



Operational Compliance and Organizational Effectiveness of Transport Companies in South-South Nigeria

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Abstract

The study investigated the relationship between compliance with operations and organizational effectiveness of transport companies in South-South Nigeria. The study adopted a descriptive research design. The population of the study comprised all the 1300 employees in all the fifty-four (54) registered transport companies with the respective State Ministries of Transport in South-South, Nigeria. A sample of 150 respondents (comprising 32 managers, 32 cashiers, 54 operations staff, and 32 drivers) were chosen using a multistage sampling technique from 32 accessed transport companies that are operating in South-South, Nigeria. A 25-item structured instrument titled "Compliance to Operations and Organization Effectiveness of Transport Companies Scale" (COOETCS) was designed for this study. Data collected was analyzed using mean and standard deviation. The study revealed that: compliance to operations positively, and strongly contributed to goal accomplishment, resource base and strategic constituent satisfaction in transport companies in South-South, Nigeria. The study recommended among others that transport companies should set up rules and regulations that would enable employees to effectively adjust and work in a harmonious environment that leads to the attainment of realistic and achievable goals and targets on the various operational procedures and market conditions in transport companies.

Keywords: Compliance to Operations, Organizational Effectiveness, Transport Companies, South-South Nigeria.

Introduction

The transportation industry operates within a complex and ever-evolving landscape, demanding a keen focus or emphasis on practices that could aid in accomplishing the goals of improved resource base, customer patronage and satisfaction leading to profitability and overall effectiveness (Ayeni, 2020). Thus, the catalyst that could fast-track the accomplishment of predefined goals as a portent criterion for evaluating the performance of different staff and units within a transport company could be made possible through compliance with operations. Bach et al. (2016) stated that compliance to operations involves employees' adhering to the internal policies, operational procedures, and codes of conduct that aggregate to work ethics in an organization. Accordingly, among the work ethics that need to be complied with include human resource (HR) policies, employment contracts, ethical guidelines, and organizational protocols that govern employee behaviour, performance expectations, professional conduct, and harmony within the workplace (Bach et al., 2016; Abolade, 2022). Thus, adhering to these policies, procedures and ethics helps to instil and promote a culture of accountability, integrity, and ethical decision-making firstly; among employees and then; crystalizing organizational effectiveness in transport companies (Oluwadare & Adeleke, 2021; Akinyele & Oyesola, 2022).

Compliance with operation involves meticulously adhering to labour laws, occupational health and safety regulations, and industry best practices, protecting workers' rights, and unionism, and ensuring a safe, fair, and conducive working environment for all employees (Adeniyi, 2018; Udoakah, 2019; Adeyinka-Ojo et al., 2020; Ayeni, 2020), thereby culminating to high-level compliance to operations. Furthermore, compliance with operations plays a vital role in managing and mitigating risks associated with legal and regulatory compliance (Mowbray et al., 2020; Oyedijo, 2020). By ensuring that employees comply with operational guidelines, organizations can reduce the risk of legal penalties, fines, or lawsuits that may arise due to non-compliance with industry standards or legal requirements. This aspect of compliance is particularly crucial in highly regulated industries such as finance, healthcare, and manufacturing (Osunlola & Adekunle, 2023).

