

MANAGEMENT FACILITATION SKILLS AND ORGANIZATIONAL GROWTH OF PAINT MANUFACTURING FIRMS IN RIVERS STATE

Onunwor, Allwell Azubuiké Ph.D

Email: allwell.onunwor@iaue.edu.ng

**Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria**

ABSTRACT

The study examined the relationship between management facilitation skills and organizational growth of paint manufacturing firms in Rivers State. The study adopted a cross sectional survey research design. The population of the study consisted of forty-five (45) registered paint manufacturing firms in Rivers State. The entire population of forty-five (45) registered paint manufacturing firms in Port Harcourt was used as the study sample. Hence, the study is a census research which involves using the entire population rather than drawing a sample from it. A structured questionnaire was used as instrument for data collection after ascertaining its reliability through the employment of Cronbach Alpha. Mean and Standard Deviation were used for univariate analysis of the study. Spearman Rank Order Correlation Coefficient and Partial Correlation were used for the bivariate analysis and multivariate analysis of the study, respectively. Findings revealed that there is a significant positive relationship between management facilitation skills and organizational growth of paint manufacturing firms in Rivers State. The study concluded that management facilitation skills correlate with organizational growth; it also supports talent retention and development, further boosting the organization's potential for sustainable growth. The study recommended amongst others that management of paint manufacturing firms should equip their employees such as time management, active listening and setting of guidelines to enable them execute paint production operation promptly which in turn impact positively on the overall organizational growth characterized by revenue growth, employee growth and geographic expansion.

INTRODUCTION

Organizational growth is a central focus of business strategy, particularly in industries such as paint manufacturing, where firms face high competition and evolving customer demands. In the context of paint manufacturing firms in Rivers State, organizational growth can be measured through key metrics like revenue growth, employee growth, and geographic expansion. Revenue growth reflects a firm's ability to increase its market share and profitability over time, which is essential in the competitive paint industry.

Some of the paint manufacturing firms in Rivers State appear to be facing challenges related to fluctuating market conditions, regulatory issues, and supply chain disruptions that can hinder sustained revenue growth (Adebisi & Matthew, 2022). Similarly, employee growth, a vital aspect of organizational expansion, indicates the capacity of a firm to attract and retain talent, yet it is often limited by skills shortages and labor market constraints in the region (Eze, 2021). Geographic expansion, which involves entering new markets, presents opportunities for paint manufacturing firms to increase their market presence, but is frequently hampered by logistical challenges and market entry barriers (Akpan & Nwachukwu, 2020). Management facilitation skills play a pivotal role in driving organizational growth, as they enhance a leader's ability to coordinate resources, guide teams, and foster an environment conducive to achieving corporate goals. One critical facilitation skill is time management, which involves the effective allocation of time to various tasks and projects to

maximize productivity and efficiency. Time management is particularly important in the manufacturing industry, where delays in production or supply chains can lead to significant revenue losses (Obi & Abugu, 2023). Active listening is another essential skill, enabling managers to fully understand the needs, concerns, and feedback of employees and stakeholders, which fosters better decision-making and team cohesion (Nwankwo & Ugo, 2021). Without proper listening, managers may miss critical issues that could affect performance, particularly in a complex industry like paint manufacturing. Additionally, setting guidelines ensures that team members have clear expectations, procedures, and goals to follow, minimizing misunderstandings and enhancing overall productivity (Okoro & Emmanuel, 2022).

Time management, active listening, and setting guidelines not only directly contribute to organizational growth but also serve as buffers against potential inefficiencies and conflicts. For instance, poor time management can lead to delays in production schedules, reducing a firm's ability to meet customer demands and achieve revenue growth. Similarly, ineffective listening could result in employee dissatisfaction, hampering employee growth, while unclear guidelines could derail geographic expansion efforts due to misaligned team objectives (Akpan & Nwachukwu, 2020). Paint manufacturing firms that emphasize these facilitation skills can better manage their internal processes and respond agilely to external pressures, enhancing their capacity for sustained growth. While the metrics of revenue growth, employee growth, and geographic expansion provide valuable insights into a firm's development, each of these indicators is subject to specific concerns. Revenue growth in the paint manufacturing sector, for example, is susceptible to external economic factors, such as inflation and currency volatility, which can affect raw material prices and customer purchasing power (Adebisi & Matthew, 2022). Employee growth is similarly complex, as firms must balance hiring new talent with investing in existing employees' skill development to remain competitive. This challenge is exacerbated by the fact that many employees in the paint manufacturing industry may lack the specialized skills needed to adapt to new technologies and processes (Eze, 2021). Geographic expansion, while offering significant potential for growth, comes with the risk of overextending resources and facing unfamiliar regulatory environments, which could lead to costly setbacks (Okoro & Emmanuel, 2022).

Statement of the Problem

Organizational growth within the paint manufacturing sector in Rivers State has been characterized by significant challenges, particularly in terms of revenue growth, workforce development, and market expansion. Many paint manufacturing firms in the region struggle to increase their revenue streams, which is often a result of fluctuating market demands and increasing operational costs. Moreover, employee growth remains limited, as firms are unable to attract or retain highly skilled workers, leaving them with a workforce that is not adequately equipped to meet the evolving demands of the industry. Geographic expansion, a critical factor for long-term growth, also remains stunted due to regulatory hurdles, inadequate infrastructure, and a lack of strategic direction. These shortcomings have led to a situation where many firms experience stagnation rather than growth, thus limiting their ability to compete effectively in both local and broader markets (Ajayi & Umeh, 2022). A key contributing factor to this poor performance is the neglect of critical management facilitation skills, such as time management, active listening, and setting clear operational guidelines. Without these skills, managers are unable to effectively coordinate resources or align team efforts with the company's growth objectives. Poor time management, for instance, results in delays in production and missed opportunities, as firms are unable to meet customer demand in a timely manner. Additionally, a lack of active listening skills among managers prevents the

effective resolution of internal and external issues, leading to low employee morale and dissatisfaction. Furthermore, without clear guidelines, employees often work without a clear understanding of their roles or the company's goals, which leads to inefficiencies and operational disorganization. The neglect of these facilitation skills thus contributes directly to the organizational failures that have become common in the paint manufacturing industry in Rivers State, limiting both performance and growth potential (Olawale, 2021; Odili, 2023). Additionally, Melletus (2020) examined the effect of conflict management on organizational performance with reference to Broadcasting Corporation of Abia state, Nigeria. Findings indicated that conflict management had a positive and significant relationship with organizational performance. Motivational packages adopted by the organization had the potential to positively influence the organization's workforce when given the adequate attention it deserves, Rasool (2018) investigated the role of management skills in the selection of management model by sports managers in Islamic Azad University, Isfahan, Iran. Based on the results of this research, among management skills, managers' perceptual skills can predict power and explain changes in management styles of managers. However, this studies did not establish how management facilitation skills relates with organizational growth in paint manufacturing firms in Rivers State, Nigeria. This is the knowledge gap which this study seeks to close.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between management facilitation skills and organizational growth of paint manufacturing firms in Rivers State. The specific objectives of the study included to:

1. ascertain the relationship between time management and revenue growth of paint manufacturing firms in Rivers State;
2. determine the relationship between active listening and employee growth of paint manufacturing firms in Rivers State.
3. examine the relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State

Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

- Ho₁: There is no significant relationship between time management and revenue growth of paint manufacturing firms in Rivers State.
- Ho₂: There is no significant relationship between active listening and employee growth of paint manufacturing firms in Rivers State
- Ho₃: There is no significant relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State.

