Leadership Trust And Employee Loyalty In Manufacturing Firms In Port Harcourt

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ABSTRACT: The study investigated the relationship between leadership trust and employee loyalty using Spearman’s Rank Order Correlation Coefficient with organizational culture as the moderating variable in manufacturing firms in Port Harcourt. The study utilized cross-sectional research design and used questionnaire to collect the primary data. Preliminary analysis was performed to ensure no violation of the assumptions of normality, linearity and equality of variance. The results of the analysis revealed that there were strong correlation between the dimensions of leadership trust and the measures of employee loyalty. Consequently, the study recommends the following: That manufacturing firms under study should benchmark, as there are organizations who have proven knowledgeable in the area of leadership trust, manufacturing firms under study should get employees input in taking decisions as it concerns them. Create surveys and give an incentive for the completion of the survey by each employee. Without incentive, most employees might not make effort to complete something they will not realize could prove beneficial to their future.

Keywords: Employee Loyalty, Leadership Trust, Organizational Culture, Manufacturing Firms.

Introduction

The list of high priority issues confronting most leaders today is by all accounts long and growing. Competition, Return on Investment, Stakeholder Value, Revenue Growth, Employee Engagement, Talent Management, Acquisitions and on the list goes [66]. While all of these and more are very real in most organizations, the common denominator influencing a successful response may very well be trust, Leadership trust to be specific. There are other factors at play here but once trust is absent in leadership, the capacity to turn these “front burner” issues into opportunities may be limited. Trust is the vital element that allows two or more people who work together to know that they can rely on each other implicitly. It is in no small way the driver of collaboration and synergy at its deepest and most powerful level. Today’s changing landscape of work coupled with the overall state of the economy has created both a need and an opportunity for leaders to examine the power of trust and its countless rewards. Employees are a vital resource for nearly all organizations, especially since they represent a significant investment in term of locating, recruiting, training, salaries, healthcare, plans, bonuses etc. The management of many organizations develop their training programmers, benefit packages, performance appraisal and work system based on their company policies [53]. These policies usually are aimed at developing loyal employees because this leads to a more lengthy tenure, the longer an employee works for a company, the more valuable they become. According to [53], loyalty is the kind of faithfulness and trueness which signifies a person’s devotion or sentiment of attachment to a particular object, which may be another person or group of persons, and ideal, a duty, or a cause. It expresses itself in both thought and action and strives for the identification of the interests of the loyal person with those of the object [21]. According to [87], in a survey of 13 outstanding Nigerian CEOs, reviewed the leadership qualities of the CEO of Arik Air, Michael Arumemi-Ikhide. Under his leadership, Arik has grown to be West Africa and Central Africa largest commercial airline. Since he became Arik CEO in 2009, the airline has also become the national carrier of neighbouring country, Sierra Leone and there has also been consideration for it to be Nigerian national carrier. Also reviewed was Africa’s richest man, Alhaji Aliko Dangote, who is arguably the most popular and successful CEO on the continent. He is unarguably the king of Nigeria manufacturing industry, and perhaps Africa. He started with a business loan from his maternal uncle and has grown to be one of the continent’s leading diversified business empires with interests in cement, sugar, flour, salt, pasta, beverages and real estate, and new projects in the oil and Natural gas sector, telecommunications, fertilizer and steel with annual earning averaging $2 billion but today it is worth more than $11 billion. It plans to invest $16 billion in infrastructural projects in the energy, agriculture and construction sectors in what is likely to be the largest private investment ever in the continent. The leaders discussed have demonstrated effective management capabilities through hardwork, resilience, research, and understanding of the Nigeria business climate, as they moved their companies forward. Trust is a crucial element of effective leadership that can impact followers in ways ranging from the mundane to the heroic. For example, trust has been found to explain why some employees effectively complete their jobs as well as go above and beyond the call of duty in their work without clear recompense. Among the more heroic aspects, trust can help explain why individuals have been willing to follow the visions of leaders, in some cases placing their fate (and sometimes lives) in the hands of leaders in contexts ranging from modern organizations to ancient armies and expeditions [38]. After three years of negative or low growth, the UK’s organizations are feeling the strain. With highly volatile stock markets, economies across southern Europe in danger of default, confidence in bankers, politicians and journalists
near rock bottom and riots in our major cities, the issue of trust is more important than ever. In a survey by the ILM and Management Today’s Index of Leadership Trust [29], on level of trust in the UK’s leaders and managers, it was found that employees trust their CEOs and managers more than they did last year, if only by a small margin. It is reassuring to see that UK workers are more confident in the ability of their bosses to get them through these difficult times. But at a time of real pressure, is a slight increase enough? Trust isn’t a nice-to-have, it’s an essential component of effective leadership at all levels. Trust drives engagement and motivation, and is therefore critical in enabling higher organizational performance. So while any rise in trust levels is good news, we can see there is still real room for improvement for CEOs, and line managers in particular [29].

