



The Discourse of Resource Utilization Techniques on Firm Performance in the Nigerian Telecommunication Sector

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ABSTRACT

The complexity of competition in today's fast-paced market and the requirement for continuous innovation, resource management, processes and methods have created the need for organizations to formulate strategies in reaching out to customers in unique ways in order to gain competitive advantage. The study examined resource utilization techniques on firm performance in the Nigerian Telecommunication sector. The specific objectives of the study were to; determine the effect of management information system on firm performance in the Nigerian Telecommunication sector, ascertain the effect of staff competence on firm performance in the Nigerian Telecommunication sector, verify the effect of competitive capability on firm performance in the Nigerian Telecommunication sector and examine the effect of technology know-how on firm performance in the Nigerian Telecommunication sector. The descriptive research design approach was employed in the study to help the researcher obtain quantitative data to examine the link between the dependent and independent variables. The primary data was obtained by administering a structured questionnaire to workers of selected telecommunication enterprises in Delta State (respondents), while secondary data was obtained by reviewing related literature. A total of two hundred and twenty-three (223) copies of the questionnaire were distributed using random sampling procedures, and two hundred and three copies were properly filled and returned with the study data. The pearson's correlation co-efficient was used to analyse the data acquired, and the hypothesis was evaluated using the linear regression technique. The findings demonstrated a substantial relationship between the inventory management elements studied (staff competence, management information system, competitive capacity, and technical know-

how) and company performance. The study indicated that resource utilisation practises are critical indicators for improving business performance in Nigeria's retail industry. The research advised that retailers improve their employees' capacities via learning and growth in order to boost corporate success. The report also advised that business owners strengthen their skills in order to boost credit access and transfer that into high performance as evidenced by internal procedures, learning, and growth.

Key Words: Resource Utilisation, Firm Performance, staff competence, management information system, competitive capacity and technical know-how.

Introduction

The complexities of competition in today's fast-paced market, as well as the need for constant innovation, resource management, procedures, and methodologies, have generated a need for organisations to develop strategies for reaching out to customers in novel ways in order to obtain a competitive edge. The concept of resources has been employed in a variety of human endeavours, including medicine, economics, ecology, management, computer science, and human resources. The effective use of financial resources is also critical to achieving the intended goals. Many businesses may fail because they are unable to efficiently use their resources and, as a result, suffer solvency challenges owing to the loss of firm resources. The phrase "resource utilisation" refers to the management of resources in organisations such as the company's financial resources money, human resources, and managing organisations' tangible and non-tangible resources. Proper resource utilisation may boost productivity, market share, sales, and return on investment (Dibrova, 2020).

All company activities are dependent on resource utilisation in order to achieve efficient work. When resources are effectively utilised, many activities become smoother and the organisation flourishes in the best way possible. All company investments, including where and when to invest, are dependent on resource utilisation (Kopsch, Song, & Wilhelmsson, 2022). If resources are not adequately managed, it increases the complexity of the task and makes it difficult for the organization's personnel to operate in a rich environment. The utilisation of resources brings organisations to the profit side, which has an influence on the entire firm performance of the business (Xiang & Worthington, 2017).

Telecommunications companies contribute greatly to the global expansion of developing economies (Abor & Biekpe, 2019). Over 90% of enterprises in Nigeria, for example, account for 48.47% of GDP and 84.02% of total employment (Nigeria Ministry of Budget and National Planning, 2017; Eniola, 2020). Recent studies from different nations have demonstrated the relevance of resource utilisation in favourably impacting business success (Abor & Biekpe, 2019). However, other academics emphasise that resource utilisation may have a detrimental impact on business performance in specific situations and recommend that findings in this research field be confined to the context of study (Rosenbush, 2021; Anderson & Eshima, 2023).

The availability and management of resources is critical for preserving quality and improving standards in every educational sector in order to reach organisational goals (Obi & Ogbuagu, 2020). Effective management of a company's resources is a vital obligation of managers. They must efficiently manage and use these frequently scarce resources via the implementation of a resource management plan that is connected with the overall community's mission and vision. This is fairly difficult, especially in a competitive business characterised by huge numbers, rising ethnic variety of customers, gaps in household income, and their distinct learning demands and talents. To effectively meet these demands, school administrators must devise strategies for providing and managing required resources for the benefit of all parties (Obi & Ogbuagu, 2020).

As a result, firm performance is defined as the measurement of the business's outcomes or outputs by using its resources (Lamberton & Lapeyre, 2021). The firm's performance is determined not just by its efficiency, but also by the market in which it operates. In finance, performance is measured using terminology such as Return on assets ROA, Return on equity ROE, Profit margin, liquidity ratios, stock prices, sales volume, and other similar variables. When team leadership is adopted, firm performance may be enhanced and results can be improved. Team Leadership may give experts and clever individuals who can lead via their experience, and all team members can work together to win circumstances (Chin, 2015). While many studies have been conducted in recent years from across the world on the influence of resources on company success, research in Nigeria in this sector is quite scarce. As a result, it is critical to assess resource utilisation and business performance in the Nigerian telecommunications industry.

Statement of Problem

The notion of resource utilisation gave rise to the concept of resource management. Managers must make judgements in the organisational environment about how to appropriately organise, manage, distribute, and control resources in order to fulfil fundamental requirements and as many extra wants as feasible. Resource utilisation is making frequent managerial choices in order to plan, manage, and allocate available resources to fulfil market demands while also satisfying organisational and needs.

