

**COOPERATE VALUES AND ORGANISATIONALGROWTH OF TELECOMMUNICATION
FIRMS IN RIVERS STATE, RIVERS STATE**

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ABSTRACT

This study examines the relationship between cooperate values and organisational growth of telecommunication firms in Rivers State. Cross-sectional survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was four (4) telecommunication firms in Rivers State which are registered with Association of Telecommunications Companies of Nigeria (ATCON), Rivers State branch. This gave us a total of twelve (12) for the study. Structured questionnaire instrument title "cooperate values and organisational growth of telecommunication firms in Rivers State". The questionnaire was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .720 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (Statistical Package Social Sciences). The study revealed that there is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State. There is a significant relationship between accountability and increased workforce of telecommunication firms in Rivers State. There is a significant relationship between customer focus and organisational health of telecommunication firms in Port Harcourt, Rivers State. In conclusion, the study establishes a significant positive correlation between cooperate values and organisational growth within telecommunication firms in Rivers State. This finding underscores the critical role of strategic direction in fostering a resilient, adaptive, and high-performing organisational environment. The study recommended among others that telecommunication firms in Rivers State should embed integrity into their corporate culture by establishing clear ethical standards, enforcing compliance policies, and training employees regularly.

Keywords: Cooperate values, integrity, accountability and customer focus, organisational growth, market expansion, increased workforce and revenue growth

INTRODUCTION

Corporate values are the foundational principles that guide the behavior, decisions, and actions of an organization. These values serve as a moral compass and play a significant role in shaping organizational culture, ensuring ethical conduct, and enhancing the reputation of the firm. As organizations navigate the complexities of the business environment, corporate values such as integrity, accountability, and customer focus have emerged as strategic tools for fostering long-term success and sustainability. These values not only define how employees interact with stakeholders but also serve as a blueprint for achieving set goals and maintaining competitive advantage in a dynamic market (Kaptein, 2019). The synergy between corporate values and organizational practices is crucial in aligning employee behavior with business objectives.

Integrity involves a commitment to honesty, ethical conduct, and consistency in decision-making, regardless of circumstances. Organizations that prioritize integrity often enjoy trust and loyalty from both employees and customers. Accountability, on the other hand, ensures that individuals and departments are held responsible for their actions and outcomes. It promotes transparency, reduces inefficiency, and fosters a culture of continuous improvement. Customer focus emphasizes the importance of understanding and responding to customer needs, which is critical for innovation,

brand loyalty, and revenue growth (Ferrell, Harrison, Ferrell, & Hair, 2019). Together, these dimensions of corporate values form the core of a high-performance organizational culture that supports sustainable growth.

In the context of telecommunication firms in Rivers State, corporate values have become increasingly vital due to the competitive and fast-evolving nature of the industry. The presence of multiple service providers has made customers more discerning, prompting firms to adopt values that enhance customer satisfaction and loyalty. Telecommunication companies that embrace integrity build public trust, especially in areas related to data privacy and fair billing. Similarly, when employees and managers are held accountable for service delivery, it fosters reliability and improves operational efficiency. By focusing on customer needs and feedback, firms can tailor their services, reduce churn, and enhance brand image in a highly saturated market (Okpara & Edwin, 2018).

Furthermore, organizational growth in the telecommunication sector within Rivers State is heavily influenced by how well these values are institutionalized and practiced. Growth indicators such as customer base expansion, increased market share, and improved profitability are directly linked to value-driven leadership and culture. Firms that demonstrate integrity are more likely to attract partnerships and investments, while accountability ensures optimal use of resources. A strong customer focus, meanwhile, leads to innovations in service delivery and customer engagement strategies. Therefore, integrating core corporate values into the strategic and operational frameworks of telecommunication firms is essential for achieving sustainable growth in the increasingly competitive landscape of Rivers State (Nwibere, 2014).

Statement of Problem

Despite the significant role corporate values play in shaping business outcomes, telecommunication firms in Rivers State appear to face challenges translating these values into tangible organizational growth. Corporate values such as integrity, innovation, customer focus, and accountability are foundational to driving strategic direction and organizational behavior (Lencioni, 2002). However, many firms fail to embed these values into their everyday operations, leading to a disconnect between stated values and actual practices. This misalignment often hinders their ability to expand their market base in a highly competitive telecom sector.