This study attempts to establish the relationship of leadership trust on employee loyalty in selected food and beverage companies in Port Harcourt, namely: Nigerian Bottling Company Ltd (NBC), Nigeria Breweries Limited (NBL), 7-UP Bottling Company (7-UP), and Pabod Breweries Ltd (Pabod). In today’s business environment, corporations depend on their employees’ more than at any other time in the past. This is particularly true in hi-tech, biotech, finance, and other market segments where employee contribution does not directly depend on the nominal time spent at work. Employee dedication and care of corporate interests are part of employee loyalty. Building on Martin Luther King’s observation that “the measure of a man is not where he stands in moments of comfort, but what he stands at times of challenge and controversy”, from a follower’s perspective, trust in leaders may be particularly important in times of challenge and adversity [38]. Companies with loyal employees have a significant competitive advantage and a higher rate of survival compared to companies with less loyal employees; “The long term success of any company depends heavily upon the quality and loyalty of its people”. Chinua Achebe, in his book, The problem with Nigeria (1983), blamed Nigeria’s embarrassing stunted growth on the failure of leadership. The failure of leadership in Nigeria is replicated in all sectors of Nigerian public including economic, social, political and religious institutions [2]; [5] and the manufacturing sector is not left out due to the moribund of many factories and industries meant for production. Finance, operations & management, lack of properly trained workers, infrastructural issues, distributions & logistics, leadership trust are challenges facing manufacturing firms in Nigeria. Loyal employees are assets to a company, and their retention is key to its success; for one, they bring in loyal customers and given their importance, employers need to be able to identify and retain loyal employees. We intend to examine the extent to which trust in leaders’ triggers the loyalty of employees’ and whether the food and beverages firms in Port Harcourt take into consideration trust and loyalty in both the employer and employee for onward achievement of organizational goals.

**Research Hypotheses**

The following hypotheses were crafted in a null form for validation or nullification of the research propositions:

H₀₁: There is no significant relationship between skills and behavioral of selected food and beverage firms in Port Harcourt.

H₀₂: There is no significant relationship between character and behavioral of selected food and beverages firms in Port Harcourt.

H₀₃: There is no significant relationship between character and attitudinal of selected food and beverages firms in Port Harcourt.

H₀₄: Organizational culture does not moderate the relationship between leadership trust and employee loyalty of food and beverage firms in Port Harcourt.

**Source:** Dimensions: leadership trust were Adapted from [66]. Measures of employee loyalty were adopted from [71].

**Significance of the Study**

According to [41], this approach is of two perspectives: the practical and theoretical significance. Since the success or failure of organizations are in the skills, knowledge, abilities, integrity and competences of its workforce, this study will offer useful suggestions on how best to improve such talents, skills, abilities, knowledge and total intellectual properties of their employees to achieve their set objectives. Therefore, the practical significance of this study is to spur employers of labour, managers and other decision makers to exhibit the best leadership qualities as trust to raise the loyalty levels of their staff as a competitive strategy, especially the staffs of the selected companies to be studied. The theoretical significance is to give additional credence to the growing body of literature on leadership trust and employee loyalty. Our study will therefore generally broaden the understanding.

