Functional Competencies And The Performance Of Manufacturing Companies In South-East, Nigeria

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ABSTRACT
The study examined the effect of functional competencies on the performances of manufacturing companies in the South-East, Nigeria. The main objective of the study was to investigate the effect of production competency, marketing competency, time management competency on the performance of manufacturing firms South-East. The related literature was reviewed. The study is anchored on Competence theory. The study adopted a cross-sectional survey design. The study was carried out in South-East of Nigeria. The population for this study consists of 5,394 employee of manufacturing firms located in the South-East States of Nigeria. The sample size for the study is 1036 employees of the selected manufacturing firms in the South-East States of Nigeria determined through the application of a formula developed by Borg and Gall. A structured instrument questionnaire was designed to reflect the popular five (5) point Likert scale. Face and content validated was adopted. The reliability of the instrument was achieved through the application of test re-rest method and Spearman rank order correlation coefficient. The analysis was carried out with the application of summary statistics of percentages, Ordinary Least Squares (OLS) multiple regression analysis. Preliminary results from the analysis showed absence of multicollinearity or orthogonal in the model. The F-Statistic with a value of 18.624 showed that the model is statistically significant, valid and fit for predictions. The regression coefficient of 0.857 showed that 85.7 percent relationship exists between the dependent and independent variables. The coefficient of determination of 0.741 showed that 74.1 percent of variations in the dependent variable (firms performance), can be explained by the predictors (the independent variables). Major findings from the study show that production competency; marketing competency and time management competency had a significant positive effect on the performance of manufacturing in South-East, Nigerian. The study concludes that functional competency had a significant positive influence on the performance of manufacturing in South-East, Nigerian. It was recommended among others that there is need for training in this aspect of organization to develop the competency/capacity for production management so firm performance can be positively and significantly affected. Developing the marketing competency of the organization on how to do it effectively will go a long way in enhancing the performance of the organization toward the achievement of firm performance and there is need to train the organization on how to manage time toward the achievement of set objectives.

Keywords: Production Competency; Marketing Competency and Time Management Competency and Firm Performance

INTRODUCTION
The current business environment is facing so many challenges. These challenges have compelled companies to find out factors that influence their performance for them to take appropriate steps to initiate them (Abu- Jarad, Yusof & Nikbin, 2010). Management competence, among other factors influences the performance of companies (Almajali, Alamro, & Al-Soub, 2012). For companies to attain satisfactory levels of performance, they must equip their managers with the required competencies and also utilize
firm-level institutions and human resource management (HRM) bundles (Alanaiti, Alshawi, & Al-Karaghouli, 2011). In the knowledge economies, there is a shift from task-based approaches to competency-based approaches. Therefore, the popularity of competency management systems has gained a special concern both from practitioners and academicians (Clardy, 2008). Competency management can contribute to organizations knowledge base and increase the knowledge utilization capability of an organization. Hence, it became an important research object in the more general area of knowledge management and is often integrated with learning management systems (Draganidis and Mentas, 2006). Recent studies in this field, clarified that individual competency management is an area of research attracting efforts to leverage personal development, knowledge generation (development (and utilization organizational learning, innovation and effectiveness (Malhotra, 2000). In addition to being regarded as a focal point for planning, organizing, integrating and improving all aspects of knowledge management and human resource development systems. Competency management modeling is also regarded as an approach focused on improving organizational performance.

Functional competencies according to Raven and Stephenson (2016) are basic skills and behaviour that are needed to do a job successfully. They can also be regarded as job-specific competencies that drive proven high-performance, quality results for a given position. They are often technical or operational in nature (ability to follow instructions through a standard work process; ability to perform routine tasks; ability to check work for accuracy before completion of tasks; knowledge of statistical theory and applications; ability to monitor and collect research data to assess accuracy, validity, and integrity; ability to analyze statistics and other data; ability to interpret and evaluate results, and create reports and/or presentations; ability to observe, monitor, collect, and record data. Ability to assess the accuracy, validity and integrity of the data; knowledge of appropriate procedures for using, and ability to use specific equipment or machines to meet defined quality and quantity standards; ability to assist a group or individuals to accomplish specific goals; ability to manage change by providing the need structure and environment for interactions to be effective; ability to allocate resources, plan procurement, and oversee budgets and contracts to ensure fiscal stability of the organization; ability to plan and monitor the use of expenditures to meet organizational objectives and compliance and ability to prepare budget documents and reports.)