The issue of market expansion remains a major concern for telecommunication firms in Rivers State, as most companies struggle to penetrate rural and underserved areas. Although corporate values should inspire customer-centric innovation and inclusive outreach strategies, evidence suggests that many firms fall short in leveraging these values to build trust and brand loyalty in new markets (Barrett, 2006). This failure contributes to stagnant or minimal market expansion despite rising demand for telecommunication services across the state.

Increased workforce is another key indicator of organizational growth, yet the telecommunication sector in Rivers State exhibits slow or uneven employment growth. This may stem from the failure to align recruitment, development, and retention strategies with core corporate values like respect, fairness, and professional development (Deal & Kennedy, 2000). Organizations that lack strong value-driven cultures often face high turnover, low morale, and underdeveloped talent pipelines, impeding their capacity to scale human resources in alignment with market opportunities.

Revenue growth is also impacted by the strength and implementation of corporate values. Firms that prioritize short-term gains over long-term value creation may undermine trust and customer satisfaction, leading to revenue stagnation or decline (Kotter & Heskett, 1992). In Rivers State, many telecommunication companies operate in volatile environments marked by regulatory issues and infrastructure challenges, which further test the integrity and resilience of their corporate values. Where these values are weak or inconsistently applied, the financial performance of the firms suffers.

In conclusion, the failure of telecommunication firms in Rivers State to integrate corporate values effectively into their strategic operations is a critical factor hindering organizational growth. While market expansion, workforce increase, and revenue growth serve as important metrics of development, their achievement is largely dependent on the authenticity, consistency, and relevance of the values guiding organizational behavior (Collins & Porras, 1996). Thus, there is a pressing need to investigate how corporate values are enacted within these firms and how this influences their growth trajectories.