Review of Related Literature

This chapter presents scholarly materials on the phenomenon under investigation from the perspectives of various authors and researchers.

Conceptual Review

Concept of Management Facilitation Skills

Management facilitation skills refer to the set of competencies and techniques that leaders and managers utilize to guide teams, coordinate tasks, and optimize organizational processes in a way that enhances performance and growth. In the context of paint manufacturing firms, these skills are particularly important as they help managers to streamline production

processes, manage workforce efficiency, and maintain smooth operations amidst the challenges that are unique to the industry. The paint manufacturing industry in Nigeria, including firms located in Rivers State, operates in a highly competitive and resource-demanding environment, where fluctuations in raw material costs, regulatory issues, and the need for rapid market adaptation require adept management strategies. Management facilitation skills, therefore, serve as the backbone for ensuring that organizational goals are met, and that companies can remain agile and resilient in the face of such challenges (Obi & Abugu, 2023). A key aspect of management facilitation skills in this context is time management, which involves the strategic allocation of time to various tasks and ensuring that production schedules are adhered to without unnecessary delays. Time management is essential in paint manufacturing because delays in production or supply chain disruptions can directly affect the company's ability to meet market demand and maintain profitability. For instance, paint manufacturing firms often have to deal with fluctuations in raw material availability, and poor time management can lead to missed production deadlines, resulting in financial losses (Okechukwu, 2022). In response, effective managers in this sector are those who can forecast potential disruptions, prioritize tasks, and allocate resources in a way that maximizes productivity within the constraints of time and resource availability.

Active listening is another critical component of management facilitation skill. In the context of paint manufacturing firms, active listening involves managers paying close attention to the feedback, concerns, and suggestions of employees, suppliers, and customers. This skill is crucial because it enables managers to fully understand operational challenges and workforce needs, fostering a collaborative environment where employees feel heard and motivated (Ibrahim, 2021). For example, in a paint manufacturing firm, an employee on the production floor may raise concerns about machinery efficiency or safety hazards. A manager skilled in active listening would not only take note of the issue but also engage with the employee to find a practical solution, which could enhance operational efficiency and improve workplace safety. Without active listening, critical issues may go unnoticed, leading to inefficiencies or, worse, accidents that could have been avoided. Moreover, setting guidelines is a facilitation skill that ensures that team members are clear about their roles, responsibilities, and the standards they must meet. This is particularly significant in paint manufacturing, where clarity and precision are required at every step of the production process to ensure product quality and consistency. Clear guidelines help to reduce errors and miscommunication, which can be costly in terms of both time and resources (Adebayo, 2023). In addition, by setting clear expectations, managers can create a structured work environment where employees understand their tasks and objectives, leading to smoother workflow and higher levels of productivity. In paint manufacturing, where tasks often involve strict adherence to chemical formulas, regulatory standards, and safety protocols, having well-defined guidelines is non-negotiable for ensuring that the firm operates efficiently and complies with industry regulations.

Dimensions of Management Facilitation Skills

Time Management

Time management as defined by Egbunike (2022) is the strategic process of planning, organizing, and controlling the amount of time allocated to various production tasks to enhance efficiency, meet deadlines, and improve overall operational productivity. In a highly competitive industry like paint manufacturing, where the production process involves multiple steps, from raw material procurement to packaging and distribution, effective time management is crucial for ensuring that all processes run smoothly and on schedule. The ability to manage time well allows firms to avoid bottlenecks in production, reduce wastage,

and optimize the use of available resources, which are often constrained by external factors such as supply chain disruptions and fluctuating demand (Egbunike, 2022). Paint manufacturing firms that excel in time management are better positioned to meet market demands, maintain customer satisfaction, and achieve consistent revenue growth, as delays in production or delivery can lead to dissatisfied customers and lost sales opportunities.

In the specific context of Rivers State, many paint manufacturing firms face unique challenges that make time management even more critical. The region's erratic power supply and infrastructural deficits often cause delays in production schedules, thereby increasing operational costs. As a result, effective time management becomes essential in mitigating these external challenges by planning ahead and ensuring that any downtime is minimized (Ojo & Adebayo, 2021). For instance, firms that adopt strategic time management practices, such as scheduling production during periods of reliable power supply or having backup systems in place, are better able to manage these disruptions without significantly impacting their production timelines. Furthermore, in managing time effectively, managers must also consider how to allocate resources to critical tasks, ensuring that labour, machinery, and materials are utilized optimally. Failure to do so can lead to overstaffing during low production periods or machine idle time, both of which contribute to inefficiencies and increased operational costs (Obiora, 2020). Time management also plays a key role in enhancing employee productivity in paint manufacturing firms. By ensuring that employees have clear schedules and understand their tasks and deadlines, firms can minimize downtime and ensure that workers are engaged in productive activities throughout the workday. Poor time management, on the other hand, often results in employees being underutilized, leading to reduced morale and productivity.

Active listening

Adeola and Nwachukwu(2021) define active listening a deliberate and focused practice by managers and employees of fully understanding and processing the messages communicated during conversations, meetings, or instructions related to the production process and operational activities. In a manufacturing setting like that of paint firms, where clear communication is critical to the success of daily operations, active listening ensures that information is accurately received, interpreted, and acted upon. This practice is crucial for fostering collaboration among teams, improving decision-making, and resolving operational challenges efficiently. In Nigeria's paint manufacturing industry, where companies face several operational hurdles such as equipment maintenance, raw material shortages, and adherence to quality standards, active listening becomes an essential managerial tool for addressing and mitigating these challenges (Adeola & Nwachukwu, 2021). Without it, miscommunications could lead to costly errors, such as incorrect paint formulations, delays in production timelines, or safety hazards. One of the key benefits of active listening in paint manufacturing is its role in enhancing problem-solving. When managers actively listen to the concerns or suggestions of employees, especially those on the production floor who handle machinery or oversee critical stages of production, they gain valuable insights into potential operational inefficiencies or risks. For example, a technician may notice a recurring issue with a machine that, if left unresolved, could result in costly downtime. A manager who practices active listening would acknowledge the concern, ask follow-up questions to fully understand the scope of the problem, and prioritize its resolution. By addressing these issues promptly, paint manufacturing firms can avoid larger disruptions and maintain steady production flows (Okoro, 2022). Furthermore, active listening fosters a culture of mutual respect and trust, where employees feel valued and are more likely to communicate issues or innovations that could improve the overall efficiency of the firm.