Accordingly, effective compliance with operations often requires regular training and development programmes for employees. In this regard, organizations need to invest in providing comprehensive training that educates employees about the latest regulatory updates, industry best practices, and changes in operational procedures (Ojo, 2018). Such initiatives help employees stay informed and updated, enabling them to strategically perform their roles with a clear understanding of the compliance requirements and expectations (Hitt et al., 2018; Ojo & Akinnubi, 2019). Developing a culture of compliance to operations can contribute to higher levels of employee engagement and morale. Thus, when employees and employers both understand the importance of compliance and witness the benefits of its consistent implementation across all levels of the organization, they are more likely to feel valued and respected (Okafor & Ogujiuba, 2017; Okpara & Wynn, 2020). This culture of complying with operational standards would in turn foster a positive work environment, encourage teamwork, and promote a sense of belonging and loyalty among employees, ultimately leading to improved employment relationships (Ogoma & Osibanjo, 2019; Abiodun et al., 2020). These assertions imply that employees and customers adhering to health, safety and ethical standards in their day-to-day operations would correspondingly increase the transport company's compliance with local and national transportation laws. Compliance to operations is a vital or significant measure that would enhance an organization's capacity to maintain healthy employment relationships for optimal productivity (Cropanzano et al., 2015; Wong & Aitken, 2022). In light of this, Ayeni (2020) emphasized that compliance to operation is a critical benchmark for measuring the effectiveness of transport companies especially in Nigeria to drive and galvanize its workforce towards optimal service delivery, productivity, profitability, and goal attainment. Guestoes (2017) disclosed that by setting and achieving well-defined goals, transport companies can align their operations with their overarching mission, enhance their competitive edge, and ensure sustainable growth. Effective goal accomplishment in the transport sector entails a multifaceted approach, encompassing various aspects ranging from strategic planning, and operational efficiency to customer satisfaction and financial stability (Okolie & Alabi, 2023). Implicitly, transport companies' ability to comply with their operational standards and work ethics would enable them to affiliate and achieve their goals of improved resource base, customer base, and profitability (Ayeni, 2020). Thus, by setting goals that resonate with the company's broader mission and vision, these organizations can steer their operations toward aligning with their long-term growth and sustainability. This alignment facilitates efficient resource allocation and enables transport companies to seize emerging market opportunities and adapt to changing industry dynamics (Ojo & Akinnubi, 2019).

In specificity, compliance with the operational procedures in a complex and highly regulated landscape such as the Nigerian transportation industry or sector appears to be very important in successful service delivery, optimal productivity, high profitability, optimal performance, and overall effectiveness indicators (Cameron, 2016; Ayeni, 2020). Also, compliance aid designation could improve employee voice and performance and contribute to the overall effectiveness of transport firms at any given time (Mackenzie et al., 2018; Adeyemi & Salawu, 2019; Mowbray et al., 2020). Conversely, organizational effectiveness pertains to the extent to which an organization achieves its goals and objectives efficiently and successfully (Ayeni, 2020). This somewhat implies that highlighting the tenets of compliance to operations could emanate as a strategy that enhances organizational effectiveness in any firm including transport companies in Nigeria. In this light, Oladimeji and Akingbade (2020) observed that the determinants of effectiveness especially in organizations engaged in service, cargo, courier, hauling and faring business include among others goal accomplishment and acquisition of resources (like raw material, capital, and labour) that are then deplored towards meeting the expectation and satisfaction of their teeming customers. The relevance of adherence to operational standards, industry regulations, and ethical business practices in a complex and highly regulated service-orientated haulage business (like a transport company) cannot be overemphasized (Ojo, 2018). This plays a pivotal role in shaping the organizational culture, employee well-being, and overall workforce dynamics within the company (Ayeni, 2020). Equally, compliance with labour laws and employment regulations is paramount for maintaining fair and equitable employment practices within transport companies (Udoakah, 2019). Moreover, building a culture of compliance with laws related to working hours, wages, benefits, and employee rights is essential for upholding employee welfare, fostering a culture of respect, and promoting a harmonious work environment and climate (Ede et al., 2019; Goetz & Bergmann, 2020). Thus, by adhering to labour laws, transport companies can mitigate legal risks, prevent labour disputes, and demonstrate a commitment to ethical and responsible business conduct (Egbunike & Onyali, 2020; Falade, 2022; Osunlola & Adekunle, 2023).

Statement of the Problem

The transport sector in Nigeria faces numerous challenges, including inadequate infrastructure, regulatory issues, inability to promptly respond to customer complaints, labour relations concerns and unionism accentuated by non-compliance to ethical work procedures. These issues that are reminiscent of poor employment relationships also trigger non-compliance to practices thereby, resulting in ineffective delivery of its services of haulage, courier, and faring to the constituent stakeholders and customers of transport companies. Thus, other challenges among which include non-adherence to laid-down schedules for service delivery, departure and arrival of fleets and logistics have hindered the optimal functioning of transport companies, leading to decreased employee morale, suboptimal service delivery, and a compromised competitive edge in the South-South regional transport market in Nigeria. Furthermore, these enunciated challenges and problems would affect the effectiveness of transport companies to ethically operate and acquire modern fleets and infrastructures that could improve employee engagement, customer satisfaction and patronage for enhanced profitability and return on investment in this complex and dynamic business environment. In specificity, the absence of the requisite infrastructure and non-existence of strong unionism could affect the obligation and responsibility of all parties (like employer, management and employee) towards upholding ethical practices that promote safe services, maintenance of facilities, capacity building programmes, and enforcing government regulations that would improve employment relations within the transport sector in Nigeria. Despite these challenges, transport companies have a duty to institute strong employment relations as a pivotal practice that facilitates trade, enhances economic growth, and connects people and businesses TO and FRO the States in the South-South region and even beyond to other regions. It is based on this backdrop that this study investigated the relationship between compliance to operations and organizational effectiveness of the transport industry in South-South Nigeria. Thus, these specified problems create a yawning gap that would be closed through the articulation of the following questions that guided this research.