Conceptual Framework

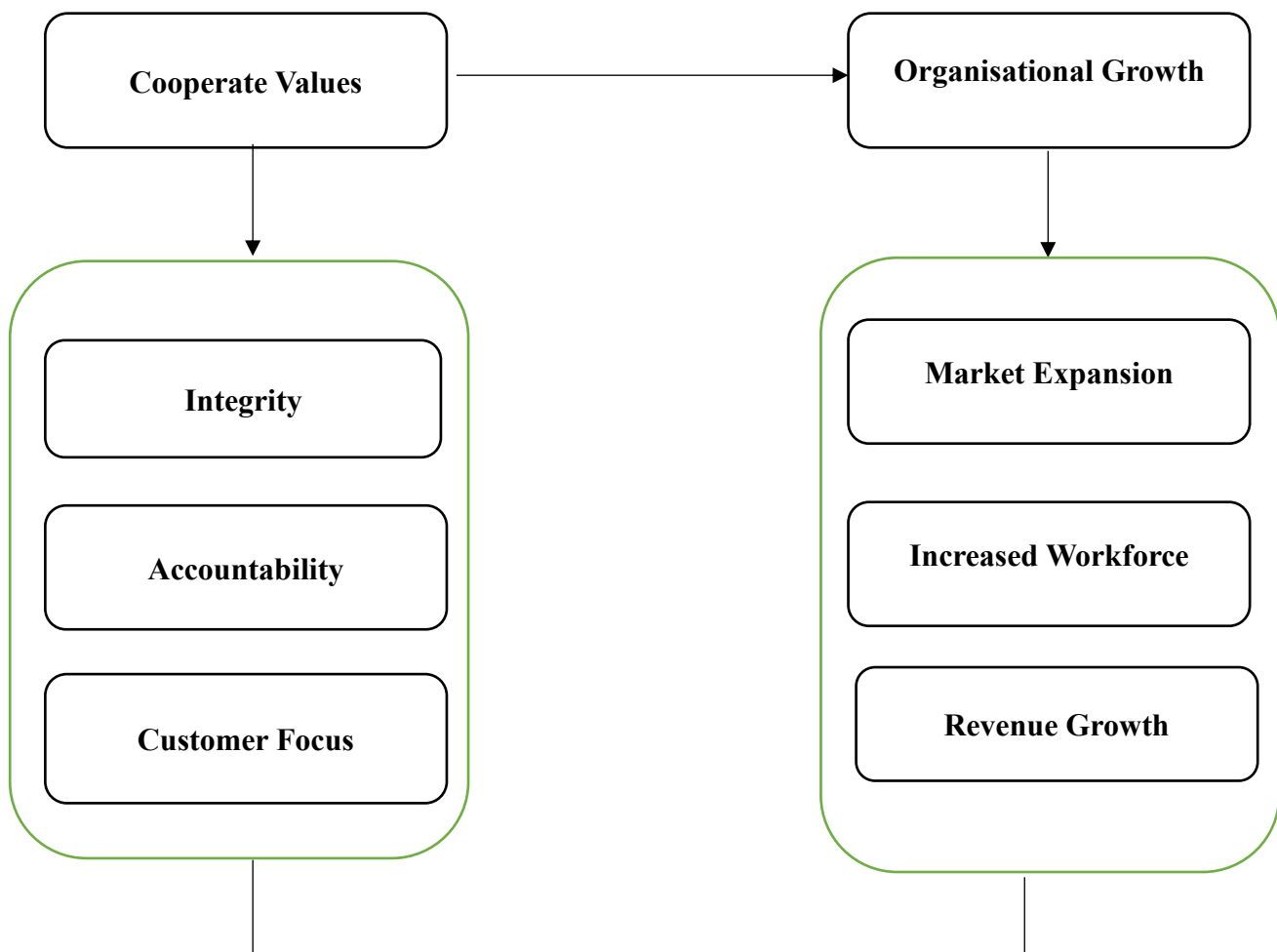


Figure 1: Conceptual framework showing the dimension/measures of Corporate Values and Organisational Growth of Telecommunication Firms in Rivers State

Sources: Adapted from Cameron, K. S., & Quinn, R. E. (2011); Kotler and Keller (2016)

Aim and Objectives of the Study

The aim of this study is to determine the relationship between corporate values and organisational growth in telecommunication firms in Rivers State of Nigeria. The specific objectives are to:

- 1 To determine the relationship between integrity and market expansion in telecommunication firms in Rivers State
- 2 To determine the relationship between accountability and increased workforce of telecommunication firms in Rivers State

- 3 To determine the relationship between customer focus and revenue growth of telecommunication firms in Rivers State

Research Questions

- 1 What is the relationship between integrity and market expansion in telecommunication firms in Rivers State?
- 2 What is the relationship between accountability and increased workforce of telecommunication firms in Rivers State?
- 3 What is the relationship between customer focus and revenue growth of telecommunication firms in Rivers State?

Research Hypothesis:

- Ho₁: There is no significance relationship between integrity and market expansion in telecommunication firms in Rivers State
- Ho₂: There is no significance relationship between accountability and increased workforce of telecommunication firms in Rivers State
- Ho₃: There is no significance relationship between customer focus and revenue growth of telecommunication firms in Rivers State

Significance of the Study

The study of corporate values and organizational growth holds immense significance for various stakeholders within the telecommunication sector in Rivers State:

Owners of Businesses: For business owners, understanding the role of corporate values offers a strategic advantage in fostering long-term sustainability and profitability. The study provides insights into how aligning core values with business objectives can drive innovation, enhance competitive positioning, and ensure brand loyalty in a competitive telecommunication market.

Employees: Employees benefit from a values-driven organizational culture that promotes integrity, teamwork, accountability, and professional growth. This study highlights the impact of corporate values on employee motivation, job satisfaction, retention, and performance, thereby creating a healthier and more productive work environment.

Managers: For managers, the study serves as a guide in implementing and reinforcing corporate values in daily operations and decision-making. It underscores how value-based leadership can improve operational efficiency, employee engagement, and customer satisfaction, ultimately contributing to the firm's growth.

Policy Makers: Policy makers in the telecommunications industry can leverage findings from this study to design policies that promote ethical standards, corporate governance, and social responsibility. Such frameworks can stimulate sustainable industry practices, investor confidence, and consumer protection.

Telecommunication Firms: The study is particularly relevant to telecommunication firms as it explores how corporate values such as transparency, customer focus, and innovation influence organizational growth metrics like market expansion, customer base, and revenue generation in the dynamic Rivers State market.

Researchers and Academicians: Academicians and researchers gain valuable empirical evidence from this study for further investigation into the link between organizational behavior and business

performance. It also contributes to theoretical development and practical applications within the fields of business ethics, organizational development, and strategic management.

Scope of the Study

The scope of the study is discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to the predictor's variable as cooperate values and organisational performance. Discussions on cooperate values is restricted to integrity, accountability and customer focus; while organisational growth as the criterion variable is measured and discussed through market expansion, increased workforce and revenue growth

Geographical Scope: The geographical scope is limited to registered four major telecommunication firms in Rivers State

Unit of Analysis: The unit of analysis of the study is at the macro level since the study is interested in the organization rather than the employees.