Moreover, active listening is integral to maintaining high-quality standards in the paint manufacturing industry. Quality control processes require strict adherence to specific formulas, safety standards, and customer specifications. Managers who actively listen during quality control meetings or discussions about production processes can ensure that all team members understand their roles and responsibilities, minimizing the risk of errors. For instance, during discussions about customer feedback or changes in product specifications, active listening enables managers to capture every detail accurately, ensuring that the team delivers products that meet customer expectations. In a competitive industry like paint manufacturing, where product quality and customer satisfaction are paramount, active listening can significantly impact a company's reputation and market position (Olayinka & Eze, 2023). Furthermore, active listening enhances employee engagement and morale within the firm. Paint manufacturing involves a variety of tasks that can be physically demanding and repetitive. When managers engage in active listening, they create an environment where employees feel their opinions and concerns are valued. This can lead to increased job satisfaction, higher levels of motivation, and reduced employee turnover.

Setting Guidelines

Setting guidelines as defined Ogunleye and Afolayan (2022) is the establishment of clear, structured, and detailed procedures, rules, and expectations that govern the production processes, employee conduct, safety protocols, and overall operational workflow. In paint manufacturing, where precision and consistency are crucial to maintaining product quality, setting guidelines ensures that all employees understand their roles and responsibilities, and that there is a standard approach to carrying out tasks. These guidelines help to minimize errors, improve efficiency, and ensure compliance with both internal standards and external regulatory requirements. For example, detailed guidelines on mixing ratios, drying times, and packaging specifications are necessary to ensure that each batch of paint meets the company's quality benchmarks. Without such clear guidelines, employees may deviate from the required procedures, leading to inconsistencies in the product or even production delays (Ogunleye & Afolayan, 2022). In Nigerian paint manufacturing firms, setting guidelines also plays a crucial role in fostering a disciplined and organized work environment. Well-established guidelines ensure that all workers know what is expected of them, from the use of equipment to adherence to safety regulations. This is especially important in an industry that deals with chemicals and machinery, as negligence or a lack of clear instructions can lead to accidents, injuries, or non-compliance with health and safety regulations. Furthermore, guidelines ensure that there is a structured communication flow within the organization, making it easier for departments to coordinate activities such as procurement, production, and quality control (Adewumi & Balogun, 2021). By having these guidelines in place, paint manufacturing firms can ensure smoother operations and reduce the risk of costly mistakes. Moreover, setting guidelines helps to improve overall productivity by providing a roadmap for employees to follow, which minimizes confusion and delays. For instance, clear operational guidelines on machine maintenance schedules and production timelines ensure that machinery is kept in good condition and that production targets are met on time. Without these guidelines, employees may struggle to prioritize tasks or may follow inconsistent practices that result in operational inefficiencies. Additionally, guidelines serve as a reference point for managers and supervisors when evaluating employee performance or implementing disciplinary measures, ensuring fairness and consistency in management practices (Oluwaseun & Ige, 2020). Thus, in the context of paint manufacturing, setting guidelines is indispensable for maintaining high standards of quality, safety, and operational efficiency. Additionally, setting guidelines aids in ensuring regulatory compliance, particularly in

Nigeria where paint manufacturing firms must adhere to various environmental and safety regulations.

Concept of Organizational Growth

Ifeanyi and Nnamdi (2021) define organizational growth as the process through which these firms expand in size, capacity, and market presence, as indicated by various measures such as revenue growth, employee growth, and geographic expansion. This growth is critical for the sustainability and competitiveness of firms within the sector, given the increasing demand for high-quality paint products driven by urbanization and infrastructure development in Nigeria. One primary measure of organizational growth is revenue growth, which reflects the firm's ability to generate increased sales and profits over time. In Rivers State, revenue growth in paint manufacturing is influenced by factors such as market demand, production efficiency, and pricing strategies. Firms that successfully optimize their production processes and align with market needs tend to experience steady revenue increases. However, external challenges such as fluctuating raw material prices and economic instability can impact revenue growth, making it a critical but variable indicator of organizational success (Ifeanyi & Nnamdi, 2021). Another important measure of organizational growth is employee growth, which refers to the expansion of the workforce as a firm scales its operations. Employee growth is not only a sign of increased production capacity but also a reflection of the firm's ability to attract and retain skilled labour. In Rivers State, many paint manufacturing firms have faced challenges in growing their workforce due to skill shortages and competition from other industries. However, firms that invest in employee training and development tend to see more sustainable growth, as skilled workers are better equipped to handle the complexities of modern manufacturing processes. Moreover, employee growth is closely linked to productivity improvements, as larger and better-trained teams can manage more complex operations and increase overall output (Okonkwo & Ekene, 2022). Despite these benefits, employee growth must be managed carefully to avoid issues such as overstaffing or underutilization of talent, which can lead to inefficiencies.

Geographic expansion is another critical dimension of organizational growth for paint manufacturing firms. This involves the expansion of a firm's market reach, either by opening new production facilities or entering new markets within or outside Rivers State. Geographic expansion is particularly important for paint manufacturers seeking to reduce their dependence on local markets and tap into new revenue streams. For instance, expanding into other states or regions allows firms to diversify their customer base and mitigate risks associated with local economic downturns. However, geographic expansion comes with its own set of challenges, including the need for significant capital investment, logistical complexities, and navigating regulatory environments in new regions. Firms that are able to successfully expand their geographic footprint often gain a competitive advantage, as they can achieve economies of scale and establish a broader market presence (Abiola & Olamide, 2021). While these measures—revenue growth, employee growth, and geographic expansion—are crucial indicators of organizational growth, paint manufacturing firms in Rivers State must navigate several challenges to achieve them. The local business environment is often characterized by infrastructural deficits, such as unreliable power supply, poor transportation networks, and regulatory hurdles, all of which can hinder growth..

Measures of Organizational Growth

Revenue Growth

Oluwatobi and Nwachukwu (2021) define revenue growth as the increase in income generated from the sale of paint products over a given period. This growth is a critical

measure of financial health and sustainability, reflecting a firm's ability to expand its market share, enhance operational efficiency, and respond to customer demand. In paint manufacturing, revenue growth is influenced by various factors, including production capacity, pricing strategies, market demand, and the firm's ability to innovate in terms of product offerings. For firms in Rivers State, where infrastructural challenges and market competition are significant, revenue growth requires a strategic approach to both internal and external factors affecting the business. Increasing revenue is often a result of expanding product lines, entering new markets, or optimizing production processes to reduce costs and improve margins (Oluwatobi & Nwachukwu, 2021). One of the key drivers of revenue growth in paint manufacturing is the firm's ability to respond to customer needs and market trends. Firms that can anticipate shifts in consumer preferences, such as the growing demand for eco-friendly or specialized paints, are better positioned to capture new segments of the market. For example, in Nigeria, the rising interest in environmentally sustainable products has led to increased demand for low-VOC (Volatile Organic Compounds) paints, which offer healthier and more environmentally friendly options. Paint manufacturers that have invested in developing and marketing such products have seen significant revenue growth as they tap into these emerging consumer trends (Chukwudi & Ayodele, 2020). Additionally, customer-focused innovations, such as custom color-matching services or paint products tailored for specific industrial applications, can further enhance a firm's revenue potential by diversifying its product offerings.