Organisations are continually plagued by the problem of resource scarcity, which, when combined with the danger of rivalry and competitiveness, means that decisions on resource planning, allocation, and control are beginning to determine market success and failure. To meet the challenge of a world where resources are becoming increasingly scarce, corporations are growing concerned with resource management, or effective resource utilisation, by finding alternatives to presently used resources. (management information system, staff competence, competitive capability and technology know-how).

As a result, a lack of efficient adoption of innovative resources such as technology can cause an organization's competitive performance to suffer. The telecommunications sector is very competitive, with several players vying to outperform one another. A lack of adequate knowledge of information technology as a resource can also cause an organization's service quality to suffer. This is due to the multiple benefits that information technology can provide to an organisation, such as its use in recruiting many clients from all over the world and also in improving business performance. Furthermore, a lack of efficient information technology adoption might cause an organisation to lose essential documents, and information technology is recognised to be valuable in data storage and retrieval. Any corporation that does not use good information technology is likely to provide bad services to the public.

The problem with business success is that it cannot be sustained indefinitely since other firms try to emulate the product or approach. Even if efforts to imitate the product fail, advancements in technology and technological know-how tend to shorten the firm's performance lifetime. As a result, in order to achieve long-term firm success, organisations are turning inward and making imaginative use of their own resources to develop winning strategies. This study looked at resource utilisation and business performance in the Nigerian telecommunications industry.

Research Objectives

The main objective of the study ascertained resource utilization techniques on firm performance in the Nigerian Telecommunication sector. The specific objectives were to:

- i. determine the effect of management information system on firm performance in the Nigerian Telecommunication sector
- ii. ascertain the effect of staff competence on firm performance in the Nigerian Telecommunication sector
- iii. verify the effect of competitive capability on firm performance in the Nigerian Telecommunication sector
- iv. examine the effect of technology know-how on firm performance in the Nigerian Telecommunication sector

Research Questions

The following questions guided the study:

- i. What is the effect of management information system on firm performance in the Nigerian Telecommunication sector?
- ii. How does staff competence have effect on firm performance of in the Nigerian Telecommunication sector?
- iii. To what extent does competitive capability have effect on firm performance in the Nigerian Telecommunication sector?
- iv. Does technology know-how have effect on firm performance in the Nigerian Telecommunication sector?

Research Hypotheses

The following null hypotheses guided the research objectives:

- H0₁: Management information system does not have significant effect on firm performance in the Nigerian Telecommunication sector
- H0₂: Staff competence does not have significant effect on firm performance in the Nigerian Telecommunication sector
- H0₃: Competitive capability does not have significant effect on firm performance in the Nigerian Telecommunication sector
- H0₄: Technology know-how does not have significant effect on firm performance in the Nigerian Telecommunication sector

Significance of the Study

Several contributions are expected to evolve from this study as explained below:

To Existing Literature

The findings from the study would contribute to the literature regarding resource utilization and firm performance.

The Telecom Sector

The paper served to clarify the debates over the roles of management experience and network links in the relationship between resource utilisation and company performance in the Nigerian telecommunications industry, as well as compare the findings to those of other developing nations. Furthermore, given the high failure rate of Nigerian telecommunications enterprises, the study would assist firms in understanding the roles of resource utilisation aspects in enhancing firm performance, particularly in developing economies with significant uncertainties.

Academics and Researchers

This paper could assist academics, research students, researchers, and human resource teams in understanding the need to sustain and improve firm performance in economies with weak resource utilisation frameworks and high environmental uncertainty, such as the Nigerian telecommunications sector.

Literature Review

Resource Utilization

The usage of resources is critical due to their responsibilities in the attainment of educational objectives and goals. The degree to which an educational institution achieves her goal may be connected to the educational resources used (Ayodele & Ogbiye, 2018). It is not only how many resources are provided, but also how well the available resources are used to advance educational progress. In this context, educational resources refer to both time and material resources (such as buildings: classrooms, laboratories, libraries, dormitories, and staff office space; equipment: internet access, power sources, visual and audiovisual gadgets, computers and printers, photocopier machines, and so on). Every human activity has to start by considering the objectives or output expected. Certain means, inputs, or resources must be used efficiently to attain the predetermined goal or target. Human capital investment has long been seen as the foundation of greater productivity and, hence, improved company performance.

Resource utilisation refers to the management of resources in organisations such as firm cash, human resources, and managing organisations' tangible and intangible resources. Proper resource utilisation may boost productivity, market share, revenue, and return on investment. The resources of a company are extremely significant in the day-to-day investing and decision-making process. Cash, loans, debt funds, equity funds, bonds, T bills, securities, shares, modest loans from friends and family, short term and long term loans are all examples of resources (Dibrova, 2020). All company operations are founded on the utilisation of financial resources in order to obtain efficient work. When resources are effectively utilised, many activities become smoother and the organisation flourishes in the best way possible. All company investments, including where and when to invest, are dependent on the utilisation of financial resources (Kopsch & colleagues, 2015). When resources are not adequately managed, it increases the complexity of the task and makes it difficult for the organization's personnel to operate in a rich environment. The utilisation of resources brings organisations to the profit side, which has an influence on the entire success of the firm (Xiang & Worthington, 2017).