Review of Related Literature

This section reviews various extant literatures related to the study under investigations under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Cooperate Values

Corporate values are the foundational beliefs that guide an organization's behavior, decision-making, and interactions with stakeholders. Among these, integrity stands out as a crucial pillar, reflecting an organization's commitment to ethical conduct, honesty, and transparency. According to Valentine and Barnett (2003), integrity within corporate culture promotes ethical decision-making and reinforces trust among stakeholders. Companies that uphold integrity are more likely to build lasting relationships with clients, employees, and regulatory bodies, as they are perceived to be honest and consistent in their dealings (Kaptein, 2008). This value fosters a climate of accountability, compliance with standards, and long-term sustainability. It also enhances corporate reputation and stakeholder confidence, which are critical to organizational success. Moreover, integrity sets the tone for internal behavior, ensuring that employees align with ethical norms and organizational expectations (Ferrell et al., 2019).

Accountability and customer focus are also integral components of corporate values that influence performance and organizational trust. Accountability refers to the obligation of individuals and teams to take responsibility for their actions and outcomes. As Bovens (2007) noted, accountability in organizations ensures that individuals and departments are answerable to their roles, thereby promoting transparency and continuous improvement. When accountability is embedded in corporate culture, it drives performance, motivates staff, and reduces errors due to clear expectations and feedback mechanisms (Mulgan, 2000). Similarly, customer focus emphasizes placing the customer at the core of business strategies and operations. It involves understanding and addressing customer needs, improving service delivery, and fostering satisfaction. As highlighted by Narver and Slater (1990), customer-focused organizations achieve superior performance by creating value through responsiveness and innovation. This value contributes to customer loyalty, market competitiveness, and adaptability in dynamic environments. Together, these values integrity, accountability, and customer focus shape the ethical foundation and strategic direction of modern organizations.

Dimensions of Cooperate Values

Integrity

Integrity is a foundational dimension of corporate values that reflects a firm's commitment to moral principles, ethical behavior, and honesty in all business operations. It encompasses the consistency of actions, values, methods, and outcomes, and serves as the bedrock upon which organizational trust and credibility are built. Integrity in the corporate context goes beyond legal compliance; it involves doing what is right, even when it is not the most profitable or convenient path. According to McMurrian and Matulich (2016), integrity is crucial in fostering organizational transparency and accountability, which in turn strengthens stakeholder confidence and loyalty. When an organization embeds integrity into its corporate value system, it guides decision-making processes, strengthens internal culture, and minimizes the risk of unethical practices. Employees in organizations that uphold integrity are more likely to feel respected and engaged, resulting in enhanced performance and lower turnover rates (Kaptein, 2015).

Moreover, integrity as a corporate value serves as a strategic asset that supports long-term business sustainability and societal legitimacy. It plays a critical role in corporate governance, customer relations, and reputation management. Organizations that are perceived to operate with integrity tend to enjoy competitive advantages such as consumer trust, investor confidence, and favorable regulatory treatment. As noted by Valentine and Barnett (2003), integrity influences organizational outcomes by shaping ethical climate and behavioral expectations within the firm. It fosters consistency between corporate values and stakeholder experiences, ensuring that the organization's promises align with its actions. This alignment enhances brand authenticity and corporate social responsibility efforts. In today's dynamic business environment, where ethical scrutiny is heightened, integrity stands as a non-negotiable value that not only protects organizational interests but also contributes to societal well-being (Fernando & Chowdhury, 2010).

Accountability

Accountability, as a key dimension of corporate values, refers to the obligation of individuals and organizations to accept responsibility for their actions, decisions, and policies, and to disclose results in a transparent manner. In the corporate context, accountability fosters trust among stakeholders, improves decision-making, and enhances organizational credibility. It signifies a culture where employees at all levels are answerable for their behavior and performance, and where leaders lead by example in taking ownership of outcomes (Eisenstat, Beer, Foote, Fredberg, & Norrgren, 2008). Organizations that prioritize accountability as a corporate value tend to exhibit stronger ethical standards and more resilient internal controls, which in turn can lead to long-term sustainability and stakeholder confidence. As noted by Bovens (2007), accountability is not merely about assigning blame but is an institutional arrangement designed to ensure transparency, learning, and continuous improvement. In this sense, accountability becomes a strategic mechanism that aligns organizational goals with employee conduct, ensuring that responsibilities are fulfilled and that consequences positive or negative are justly administered.