1. To what extent does extent compliance to operations relate with the goal accomplishment of transport companies in South-South Nigeria?
2. To what extent does compliance to operations relate to the resource base of transport companies in South-South Nigeria?
3. To what extent does compliance with operations relate to the strategic constituents' satisfaction of transport companies in South-South Nigeria?

Objectives of the Study

The specific objectives of the study include to:

1. Determine the extent compliance to operations relates to the goal accomplishment of transport companies in South-South Nigeria.
2. Examine the extent compliance to operations relates to the resource base of transport companies in South-South Nigeria.
3. Ascertain the extent compliance to operations relates to the strategic constituents' satisfaction of transport companies in South-South Nigeria.

Methodology

The study adopted the descriptive research design. The target population for this study comprised all the 1300 employees in the fifty-four (54) existing major transport companies that are registered with the respective Ministries of Transport in South-South Nigeria (Nigerian Association of Road Transport Owners, 2022). The breakdown of the major transport companies in the respective South-South Nigeria States is as follows: ten (10) major transport companies in Akwa Ibom, Delta, and Rivers States, nine (9) transport companies in Cross River State, Edo State with eight (8) major transport companies while Bayelsa State with seven (7) major registered transport companies. A sample size of 150 respondents was drawn from thirty-two (32) out of the fifty-four (54) transport companies using a three-phase multistage sampling technique in the study. Thus, the selection criteria were based on the following: (i) existence of transport company for the past twenty years; (ii) functional offices in each of the six states; (iii) staff strength or capacity of at least twenty (20) employees; (iv) existence of a bus fleet of at least twenty (20) buses; and (v) operation of human passenger carrier and logistic courier unit.

Firstly, 60% of the 54 existing transport companies were selected resulting in the selection of thirty-two (32) transport companies in the study area. The breakdown includes six (6) transport companies each in Akwa Ibom, Delta, and Rivers States. Also, five (5) transport companies were selected from Cross River and Edo States while four (4) transport companies were selected from Bayelsa State. Secondly, quota sampling was used to allocate 50% of the staff

in the 32 selected transport companies in each of the South-South Nigeria States. This method led to the allocation of 36, 26, 25, 24, 21, and 18 staff to the transport companies in Rivers, Cross River, Akwa Ibom, Delta, Edo, and Bayelsa States respectively. In the third and final phase, a random sampling technique was used in the selection of 150 staff from 32 transport companies in the study area. The breakdown includes 36 staff from 6 selected transport companies in Rivers State, 26 staff from 5 selected transport companies in Cross River State, 25 staff from 6 selected transport companies in Akwa Ibom State, 24 staff from 6 selected transport companies in Delta State, 21 staff from 5 transport companies in Edo State, and 18 staff from 4 transport companies in Bayelsa State. This constituted a sample size of 150 respondents implying the administration of a total of 150 questionnaires to the respondents in the 32 selected transport companies in South-South Nigeria.

A 25-item instrument titled "Compliance to Operations and Organization Effectiveness of Transport Companies Scale" (COOETCS). The COOETCS instrument was designed using a five-point Likert scale rating format: "Very High Extent" (VHE, 5 Points), "High Extent" (HE, 4 Points), "Moderate Extent" (ME, 3 Points), "Low Extent" (LE, 2 Points), and "Very Low Extent" (VLE, 1 Point), and "Strongly Agree" (SA, 5 Points), "Agree" (AG, 4 Points), "Disagree" (DI, 3 Points) and "Strongly Disagree" (SD, 2 Points, and "Undecided" (UD, 1 Point). The study adopted the use of social media platforms like WhatsApp to administer some questionnaires while some were distributed directly to the respondents. Furthermore, the COOETCS instrument consisted of three sections. Section A elicited the demographic variables of the respondents. Section B comprised three (3) parts (namely; A, B, and C) with a total of 15 items on the interactions with the dimensions of compliance to operations with the measures of organizational effectiveness (such as goal accomplishment, resource base, and strategic constituent satisfaction). In specificity, Part A comprised 5 items; items 1-5 elicited responses on the extent compliance to operations related to goal accomplishment, Part B with 5 items; items 6-10 elicited responses on the extent compliance to operations related to resource base, while Part C with 5 items; item 11-15 elicited responses on the extent compliance to operations relate with strategic constituent satisfaction. While Section C in the COOETCS instrument comprised 10 items from items 16-25 that elicited responses on the variables of organizational effectiveness.