(Raven & Stephenson, 2016)

Statement of the Problem
There is a general opinion that most organizations have failed to deliver on the purposes for which they were established. This is common in developing countries. Manufacturing companies operate in a challenging business environment. Some of the challenges are: difficult economic conditions, enlightened and demanding customers, lack of competent experts in financial markets and cut throat competition (Massele, Jonathan, Darroux, & Fengju (2015). Poor resource management and employees’ inefficiency has been suggested by Adeoye (2016) as the twin issues that need to be addressed in the Nigerian manufacturing sector. A preliminary interview conducted randomly on top manufacturing officers to examine the problem of the study highlighted a perceived high level of inefficiency in some Nigerian manufacturing sectors which is evident by the weak infrastructure service provision, duplication and overlaps of duties, non-availability of quality goods and enormous investment in training without results. All the above shortcomings demonstrated the presence of incompetent workers in the manufacturing sector. This has produced waste of national resources, poverty in the face of abundance, unemployment and economic retardation. However, since only few studies have been carried out in this direction in Nigeria which has created some obvious gaps in knowledge, investigation of functional competencies and their effects on performance of manufacturing firms in Nigeria is therefore recommended to enable proper documentation of the relationship between the two variables in Nigerian manufacturing sector and the effect on the economy.

Objective of Study
The main objective of this study is to examine the effects of functional competencies on the performance of manufacturing companies in Nigeria. The specific objectives are to:
1. Examine the influence of production competencies on the performance of manufacturing in South-East, Nigerian
2. Determine the influence of marketing competencies on the performance of manufacturing in South-East, Nigerian
3. Examine the effect of time management competencies on the performance of manufacturing in South-East, Nigerian

Research Questions
In line with the objectives of the study, the following research questions were formulated to guide this research work.
1. To what extent does production competencies influence the performance of manufacturing in South-East, Nigerian?
2. To degrees does marketing competencies influence the performance of manufacturing in South-East, Nigerian?
3. To what extent does time management competencies effect the performance of manufacturing in South-East, Nigerian

Research Hypotheses
The research hypotheses for this research are as follows:
H₁: Production competency has no significant positive effect on the performance of manufacturing in South-East, Nigerian
H₂: Marketing has no significant positive influence on the performance of manufacturing in South-East, Nigerian
H₃: Time management competencies has no significant positive effect on the performance of manufacturing in South-East, Nigerian

REVIEW OF RELATED LITERATURE
Conceptual framework
Functional competencies
Functional competencies describe the knowledge, skill, and/or abilities required to fulfill required job tasks, duties or responsibilities. Hill & Jones (2010) asserted that a functional competency is unique strength that allows a company to achieve superior efficiency, quality, innovation, or customer responsiveness, and thereby to create superior value and attain a competitive advantage. A firm with a functional competency can differentiate its product or achieve substantially lower cost than its rivals. Consequently, it creates more value than its rivals and will earn a profit rate substantially above the industry average (Hill & Jones, 2010).

Functional competencies refer to “the set of professional skills, abilities, and technical knowledge which specifically deal with the technical aspects of the job, essential to carry out specific functional or task-related activities” (Janjua, Naeem, & Kayani, 2002.). According to Janjua et al., (2012), functional competencies include vocational and technical skills which are necessary for the accomplishment of task-related objectives of the job. Functional management competence covers the “understanding of and proficiency in managing specific functional tasks” (Katz, 1974,). Therefore, functional competencies encompass proficiency in technical tasks and areas appropriate to the specific job. Managers with functional competencies possess work planning skills and the ability to make decisions.

Many authors focused their research on functional areas and confirmed that functional areas could become core competencies of an organization through the combination of skills and resources. Sukboonyasatit & Thanapaisarn, (2011) pointed to functional areas of the firm as areas of competency. They listed 55 different distinctive competence activities within functional areas. Even though competency is defined here simply as being the particular skills and resources a firms possesses, and the superior way in which they are used. In the empirical studies of Akimova (2011), functional areas had been seen as source of competitive advantage. Core competencies of functional areas through the fusion of resources and capabilities are main source of source of competitive advantage (SCA) (Snezana, 2015).
Hill and Jones (2010) asserted that competencies at functional-level can be sources of CA through assessing the four factors of CA – efficiency, quality, innovation, and customer responsiveness. Functional-level strategies are strategies directed at improving the effectiveness of basic operations within a company. They include primary functions (e.g. production, marketing, research and development) and support functions (e.g. information system, human resources, and infrastructure).

Boyatzis (2013) defined competencies as an underlying characteristic of a person that could be a motive, trait, skill, aspect of one’s self-image, social role, or a body of knowledge which he or she uses. These characteristics are revealed in observable and identifiable patterns of behavior, related to job performance and usually include knowledge, skill and abilities. In another definition, competencies are specified as a mean of ‘being able to perform a work role to a defined standard with reference to real working environments’.

It is generally seen as “a cluster of related knowledge, skills, and attitudes that affects a major part of one’s job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development” (Özçelik & Ferman, 2016).