Moreover, when accountability is embedded in the value system of a corporate entity, it promotes a culture of performance and integrity. Employees are more likely to adhere to organizational goals and ethical standards when they perceive that there are clear expectations and measurable outcomes for which they will be held responsible (Mulgan, 2000). This sense of responsibility strengthens the organizational fabric by encouraging proactive behavior, innovation, and diligence. According to Kaplan and Norton (2004), accountability, when linked to strategic objectives and performance metrics, enables an organization to monitor progress effectively and adjust actions to meet desired outcomes. Furthermore, in today's global and competitive business environment, accountability supports governance structures that deter corruption, inefficiency, and misconduct (Schillemans & Bovens, 2011). It serves as a foundational value that upholds transparency, fosters stakeholder engagement, and ensures that the enterprise operates within ethical and legal boundaries, thus safeguarding both reputation and performance.

Customer Focus

Customer focus, as a core dimension of corporate values, refers to an organization's dedication to understanding and fulfilling the needs, preferences, and expectations of its customers. It is rooted in the belief that the success and longevity of a business are largely dependent on the satisfaction and loyalty of its customer base. Organizations that prioritize customer focus embed this value in their culture, strategic decisions, and everyday operations. According to Zeithaml, Bitner, and Gremler (2018), customer-centric firms continuously collect customer feedback, track satisfaction metrics, and adjust their products or services to align with changing demands. These firms adopt a long-term perspective by viewing relationships with customers as ongoing partnerships rather than one-time transactions. As such, they not only meet immediate customer needs but also anticipate future desires, thus enhancing customer retention and competitive advantage. This proactive engagement fosters trust, loyalty, and advocacy, which are essential for sustainable business growth (Kotler & Keller, 2016).

Moreover, customer focus transcends mere service delivery and becomes a guiding philosophy that influences employee behavior, innovation, and corporate strategy. Organizations that value customer-centricity encourage all departments not just customer service to contribute to a positive customer experience. Day (2011) argues that a firm's ability to sense and respond to customer preferences rapidly can serve as a key differentiator in increasingly competitive markets. When customer focus is deeply embedded in corporate values, employees are more likely to prioritize the customer perspective in their roles, whether they are in sales, product development, logistics, or finance. This alignment ensures that all facets of the organization work cohesively to deliver superior value to customers. Additionally, adopting a customer-focused culture often leads to the institutionalization of practices like personalization, responsiveness, and service quality, which ultimately translate into increased market share and profitability (Grönroos, 2007). In essence, customer focus is not just an operational goal but a strategic value that shapes an organization's identity and drives its long-term success.

Concept of Organisational Growth

Organizational growth refers to the process through which a company expands its capacity, operations, market presence, and resources to achieve higher levels of performance and competitiveness. It encompasses multiple dimensions including increased revenues, market share, employee base, geographic expansion, and improved technological capacity. Growth is not just limited to physical expansion but also includes qualitative improvements such as innovation, brand recognition, and organizational learning. According to Daft et al. (2023), organizational growth occurs through both internal mechanisms such as strategic planning, capacity development, and innovation, as well as external factors like mergers, acquisitions, and market opportunities. Organizations that pursue growth effectively are typically driven by strong leadership, adaptable culture, and clear strategic vision. Furthermore, growth is a crucial indicator of sustainability, as it signifies the organization's ability to evolve with market demands and competitive dynamics (Okonkwo & Dike, 2022).

Modern perspectives emphasize that organizational growth must be managed strategically to ensure it aligns with the firm's goals and capabilities. Uncontrolled or poorly planned growth can lead to diseconomies of scale, reduced efficiency, and loss of organizational identity. Hence, growth strategies must be adaptive, evidence-based, and aligned with both internal resources and external environmental factors. Growth can be measured through various performance metrics such as profitability, return on investment, employee productivity, and customer satisfaction. As highlighted by Alabi and Okoro (2023), sustainable organizational growth involves balancing financial objectives with social responsibility and environmental stewardship. This balanced approach ensures long-term competitiveness and stakeholder trust. In today's dynamic environment, digital transformation,

innovation-driven change, and agile leadership are considered key drivers of sustainable growth across organizations (Nwankwo & Ibrahim, 2024).