![Figure 1: Operational Framework of Leadership Trust and Employee Loyalty.](image-url)
of employee loyalty of food and beverage firms through leadership policy as regards trust and will be of immense assistance to scholars, students and other researchers in this area as a source of reference material.

LITERATURE REVIEW

Theoretical Framework

Trait Theory
Similar in some ways to great man theories, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership [68].

Skills Theory
This theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means refuses to acknowledge the connection between inherited traits and the capacity to lead effectively, but argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. A strong belief in skills theory often demands that considerable effort and resources be devoted to leadership training and development [96].

Concept of Leadership Trust
In a Harvard Business Review article, Robert F. Hurley cited a 2002 survey that he had conducted of 450 executives. His findings showed that 69% of the respondents agreed with the statement, “I just don’t know who to trust anymore” [52]. Recently on “Face the Nation”, Bob Schieffer stated, “When the United States takes a position in the world and then goes back on its word, the world is left in a very dangerous place” [79]. When a leader speaks it is important to be able to have confidence in the honesty, truthfulness, and sincerity of the words. This is the essence of trust.

Skill & Capacity
Skill is the capacity to apply knowledge in a practical, demonstrable way [26]. An individual’s skill is a product of his store of knowledge and his personal attributes. Change in the environment has resulted in skills becoming obsolete, so that competent employees do not forever remain competent if they do not improve themselves through training [7; 74]. Training is organizational effort aimed at fostering learning among lower level employees that contributes to individual and organizational goals and includes classroom instruction, on-the-job training and apprenticeship scheme. Development refers to the teaching of managers and professional employees’ broad skills necessary for their current and future jobs. Education is the long term learning activity aimed at preparing people for various roles in the society. Learning activity is basically concerned with the acquisition of skills, knowledge, understanding and attitudes. Both education, training and development all require different degrees of learning activity [7].

Character & Integrity
Not surprisingly, the importance of the character of leadership is making inroads in the business world. Johnson & Johnson (J&J), the major manufacturer of health care products in the United States, views character as a leadership essential. Former Chairman Ralph Larsen believes that people with character can give a company a significant competitive advantage. The company actively seeks to recruit and be represented by people of exceptional character. Johnson & Johnson’s stance is supported by research which suggests that in leadership, good character counts. According to Frances Hesselbein, the author and chairman of the Drucker Foundation, leadership that achieves results goes beyond how to be, and becomes how to do; this type of leadership is all about character. So in other words, in order to get things done personally and organizationally, one first needs to get in touch with his or her character [27].

Concept of Employee Loyalty
Recent data collected by The Empower Group for The Manpower International Employee Loyalty Survey, 2002, suggests that employee loyalty continues to rise around the world. Human resource managers in eight countries (United States, France, Germany, Italy, Japan, Mexico, the Netherlands, and the United Kingdom) not only say that employee loyalty has increased in the past three years but also are optimistic about employee loyalty over the next three years as well. 42% expect their employees’ loyalty to grow over the next three years while only 10% feel it will be on the decline.

Behavioural
[54] observe 33 specific measures of behavioural loyalty, sub-divided into five sub groups; (1) proportion of purchases devoted to a given brand, (2) those concerned with the sequence in which brands are purchased, (3) those that reflect probability of purchase, (4) those that synthesise or combine several behavioural criteria, and finally (5) a number of miscellaneous measures. “Proportion of Purchases” is more commonly termed within a group of measures known as “Brand Performance Measures” (BPM’s) (see [42]).

Attitudinal
Attitudinal loyalty is investigated in terms of attitudes, preferences, commitment and intentions [85]. It is defined as a consumer’s desire to continue his relationship with the company in spite of the lower prices of the competing companies and to recommend the products or the services to his friends [35]; [28]. The value of the attitudinal variables mustn’t be underestimated; the behavior reflects the current situation or, more likely, a set of past events while attitudes offer clues about the customers’ future behavior [46].