Organisational research defines resource management as the efficient and effective use of an organization's resources when they are required. Such resources include financial resources, inventories, human capabilities, and production resources. In the discipline of project management, processes, techniques, and philosophies for distributing resources have been developed. Resource efficiency and efficient resource utilisation are closely tied to business profitability. Organisations that struggle with one or both of these fundamental competences frequently encounter waste, cost overruns, schedule delays, and dissatisfied customers. The word "resource utilisation" refers to the process of organising and allocating personnel and equipment for various projects or services while avoiding idle resources. Knowing the availability of resources and when they will be available for the activity is crucial for cost management and seamless project execution (Project Coordinator, 2023).

Management Information System

Managers all around the world are looking for and desiring knowledge that will help them with decision-making, issue solving, strategic planning, and management control (Munirat, Sanni, & Kazeem, 2014). With increasing online reporting and real-time business connectivity, the nature of management information systems has fundamentally transformed. Firms must investigate new advances in Management Information Systems in order for such concerns to be effective. Alhabri and Sonawane (2016) state that information must be accurate, timely, and related. Managers now have tools to assist them digest information and run their firms more effectively and efficiently, thanks to improvements in information technology (Yusuf, Sanni, & Kazeem 2014). Such IT systems, whether at the office or corporate level, can handle numerous jobs at once, a characteristic of current computers that eliminates information overload and speeds up data processing for managers. As a result, corporate executives have viewed the adoption and implementation of Information Technology (IT) systems as a strategy to combat today's competition by improving productivity, profitability, and the level of information dissemination in their organisations (Obasan & Soyebbo, 2012).

The impact of management information systems (MIS) on company performance is critical given that it has grown throughout time to become an important element of its business operations (Akpoiyibo & Edeme, 2023). In today's global climate, where competition is fierce, it is essential for businesses to implement management information systems in order to compete and gain market share, invest in product innovation, and develop their enterprises. All of these variables shifted the information system from data processing to decision support, laying the groundwork for the future corporate environment (Akpoiyibo & Edeme, 2023).

MIS provides organisations with the information they need to run themselves efficiently and effectively. Management information systems are computer systems that are often used to manage five basic components: hardware, software, data (information for decision making), procedures (design, development, and documentation), and people (individuals, groups, or organisations). Management information systems differ from other types of information systems in that they are used to analyse and support strategic and operational actions. The term management information systems (MIS) refers to the study of how individuals, groups, and organisations evaluate, design, implement, manage, and use information-generating systems to improve the efficiency and effectiveness of decision making, including systems such as decision support systems, expert systems, and executive information systems. Organisations view the effective implementation of Management Information System (MIS) as a means of combating competition by improving productivity, profitability, and the level of information, which is one common asset shared by all businesses regardless of their nature because it is a vital part of any business entity regardless of its forms of ownership because it enables the conceptualization and creation of new products and services (Okeke, 2021).

Staff Competence

Organisational resources are crucial to the success of a company since they improve employee skills, alleviate job stress, and contribute to their personal growth and development. According to (Sitzmann & Bell, 2017), resources are defined as assets that are used to manage performance and productivity. They also discovered that Organisational Competencies attempt to ensure that available resources are allocated efficiently and effectively in order to meet the organization's objectives and goals. Taylor (2017) offers yet another definition of competences as the ability to perform a job role to a recognised standard in real-world working contexts. Leadership, which is concerned with getting things done correctly, may be utilised to encourage staff. To attain these objectives, the leader must work hard to acquire the employees' trust and convert them into followers. Employees must be motivated in order to acquire their trust and complete their responsibilities for the organisation. Competence refers to an individual's authority to do a task or make choices pertinent to their function in the organisation that are relevant to their expertise, knowledge, and skills (Thierauf, 2018).

Competence is described as a degree of human abilities representing a given competence's level of conformance, which permits constructive action in altering social situations (Daminov, Tulaev, Khimmataliev, Shakov, & Kurbonova, 2020). Thus, it can be argued that competence is a fundamental attribute of a person that reveals a style of thinking, behaving, and drawing conclusions that a person can carry out and sustain at a given moment. It may be inferred that characteristics such as education level, job experience, analytical ability, self-control, self-confidence, and adaptability can impact competence. Other elements include self-esteem, values, talents, personality, traits, motives, emotional concerns, and intellectual ability.

Competence influences employee performance improvement, and performance is related to competence. Competence, attitude, and action all influence performance (Setiawan, 2021). Competence is defined as the ability to do a certain job or task effectively based on knowledge, skills, behaviour, and experience. Through supervision, job management, and human resource development programmes, competence may be objectively measured and developed. Competence entails more than simply knowledge and abilities. Competence is a highly specialised skill. Assume that workers' ability, attitudes, and behaviours towards their work are excellent. In that situation, their behaviour may be projected to be hardworking in order to fulfil organisational goals. Employee ability to do job or tasks based on skills and knowledge. It is reinforced by the job-required work attitude (Agustian, 2018). Employees' skills or talents are proven by continuously delivering acceptable or high-level performance in a job function (Mujiatun, 2015). Competence is one of the fundamental attributes that enable people to provide excellent results.

Individual employees' abilities should be able to aid in the implementation of the organization's plan as well as any management changes. In other words, individual competency may complement team-based work systems (Rivai, 2018). Human resource competencies are made up of the content of information, competence, experience, work attitude, and skill. Thierauf (2018) employed high competence to boost organisational commitment and individual performance. According to the statistics, competency has a beneficial effect on organisational commitment and staff performance (Sujana, 2018). Rajablu, Marthandan, Fadzilah and Yusoff (2015) consider the liabilities of planned change include a high probability of relapse, uneven diffusion among units, large short-term losses that are difficult to recover, less suitability for opportunity-driven than for threat-driven alterations, unanticipated consequences due to limited foresight, temptations toward hypocrisy, adoption of best practices that work best elsewhere because of a different context, ignorance among top management regarding key contingencies and capabilities of the front line, and lags in implementation that make the change outdated before it is even finished.