The face and content validity of the COOETCS instrument was determined by two Human Resource Management experts. These experts were individually presented with the topic, objectives, and research questions that were stated in this study, including the proposed items in the questionnaire for their review or scrutiny for clarity of language, readability of wordings, and eligibility of the items in the COOETCS instrument to aptly measure what it purports to measure. The reliability or internal consistency of the COOETCS instrument was ascertained using Cronbach Alpha (r_a) method. To achieve this objective, fifty (50) copies of the COOETCS instruments were administered to 50 respondents (comprising 5 managers, 15 cashiers, 15 drivers, and 15 courier clerks) in 5 transport companies in Imo State (which were not used for the study) for the pilot study. Then the 50 administered copies of the COOETCS instrument were retrieved, coded, and analyzed using the Cronbach Alpha (r_a) method to obtain a reliability coefficient of 0.874, that necessitated the use of the COOETCS instrument. The face-to-face and direct delivery technique was used for the administration of the 150 copies of the serially numbered COOETCS instrument to the respondents in the 32 selected transport companies. Out of the 150 copies of the COOETCS instrument that was administered to the respondents, only 121 copies (representing approximately 81% return rate) were validly retrieved and subsequently used for analysis in this study. The collected data were sorted, tabulated, coded, and analyzed using mean and standard deviation with a criterion mean cut-off of 3.0.

Results

Research Question One: To what extent does compliance to operations relate to the goal accomplishment of transport companies in South-South, Nigeria?

Table 1: Mean and standard deviation on the extent compliance to operations relate to goal accomplishment of transport companies in South-South, Nigeria

S/N	The extent of compliance to operations related to the goal accomplishment of transport companies in South-South, Nigeria includes:	N= 121		Decision
		Mean	STD	
1	Aids the company to set realistic and achievable targets for its various operational aspects	3.95	.97	HE
2	Enables employees to work under a harmonious environment	3.90	.84	HE
3	Increase employee's successful understanding of the company's rules and regulations	3.68	.84	HE
4	Improves the company's adjustment of its goals in response to customer demands	3.79	.82	HE
5	Help companies to regularly assess operations to change their market conditions	3.70	.95	HE
Grand Mean		3.80	0.88	HE

HE (High Extent) = ≥ 3.00 while Very LE (Low Extent) = < 3.00 .

Table 1 shows that the mean and standard deviation on the extent of compliance to operations related to the goal accomplishment of transport companies in South-South, Nigeria includes: aids the company to set realistic and achievable targets for its various operational aspects ($\bar{X} = 3.95$) in item 1, enables employees to work under harmonious environment ($\bar{X} = 3.90$) in item 2, improves company's adjustment of its goals in response to customer demands ($\bar{X} = 3.79$) in item 4, help companies to regularly assesses operations to change its market conditions ($\bar{X} = 3.70$) in item 5, while the least was increase employees successful understanding of the company's rules and regulations ($\bar{X} = 3.68$) in item 3. Furthermore, the grand mean score of 3.80 therefore, implies that items 1-5 relate to the extent of compliance to operations related to the goal accomplishment of transport companies in South-South, Nigeria.

Research Question Two: To what extent does compliance to operations relate to the resource base of transport companies in South-South, Nigeria?