Organization Culture as a Moderator
Many scholars have become interested in the role of moderator variables [93]. Citing [88], [93] define moderators as “variables that affect the form (slope) or strength of a relationship between an independent variable and a
dependent variable”. Organization culture, sometimes called corporate culture has no consensus definition, among scholars. The concept is so rich, welcoming newcomers, alternative angels, and varied connotations, [16]. Culture is an essential quality of excellent organizations and helps to determine organization climate. It simply means the shared philosophers, values, beliefs, assumptions, expectations, attitudes and norms that knit an organization together [1988].

METHODOLOGY

Research Design
The quasi-experimental design, also called survey, was adopted for this study because the various elements of the design are descriptive and outside the researcher’s control. There are basically two kinds of quasi-experimental designs: cross-sectional and longitudinal. The cross-sectional is further divided into either field study or sample survey [17]. Specifically, the sample survey type will be adopted because all the entire population cannot be studied. Furthermore, this design is justified because our study settings are non-contrived and are correlational in nature. Finally, the method is cost effective and has a more scientific way of sample selection that will be an ideal representative of the population of the study.

Population of the Study
The study was limited to the four functional firms under the food and Beverage sub-sector of the Manufacturers Association of Nigeria (MAN), Rivers/Bayelsa branch, that are located in Port Harcourt viz: Nigerian Bottling Company (NBC), Nigerian Brewies Limited (NBL), 7-up Bottling Company (7-up) and Pabod Brewies limited (Pabod). In the same vein, we will limit the population of this study to only employees that have put in 5yrs and above in their employment with their organization. We intend to justify this option also because operational variables often exhibit heavy skewness (violating assumptions for normality) and therefore need to be normalized [49]. For example, the number of casual employees and temporary staff are typically much more below 5 years of employment, thereby causing the statistical distribution to be skewed towards casual/temporary employees for respondents’ category. Normalizing the variables will reduce the extent to which outliers with high values will impact the results [45]. Consistent with the above justifications; from the records made available to the researchers by the Personnel/Administrative Departments of the four selected organizations after repeated visits, the staff strength (population) of employees that have put in 5-years and above in their employment with their organization are as follows:

Table 1: Population of the Study

<table>
<thead>
<tr>
<th>S/N</th>
<th>Selected Organization</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Nigerian Bottling Company Ltd. (NBC)</td>
<td>60</td>
</tr>
<tr>
<td>2.</td>
<td>Nigerian Breweries Ltd (NBL)</td>
<td>58</td>
</tr>
<tr>
<td>3.</td>
<td>7-up Bottling Company (7-up)</td>
<td>42</td>
</tr>
<tr>
<td>4.</td>
<td>Pabod Breweries (Pabod)</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>190</td>
</tr>
</tbody>
</table>

Source: Survey Data, 2016.

Sample Size Determination and Sampling Procedure
The sampling procedure adopted include a homogeneous characteristic of employee respondents, drawn from the accessible population. In line with [70] proposition, the sample will be drawn proportionally from the population of 190 potential respondents identified from the field. Specifically, we determine the sample size mathematically, using the [97] formular, as given in [17], thus:

\[ n = \frac{N}{1 + N(e)^2} \]

Where \( n \) = sample size sought  
\( e \) = error margin  
\( n \) = population size

Applying the above formular, with our known population of 190 respondents, level of significance of 95% (ie error margin = 0.05), the sample size, (n) = \( \frac{190}{1 + 190 (0.05)^2} \) = 127 respondents.

Again, this sample size of 127 respondents will be proportionally and statistically distributed among the four selected organizations, using [20] proportional allocation formular, given as:

\[ nh = \frac{nN}{N} \]

Where \( nh \) = Number of units allocated to each organization. 
\( n \) = Sample size 
\( Nh \) = The number of employees in each organization. 
\( N \) = Population size

Substituting the formular above accordingly, the sample size distribution among the four organizations as shown in table 2.