Competitive Capability

There is no agreement among experts on the definition of firm competence since various scholars interpret the idea differently. According to Krammer et al. (2018), firm capability is defined as activities, processes, and systems that associations' firms can execute utilising their available resources. As a result, Barney and Arian (2021) state that firm competency comprises variables that improve small businesses' understanding of strategic opportunities/threats as well as their ability to implement plans. According to Weinstein and Azoulay (1999), firm competence entails a company's ability to solve difficulties in certain operational domains. In this study, company capability refers to the utilisation of knowledge, skills, technology, and market and demand data. Previous research has found a link between capabilities and company performance (Tuan & Yoshi 2010; Ismail et al., 2012). According to Tuan and Yoshi (2010), company competencies such as connection development and personnel talents serve as the foundation for competitive advantage, which leads into increased sales and market share. Despite the prevalence of macro-level research, there are few empirical studies on company-level capabilities, such as how organisational qualities contribute to business success. This is critical because it helps to explain why certain organisations outperform their competitors (Ismail et al., 2012).

Competitive capacity may also be defined as a company's ability to deal with competitive mix strategies such as product creation, price, distribution, and advertising in order to achieve success (Morgan, Vazquez, & Suarez, 2019). According to Gunday et al., competitive capability is the way by which higher value is generated for customer service in order to achieve performance (Trainor et al. 2014; Maier et al. 2012). Competitive capabilities influence market dynamism by delivering changes in product characteristics that increase resource utilisation to fulfil consumer expectations (Vorhies, Orr, & Bush, 2021).

According to O'Cass, Ngo, and Siahtiri (2015), customer-oriented strategies are competitive competencies and company performance. According to Gunday et al., (2021), for a firm's competitive capability to be effective, it must innovate to fulfil consumer wants through new market discovery and product creation in order to make more sales and achieve performance. Because most investors judge businesses' capacities through their competitive capabilities, Kumar et al. (2015) highlighted the influence of competitive capacity as an explanatory factor that shareholders employ in achieving success. Another research conducted in Cambodia by Sok, O'Cass, and Mony (2013) investigates the influence of capabilities on performance. Furthermore, additional study found that management perceptions primarily emphasise the beneficial link that exists between competitive competence and innovation for attaining success. For accomplishing performance, Li and Liu (2014) define competitive capability to bring about excellent quality through customer service and product development. According to Day (2014), competitive capacity encompasses a firm's ability to innovate and make optimal use of competitive resources in order to achieve performance (Wiles, Morgan, & Rego, 2012). It is critical for this study to determine how competitive competence affects company performance.

Competitive capabilities improve delivery efficiency, lower operational costs, and establish a competitive advantage (Day, 2014). Competitive capabilities are fundamental operations skills that allow firms to achieve production-related goals such as consistent product quality that meets specifications, cost control, time/throughput speed, volume and product flexibility, and delivery dependability (Boyer & Lewis, 2012). Superior competitive capabilities have long been acknowledged as a source of competitive advantage and good firm performance (Terjesena, 2021). It argues that a firm can achieve competitive advantage by handling an efficient material flow process, careful utilization of assets; and acquisition and dissemination of superior process knowledge (Tan, 2017).

Technology Know-How

IT has been identified as a critical resource for corporate competitiveness (Schryen, 2020). IT resources and related apps enable businesses to improve IT capabilities. These capabilities are known as "IT-enabled firm's resources that can be utilised and mobilised in coordination and combination with other firm capabilities and resources" (Bharadwaj, 2020). The use and development of Information Technology (IT) skills assists organisations in gaining a competitive edge, such as more profit, lower costs, and higher sales growth (Jacks et al., 2011). IT capabilities enable organisations to capitalise on one-of-a-kind value-creation possibilities (Wu et al., 2016).

It is more than evident that the advent and broad usage of new technologies in information and communication has transformed the way business is done. It is undeniable that information and communication technology has had a massive impact on modern business (Zhang, 2011). On the one hand, technological applications in business have resulted in several new business models, which are frequently referred to as the "new economy" or, more sceptically, the "dotcom boom." Some of these have developed in stable businesses, such as Amazon. Technology know-how has resulted in a slew of new tools that may aid in operations management and supply chain management. Virtually no significant firm operates without employing an ERP system or EDI; email and the internet are used by almost every organisation; and new technologies such as RFID appear. The impact of technological know-how has been as an inspiration for new businesses and as a facilitator of a rapid flow of

information to assist operations and supply chain management. Furthermore, the advancement of Internet technology provides considerable prospects for cost reduction, increased flexibility, faster response time, and improved customer service (Lee & Whang, 2021).