**Performance**

Flapper, Fortuin and Stoop (2009) state that performance can be defined as the way the organization carries its objectives into effect and has been measured in different ways according to its respective context. Organizational performance is the product of interactions of different components or units in the organization (Stainer, 2009). The highly need for competitive quality education in academic institutions bringing up the need for the institutions to come up with ways for improvement in such areas. This is related to the development for performance measurement indicators which are used to assess the performance level of the academic institutions (Sukboonyasatit & Thanapaisarn, 2011). The performance of an organization depends on the environment where the organization operates. Richard (2010) define organizational performance as the organization’s ability to achieve its goals and objectives. Daft (2010) identified organizational performance as the ability of the organization to attain its goals by using resources in an efficient and effective way. An effective performance management provides valuable information to a decision make about present condition of performance and the deviation from the objectives (Santos & Brito, 2012). Performance is manifested by production effectiveness and production efficiency.

Production effectiveness must come first in all considerations about production. Effectiveness is being competence of duties and doing the right things. Objectives must be monitored to make sure it serves its goals, which in turn serve the stated purpose. Objectives are short-term achievements, goals are long-term achievements, and the purpose is serving customers in ways that satisfy their needs and desires which start by looking at whether things are being done right, and whether employees are competent of the duties (Evans & Lindsay, 2012). Production effectiveness is associated with measuring the outcome of manufacturing processes. These measurements highlight process completion, product quality, and budget adherence. In a way, efficiency is concerned with minimizing input into the manufacturing process, while effectiveness strives to increase output from the process. Together both efficiency and effectiveness seek to increase the profit margin of the product by working at the same goal from opposite ends (Atkinson, Kaplan, Matsumura & Young, 2014).

Anichebe and Agu (2013) noted that many of the perspectives that nominated the early thinking concerning firm performance have their roots in traditional economic theory with an emphasis on market power and industry structure as determinants of firm performance. These studies emphasize economies of scale and scope, the optimization of transactions costs across the subsidiaries and critical market characteristics to explain different firm-level strategies of performance. Traditionally, performance measurement is defined as the process of quantifying effectiveness and efficiency of action. In other words, measuring performance means transferring the complex reality of performance into a sequence of limited symbols that can be communicated and reported under similar circumstances (Platts, Neely & Gregory, 2009). In modern business management, performance measurement assumes a far more
significant role than quantification and accounting (Chan & Qi, 2013). Performance measurement can provide important feedback information to enable managers to monitor performance, reveal progress, enhance motivation and communication, and diagnose problems (Chan & Qi, 2013).

**Theoretical Review**
The study is anchored on Competence theory. Competence theory is actually the most tangible and reasonable alternative to dominant strategic model of industrial organization. Introduced at a pioneering level by Bain (1959) and successively developed by Porter (1985). They argue that by concentrating excessive attention on product market strategies, the Porter framework neglects the cost of developing the basis of and implementing those very strategies. Resources must be acquired or built before a product market strategy may be implemented. Again, instead of an exclusive outward orientation toward market niches and advantageous cost-revenue combinations, the competence-based perspective also puts emphasis on building up resources and organizational routines within the firm itself. Organization and production are emphasized, as well as the market.

According to Porter and Kramer (2006) competence theory proposes to bring, to the strategic reflection, new answers to the “longitudinal problem”, which consists of the individualization of the conditions that permit a firm to reach and hold on to a favourable competitive position over time. This problem, however, cannot be separated from the “cross-sectional problem”, aimed at understanding the causes at the base of the firm’s superior performance at a precise instance in time.

Montgomery and Collis (2009) believe that the industry or business must remain the principal unit of analysis, as the possession of determinate resources or competencies should be, in any case, compared with those of the competitors: it follows that the firm profitability depends both on the attractiveness of the industry in which the firm competes and on its relative position in that industry. Then, if “the essence of strategy is choosing to perform activities differently than rivals do”, the core competencies enable the choice of diversity to be followed, furthermore firms are able to carry out activities at a lower cost or in such a way as to create a greater value for the customer lies in that which Porter calls “drivers” (Porter 1996).

Competence-based approaches have been applied to strategic management. It is, however, possible to identify some cardinal themes. There is recognition of learning-by-doing as a source of endogenous growth. This emphasis on learning and growth means that individuals themselves are in a process of development, in contrast to static and equilibrium-based approaches and recognition of the role of radical uncertainty and other chronic problems pertaining to information and knowledge in the firm.

So, firms need, according to the analogy made by Porter (2006), to be “capabilities predators”, means to move rapidly from one business to another, copying capacities, developing them so as to assume the role of leader, and this is possible with the aid of flexible human resources and transversal management of the firm.