Measures of Organisational Growth

Market Expansion

Market expansion is a strategic approach aimed at increasing an organization's reach by penetrating new customer segments, geographical locations, or product categories. It is widely recognized as a significant indicator of organizational growth, as it directly influences a firm's customer base, revenue streams, and overall competitiveness. According to Ansoff (1957), market expansion is one of the four key growth strategies in his Product-Market Growth Matrix, which involves introducing existing products into new markets. This approach allows organizations to reduce dependency on existing markets and tap into unmet needs elsewhere. Market expansion may involve tactics such as opening new branches, entering international markets, adopting digital platforms for e-commerce, or targeting different demographic groups. Kotler and Keller (2016) emphasize that successful market expansion requires a detailed understanding of the target market's culture, purchasing behavior, and regulatory environment, to tailor products or services appropriately and sustain long-term growth.

Furthermore, market expansion is not only a sign of physical and financial growth but also a reflection of a firm's strategic agility and innovation capacity. When organizations explore new markets, they often adapt or diversify their offerings, which can lead to the development of new capabilities and competitive advantages. Penrose (1959) argues that organizational growth through market expansion is deeply rooted in the dynamic utilization of internal resources and managerial capabilities. In this context, market expansion serves as both a goal and a process—where companies grow by effectively deploying existing competencies while acquiring new ones. Research by Hitt, Ireland, and Hoskisson (2017) supports this view, noting that strategic market expansion contributes to sustainable growth, especially in rapidly changing global environments. Ultimately, market expansion as a growth measure signifies more than just increased sales; it encompasses an organization's evolution in scope, structure, and strategic orientation.

Increased Workforce

An increased workforce is often viewed as a tangible indicator of organizational growth, reflecting the firm's expansion in operations, service delivery, and market reach. When an organization experiences consistent demand for its goods or services, it typically requires more human resources to manage the rising workload. This expansion in employee numbers is thus a response to increasing production needs and customer demands, signaling positive growth. According to Robbins and Coulter (2018), organizational growth can be measured not only in terms of revenue and profit but also through structural indicators such as staff strength. As businesses scale their operations, they often restructure their departments and hire more personnel to handle specialized tasks, improve service delivery, and sustain operational efficiency. Increased workforce size can also indicate that an organization is entering new markets or introducing new product lines, both of which require additional human resources to support operational demands (Armstrong & Taylor, 2020). Moreover, the hiring of new employees can reflect management's confidence in the company's long-term profitability and competitiveness.

Furthermore, a growing workforce contributes directly to organizational development by enhancing capacity, innovation, and productivity. When strategically managed, employee growth allows organizations to diversify skills and improve task delegation, ultimately leading to more efficient performance outcomes. Increased human capital is also closely linked to the ability of organizations to adapt to environmental changes and technological advancements. For instance, organizations that invest in talent acquisition are better equipped to implement innovation and maintain a competitive edge (Barney & Hesterly, 2019). In the context of human resource planning, increased

workforce is both a consequence and a driver of growth—new employees bring fresh ideas, diverse experiences, and renewed energy that can stimulate further expansion and organizational transformation (Dessler, 2020). Therefore, while financial metrics remain critical, the growth in workforce size is a visible and measurable dimension of organizational development that reflects internal robustness and external opportunity.

Revenue Growth

Revenue growth is widely recognized as a fundamental indicator of organizational growth and overall performance. It reflects the increase in an organization's sales or income over a specified period and serves as a tangible metric for evaluating a company's market expansion, customer acquisition, and operational success. According to Penrose (1959), organizational growth is primarily driven by the internal capacity of firms to utilize resources effectively to expand output and sales. In this context, revenue growth not only signifies financial improvement but also indicates strategic positioning and competitiveness in the market. Companies that consistently grow their revenues often gain investor confidence, attract talent, and secure better financing terms, thereby fueling further growth. In fact, revenue expansion is typically one of the first metrics assessed in performance reviews and strategic evaluations, as it provides direct insight into consumer demand, product-market fit, and operational scalability (Delmar, Davidsson, & Gartner, 2003).

Furthermore, revenue growth acts as a reflection of successful innovation, customer retention, and effective marketing strategies within an organization. It serves as a reliable gauge for external stakeholders to assess the viability and sustainability of business operations (Barney, 1991). As firms expand into new markets or introduce new products and services, revenue trends provide measurable evidence of their strategic growth initiatives. Moreover, organizations with strong revenue trajectories often have the advantage of reinvesting profits into research and development, technology upgrades, and human capital, which further strengthens their long-term growth potential (Chandler, 1962). Especially in competitive industries, sustained revenue growth separates leading organizations from stagnant ones, underscoring its importance as a critical performance indicator. Therefore, when assessing organizational growth, revenue progression remains a core dimension, as it encapsulates both quantitative and qualitative aspects of business success and resilience.