Sanders and Premus (2022) discovered experimentally that technology know-how contributes significantly to organisational performance and competitive advantage when it is well aligned with enterprises' competitive aims. Chae (2015) discovered through case study research that the influence of technological know-how in supply chain collaboration is dependent on the current nature of the connection between partners. ICT will promote collaboration and coordination among supply chain participants in an atmosphere where partners have confidence and long-term commitment. As a result, technological know-how has an enabling influence on a manufacturing entity's day-to-day operations. It results in a high level of collaboration, communication, and coordination, all of which are critical to an entity's performance. Few studies, in particular, explain company success in underdeveloped nations. Firms in underdeveloped nations confront resource constraints, low levels of IT reliance, IT investment decisions, poor performance, and a lack of resource utilisation activities. Nevo and Wade (2010) also highlighted that IT capabilities tend to help other dynamic capabilities by extending new modules and other methods of conducting business procedures. In this way, IT skills enable innovation efforts and business alliances, capturing and responding to market developments, and increasing company performance (Del Giudice & Straub, 2011).

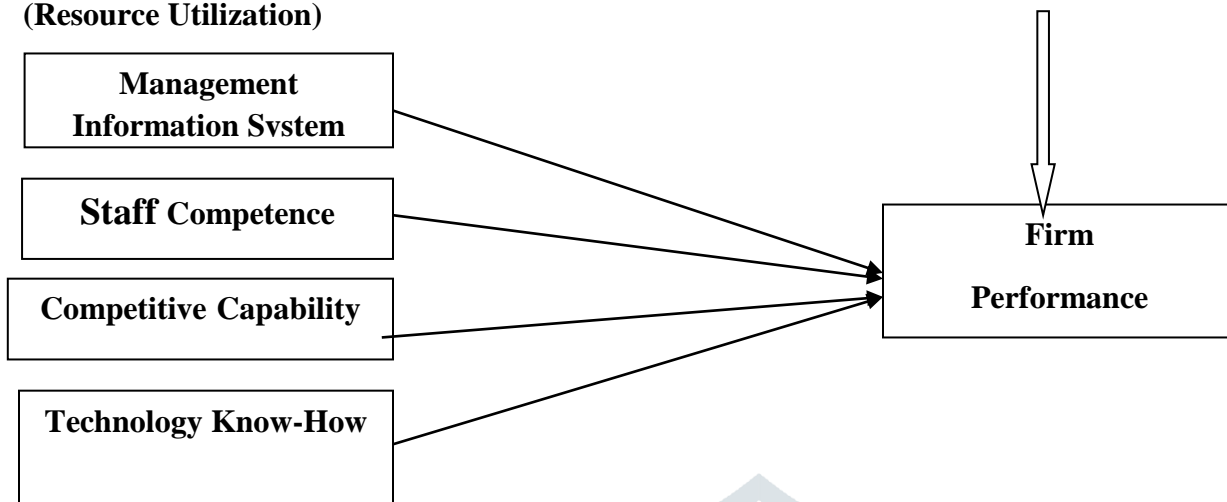
Firm Performance

There are several definitions of performance, including: the continuous monitoring and reporting of programme successes, particularly progress towards target goals as measured by resource utilisation and company performance (Nadkarni & Narayanan 2017). Malina and Selto (2014) defined performance as a set of tools designed to help organisations make better decisions. Firm performance refers to how successfully an organisation meets both its market-oriented and financial aims. When attempting to define performance, two more factors must be considered: its time frame and its reference point. It is possible to differentiate between past and future performance; past superior performance does not guarantee that it will remain superior in the future (Carneiro, 2015).

These three elements complement one another. Profitability assesses a company's capacity to create returns in the past (Glick et al., 2005). Growth reflects a company's capacity to expand in the past. Even at the same level of profitability, increasing scale increases absolute profit and cash creation. Larger size can also offer economies of scale and market strength, which can lead to increased future profitability. Market value is an external appraisal and expectation of a company's future performance. It should be related to previous profitability and growth levels, but it should also account for future market changes and competitive manoeuvres. Another factor to consider is customer and staff happiness. Customers expect businesses to deliver goods and services that meet their expectations (Fornell, Johnson, Anderson, Cha, & Bryant, 2016). To accomplish so, businesses must first understand their customers' demands, then prevent flaws and increase the perceived quality and value of their services. Customer happiness raises willingness-to-pay and consequently a company's worth (Barney & Clark, 2017).

Conceptual Framework

Mugenda and Mugenda (2010) define conceptual framework as a research feature in which a specific idea is portrayed as a quantitative occurrence that gives a logical interpretation of the thought. The independent variables and the dependent variable as shown below:

Independent Variable**Dependent Variable****(Resource Utilization)****Source: Researchers Conceptualization (2023)**

The conceptual model shown above depicts the relationship between the dimensions of source company performance described in the literature review. Previous research has shown that resource utilisation variables (management information system, staff competency, competitive capacity, and technological know-how) favourably affect company performance.

Theoretical Review

This study is anchored on Organizational Learning Theory

Organizational Learning Theory (OL)

Despite the fact that no universal theory of OL exists (Easterby Smith, 1997), the typical OL schema contains a learner, a learning process, and a learning product (Argyris & Shon, 1996). However, March (1991) proposed an organisational learning model in which he highlighted the complementary nature of learning. This schema has been addressed by the Learner Researchers by concentrating on one or more of the three aspects. Some academics feel that the learner is the person (Holmqvist, 2009). Others feel that the learner is the organisation (Dixon, 1992). Researchers feel it is difficult to determine if an individual learner or the organisation itself learns in an organisation (Gioia & Sims, 1986). Numerous people feel that OL will continue to be an umbrella "concept for many related concepts" (Argote, 1999).