**Empirical Review**
Mahmood, Hee, Yin and Hamli (2018) examined the relationship between training functions and employee performance and also to examine the mediating effects of employee competency on the relationship between training functions and employee performance. A quantitative survey method was employed in this study coupled with factor analysis, descriptive analysis, correlation analysis and hierarchical regression analysis to analyse the collected data. The results show that training need analysis and training effectiveness were positively associated with employee performance. It was discovered that employee competency is a partial mediator between training functions and employee performance. The findings of this research will facilitate municipal councils and other local authorities in Malaysia to prioritize training need analysis and training effectiveness as part of the process in planning and implementing training programs since it has an impact on employee competency and employee performance.
Subramanian, Kamalesh and Strandholm (2019) examined the role of organizational competences in the market-orientation-performance relationship: An empirical Analysis. The purpose of this paper is to examine the specific ways in which market orientation of an organization contributes to the creation of organizational competences that lead to superior performance. Survey data from 159 acute care hospitals were statistically analyzed to test 35 the research hypotheses. The findings show that the Market orientation makes a significant contribution to the creation of a number of organizational competences which, in turn, lead to superior performance in the areas of cost containment, growth in revenue, success in retaining patients, and success of new services.

Hagström, Tomas and Göransson (2017) studied sustainable competence: a study of a bank”. The purpose is to study how the staff members in a bank perceive a company culture and how this perception is related to background aspects (gender, age,) and engagement in regular, regulating activities decided by the company. An “abductive” approach inspired by action-, adult developmental-, complexity- and “holon” theory comprise a frame of reference applied on a multi-methodological case study in progress, within which a survey distributed in the whole bank in Sweden has been analyzed in terms mainly of a multiple linear regression analysis. Results indicate strong integration in the company culture related to active engagements in regular and regulating activities. The regression analysis clearly indicates that the cultural integration is more influenced by those activities than by individual background variables. However, results also show more critical attitudes towards the culture. This may reflect both an individual developmental aspect and a generational aspect.

Ljungquist (2018) studied specification of core competence and associated components: A proposed model and a case illustration”. This study aimed to outline a core competence model by exploring links between core competence and the associated concepts of competences, capabilities, and resources, and by proposing refinements to the characteristics of these concepts. A case study based primarily on personal interviews. The findings suggest that competences, capabilities, and resources are all linked to core-competences; the first two continuously, and the third intermittently; motivate refinement of the competence concept, by adding adaptation competence as governing customer loyalty, and transfer competence as managing transcendental integration; and motivate refinement of the capability concept, by adding capacity as a quality characteristic, and communication as a characteristic that can actively initiate organizational change.

Chen & Wu, (2017) studied an empirical analysis of core competence for high-tech firms and traditional manufacturer”. The purpose is exploring whether there is a difference in the model of core competence between H-T firms and T-Ms in Taiwan, investigating whether there is a significant difference in the explanatory power of dimensions of core competence both for H-T firms and T-Ms in Taiwan. The samples used in this study are the management levels of two H-T firms and three T-Ms in Taiwan. The authors collected a company-wide opinion through questionnaires to examine the core competence, including strategic planning, production process innovation, supply chain management, logistics management, quality management and R&D. The major findings are summarized as follows: through path analysis, it is found that the model of core competence for the H-T firms is different from that of the model for T-Ms. R&D capability is regarded as the most important source for core competence both by H-T firms and T-Ms. Strategic planning in H-T firms is regarded as an important dimension in constructing core competence. The capabilities of supply chain management and logistics management for T-Ms significantly affect core competence, because these businesses must focus more on services.

Madya (2015) examine the impact of managerial competencies on performance OF Manufacturing firms in the Buffalo City Municipality in the Eastern Cape Province of South Africa. A total sample of 184 Manufacturing firms was used to obtain the relevant information. Stratified sampling was used to gather data using a self-administered questionnaire as the research instrument. Data obtained from this study was elicited from SME owners and owner-managers only as there were the target elements. The t-test and chi-square were used for statistical analysis in order to derive research findings and conclusions. After the analysis of the empirical findings, the researcher discovered that, eighty percent of the Manufacturing firms are five years or shorter in existence of which forty-one per cent exist for less than two years. High
performance of Manufacturing firms was found to be heavily linked to managers technical and business skill. The ability to outperform industry rivals and increase productivity was found dependent on human skill which supported the Human Capital and Resource Dependence theory. The majority of Manufacturing firms are hampered by resource shortfalls with the technical skill (networking and innovativeness) resource shortfall being the most critical. Manufacturing firms generally conduct financial statement and inventory analysis, but ratio analysis, however is largely neglected.

