alone but to other services and products oriented organisations.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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