Cognition (processes of knowing) and the information processing model, in which humans receive, form, store, modify, and discard information, are concepts pertinent to the person as learner (Akgun et al., 2003). Other views indicate that the organisation is the learner. One example is the idea of absorptive capacity, which relates to an organization's ability to learn. Organisations with strong absorptive ability may mimic or adapt other people's ideas to their own requirements, as well as produce and utilise new information (Cohen & Levinthal, 1989). The enormous absorptive capacity translates into high levels of Exploitation and Exploration, and so Organisational Ambidexterity. However, organisations differ in their levels of absorptive capacity and/or learning ability (Argote, 1999; Katila & Ahuja, 2002).

This difference is the difference between discovering and enacting organisations (Brown & Duguid, 1991). Discovering organisations take a reactive approach and respond to environmental changes in an effective and rational manner. Enacting organisations, on the other hand, proactively generate the transformation in the environment they want to see and then respond to it. Discovering organisations are highly exploitative in this conceptual paradigm, whereas enacting organisations are extremely explorative. According to Marquardt (1999), the distinction between organisational and individual learning is as follows. Organisational Learning, a process of understanding environmental changes and contexts and successfully coping with them, may help organisations

connect with their environments. The Educational Product Change is the learning result of OL; it is the development of something new. Something new does not have to be visible or observable; it might be connected to new insights or understandings (Huber, 1991). According to Weick (1991), individual learning occurs when the same stimulus and different reaction are achieved at the individual level, but organisational learning occurs when the same stimulus and different response are achieved by groups of people in the organisation. Others feel that learning and transformation take place at the individual, team, and organisational levels (Akgun, Lynn, & Byrne, 2003).

Organisational Learning, the process of comprehending and successfully managing with environmental changes and contexts, may assist businesses in connecting with their surroundings. The Educational Product Change is the product of OL learning; it is the creation of something new. Something new does not have to be visible or observable to be new; it might be linked to new insights or understandings (Huber, 1991). Individual learning happens when the same stimulus and different reaction are obtained at the individual level, whereas organisational learning occurs when the same stimulus and different response are achieved by groups of individuals in the organisation, according to Weick (1991). Others believe that individual, team, and organisational learning and change occur (Akgun, Lynn, & Byrne, 2003).

Empirical Review

Kopsch, Song and Wilhelmsson (2022) aimed at finding the impact of financial resource utilization on firm performance with team leadership as moderating effects. The goal of this article is to introduce the notion of team leadership in the context of financial resource utilisation and company performance. The article focuses on SMEs in Pakistan, and the sample is comprised of SMEs in Pakistan. The data list of registered SMEs is acquired from the SECP Pakistan. The questionnaire approach is used to acquire data. The information was gathered from 225 respondents who work for SMEs in Pakistan. The information gathered pertains to the many kinds of SMEs, which include restaurants, bakeries, medical stores, book stores, pesticide firms, fertiliser companies, and so on. The sample strategy employed in the study is a persuasive sampling technique. The SPSS programme is used to analyse the demographic facts. The conceptual model is analyzed by the PLS SEM partial least square equation model. It is concluded from the paper that team leadership plays a positive role in the relationship of the financial resource utilization and firm performance. Team leadership plays a key role in the SMEs to get the organization's goals.

Ojo and Shuibu (2022), impact of management information systems on MTN Nigeria's organizational performance. The study used a descriptive research design that included the use of a survey, and the primary data was obtained by administering a questionnaire to 346 MTN Nigeria employees. After meeting the numerous assumptions of multiple regression, the hypotheses were tested. The findings revealed a strong correlation ($r = 0.702$) between management information systems and the organisational performance of MTN Nigeria, with variations in the independent variables (Customer Relationship Management and Financial Management Information System) explaining 61.3 percent of the total variation in organisational performance. According to the study's findings, however, Customer Relationship Management and Financial Management Information System have a substantial impact on organisational success. According to the survey, MTN Nigeria's management should assess the efficacy and efficiency of their customer relationship management performance. As a result, they should prioritise frequent client communication and give customers with several options to contact the organisation.

Aliyu (2021) investigated the impact of information technology on organizational performance of Nigeria Immigration Service (NIS) Kebbi State Command. To achieve the objectives of the study, the primary data was collected through the use of questionnaires. The population for this study is the whole NIS Kebbi State Command (465) whereas the Krejcie and Morgan 1970 table was utilised to pick a sample size of 214 persons for this investigation. The 214 questionnaires were used to obtain data. According to the findings, there is a positive

association between information technology and organisational performance; it also demonstrates that information technology has a major impact on organisational performance. The investigation indicated that there are IT devices accessible for NIS Kebbi State Command officers to properly fulfil their statutory obligations. According to the research, the usage of IT contributed to an increase in income creation, helped supply up-to-date computer equipment, and enhanced the data gathering procedure and reporting by NIS workers. This aided in making decision-making processes speedier, increasing operational efficiency and productivity of staff, facilitating better communication in service delivery, securing information, and improving organisational performance. That is, there is a considerable link between information technology and the organisational performance of the immigration service workforce in Kebbi state offices.

Oloda and Alagah (2021) investigated the relationship between Organizational exploration, resource utilization and goal focus in Nigerian Telecommunication firms. This study's sample included 84 management personnel from the four largest telecommunications conglomerates (MTN, Globacom, Airtel, and 9 Mobile). The questionnaire approach was used to collect data for this study. To assess the correlations between the variables under consideration, the Kendall Tau statistical method was utilised. The data show a substantial positive association between Exploration and resource utilisation as well as goal emphasis. Based on our statistical study, we determined that organisational exploration improves company health. Exploration, in particular, was found to improve resource utilisation and goal concentration. Based on the findings and conclusions presented above, this study proposes that managers recognise the relevance of exploration in encouraging greater resource utilisation, which will result in a healthy organisation. Employee engagement, particularly among workers who are receptive to change, should be fostered at all levels of the organisation.