Efficiency in production processes is another crucial factor that influences revenue growth. Paint manufacturing firms that can produce more at lower costs are able to improve their profit margins and reinvest in further growth. By streamlining operations through investments in advanced machinery, automation, and workforce training, firms can increase production output without a proportional increase in operational costs. This operational efficiency is particularly important in Nigeria, where challenges such as unreliable power supply and high production costs can erode profit margins. Companies that effectively manage these challenges can reduce their overheads, allowing for more competitive pricing and higher revenues (Ogunleye & Uche, 2021).

Employee growth

Employee growth refers to the expansion and development of the workforce in both quantitative and qualitative terms. It encompasses the increase in the number of employees, as well as the enhancement of their skills, knowledge, and overall productivity. For paint manufacturing firms, particularly those in Nigeria, employee growth is critical to scaling production capacities, improving operational efficiency, and maintaining competitiveness in the market. As firms grow and seek to expand their market reach, they require a larger and more skilled workforce capable of managing more complex tasks and technologies. Employee growth thus plays a vital role in achieving organizational goals, including higher production volumes, innovation in product development, and meeting industry standards (Afolabi & Onu, 2021). Quantitative employee growth, or the increase in the number of workers, allows paint manufacturing firms to boost their production capacities. As the demand for paint products rises due to infrastructural development and real estate growth in Nigeria, firms must expand their workforce to meet this demand. Hiring more employees enables firms to increase their output and shorten production cycles, thus helping them remain competitive. However, it is not enough to simply increase the headcount; firms must also focus on the qualitative aspect of employee growth, which involves investing in employee training and development to enhance their skills. The introduction of new technologies and production techniques in the paint manufacturing industry requires employees who are adaptable and proficient in handling

advanced machinery and processes. Employee growth, therefore, also involves continuous training to ensure that the workforce is equipped to handle these evolving demands (Okon & Etuk, 2020).

Qualitative employee growth is essential for fostering innovation and maintaining high standards of quality in the paint manufacturing process. Skilled employees are better able to contribute to product development, quality control, and problem-solving within the production line. In Nigeria's competitive paint industry, firms that invest in the development of their workforce can differentiate themselves through the consistent production of high-quality products and the ability to innovate in response to market trends. For instance, firms that train their employees in the latest production methods and safety protocols are more likely to produce environmentally friendly paints, which are increasingly in demand due to growing awareness of environmental sustainability (Olawale & Ojo, 2022). Moreover, a skilled workforce reduces the likelihood of operational errors, thus lowering production costs and improving profitability. In addition to enhancing operational efficiency, employee growth positively impacts employee retention and organizational culture. Firms that provide growth opportunities, such as promotions, skill development programs, and professional training, tend to have higher employee satisfaction and lower turnover rates. In the Nigerian paint manufacturing industry, where competition for skilled labour is high, retaining skilled workers is crucial for long-term success. Employee growth also fosters a culture of continuous improvement and collaboration, as employees who feel valued and invested in are more likely to contribute to the firm's growth and success.

Geographic Expansion

Geographic expansion as defined by Adewale & Sola, (2021) is the process of extending a company's market presence beyond its initial or primary operational location. This can involve entering new regions within the same country or expanding internationally. For paint manufacturers, geographic expansion is a strategic move aimed at increasing market share, driving revenue growth, and mitigating risks associated with dependence on a single market. In Nigeria, geographic expansion is particularly relevant due to the diverse nature of the country's economy, varying regional demands, and differing infrastructure developments across states. Paint manufacturing firms that successfully expand into new geographic regions can capitalize on opportunities such as increased demand for construction materials in rapidly developing areas, the potential for new distribution channels, and a broader customer base (Adewale & Sola, 2021). Geographic expansion provides significant opportunities for paint manufacturers to grow their businesses by reaching untapped markets. For instance, firms that originally operate in urban centres like Lagos or Port Harcourt may find new opportunities in expanding into less saturated markets such as northern Nigeria, where industrialization and infrastructural development are on the rise. These firms can increase their customer base by targeting both commercial clients, such as construction companies, and individual customers in residential markets. However, successful geographic expansion requires a thorough understanding of the local market conditions, including customer preferences, economic stability, and competitive dynamics. In addition, firms must assess logistical factors such as supply chain management, transportation infrastructure, and distribution networks, all of which can influence the cost and feasibility of entering new regions (Okoro & Ayodele, 2022). Moreover, geographic expansion in paint manufacturing is not without its challenges. Nigerian paint firms looking to expand must navigate various regulatory environments, particularly when moving into states with different local laws, tax systems, or environmental regulations. For example, certain states may have stricter regulations regarding the production and sale of paints, particularly concerning the use of volatile organic compounds (VOCs) and other

chemicals. Firms must ensure they comply with these regulations to avoid legal penalties and operational disruptions. Furthermore, the expansion process often requires significant capital investment in new production facilities, warehousing, and distribution centers, which can strain a firm's financial resources. In some cases, firms may opt to partner with local distributors or establish joint ventures to minimize the financial risks associated with entering new markets (Adebayo & Ikenna, 2020). Geographic expansion also plays a critical role in diversifying revenue streams and reducing business risks. By operating in multiple regions, paint manufacturing firms can spread their operational risks across different markets, thereby reducing the impact of regional economic downturns or fluctuations in demand.

Theoretical Review

This work is hinged on two theories, namely: Transformational Leadership Theory by James MacGregor Burns in 1978 and Human Capital theory by economists Gary Becker and Theodore Schultz in the early 1960s. Schultz (1961). However, its theoretical base Transformational Leadership Theory

The study was anchored on Transformational Leadership Theory. The Transformational Leadership Theory was first propounded introduced by James McGregor Burns in 1978. This theory suggests that leaders can inspire and motivate followers by creating a vision that encourages both personal and organizational growth. Burns' concept of transformational leadership was later expanded by Bernard M. Bass in 1985, who further developed the idea that transformational leaders not only inspire employees but also foster innovation and positive change within organizations. The main idea behind transformational leadership is that leaders and followers work together to achieve higher levels of motivation and morale, ultimately improving organizational performance. This leadership style focuses on the leader's ability to influence, inspire, and empower employees to achieve more than they thought possible (Bass, 1985). The main assumptions of the theory are as follows:

- i. That leaders can change the values, needs, and goals of their employees by aligning them with the organization's vision.
- ii. Transformational leaders lead by example, providing individualized consideration and intellectual stimulation to encourage employees to think creatively and solve problems.
- iii. These leaders create a strong sense of purpose within the organization and motivate employees to strive toward collective goals, making them ideal for industries requiring innovation and adaptability, such as paint manufacturing.