METHODOLOGY
Descriptive research design was adopted in this study. The study was carried out in South-East, Nigeria. South –East comprise of five states namely Anambra, Imo, Enugu, Abia and Ebonyi states. Six selected Manufacturing firms in each of the state in South –East were studied. The researcher used primary sources of data. The population of study was made up of 5,394 register selected manufacturing firms registered with cooperate affair commission in South-East. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 1036. The researcher used structured questionnaires. Face and contents validity was used in validating the questionnaires. To check reliability of the instrument, the questionnaires were pre-tested through pilot study to ascertain its effectiveness in soliciting information intended. The researcher used test-retest method and Spearman rank order correlation coefficient to verify the internal consistency of each construct in order to achieve functional competencies. The data generated in the study was analyzed in two main sections which are answer to the research questions and test of hypotheses. Accordingly, the research questions were analyzed through the application of summary statistics of percentages on the data that were presented in a Likert scale format which was used in the determining whether the data contained multicollinearity or orthogonal relationship. On the other hand, the hypotheses will be verified through the application of ordinary least squares (OLS) multiple regression analysis. All tests will be conducted at 0.05 level of significance.

DATA PRESENTATION AND ANALYSIS
Research Question One
Research question one is interested in finding out the effect of production competency on performance of manufacturing in South-East, Nigerian. Accordingly, the opinion of the respondents on the issue is presented in Table 1.

Table 1: Production Competency and Firm performance

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items of the Questionnaire</th>
<th>Alternative Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SA (%)</td>
<td>A (%)</td>
</tr>
<tr>
<td>1.</td>
<td>Production competencies enable firms to develop, combine and transform resources into value creating</td>
<td>459 (45.0)</td>
<td>500 (49.0)</td>
</tr>
<tr>
<td>2.</td>
<td>Production competencies are a precursor of a firm’s capacity to meet export market demand</td>
<td>441 (43.2)</td>
<td>493 (48.3)</td>
</tr>
<tr>
<td>3.</td>
<td>Production competencies increasing competition, fast changing consumer needs and wants, and shorter product life cycles</td>
<td>457 (44.8)</td>
<td>478 (46.8)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2276 (44.6)</td>
<td>2472 (48.2)</td>
</tr>
</tbody>
</table>

It could be seen from Table 1 that on the average, 44.6 percent of the respondents strongly agreed with all the statements of the item, 48.2 percent also agreed but not strongly, 3.3 percent disagreed, 2.2 percent
strongly disagreed and 1.5 percent of them had no opinion on the issues raised. It can therefore be said that about 92.8 percent of the respondents agreed that production competencies enable firms to develop, combine and transform resources into value creating. But apart from the averages as presented above, there are equally variations across the items depending on the perception of the respondents. For instance, whereas 44.8 percent and 46.8 percent strongly agreed and merely agreed with item 3, 43.2 percent and 48.3 percent did so for item 2 respectively.

**Research Question Two**

This research question seeks to determine how marketing management competency can lead to firm performance. The opinions of the respondents are presented in Table 2.

**Table 2: Marketing Competency and Firms Performance**

<table>
<thead>
<tr>
<th>S/N</th>
<th>Alternative Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>1.</td>
<td>All the funds generated by an organization are dependent on marketing.</td>
<td>452</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(44.3)</td>
</tr>
<tr>
<td>2.</td>
<td>Marketing competency improves organizations because it interrelates with almost all other functions in an organization.</td>
<td>453</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(44.4)</td>
</tr>
<tr>
<td>3.</td>
<td>As the most important means of bringing revenue to an organization, marketing competency is very crucial to the survival of any organization.</td>
<td>461</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(45.2)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2317</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(45.4)</td>
</tr>
</tbody>
</table>

The analysis in Table 4.9 shows that 45.4 percent of the sample on the average strongly agreed with all the statement of the items, 47 percent merely agreed, 3.1 percent did not agree, 2.5 percent strongly disagreed while 2 percent of them did not know what to say. Apart from this, there are variations across the items, depending on how the respondents perceived the issue under investigation.

In the area of development of marketing management competency and its effect on firm performance, 46.5 percent of the respondents said they agreed to a very great extent that the development of the competency will lead to firm performance, 47 percent said to a great extent, 2.4 percent said to a medium extent, 2.1 percent said to a little extent and 2 percent said to a very little extent. Finally, communication competency is one of the competencies identified to be affecting business performance of the organization. Forty-two percent of the respondents in the study said they agreed to a very large extent, 48.5 percent said to a great extent, 3.7 percent said to a medium extent, 2.9 percent said to a little extent and 2.4 percent said to a very little extent. The analysis in this segment of study has shown that the development of the identified competencies can actually lead to the development of the SMEs sector of the economy by impacting on individual enterprises.
Research Question Three
Research question one sought to determine the effect of development of time management completely on firm performance. Accordingly, the opinions of the respondents on the issue are presented in Table 3