Types of Data and Instrument for Data Collection
The data for this study was collected from both the primary and secondary sources.

Test of Validity of Instrument
To ensure validity, students’ surrogate will be utilized, the instrument will be submitted to the supervisors for expert approval. The instrument will subsequently be validated in both content and construct.

Test of Reliability of Instrument
Two steps was taken to ensure reliability; triangulation of the data through multiple sources and internal reliability of the survey instrument assessed by means of Cronbach alpha coefficients, using the popular statistical package for social sciences (SPSS). Only items that returned alpha values of 0.7 and above will be considered [67], since the closer the alpha value is to 1 the higher the internal consistency (reliability).
Table 2: Optimum Sample Size Distribution

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Organization</th>
<th>Accessible Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>NBC</td>
<td>60</td>
<td>128 x 60 = 40</td>
</tr>
<tr>
<td>2.</td>
<td>NBL</td>
<td>58</td>
<td>128 x 58 = 39</td>
</tr>
<tr>
<td>3.</td>
<td>7-up</td>
<td>42</td>
<td>128 x 42 = 28</td>
</tr>
<tr>
<td>4.</td>
<td>Pabod</td>
<td>30</td>
<td>128 x 30 = 20</td>
</tr>
<tr>
<td>5.</td>
<td>TOTAL</td>
<td>190</td>
<td>127</td>
</tr>
</tbody>
</table>

Source: Survey Data, 2016.

Data Analysis Technique

The spearman’s rank order correlation (Rho) analysis technique, which is a non-parametric test was used to analyze the variables. The variables operationally defined and measured in quantitative scale makes the data suitable for the proposed correlation technique. The purpose of spearman’s rank order (Rho) test, is to measure the degree of relationship between two sets of ranked observations [17].

and it is applicable where the two variables are ordinal, interval or ratio scales [78]. The spearman’s rank order (Rho) formular as given by [3], in [17], is:

\[
rs = 1 - \frac{6 \sum d^2}{N^3 - N} \quad \text{or} \quad rs = 1 - \frac{6 \sum d^2}{N(N^2 - 1)}
\]

\(\sum d^2\) = sum of the squared differences in the ranking of the subject on the two variables.

N = number of subjects being ranked.

Results and Discussion

This section is concerned with the tests for the assumed bivariate null hypotheses using the Spearman’s rank order correlation coefficient at a 95% confidence interval and at a 0.05 level of significance (2-tailed). A total of 5 hypothetical assumptions are postulated with 4 being bivariate in nature and thus tested herein. The decision rule for the adoption or rejection of the hypothetical statements is set at a P < 0.05 for the rejection of the null hypotheses and a P > 0.05 for the acceptance of the null hypotheses.

Table 3: Spearman’s correlation of Skill and measures of Employee Loyalty

| Source: Data output, 2017 |

<table>
<thead>
<tr>
<th></th>
<th>CH</th>
<th>BH</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.462</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Correlation Coefficient</td>
<td>.462</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Correlation Coefficient</td>
<td>.567</td>
<td>.153</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

Skill (SK) and Attitudinal (AD): The results of the analysis reveal that there is a significant relationship between skills and attitudinal which is a measure of employee loyalty. This is as the rho value = .000 indicate a substantial level of association between both variables; hence base on the decision rule of P < 0.05 for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between skill and attitudinal.
The data (table 4) reveals a significant relationship between character, which is a dimension of leadership trust and the measures of employee loyalty. The result is interpreted as follows:

**Character (CH) and Behavioural (BH):** The results of the analysis reveal that there is a significant relationship between character and behavioural which is a measure of employee loyalty. This is as the rho value = .000 indicate a high level of association between both variables; hence base on the decision rule of \( P < 0.05 \) for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between character and behavioural.