Implication of Transformational Leadership Theory to the Study

The Transformational Leadership Theory as a framework for predicting how management facilitation skills enhance or relate to organizational growth in paint manufacturing firms in Rivers State lies in the theory's emphasis on communication, vision, and employee development. Management facilitation skills such as active listening time management and setting clear guidelines are closely aligned with the behaviors exhibited by transformational leaders. For instance, transformational leaders engage in active listening to understand the concerns of their employees, ensuring that feedback is used to improve operations and productivity. In paint manufacturing firms, where the production process is highly technical and requires precise coordination, transformational leadership ensures that managers empower employees to take ownership of their roles and contribute to the firm's success (Akinyemi & Adebola, 2020). This leadership style encourages continuous learning and innovation, which are essential for firms seeking to expand and compete in a dynamic market. In conclusion, Transformational Leadership Theory provides a robust theoretical framework

for understanding how management facilitation skills can drive organizational growth in paint manufacturing firms. By fostering employee development, improving communication, and promoting a shared vision, transformational leadership creates an environment where management skills directly contribute to improved performance and sustained growth.

Human Capital Theory

The study was anchored on Human Capital Theory. Human Capital Theory was first developed by economists Gary Becker and Theodore Schultz in the early 1960s. Schultz (1961) introduced the concept, emphasizing the idea that investment in human capital through education, training, and health leads to improved productivity, similar to investments in physical capital. Gary Becker (1964) further expanded on this theory, arguing that human skills and knowledge are essential assets that contribute to economic success. The main idea behind Human Capital Theory is that individuals and organizations benefit from investing in the development of skills, education, and capabilities, as these investments enhance workers' productivity, ultimately leading to organizational growth and economic returns. The main assumptions of the theory are as follows:

- i. That employees' skills and knowledge directly contribute to their productivity and, by extension, the overall productivity of an organization.
- ii. That organizations that invest in the training and development of their employees tend to experience higher levels of efficiency, innovation, and competitive advantage.
- iii. That the acquisition of new skills is not only beneficial for individual employees but also crucial for the long-term growth of organizations. For paint manufacturing firms in Rivers State, investing in employees' skills such as technical expertise, safety training, and operational efficiency aligns with the theory's focus on improving overall organizational performance (Ogunleye & Afolabi, 2021).

Implication of Transformational Leadership Theory to the Study

The Human Capital Theory as a framework for predicting how management facilitation skills relate to organizational growth lies in the fact that management facilitation skills are directly connected to the development and utilization of human capital. Managers who possess strong facilitation skills, such as active listening time management and guideline setting create an environment where employee skills are nurtured and optimized. In the context of paint manufacturing firms, these skills are crucial for ensuring that employees are properly trained to handle complex production processes and safety standards. By effectively managing human capital, firms can improve operational efficiency, reduce waste, and enhance the quality of their products. This, in turn, drives revenue growth and geographic expansion as the firm becomes more competitive in the market (Okonkwo & Adewale, 2020). Conclusively, Human Capital Theory offers a robust theoretical framework for understanding how management facilitation skills can drive organizational growth in paint manufacturing firms in Rivers State. By investing in the development of employees and utilizing facilitation skills to manage this process, firms can achieve higher productivity, better performance, and sustainable growth.

Empirical Review

Rasool (2018) investigated the role of management skills in the selection of management model by sports managers in Islamic Azad University, Isfahan, Iran. The descriptive correlational study conducted using a survey method. The statistical population of the study comprised 405 managers of sport organizations, including managers of general directorate, sports departments, and other organs of Isfahan, of whom 199 individuals were selected with

stratified random sampling as the statistical sample through Cochran's sample size formula. The Bass Management Model (1996) and Management Skills of Nazari (2015) were used as the instruments and their face and content validity and reliability were confirmed (0.91, $\alpha = 0.89$). Results. Based on the results of this research, among management skills, managers' perceptual skills can predict power and explain changes in management styles of managers and can explain 39% of the variance of the managers' management styles. Based on Friedman's test, prioritization of the dimensions of management skills from the managers' point of view indicates that the perceptual skills (3.9) and political skills (2.1) respectively account for the highest and the lowest rank among the studied dimensions. The study concluded that understanding the general problems of the organization helps managers to be more careful in selecting their styles and choosing the best management model. It was recommended that regular staff development opportunities should be given to managers.

Arya, et al. (2017) examined managerial skills of managers in public and private organizations of Udaipur city Rajasthan India. A sample of 60 managers i.e. 30 from public organizations and 30 from private organizations were selected randomly for the present study. Online questionnaire technique was used for data collection. The results revealed that public organization managers were excellent stress managers with score (38-65) of 73.3 per cent and while private organization managers had excellent time management skills i.e. 86.6 per cent, only one bank manager had average problem solving (3.3%) and time management skills (3.3%) in public organizations were found in one respondent engaged in bank organization. The study concluded that public organization manager's managerial skill ranged from average to excellent while managers in private organization it was good to excellent. The study recommended self-development on the part of managers.

Okwurume (2023) examined the extent of relationship between managerial skills development (MSD) and organizational profitability (OP) of multinational companies in Rivers State. The study adopted the cross-sectional survey research design and stratified purposive and random sampling methodology. The purpose was to establish if the dimensions of MSD had any relationship with OP. Three hypotheses guided the study. These hypotheses were tested using Spearman's rank order correlation technique at a significant level of 0.05. Using a sample of 132 managers drawn from 12 companies, the researchers found that conceptual skills development and technical skills development have no significant relationship with profitability. Meanwhile a moderate significant relationship exists between human skills development and profitability. Based on this, it was concluded that in addition to MSD, other factors like economic, social, political, etc. contribute to determine the OP of manufacturing firms. Hence, the study recommended that Organizations should continue to encourage MSD programmes in spite of the perceived if the influence it has on OP. In doing this, particular attention should be paid to HSD since the study has proven that it has the potential of boosting profitability. In addition to MSD, managers should equally be trained on information management skills. This will help them to proactively manage complexities in the business environment that are likely to impact negatively on the organization.

Alimi and Ifah (2012) examined the effects of manager's managerial skills on staff efficiency and effectiveness in business organizations in Lagos State. The study adopted cross-sectional survey research design. The total population of sixty (60) staff were used as data sources. Administration of self-designed questionnaire was also used to gather information. The data collected were subjected for appropriate statistical technique of Pearson Product Moment (PPM) (correlation coefficient r). The result obtained from the analysis showed that there existed a strong relationship between manager's managerial skills and staff efficiency and effectiveness in organization. The study also emphasized the needs for managers to acquire

basic skills approach such as technical, human, conceptual, diagnostics and communication skills through education, experience and mentor relationship. The study recommended that organizational managers should learn the roles and functions necessary to practice for organizational success.