Oloda and Algah (2021) investigated the relationship between Organizational exploration, resource utilization and goal focus in Nigerian Telecommunication firms. This study's sample included 84 management personnel from the four largest telecommunications conglomerates (MTN, Globacom, Airtel, and 9 Mobile). The questionnaire approach was used to collect data for this study. To assess the correlations between the variables under consideration, the Kendall Tau statistical method was utilised. The data show a substantial positive association between Exploration and resource utilisation as well as goal emphasis. Based on our statistical study, we determined that organisational exploration improves company health. Exploration, in particular, was found to improve resource utilisation and goal concentration. Based on the findings and conclusions presented above, this study proposes that managers recognise the relevance of exploration in encouraging greater resource utilisation, which will result in a healthy organisation. Employee engagement, particularly among workers who are receptive to change,

Methodology

The descriptive research design was employed in this study. The descriptive design helps researchers to effectively observe and describe certain behaviour of an observation which enabled it to create both numerical and descriptive data, which was utilised to measure correlation and coefficient between variables, ultimately leading to answers to the research objectives. The population of study is made up of all conceivable elements, subjects or observation relating to a particular phenomenon that a researcher is interested in studying or the researcher desires to investigate or describe (Sekaran & Bougie, 2016). The population of the study was employees of selected telecommunication firms in Delta State. Determining sample size is critical for obtaining reliable results from a quantitative survey design. The census technique was used for the study to ensure a clear account for determining sample size. Based on the limited population size of 223 respondents, the researcher decided on a sample size of 233 people for the study. This was chosen based on Bartlett's (2011) opinion that "if the population is below the region of 300-500, a census sampling approach is ideal. Each respondent (employees of the selected telecommunication firms) was chosen entirely at random, so that each individual has the same probability of being chosen at any stage of the sampling process, and each subset of the population has the same

probability of being chosen for the sample as any other subset of the population. The major data collecting tool in this study was a numerical 5-point Likert scale structured questionnaire, which was delivered to 223 study respondents. To ensure the consistency of the developed instrument, it was administered at random to twenty (20) employees of the selected telecommunication firms, who were not among the main respondents to be sampled for data collection. Following that, their replies were collated, and the instrument's reliability was determined using the Cronbach alpha technique. This procedure is acceptable since it entailed only one administration of the instrument, resulting in internal consistency. According to Sekaran and Bougie (2013), the research instrument was dependable if the reliability coefficient was between 0.7 and 0.8. After being gathered in the field, the data was cleaned and put into the SPSS programme 23.0. Descriptive and inferential statistics were used to analyse the findings. Descriptive analysis employs percentages, means, an overall mean, and standard deviation. The inferential to be employed in the analysis included both correlation and linear regression analysis. The adopted model took the following form;

Data Analysis

Collected data was presented, and the respondents' profiles were analysed using simple weighted percentages, while descriptive statistics were utilised for other data obtained from the questionnaire based on the study's independent and dependent factors. Finally, the data analysis includes correlation and linear regression analysis, followed by a description of the analysis's conclusions. A total of two hundred and twenty three (223) copies of questionnaire were administered to employees of selected telecommunication firms in Delta State. Out of two hundred and twenty three (223) copies of questionnaire administered, two hundred and ten (210) copies were retrieved and thirteen copies were not returned. Out of the two hundred and ten (210) copies, , three (3) copies were not properly filled and two hundred and three (203) copies were used for the study's analysis. This response was excellent and representative of the population and conforms to Cooper and Schindler (2014) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. Therefore, two hundred and seven copies of questionnaire were used for the study's analysis.

Table 1: Response from Distributed Questionnaire (Personal Information of Respondents)

S/N	Variables	Frequency	Percentage (%)
1.	Gender		
	Male	69	40
	Female	133	60
		203	100
2.	Age		
	Below 30 years	155	76.4
	31-40 years	32	15.7
	40 Above years	16	7.9
		203	100
3.	Marital Status		
	Married	55	27.1
	Single	148	72.9

		203	100
4.	Education Qualifications		
	WAEC/GCE/NECO	8	3.9
	OND/NCE	30	14.8
	HND/B.Sc.	128	63.0
	M.Sc./MBA	37	18.2
		203	100

Source: Field Survey Analysis, 2023.

From the table 1 above showing the demographic characteristics of the employees of selected telecommunication firms in Delta State. It can be observed that the Table 4.2.1 above sought to determine the respondents' gender. It was established that 69(40%) of the respondents were male, while 133(60%) of the respondents were female. This showed that respondents were evenly distributed across the gender divide although there were more female than male respondents. In terms of age, it showed that 155(76.4%) are below 30years, 32(15.7%) respondents are with the range of 31-40years, while 16(7.9%) respondents are 40years and above. More also, Out of the 203 respondents, 55(27.1%) respondents were married, while 148(72.9%) respondents were single. Finally, the educational qualifications of the respondents WAEC/GCE/NECO with 8(3.9%), OND/NCE with 30(14.8%), HND/B.Sc. with 128(63.0%), M.Sc./MBA with 37(18.2%) respondents.