Table 3: Effect of the Time Management Competencies on Firm Performance

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items of the Questionnaire</th>
<th>Alternative Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>1.</td>
<td>Effective time management by organization is a way of promoting firm performance.</td>
<td>457</td>
<td>461</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(44.8)</td>
<td>(45.2)</td>
</tr>
<tr>
<td>2.</td>
<td>The practicing and prospective organization should be trained on time management.</td>
<td>469</td>
<td>470</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(46.0)</td>
<td>(46.0)</td>
</tr>
<tr>
<td>3.</td>
<td>Any organization that does not know how to utilize time effectively is not likely to succeed and grow.</td>
<td>459</td>
<td>485</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(45.0)</td>
<td>(47.5)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2343</td>
<td>2334</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(45.9)</td>
<td>(45.7)</td>
</tr>
</tbody>
</table>

Table 3 shows that on the average, 45.9 percent of the respondents strongly agreed with all the statements of the items, 45.7 percent merely agreed, 3.6 percent of them disagreed, 2.7 percent strongly disagreed while 2 percent were undecided on the issues raised concerning the acquisition of time management competency by the organization and firm performance. But apart from the averages, there are variations across the items. For instance, 49.1 percent and 44.8 percent strongly agreed and merely agreed with item 4 while 44.8 percent and 45.2 percent did so for item 1 respectively.

Test of Hypotheses
Hypothesis is a tentative answer to the problem of the research being investigated and it is also an answer which has no evidence supporting it until full investigation is carried out. In the light of this, the hypotheses formulated to guide the objectives of this study and strengthen the shown that the acquisition of the said competencies are quite necessary to successful organization but the hypothesis aspect is still very necessary to confirm whether the answers are statistically significant or whether they occurred by chance.

Table 4: Summary of Regression Results

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R.Square</th>
<th>Adjusted R-Square</th>
<th>Standard Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>0.857</td>
<td>0.741</td>
<td>0.709</td>
<td>0.69527</td>
</tr>
</tbody>
</table>

a. Predictor: (constant), Production competency, Marketing management competency, Time management competency

As could be seen from Table 4.14, regression coefficient represented by ‘R’ has the value of 0.857 and it means that 85.7 percent relationship exists between the dependent and the independent variables. Similarly, the coefficient of determination represented by ‘R²’ has the value of 0.741 and it means that 74.1 percent of the variation in the dependent variable can be explained by the independent variables in the model. The R² being the explanatory power of the model shows that the changes in firm performance can be accounted for by the production competency, marketing management competency, time management competency.
Table 5: Coefficients of the Predictor Variables, t-values and the Significant Level

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1(Constant)</td>
<td>-.187</td>
<td>.207</td>
<td>-</td>
<td>-.741</td>
</tr>
<tr>
<td>Production competency</td>
<td>.717</td>
<td>.053</td>
<td>.711</td>
<td>11.203</td>
</tr>
<tr>
<td>Marketing management</td>
<td>.189</td>
<td>.047</td>
<td>.693</td>
<td>4.526</td>
</tr>
<tr>
<td>competency</td>
<td>Time management</td>
<td>.178</td>
<td>.059</td>
<td>.754</td>
</tr>
<tr>
<td>competency</td>
<td></td>
<td></td>
<td>3.148</td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Firm performance

Table 5 presents the coefficients of the respective variables as well as the t-values and the probability levels. As could be seen from the table also, many of the predictors have high coefficients. For instance, production competency, marketing management competency, time management are quite high in predicting the dependent variable, firm performance. It is also worthy of note that all the expected signs the a priori, obeyed the theoretical expectations.

Re-Statement of the Study Hypotheses

H₀₁: Production competency has no significant positive effect on the firms’ performance of manufacturing in South-East, Nigerian

H₁: Production competency has a significant positive effect on the firms’ performance of manufacturing in South-East, Nigerian

H₀₂: Marketing competency has no significant positive effect on the performance of manufacturing in South-East, Nigerian

H₁: Marketing competency has a significant positive effect on the performance of manufacturing in South-East, Nigerian

H₀₃: Time management competency has no significant positive effect on the performance of manufacturing in South-East, Nigerian

H₁: Time management competency has a significant positive effect on the performance of manufacturing in South-East, Nigerian.

Interpretation of Regression Results

In interpreting the regression results, we considered the value of the coefficients (X), t-statistic and the significance level.

From Table 5, the values of the regression coefficients, shows that relative contributions in predicting the dependent variable which is this case is firm performance. The decision rule about the significance of the coefficient or otherwise was based on the interpretation of the results.