Marcus, et al. (2023) examined the role of managerial skills on SME performance in Jabi District, Abuja, Nigeria. The study is a survey research, sampling the opinion of 240 business owners in the District. Their opinion was collected using a structured questionnaire and data collected were analyzed by tabulation, percentages and the formulated hypotheses tested using Kendall coefficient of concordance. The study discovered that these managerial skills: technical skills, conceptual skills, interpersonal relation skills, and budgeting skills had a substantial effect

on the performance of SMEs. The study concluded that insufficient managerial skills are factors militating against SME performance and recommended among others that SME managers should try to understand, lead, change and regulate the behavior of the individuals and organization they manage to achieve greater performance; the government, Non-Governmental Organizations, and SME owners' unions provide adequate training.

Melletus(2020) examined the effect of conflict management on organizational performance with reference to Broadcasting Corporation of Abia State. Descriptive survey research design was adopted. Sampling random sampling technique was adopted in analyzing eighty-five (85) questionnaire distributed with the help of SPSS package. Findings indicated that conflict management had a positive and significant relationship with organizational performance. Motivational packages adopted by the organization had the potential to positively influence the organization's workforce when given the adequate attention it deserves. The study therefore concluded that organizational performance was enhanced when the organization maintained an acceptable level of conflict resolution in the work environment that help to coordinate and control the activities of the organization. The study thus recommended among others that; i) Adequate conflict resolution mechanism is recommended to be set up and maintained in order to serve as a catalyst to reduce accumulated grievance and trigger employees to better performance. ii) Strategic considerations on personnel competency is recommended as the benchmark for selecting conflict management parties. Finally, there is a need to continuously educate the workforce on the best way to channel their grievances. This is to ensure that the employees do not take laws into their hands.

Richard and Ayim Aboagye (2023) investigated the impact of time management with a focus on effective tools for the survival of a business organization in Regent University College of Science and Technology, Ghana. Based on this, three specific objectives, three research questions and three null hypotheses were formulated. Theoretical and empirical literature related to the study topic were extensively reviewed and survey research design was adopted by use of questionnaire for data collection. 560 employees which was the population of study were the survey respondents. Due to the small size of population, the entire population was used in the data analysis. The survey responses have been studiously analyzed and ascribed to the tenets of the theories. The methodology applied was the quantitative approach. Simple percentages were used to analyze research data while one-way analysis of variance was used to test the null hypothesis. The study found that the overall regression model is statistically significant. The findings of the study show that the case study companies already implement time management in its daily routines. However, this is not adequately effective. The study concluded that effective time management is an essential factor and a great tool that enables a business organizations manage its financial future and improve productivity. It was recommended that managers and staff should be trained and retrained on time management skills.

Onuorah (2019) examined the time management on organizational productivity in Nigeria. The study aimed to determine the effect of multitasking, prioritization and procrastination on organizational productivity. Relevant theoretical and empirical literatures were examined. The study anchored on Theory of Time Quadrant. The study adopts a descriptive research design. The study is limited to three hundred and twenty (320) employee of Nigeria brewers Onitsha as the population of the study. The entire population was used as the sample size. The data generated were analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The result of regression analysis shows that multitasking has a significant effect on organizational productivity. Procrastination has no significant effect organizational productivity. Prioritization has a significant effect on organizational productivity. The study concluded that time management had a significant positive effect on organizational productivity. The study recommends that in achieving organizational productivity an employee need to know why a task has been assigned to him/her, what type of task and expectation these issues require must be clear written to achieve its effectiveness, while delegating listening is also required. Procrastination can be overcome through avoiding habits that lead to procrastination, problems such as fear, anxiety, poor time management, evaluation of goals strengths and weakness set priorities, reinforce preset goals so that they can be balanced and achievable. Manage your time better and achieve extensively is one tool that will help prioritize effectively, action plan which will differentiate important task concentration has to be improved distractions minimized, tasks that do not provide value to the organization must be eliminated.

METHODOLOGY

Research Design

The study adopted the cross-sectional survey research design. The cross-sectional survey was also explanatory in nature. This research design was deemed suitable and most appropriate for the study because of two reasons: (i) the study was conducted across the accessible paint manufacturing firms at the same time; (ii) it involved the test of hypotheses which is explanatory in nature.

Population

The population of the study consisted of forty-five (45) registered paint manufacturing firms in Rivers State. The above information was obtained from Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. Alphabetically, details of the population distribution are provided in Appendix C

Source /Nature of Data

The concept of the nature of data refers to the type and characteristics of the information collected, which can be qualitative (descriptive and non-numerical) or quantitative (numerical and measurable). The sources of data pertain to the origins from which this information is obtained. The study relied on both primary and secondary sources of data. Primary sources involve direct data collection from original research, such as surveys, experiments, or observations. In contrast, secondary sources involve analyzing existing data collected by others, such as academic articles, reports, and databases. Understanding both the nature and sources of data is crucial for selecting appropriate research methods and ensuring the reliability and validity of the study findings.

Instrument for Data Collection

Structured questionnaire was used as the main instrument for the collection of primary data. The instrument is titled "Management Facilitation Skills and Organizational Growth Questionnaire (MFSOGQ)". The design of the questionnaire was a modified four (4) point Likert scale with the following response options: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

Validity of the Instrument

To establish the validity of the instrument, copies of the questionnaire were submitted to the experts in Test and Measurement. Their comments and adjustments were used to validate the final copy of the instrument that was administered.

Reliability of the Instrument

The term reliability of instrument refers to the capacity of an instrument to measure the variables it is designed to measure consistently. Cronbach Alpha was used to ascertain the reliability of the instrument. Cronbach Alpha is chosen because of its statistical strength in ascertaining the internal consistency of an instrument. A benchmark of 0.70 was used in determining the strength of reliability of the instrument. Table 3.1 below presents test results.

Table 1: Cronbach Alpha Reliability Test Results

Variables	Dimensions/Measures	Items	Alpha
Managerial Facilitation Skills	Time Management	4	.825
	Active Listening	4	.763
	Setting Guidelines	4	.766
Organizational Growth	Revenue Growth	4	.775
	Employee Growth	4	.860
	Geographical Expansion	4	.845
Organizational Factor	Employee Skill Level	4	.777

Source: Survey Data, 2024.

Administration of Instrument

A total of 130 copies of the questionnaire were distributed to the target respondents by the researcher personally. The researcher was able to retrieve 125 copies of the questionnaire distributed.

Method of Data Analysis

This subsection describes how data from the field was arranged and analysed for decision on-making. Mean and standard deviation was used to analyze the research questions (Univariate analysis) while the test of hypotheses (bivariate analysis) was done using Spearman Rank Order Correlation, all in SPSS Version 25.0. Partial correlation was used for the multivariate analysis. Spearman Rank Order Correlation Coefficient was computed with the formula below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where;

n = number of pairs of data

d = different between the ranking in each set of data.

Σ = Summation

If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate hypothesis.

Alternatively, if the significance level is above the cut-off value, the null hypothesis will be accepted.

In testing the hypotheses one to three, the following rules will be upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicate levels of significance (* or **) as calculated using SPSS were accepted and thus our alternate hypotheses were accepted and when no significance was indicated in the coefficient (r) value, we reject the null hypotheses. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study. Both the significance values and the coefficient values were used. For the coefficient values, the following interpretation scheme were applied is stated below, (a) No Relationship = 0, (b) Low/Weak Relationship = 0.1-0.2, (c) Moderate or Relatively Strong Relationship = 0.3-0.5, (d) High/Strong Relationship = 0.6-0.7, (e) Very High/Very Strong Relationship = 0.8-0.9, (f) Perfect Relationship = 1.