Theoretical Review

Value-Based Management Theory (1980s)

Value-Based Management (VBM) was popularized by Joel Stern and G. Bennett Stewart III in the 1980s through their work at Stern Stewart & Co. The theoretical foundations are deeply tied to the concept of Economic Value Added (EVA), which was developed as a financial performance measure to align managerial decisions with shareholder value creation.

Value-Based Management is a management approach that ensures corporations are run consistently on value creation principles, with decision-making processes aligned to maximize long-term shareholder value. The theory emphasizes the integration of value creation into strategy formulation, organizational processes, performance management, and decision-making across all levels of the firm.

According to Copeland, Koller, and Murrin (1996), VBM "focuses management decision-making on the key drivers of value, such as revenue growth, operating margins, capital efficiency, and risk."

Relevance to Corporate Values and Organisational Growth

1. Value-Based Management connects directly with corporate values by institutionalizing a culture that promotes accountability, transparency, innovation, and value creation. These core values align employees' behaviors with strategic objectives, driving:
2. Strategic alignment of operations and values.

3. Sustainable organizational growth through resource optimization and investment in value-enhancing projects.
4. Employee engagement, as individuals understand how their roles contribute to overall corporate success.
5. VBM ensures that corporate values are not just abstract ideals but are embedded in decision-making processes, thereby contributing to continuous performance improvement and market competitiveness.

Assumptions of the theory to the Study

1. Values drive behavior: Corporate values influence employee conduct and strategic decisions.
2. Alignment enhances growth: A strong alignment between values and business goals fosters innovation, efficiency, and loyalty.
3. Stakeholder commitment matters: Employees, customers, and investors are more committed to organizations with clearly defined and practiced values.
4. Sustainable growth is value-driven: Long-term organizational success depends on practices that balance profitability with ethical and social responsibilities.

Implication of the Theory to the Study

1. The adoption of Value-Based Management provides a theoretical foundation for understanding how corporate values influence organizational growth. Its implications to the study include:
2. Analytical lens for evaluating whether firms align internal operations with value-creation goals.
3. Framework to measure the impact of values on strategic choices and performance outcomes.
4. Basis for assessing the effectiveness of leadership and governance structures in reinforcing core values.
5. Empirical guide for examining the role of financial and non-financial drivers of growth within value-centric organizations.

Empirical Review

Aturu-Aghedo, et'al (2024), carried out a study on Organisational values (integrity, innovation, collaboration, teamwork, passion) and employee performance in multinational corporations in Nigeria. To assess the relationship between core organisational values and employee performance among employees at Cadbury, PZ Cussons, Unilever, Nestle, and Vitafoam in Lagos. The research design adopted is the cross-sectional survey. Staff across 5 multinationals. 357 administered, 350 returned. Primary (questionnaires) Field survey. SPSS descriptive % and linear regression. The findings showed that there is a Strong positive relationships between each value (integrity, innovation, collaboration, teamwork, passion) and employee performance. The study conclude and recommended that Encourage management to model values; scale study to public/private sectors.

Ojo, & Akinlabi, (2020) investigated a study on Corporate Values and Business Growth in Nigerian Manufacturing Companies in Nigeria. To examine the influence of corporate values on the growth of selected manufacturing firms in Nigeria. To identify the dominant corporate values practiced by Nigerian manufacturing firms. To determine the relationship between corporate values and revenue growth. To examine how corporate values influence market share expansion. Descriptive survey design, 650 employees across 5 selected manufacturing companies in Lagos (e.g., Nestlé Nigeria, Dangote Cement, Unilever Nigeria, Flour Mills, Nigerian Breweries). 240 respondents (selected using stratified random sampling). Primary data from structured questionnaires. Content and face validity confirmed by academic experts in organizational behavior. Cronbach's Alpha = 0.87. Self-administered questionnaires with a response rate of 91%. Descriptive statistics and Pearson

correlation analysis using SPSS version 23. The study found out that Strong corporate values (integrity, accountability, innovation) significantly influence business growth metrics ($p < 0.05$), Firms with deeply embedded values experienced consistent revenue increases and expansion in regional markets. The study concluded that corporate values play a crucial role in shaping organizational culture and driving long-term business growth. Manufacturing firms should institutionalize ethical and innovative values and periodically assess alignment with strategic growth goals.