Starting with the coefficient of production competency which is represented by X₁, the value is .711 which means that when production competency is increased by one unit, firm performance would increase by 7.1 percent if other variables in the functional equation are held constant. The t-value of 11.203 and the probability level of .000 corresponding to the coefficient shows that it is significant. This is because the probability level 0.000 is less than 0.05 level of significance set for the study.

Decision Rule I

At 0.05 level of significance and t-value (11.203), the coefficient is positive and significant. Consequently, we reject the null hypothesis and accept the alternative which suggests that production competency has a significant positive effect on the firms’ performance of manufacturing in South-East, Nigerian.

In a related development, the coefficient of marketing management competency represented by X₂ in the model has the value of .693. This means that when marketing management competency is increased by one unit, firm performance will increase by 6.9 percent when other variables in the functional equation
(model) are held constant. The t-value of 4.526 and the probability level of .000 corresponding to the coefficient shows that the coefficient is significant because .000 is less than 0.05 level of significance set for the study.

**Decision Rule II**
At 0.05 level of significance and t-value of 4.526, the coefficient is positive and significant. Given the weight of evidence against the null hypothesis, it was rejected while the alternative which suggests that marketing competency has a significant positive effect on the performance of manufacturing in South-East, Nigerian.

In a similar vein, the coefficient of time management competency represented by $X_3$ in the model is .754 and it means that when time management competency is increased by one unit, firm performance will increase by 7.5 percent if other factors in the functional equation (model) are not allowed to vary. The t-value of 3.148 and the probability level of 0.10 corresponding to the coefficient shows that the coefficient is positive and significant because .010 is less than the significance level 0.05 set for the study.

**Decision Rule III**
At 0.05 level of significance and t-value of 3.148, the coefficient is significant and positive. Consequently, the null hypothesis was rejected while the alternative which suggests time management competency has a significant positive effect on the performance of manufacturing in South-East, Nigerian was accepted.

**Post-Estimation Tests**
It is traditional to carry out post-estimation tests in all regression analysis. The tests are deemed necessary to ascertain whether the data conforms to certain criteria that are necessary for such analysis to be adequate. In many occasions, unfit data or model have produced spurious statistical results which can be very misleading in meaning and value. In this present exercise therefore, we carried out post-estimation tests to verify whether the data used for the analysis contain multicollinearity or orthogonal relationships and also to determine the robustness of the regression model.

| Table 6: Eigen Values, Condition Index and Variables Proportion |
|------------------|----------------|--------------------|----------------|----------------|
| Model | Eigen Value | Condition Index | Variance Proportion |
|       |              | Constant | PC  | MC  | TMC |
| 1.    | 4.812        | 1.002    | 0.00 | 0.00 | 0.00 |
| 2.    | 0.105        | 6.458    | 0.12 | 0.07 | 0.18 | 0.35 |
| 3.    | 0.074        | 7.214    | 0.07 | 0.08 | 0.20 | 0.06 |
| 4.    | 0.059        | 9.213    | 0.06 | 0.06 | 0.43 | 0.07 |
| 5.    | 0.047        | 10.109   | 0.56 | 0.18 | 0.31 | 0.48 |
| 6.    | 0.036        | 11.431   | 0.34 | 0.69 | 0.25 | 0.45 |

a. Dependent Variable: Firm performance
Conditions: Eigen values that are close to zero indicate dimension which explains presence of little variance. For the condition index however, when the values are more than 15 for any of the variables, it indicates a possibility of presence of multicollinearity. From the above table, the values of 2, 3, 4, 5 and 6 in the model are close to zero thereby meaning that only very little variance exists and it did not violate any rule. Concerning the condition index, the values are in the range between 1.002 and 11.431 which is not in anywhere near 15 which is the danger zone. The implication of the result is that the model does not contain any condition of multicollinearity or orthogonal relationships between the dependent and independent variables. The result shows further that the eigen values and the condition index values indicate that the model is very stable and robust and that probability of long term relationship between and among the variables exist.
Table 7: Multicollinearity Diagnosis between the Dependent and Independent Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Tolerance</th>
<th>Variance Inflation Factor (VIF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Production Competency</td>
<td>0.457</td>
<td>2.476</td>
</tr>
<tr>
<td>Marketing Competency</td>
<td>0.896</td>
<td>1.253</td>
</tr>
<tr>
<td>Time Management Competency</td>
<td>0.517</td>
<td>2.049</td>
</tr>
</tbody>
</table>

Table 7 is the presentation of multicollinearity statistics. The specification is that tolerance value less than 0.20 or 0.10 is an indication of presence of multicollinearity problem in the model (O’Brien and Robert, 2007). But from the data presented in the table, the tolerance values of the independent variables have 0.457 as the least value thus showing no presence of multicollinearity. Also, the reciprocal of the tolerance known as the variance inflation factor (VIF) shows there was no presence of multicollinearity because none of the values is up to 5. Therefore, the results of the post-estimation tests confirmed stability and robustness of the model hence it is recommended for any predictions.