Test of Hypotheses

Ho₁: There is no significant relationship between time management and revenue growth of paint manufacturing firms in Rivers State.

Table 1: Correlations between Time Management and Revenue Growth

		Time Management	Revenue Growth
Spearman's rho	Time Management	1.000	.901**
		.	.000
		125	125
Spearman's rho	Revenue Growth	.901**	1.000
		.000	.
		125	125

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

Source: Survey Data, 2024.

Table 1 above showed r value of 0.901 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating time management and revenue growth. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between time management and revenue growth of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis (Ha₁) was accepted. This implies that there is a very strong positive relationship between time management and revenue growth of paint manufacturing firms in Rivers State.

Ho₃: There is no significant relationship between active listening and employee growth of paint manufacturing firms in Rivers State.

Table 2: Correlation between Active Listening and Employee Growth

		Active Listening	Employee Growth
Spearman's rho	Active Listening	1.000	.700**
		.	.000
		125	125
Spearman's rho	Employee Growth	.700**	1.000
		.000	.
		125	125

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

Source: Survey Data, 2024.

Table 2 above reveals r value 0.700 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating active listening and employee growth. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{05}) which states that there is no significant relationship between active listening and employee growth of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis (H_{a5}) was accepted. This implies that there is a strong positive relationship between active listening and employee growth of paint manufacturing firms in Rivers State.

H_{03} : There is no significant relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State.

Table 4.19: Correlations between Setting Guidelines and Geographic Expansion

			Setting Guidelines	Geographic Expansion
Spearman's rho	Setting Guidelines	Correlation Coefficient	1.000	.646**
		Sig. (2-tailed)	.	.000
		N	125	125
	Geographic Expansion	Correlation Coefficient	.646**	1.000
		Sig. (2-tailed)	.000	.
		N	125	125

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

Source: Survey Data, 2024.

Table 3 above reveals r value of 0.646 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating setting guidelines and geographic expansion. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{09}) which states that there is no significant relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State was rejected and the alternative hypothesis (H_{a9}) was accepted. This implies that there is a strong positive relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State.

Summary of Findings

Base on the analyses the study found that:

1. There is a very strong positive relationship between time management and revenue growth of paint manufacturing firms in Rivers State.
2. There is a strong positive relationship between active listening and employee growth of paint manufacturing firms in Rivers State.
3. There is a strong positive relationship between setting guidelines and geographic expansion of paint manufacturing firms in Rivers State.

CONCLUSIONS

Based on the results and discussion of findings, the study concluded that management facilitation skills correlate with organizational growth of paint manufacturing firms in Rivers State. It was also concluded that the relationship between management facilitation skills and organizational growth of paint manufacturing firms, it also support talent retention and development, further boosting the organization's potential for sustainable growth.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations were made:

1. Management of paint manufacturing firms should equip their employees with relevant skills such as time management, active listening and setting of guidelines to enable them execute paint production operation promptly which in turn impact positively on the overall organizational growth characterized by revenue growth, employee growth and geographic expansion.
2. Management of paint manufacturing firms should organize regular training sessions to teach employees and managers active listening techniques, such as maintaining eye contact, asking clarifying questions, and avoiding interruptions.
3. Management of paint manufacturing firms should engage employees, supervisors, and other relevant stakeholders in the process of setting guidelines.

REFERENCES

- Abiodun, O. (2023). *Improving work schedule adherence in Nigerian manufacturing firms. Journal of Business Efficiency, 18*(2), 55-67.
- Abiodun, T., & Adewale, J. (2023). *Revenue generation strategies in the Nigerian paint industry. Journal of Business Economics, 21*(1), 66-82.
- Abiola, O., & Olamide, K. (2021). *Geographic expansion and market diversification in Nigerian manufacturing industries: A focus on the paint sector. Nigerian Journal of Business and Strategy, 16*(2), 45-62.
- Adebayo, M., & Ikenna, O. (2020). *Regulatory challenges in geographic expansion for Nigerian paint manufacturers. Journal of Industrial Management, 18*(2), 67-81.
- Adebisi, T., & Matthew, I. (2022). *Economic factors affecting manufacturing firms in Nigeria. Journal of Business and Economic Development, 19*(3), 45-58.
- Adekunle, F., & Oyeniyi, A. (2020). *The impact of external business environments on Nigerian manufacturing firms. Nigerian Journal of Business Studies, 12*(3), 34-45.
- Adelabu, R. (2021). *Effective resource allocation and task prioritization in Nigerian manufacturing firms. Journal of Business and Industrial Studies, 14*(2), 56-70.
- Adeola, F., & Uche, C. (2021). *Strategies for achieving sales growth in the Nigerian paint industry. Journal of Industrial Management, 19*(2), 45-62.
- Adeoye, T., & Olanrewaju, A. (2020). *The role of product innovation in revenue growth in Nigerian manufacturing firms. Nigerian Journal of Business Studies, 17*(4), 33-47.
- Adewale, T., & Sola, J. (2021). *Geographic expansion and market penetration in Nigeria's paint industry. Nigerian Journal of Business Strategy, 19*(3), 55-70.
- Adewumi, A., & Balogun, T. (2021). *Operational guidelines and productivity in Nigerian manufacturing firms: A focus on the paint industry. Nigerian Journal of Industrial Management, 19*(2), 101-115.

- Adeyemi, S., & Johnson, O. (2021). *Operational efficiency and attentiveness in Nigerian manufacturing firms. Journal of Industrial Studies, 16(2)*, 45-60.
- Adeyemi, T., & Eze, J. (2022). *Challenges of time management in Nigerian paint manufacturing firms. Nigerian Journal of Industrial Studies, 16(3)*, 102-115.
- Afolabi, B., & Onu, A. (2021). *Workforce expansion and skill development in the Nigerian paint industry. Journal of Industrial Management, 19(3)*, 67-84.
- Ajayi, O., & Umeh, P. (2022). *Challenges of organizational growth in Nigeria's paint manufacturing industry. Journal of Business Strategy, 14(2)*, 34-45.
- Akinyemi, L., & Ogundele, R. (2021). *Technical skill development in Nigerian paint manufacturing firms. Journal of Industrial Operations, 22(3)*, 45-58.
- Akpan, C., & Nwachukwu, J. (2020). *Market entry barriers and geographic expansion in Nigerian industries. African Journal of Management, 12(2)*, 89-101.
- Alimi, B. G. and Ifah, S. S. (2012). The effects of managerial skills on staff efficiency and effectiveness in organizations. *Journal of Management and Corporate Governance*. Volume 4,
- Arya, P., Rathore, H. & Singh, S. (2017). Managerial skills of managers in public and private organizations of Udaipur city Rajasthan India. *Asian Journal of Home Science, 12(2)*, 458-462.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bello, O., & Uche, K. (2022). *Assessing the impact of technical skills on production outcomes in the Nigerian paint industry. Journal of Business and Industrial Management, 20(1)*, 55-68.
- Chukwu, A., & Nwosu, I. (2022). *The role of retail outlets in the geographic expansion of Nigerian manufacturing firms. African Journal of Business Development, 20(3)*, 102-119.
- Chukwudi, O., & Ayodele, K. (2020). *Consumer trends and revenue growth in Nigeria's paint manufacturing sector. Nigerian Journal of Business Management, 18(2)*, 45-59.
- Chukwuma, I., & Ekpe, A. (2023). *Improving operational efficiency through time management in Nigerian manufacturing firms. Journal of Business Management and Productivity, 21(2)*, 45-59.
- Chukwuma, O., & Ekene, I. (2021). Management practices and organizational performance in Nigerian paint industries: The role of employee skills. *African Journal of Business Management, 19(4)*, 102-119.
- Egbunike, F. (2022). *Time management practices in the manufacturing sector: A study of paint industries in Rivers State. Nigerian Journal of Industrial Operations, 15(3)*, 67-82.