METHODOLOGY

Cross-sectional survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was four (4) telecommunication firms in Rivers State which are registered with Association of Telecommunications Companies of Nigeria (ATCON), Rivers State Branch. The firms include **MTN, Globacom (Glo), Airtel and 9Mobile**. The sample size for this study was the four (4) telecommunication firms earlier indicated as the population. The study adopted the census techniques. One of the reasons for applying census method is the limited and manageable size of the population. With regard to the respondents of the study given the strategic nature of the study, three key managers (technical manager, operations manager, and marketing manager) were chosen as respondents from each using simple random sampling of the four (4) firms constitute the study subject. This gave us a total of twelve (12) for the study. Structured questionnaire instrument title "Cooperate Values and Organisational Growth of telecommunication firms in Rivers State. The questionnaire was developed on five-point likert scale.

The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item 12 copies of the questionnaire instrument were issued. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.720	5

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .720 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

DATA ANALYSIS

Ho₁: There is no significant relationship between integrity and market expansion of telecommunication firms in Rivers State.

Table 2: Correlation on Integrity and Market Expansion

		Integrity	Market Expansion
Integrity	Pearson Correlation	1	.466
	Sig. (2-tailed)		.000
	N	92	92
Market Expansion	Pearson Correlation	.466	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 2: correlation on integrity and market expansion revealed that there is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State.

Ho₂: There is no significant relationship between accountability and increased workforce of telecommunication firms in Rivers State.

Table 3: Correlation on Accountability and Increased Workforce

		Accountability	Increased Workforce
Accountability	Pearson Correlation	1	.555
	Sig. (2-tailed)		.000
	N	92	92
Increased Workforce	Pearson Correlation	.555	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 3: correlation on accountability and increased workforce revealed that there is a significant relationship between accountability and increased workforce of telecommunication firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between accountability and increased workforce of telecommunication firms in Rivers State.

Ho₃: There is no significant relationship between Customer focus and revenue growth of telecommunication firms in Rivers State.

Table 4: Correlation on Customer Focus and Revenue Growth

		Customer Focus	Revenue Growth
Customer Focus	Pearson Correlation	1	.866
	Sig. (2-tailed)		.000
	N	92	92
Revenue Growth	Pearson Correlation	.866	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 4: correlation on customer focus and revenue growth revealed that there is a significant relationship between customer focus and revenue growth of telecommunication firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between customer focus and revenue growth of telecommunication firms in Rivers State.

Discussion of Findings

Table 2: correlation on integrity and market expansion revealed that there is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between integrity and market expansion of telecommunication firms in Rivers State. Table 3: correlation on accountability and increased workforce revealed that there is a significant relationship between accountability and increased workforce of telecommunication firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between accountability and increased workforce of telecommunication firms in Rivers

State. Table 4: correlation on customer focus and revenue growth revealed that there is a significant relationship between customer focus and revenue growth of telecommunication firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between customer focus and revenue growth of telecommunication firms in, Rivers State.

Similarly, Ojo, & Akinlabi, (2020) worked Corporate Values and Business Growth in Nigerian Manufacturing Companies in Nigeria. The findings revealed a significant positive relationship between integrity and organisational growth. Specifically, firms with a strong market orientation and accountability exhibited higher levels of organizational growth, characterized by greater adaptability, improved employee morale, and enhanced innovation capabilities. The study concluded that customer focus plays a crucial role in shaping the organizational growth of telecommunication firms in Nigeria. The study recommended that Nigerian telecommunication firms should consciously cultivate and strengthen their market and customer focus. Management should invest in training and development programs that foster a customer-centric culture and encourage innovation and risk-taking.

CONCLUSIONS

Based on the findings, the study concludes that there a significant positive correlation between cooperate values and organisational growth within telecommunication firms in Rivers State

RECOMMENDATIONS

1. Telecommunication firms in Rivers State should embed integrity into their corporate culture by establishing clear ethical standards, enforcing compliance policies, and training employees regularly.
2. Telecommunication firms should implement transparent performance management systems, define clear roles and responsibilities, and hold all levels of staff accountable for outcomes.
3. Telecommunication firms should prioritize customer needs by gathering regular feedback, improving service quality, and personalizing user experiences.

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