DISCUSSION OF RESEARCH FINDINGS
The discussion done in this section of the analysis is based on the results/answers to the research questions as well as the results of the test of hypotheses and the findings of other related studies. As could be seen from the preliminary results, development of various competencies required in successful organization can account for 74.1 percent of firm performance in the manufacturing firms in Nigeria. The implication is that competency development is capable of engendering the desired success in organization practice in Nigeria, just as other developed and emerging economies of the world had witnessed (Lemo, 2013).

Production Competency and Firms Performance
Based on the analysis it was discovered that production competency has a significant positive effect on the firms’ performance in manufacturing firm South-East, Nigerian. This findings agreed with Hill & Jones, 2010 and Gaither and Frazier 2009 that affirm that production competencies create more value by performing its activities in a way that is consistent with high product quality, which leads to differentiation and lower cost and production function can achieve through (competitive advantage) through superior efficiency, superior quality, superior innovation and superior customer responsiveness.

Marketing Competencies and Firm’s Performance
The result of the second hypothesis showed that marketing competency had a significant positive effect on the performance of manufacturing in South-East, Nigerian. This finding also tally with Wolff & Pett, 2011 Francis & Collins-Dodd, 2011 Kuppusamy & Anatharaman, 2012 the result of their finding showed that Marketing competency had a significant positive effect on the performance of manufacturing firms. Rauch, Wiklund, Lumpkin and Frese (2009) result shows that there are several other ways in which marketing competency of a company can help create value. Sabo (2006) affirms that marketing competency is very important where goods and services are freely supplied, competition is high, technology or consumers’ taste change rapidly and product differentiation opportunities exist. He notes that marketing competency connotes the ability to produce goods and services that are needed by the members of a given society and be able to dispose them at a reasonable profit margin. In his opinion, marketing is one of the crucial functions of management in an enterprise.

Time Management Competency and Firm performance
The result of our third test of hypothesis showed that time management competency had a significant positive effect on the performance of manufacturing in South-East, Nigerian this result agreed with Adair (2018) who ascertain that time is a scarce resource, it is irreplaceable and irreversible and as such, it has got to be spent wisely and judiciously to achieve optimum returns. To him, if we see time as a scarce resource, we will choose the best and wisest way to spend it. The finding also confirm with Ilesanmi (2010) opines, to achieve more in the day to day business, pursuit, the manufacturing firms must be
thoroughly equipped with the skills for managing his/her time effectively. The adage that ‘Time is money’ is often referred to as the businessman’s proverb and it can help towards a personal philosophy of time.

Summary of Findings
In summarizing the findings, we started by highlighting the general or preliminary results and then the specifics. The results of the analysis carried out on the data showed that positive and in most cases strong relationship exist between and among variables. The relationships were such that situation of multicollinearity or orthogonal did not exist hence the model was analyzed further through the application of multiple regression.

1. Production competency had a significant positive effect on the firms’ performance of manufacturing in South-East, Nigerian.
2. Marketing competency had a significant positive effect on the performance of manufacturing in South-East, Nigerian.
3. Time management competency had a significant positive effect on the performance of manufacturing in South-East, Nigerian.

CONCLUSION
This study examined the effect of functional competencies and firm performance in Nigeria, using manufacturing firms in the South-East, Nigeria as the study area. The study examined the effect of production competency; marketing competency; time management competency. The results of the analysis carried out on the data showed that positive and in most cases strong relationship exist between and among variables. The relationships were such that situation of multicollinearity or orthogonal did not exist hence the model was analyzed further through the application of multiple regression. Based on the result of the analysis the study concludes that functional competency had a significant positive influence on the performance of manufacturing in South-East, Nigerian.

RECOMMENDATIONS
Based on the results of the analysis of data from this study and the conclusions made above, the following recommendation/policy dialogue was made:

1. Production competency Marketing competency is very crucial to the success of any business undertaken whether small or large business organization. There is need for training in this aspect of organization to develop the competency/capacity for production management so firm performance can be positively and significantly affected.

2. Marketing competency is one of the major sources of bringing revenue to an organization. Therefore, developing the marketing competency of the organization on how to do it effectively will go a long way in enhancing the performance of the organization toward the achievement of firm performance.

3. Time management competency was found to have positive and significant effect on firm performance in Nigeria. Time like money is a scarce resource and its judicious utilization will depend on the capacity of the entrepreneur to effectively manage time. There is need to train the organization on how to manage time toward the achievement of set objectives.

REFERENCES