- Emeka, C., & Chidimma, U. (2023). *Enhancing workforce productivity through task management in Nigerian paint industries. African Journal of Operations Management, 19(3)*, 102-119.
- Emeka, P., & Udo, T. (2023). *Challenges and opportunities for organizational growth in Rivers State's paint manufacturing industry. Journal of Industrial Development and Business Growth, 19(1)*, 78-94.
- Eze, A. (2023). *Ensuring safety in the Nigerian manufacturing industry: A case study of paint firms. Journal of Occupational Health and Safety, 16(1)*, 55-70.
- Eze, O. (2021). *Labor market challenges in the Nigerian manufacturing sector. Industrial*
- Ibrahim, S., & Adewale, T. (2020). *Skilled labor development in the Nigerian paint industry: Challenges and opportunities. Nigerian Journal of Industrial Studies, 15(4)*, 66-80.
- Ifeanyi, A., & Nnamdi, B. (2021). *Revenue growth strategies in the Nigerian paint manufacturing industry. African Journal of Financial Studies, 18(4)*, 55-73.
- Ikechukwu, P., & Nwachukwu, T. (2021). *Bridging the skills gap in Nigerian manufacturing: A focus on paint firms. Journal of Economic and Workforce Development, 16(3)*, 77-90.
- Jianzhong, X. (2022). Efficient time management is critical for organizational survival. *Arabian Journal of Business and Management Review, 12(5)*, 45-59.
- Marcus G. O., Akhimien E. & Chika M. E (2023) The role of managerial skills on the performance of small and medium enterprise (SMES) in Jabi District, Abuja, Nigeria. *Economist Journal: Scientific Journal of Accountancy, Management and Finance, 3(2)*, 112-122.
- Mario, N. M., Syed, A. H., & Jose M. M. (2021). The relationship between time management, work stress and work performance-a quantitative study in Portugal. *Academy of Strategic Management Journal Volume 20(6)*, 71-82.
- Melletus U. A. (2020). Effects of conflict management on organizational performance (A Study of Broadcasting Corporation of Abia State). *Journal of Humanities and Social Science, 20(6)*, 64-78.
- Nwankwo, R., & Ugo, C. (2021). *Effective leadership and active listening in the manufacturing industry. Journal of Leadership Studies, 15(4)*, 102-114.
- Nwosu, P., & Akpan, R. (2023). *Geographic expansion and revenue growth in the Nigerian manufacturing sector. Journal of Business Expansion Strategies, 21(1)*, 66-82.
- Obi, U., & Nnamdi, A. (2022). *The importance of employee attentiveness in the Nigerian paint manufacturing sector. African Journal of Business and Management, 19(1)*, 77-91.

- Obiora, M. (2020). *The impact of time management on resource allocation and production outcomes in Nigerian manufacturing firms. Journal of Operations Management, 14*(1), 32-48.
- Odili, F. (2023). *The role of management facilitation skills in enhancing operational efficiency: A case study of Rivers State industries. African Management Review, 19*(1), 56-67.
- Ogunbiyi, L., & Agbo, F. (2021). *Improving operational efficiency to drive revenue growth in Nigeria's paint manufacturing industry. Journal of Business Economics, 16*(3), 55-70.
- Ogunleye, L., & Afolabi, T. (2021). Effective communication of safety guidelines in Nigerian manufacturing industries. *Journal of Occupational Health and Safety, 17*(4), 33-49.
- Ojo, T., & Adebayo, K. (2021). *Infrastructural challenges and time management in the Nigerian paint manufacturing industry. African Journal of Business Studies, 18*(4), 78-90.
- Okafor, J. (2022). *Task prioritization and organizational growth: A study of Nigerian paint manufacturing firms. Journal of Industrial Economics, 17*(4), 83-95.
- Okechukwu, M. (2022). *Time management practices in the Nigerian manufacturing sector: Challenges and solutions. Nigerian Journal of Industrial Operations, 18*(1), 53-65.
- Okeke, U., & Olowokere, S. (2020). *Logistics management and operational efficiency in Nigerian paint manufacturing companies. Journal of Business Logistics, 16*(1), 45-60.
- Okon, C., & Etuk, J. (2020). *Employee growth and operational efficiency in Nigerian manufacturing firms: A focus on paint production. Nigerian Journal of Business and Innovation, 18*(4), 45-60.
- Olayinka, T., & Eze, N. (2023). *Quality control and communication strategies in the Nigerian paint manufacturing industry. Journal of Operations and Quality Assurance, 21*(1), 56-73.
- Oluwasegun, E., & Ige, M. (2020). *Integrating new hires into manufacturing firms: A case study of Nigeria's paint industry. Nigerian Journal of Human Resource Management, 16*(2), 55-71.
- Oluwole, O., & Adetayo, F. (2021). Safety and compliance practices in Nigeria's paint manufacturing sector: Challenges and strategies. *Journal of Business Regulations, 19*(2), 88-104.
- Onuorah, A. N. (2019). Effect of time management on organizational productivity. *International Journal in Management and Social Science, 7*(12), 203-214.
- Rasool, N. (2018). The role of management skills in the selection of management model by sports managers. *Annals of Applied Sport Science, 6*(1), 57-64.

- Richard, T. B. & Ayim Aboagye D. (2023). Time management: An effective tool for the survival of a business organization. *Journal of Quality in Health care & Economics*, 6(2), 108-116.
- Schultz, T. W. (1961). Investment in human capital. *The American Economic Review*, 51(1), 1-17.
- Uche, K., & Afolabi, J. (2022). *Innovation and workforce expansion in the Nigerian paint sector. Journal of African Business Strategy*, 19(3), 88-104.
- Umeh, I. (2022). *Improving productivity through feedback systems in Nigeria's paint manufacturing sector. African Journal of Business Strategy*, 18(2), 102-115.