**Character (CH) and Attitudinal (AD):** The results of the analysis reveal that there is a significant relationship between character and attitudinal which is a measure of employee loyalty. This is as the rho value = .000 indicate a high level of association between both variables; hence base on the decision rule of \( P < 0.05 \) for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between character and attitudinal. The partial correlation is adopted in testing for the moderating effect of organizational culture on the relationship between leadership trust and employee loyalty at a 95% confidence interval and at a 0.05 level of significance (2-tailed). The decision rule for the acceptance of rejection of the hypothesis is based on the \( R_1 > R_2 \) coefficient at a 0.05 level of significance for rejection of the null hypothesis and \( R_1 \leq R_2 \) coefficient at a 0.05 level of significance for acceptance of the null hypothesis.

### Table 4: Spearman’s Correlation of Character (CH) and measures of Employee Loyalty

<table>
<thead>
<tr>
<th></th>
<th>SK</th>
<th>BH</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlation Coefficient</strong></td>
<td>.1000</td>
<td>.621</td>
<td>.780</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

**Source:** Data output, 2017

The table (5) above illustrates the relationship between the leadership trust and employee loyalty with organizational culture as a moderator on the relationship; hence the results reveal strong associations between all five variables.

### Table 5: Moderating effect of organizational culture

<table>
<thead>
<tr>
<th>Control Variables</th>
<th>SK</th>
<th>CH</th>
<th>BH</th>
<th>AD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlation</strong></td>
<td>1.000</td>
<td>.613</td>
<td>.510</td>
<td>.723</td>
</tr>
<tr>
<td>Significance (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Df</strong></td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td>.613</td>
<td>1.000</td>
<td>.153</td>
<td>-.135</td>
</tr>
<tr>
<td>Significance (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Df</strong></td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td>.510</td>
<td>.153</td>
<td>1.000</td>
<td>.307</td>
</tr>
<tr>
<td>Significance (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Df</strong></td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td><strong>Correlation</strong></td>
<td>.723</td>
<td>-.135</td>
<td>.307</td>
<td>1.000</td>
</tr>
<tr>
<td>Significance (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Df</strong></td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
</tbody>
</table>

**Source:** Data output, 2017
Discussion of Findings
This study using descriptive and inferential methods, empirically examined the correlation between human capital development and corporate performance within the context of the organizational culture of food and beverages firms in Port Harcourt. In this chapter, analysis assessed the distribution of the variables and also tested the assumptions of bivariate and multivariate relations between the study variables. A total of five (5) hypotheses were tested herein using the Spearman’s rank order correlation and the Partial correlation technique was applicable. The results of the analysis revealed significant relations in all five (5) instances and are discussed as follows:

Skill and Employee Loyalty: The result of the analysis revealed that skill is significantly associated with employee loyalty; this implies that skill is considerably important in enhancing loyalty of an employee and expressions towards work in the organization. This argument shares a view with [8], who posit that training is very important because the worker requires skills that are best developed through formal instructions. For the staff to be effective on their responsibilities, training is needed to ensure they get the critical skills and knowledge in such area which, if mishandled, could land one into legal tussles. Trainings are also done in indusion of new staff on essential Information Technology Skills, Presentation, Problem Solving and Communication Skills. [40], also states that for effectiveness and efficiency in the organization, employees need to use their skills, ability, experience and so forth to perform assigned task. Furthermore, the result offer insights from [7], who posit that career development is established to enable employees match their needs for personal growth and development with the needs of the organization to have competent employees occupying its job positions.

Character and Employee Loyalty: The analysis reveals that there is a significant relationship between character and employee loyalty; this implies that organizations that place considerably more weight on consistency, predictability, and quality of people’s work and actions; confidence that they are focused on achieving shared goals; and expectations associated with a person’s role in the organization are more likely to be high performing. In addition to enjoying better revenue growth, trust leaders are better at achieving many other business goals than are their low-trust counterparts. Strong levels of trust drive strong performance and more consistent success [11]. When employees have a high level of trust in management and the organization, the company as a whole becomes significantly better at achieving business goals. [67], posit that by increasing trust in organizations, employers, managers and leaders can drive improvements in performance by motivating staff to commit additional discretionary efforts and helps them to take and manage risks safely and encourage innovativeness and creativity.