Table 2: Mean and standard deviation on the extent of compliance to operations relate to the resource base of transport companies in South-South, Nigeria

S/N	The extent of compliance to operations related to the resource base of transport companies in South-South, Nigeria includes:	N= 121		Decision
		Mean	STD	
1	Aiding the company's compliance with sustainable practices and environmental regulations in its operations	3.84	1.03	HE
2	Regular maintenance checks and services for its vehicles	3.87	1.06	HE
3	Increasing the transport company's adherence to safety protocols during its operations	4.03	.93	HE
4	Increasing transport company's compliance with local and national transportation laws	3.88	1.04	HE
5	Increasing the transport company's compliance with regulatory requirements for maintaining its fleet of vehicles	3.90	1.04	HE
Grand Mean		3.90	1.02	HE

HE (High Extent) = ≥ 3.00 while Very LE (Low Extent) = < 3.00 .

Table 2 shows that the mean and standard deviation on the extent of compliance to operations related to the resource base of transport companies in South-South, Nigeria includes: increasing transport company's adherence to safety protocols during its operations ($\bar{X} = 4.03$) in item 3, increasing transport company's compliance with regulatory requirements for maintaining its fleet of vehicles ($\bar{X} = 3.90$) in item 5, increasing transport company's compliance with local and national transportation laws ($\bar{X} = 3.88$) in item 4, regular maintenance checks and services for its vehicles ($\bar{X} = 3.87$) in item 2, while the least was aiding company's compliance to sustainable practices and

environmental regulations in its operations ($\bar{X} = 3.84$) in item 1. Furthermore, the grand mean score of 3.90 therefore, implies that items 1-5 relate to the extent of compliance to operations related to the resource base of transport companies in South-South, Nigeria.

Research Question Three: To what extent does compliance to operations relate to strategic constituent satisfaction of transport companies in South-South, Nigeria?

Table 3: Mean and standard deviation on the extent compliance to operations relate to strategic constituent satisfaction of transport companies in South-South, Nigeria

S/N	The extent of compliance to operations related to the strategic constituent satisfaction of transport companies in South-South, Nigeria includes:	N= 121		Decision
		Mean	STD	
1	Ensuring that both employees and customers adhere to health and safety standards during their operations	3.96	1.02	HE
2	Educating employees to comply with operational guidelines and regulations	3.88	1.00	HE
3	Increasing transport companies adhere to ethical standards in their day-to-day operations	3.95	.99	HE
4	Increasing transport company's compliance with local and national transportation laws	3.93	.98	HE
5	Enhancing the maintenance and updating of records to improve the company's operations	3.93	.99	HE
Grand Mean		3.93	1.00	HE

HE (High Extent) = ≥ 3.00 while Very LE (Low Extent) = < 3.00 .

Table 3 shows that the mean and standard deviation on the extent of compliance to operations related to the strategic constituent satisfaction of transport companies in South-South, Nigeria includes: ensuring that both employees and customers adhere to health and safety standards during their operations ($\bar{X} = 3.96$) in item 1, increasing transport companies adhere to ethical standards in its day-to-day operations ($\bar{X} = 3.95$) in item 3, increasing transport company's compliance with local and national transportation laws in item 4, and enhancing the maintenance and updating of records to improve company's operations item 5 (each with $\bar{X} = 3.93$), while the least was educating employees to comply with operational guidelines and regulations ($\bar{X} = 3.88$) in item 2. Furthermore, the grand mean score of 3.93 therefore, implies that items 1-5 relate to the extent of compliance to operations related to the strategic constituent satisfaction of transport companies in South-South, Nigeria.

Discussion

The result in Table 1 revealed a grand mean score of 3.80, which indicated that: aids the company in setting realistic and achievable targets for its various operational aspects, enables employees to work in a harmonious environment, improves the company's adjustment of its goals in response to customer demands, help companies to regularly assess operations to change its market conditions, and increase employees successful understanding of the company's rules and regulations were the extent compliance to operations related to the goal accomplishment of transport companies in South-South, Nigeria. This finding is consistent with Akinyele and Oyesola (2022) that compliance to operations in employment relationships as employees' adherence to the regulatory standards, laws, and policies governing various aspects of employment, such as labour laws, workplace safety regulations, and employment equity legislation. Ensuring regulatory compliance demonstrates the organization's commitment to upholding legal and ethical standards, protecting employee rights, and fostering a fair and just work environment. The researcher aligns with this finding as compliance with the operations of transport companies helps to foster the building and development of a harmonious environment, improves the company's adjustment of its goals in response to customer demands, and increases employees' successful understanding of the company's rules and regulations were the extent operations. This standpoint is consistent with the position of Bach et al. (2016) referred to compliance with operations as involving employees' adherence to the organization's internal policies, procedures, and codes of conduct. This means compliance with human resource (HR) policies, employment contracts, ethical guidelines and organizational protocols that govern

employee behaviour, performance expectations, and professional conduct within the workplace. Adhering to these policies promotes a culture of accountability, integrity, and ethical decision-making among employees.