The moderating role of organizational culture on the relationship between leadership trust and employee loyalty: The analysis revealed that organizational culture is a significant moderator of the relationship between leadership trust and employee loyalty. This implies that organizational culture through its embodiment of the values and beliefs of the organization effectively transfers the effect or leadership trust to loyalty of employees. This follows that commitment to the organization is achieved when individual’s belief that the activities of the organizational are its actual attributes and comprises its unique identity; thus employees’ commitment, just as satisfaction, is closely tied to perceptions of organizational trustworthiness, identity and belief about the authenticity of the activities and actions of the organization. In a similar vein [63] observe that employees are considered effective or ineffective given their capacity to fit into the context provided by the culture of the organization; a process which further affects their levels of involvement and commitment to their role expectations. [81] indicated: HC has a positive and direct effect on Jordanian Pharmaceutical Manufacturing organizations. Also [92] showed: HC efficiency plays an indirect role in the relation between intellectual capital and market value.

Conclusions
In conclusion, this study finds that leadership trust is strongly and significantly associated with employee loyalty; a relationship which is further enhanced by the moderating effect of organizational culture. This assertion is based on the outcomes of its analysis and the results of the tests of the hypotheses; hence the study states conclusively as follows:

- That skill, which is a dimension of leadership trust, is observed to influence and enhance employee loyalty levels in the organization. This is as aspects of skill such as having faith in teammate’s abilities, getting sufficient money & time for training and development, delivering tasks on schedule, able to apply skills & knowledge gained from training to practical use were observed to be associated with instances of behavioural and attitudinal loyalty of employees.

- That character, which is a dimension of leadership trust, is identified to contribute to levels of employee loyalty as expressed by employees. This is based on the evidence as indicators of character relative to communicating well, honouring their words, telling the truth at all time, in times of uncertainty sticks to plan, thus facilitating satisfaction and further contributing to behavioural and attitudinal loyalty levels in the organization.

- That organizational culture is a significant moderator of the relationship between leadership trust and employee loyalty wherewith culture is observed to serve as a necessitating context and platform upon which the practices associated with leadership trust such as skill and character are effectively transferred to employee situations and hence facilitate aspects of employee loyalty. Furthermore, the study finds that manifestation of cultural practices such as effective upward and downward communication between works and their leaders, adequate compensation and reward for efforts and contributions, and also team activities geared towards the accomplishment of organizational goals and objectives; are all revealed to enhance employee perceptions and experiences of the cultural system of the organization and thus enhance employee loyalty.

Recommendations
The study, based on its results and conclusions, proffers the following solutions:
• That manufacturing firms under study should benchmark, as there are organizations who have proven knowledgeable in the area of leadership trust
• Manufacturing firms under study should get employees input in taking decisions as it concerns them. Create surveys and give an incentive for the completion of the survey by each employee. Without incentive, most employees might not make effort to complete something they will not realize could prove beneficial to their future.
• Implement an “Open Door” Policy. Leaders need to be available to their subordinate always.
• Some managers believe that getting respect means being ‘Hitler’. Not only do employees avoid managers like this, they greatly dislike and disrespect them. Leaders need to be a person, be approachable is key to earning respect. Instead of having a ‘nose-in-the-air’ attitude, make eye contact and smile as much as possible.
• That those aspects of the organizational culture; which emphasizes on attributes such as communication, participation, and team work; be taken seriously given its effect on organizational outcomes such as employee loyalty.

Limitation and Suggestion for Further Studies
This study was confined by scope and design in its examination of the relationship between the constructs: leadership trust and employee loyalty; hence, evidence herewith can only be generalized to the population which shares the same parameters with the sample adopted. Therefore it is imperative that further studies be carried out with regards to identifying the relationship between the study variables within other Nationalities and sub-sectors of the manufacturing industrial context outside that of Nigeria.

REFERENCES