The result in Table 2 revealed a grand mean score of 3.90, which indicated that: increasing the transport company's adherence to safety protocols during its operations, increasing the transport company's compliance with regulatory requirements for maintaining its fleet of vehicles, increasing the transport company's compliance with local and national transportation laws, regular maintenance checks and services for its vehicles, and aiding company's compliance to sustainable practices and environmental regulations in its operations were the extent compliance to operations related to the resource base of transport companies in South-South, Nigeria. This finding aligns with the position of Akinyele and Oyesola (2022) that employee engagement and organizational effectiveness in transport companies in Nigeria. The study used participation in decision-making as a dimension of employee engagement while organizational effectiveness was measured in terms of Resource Base and goal accomplishment. The finding revealed that resource base is highly correlated to participation in decision-making that is positively related to employee engagement and goal accomplishment in transport companies (Caniëls et al., 2019; Chukwuemeka & Ogbonna, 2019). The researcher agrees with the finding of this study as compliance with operations increases the transport company's adherence to safety protocols during its operations, increasing the transport company's compliance with regulatory requirements for maintaining its fleet of vehicles. This finding is consistent with Ede et al. (2019) that employee compliance with operations directly impacts the overall efficiency and effectiveness of the organization's operations. Implicitly, when employees consistently follow operational protocols, it leads to streamlined processes, improved productivity, and better resource management. Thus, by adhering to established operational procedures, employees contribute to the smooth functioning of various departments, thereby enhancing overall operational performance and achieving organizational goals more effectively. The result in Table 3 revealed a grand mean score of 3.93, which indicated that: ensuring that both employees and customers adhere to health and safety standards during their operations, increasing transport companies adhere to ethical standards in its day-to-day operations, increasing transport company's compliance with local and national transportation laws, enhancing the maintenance and updating of records to improve company's operations, and educating employees to comply with operational guidelines and regulations were the extent compliance to operations related to the strategic constituent satisfaction of transport companies in South-South, Nigeria. This finding aligns with the previous finding by Akinyele and Oyesola (2022) that compliance to operations stems from employers and employees adhering to the regulatory standards, laws, and policies governing various aspects of employment, such as labour laws, workplace safety regulations, and employment equity legislation. Thus, the extent to which transport companies ensure regulatory compliance demonstrates their commitment to upholding legal and ethical standards, protecting employee rights, and fostering a fair and just work environment.

Conclusion

The study revealed that compliance to operations positively and strongly contributed to each of the measures of organizational effectiveness such as goal accomplishment, resource base, and strategic constituent satisfaction in transport companies in South-South, Nigeria. Additionally, compliance with operations enables employees to work in a harmonious environment that enhances feedback, which improves the company's adjustment of its goals in response to customer demands and eminent satisfaction from their patronage of the faring/conveying, haulage, and courier services. Similarly, compliance with operations facilitated the increase in the resource base of transport companies through increased adherence to safety protocols during their operations in line with health and safety standards during their operations. This would increase transport companies' adherence to ethical standards increasing transport companies' compliance with regulatory requirements for maintaining their fleet of vehicles in compliance with local and national transportation laws. Conclusively, employees who successfully understand the company's rules and regulations would enhance the goal accomplishment, resource base, and strategic constituent satisfaction of transport companies in South-South, Nigeria.

Recommendations

Based on the findings, the study recommended as follows:

1. Transport companies should set up rules and regulations that would enable employees to effectively adjust and work in a harmonious environment that leads to the attainment of realistic and achievable goals and targets on the various operational procedures and market conditions in transport companies.
2. The respective State Ministries of transport should ensure that transport companies adhere to safety protocols, local and national transportation laws, regular maintenance checks and services for its vehicles as well as

regulatory requirements for maintaining their fleet of vehicles in order to increase their resource base and enhance profitability in its operations.

3. Transport companies should adhere to ethical standards in their day-to-day operations that would enable their employees to comply with operational guidelines and regulations that would promote the health and safety of the customers that would be satisfied with the company's operations.

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