Analysis of Research Questions

This section analyzed each of the research questions and analyzed the responses of the respondents with descriptive statistics. The descriptive statistics which comprises of the minimum, maximum, mean and standard deviation was employed proper and thorough description of the independent variables (Measures of resource utilization) are; management information system (MIS), staff competence (SC), competitive capability (CC), technology Know-how (TK) and dependent variable {firm performance (FP)} for this study, presented below;

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MIS	203	4	20	17.25	1.985
SC	203	4	20	16.27	2.213
CC	203	4	20	16.44	1.844
TK	203	4	20	16.64	1.927
Valid. N (listwise)					

Source: SPSS Output, 2023.

The Table 2 above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the Measures of variables (Measures of resource utilization) are; management information system (MIS), staff competence (SC), competitive capability (CC), technology Know-how (TK) and dependent variable {firm performance (FP)}. The descriptive statistics for management information system (MIS), indicate a mean of 17.25, a standard deviation of 1.985 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in management information system (MIS), is tremendous, since the mean value is greater than the standard deviation, by implications; the managements of selected telecommunication firms to take cognizance of management information system in their operational plans. Similarly, the descriptive statistics for the independent variable shows that staff competence (SC), has minimum value of 12 and maximum value of 20 leading to the mean and standard deviation of 16.27 and 2.213 respectively. This implies that the staff competence (SC), must be implemented in all operational processes and this is also reflected in the variation of the Firm performance (FM), since the mean value of 16.27 is greater than the standard deviation of 2.213. Also, the descriptive statistics for competitive capability (CC), indicated a mean value of 16.44, a standard deviation of 1.844 with the difference in the maximum and minimum values which stood at 8. This implies that the competitive capability (CC), varies tremendously and this is also reflected in the variation of the Firm performance (FM), since the mean value of 16.44 is greater than the standard deviation of 1.844. Finally, the descriptive statistics for technology Know-how (TK) indicate a mean of 16.64, a standard deviation of 1.927 with the difference in the maximum and minimum values which stood at 9. This implies that the Firm performance (FM), of selected telecommunication firms varies aggressively over the years.

Data Analysis

Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation.

Table 3: Correlation

		MIS	SC	CC	TK
Pearson Correlation	MIS	1.000			
	SC	.306	1.000		
	CC	.247	.438	1.000	
	TK	.317	.591	.528	1.000

Source: SPSS Output, 2023

The correlation matrix in table 3, showed the coefficient of the type of relationship that exist between the independent variable; management information system (MIS), staff competence (SC), competitive capability (CC), technology Know-how (TK) and dependent variable {Firm performance (FM)}. Management information system (MIS), has a coefficient of ($r= 0.306 > 0.05$) which reveals that management information system (MIS), has strong positive correlation with Firm performance (FM), this implies that an increase in management information system (MIS), have positive effects on Firm performance (FM). Staff competence (SC), has a coefficient of ($r= 0.247 > 0.05$) which reveals that staff competence (SC), has strong positive correlation with Firm performance (ER), this implies that an increase in staff competence (SC), would have positive effects on Firm performance

(ER). Competitive capability (CC), has a coefficient of ($r=0.317 > 0.05$) which reveals that competitive capability (CC), has strong positive correlation with Firm performance (FM), this implies that an increase in competitive capability (CC), would have positive effects on Firm performance (FM). Technology Know-how (TK) has a coefficient of ($r=0.306 > 0.05$) which reveals that technology Know-how (TK) has strong positive correlation with Firm performance (FM), this implies that an increase in technology Know-how (TK) have positive effects on Firm performance (FM). The paper is focused on enhancing Firm performance through resource utilization techniques. The results of the correlation analysis involving all the indicators of resource utilization; management information system (MIS), staff competence (SC), competitive capability (CC), technology Know-how (TK) reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of resource utilization

Analysis of Measures of Resource Utilization and Firm Performance

Hypothesis One

H₀₁: management information system does not have significant effect on firm performance in the Nigerian Telecommunication sector

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.106	1.6560

a. Predictors: (Constant), management information system (MIS)

Tables 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.393	1	66.393	24.210	.000 ^b
	Residual	534.774	195	2.742		
	Total	601.168	196			

a. Dependent Variable: Firm performance (FM)

b. Predictors: (Constant), management information system (MIS)

Tables 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.890	1.026		10.615	.000
	Management Information System (MIS)	.292	.059	.332	4.920	.000

a. Dependent Variable: Firm performance

Source: Field Survey Analysis, 2023

From the regression result in the table 4.4.3 above, the p-value is less than 0.005. This shows a positive beta value of .332 (33%), which shows that management information system (MIS) has a significant effect on Firm performance (FM) as the probability value of .000 is also less than the critical level of significance (i.e. $p < 0.005$). With these statistics, we reject the null hypothesis and wish to state here that there is a significant and positive effect between management information system (MIS) and Firm performance (FM).

Hypothesis Two

H₀₂: staff competence does not have significant effect on firm performance in the Nigerian Telecommunication sector

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.156 ^a	.024	.019	1.7343

a. Predictors: (Constant), staff competence (SC)

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.644	1	14.644	4.868	.029 ^b
	Residual	586.524	195	3.008		
	Total	601.168	196			

a. Dependent Variable: Firm performance (FP)

b. Predictors: (Constant), staff competence (SC)

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.575	1.063		12.775	.000
	Staff Competence (SC)	.143	.065	.156	2.206	.029

a. Dependent Variable: Firm performance (FM)

Source: Field Survey Analysis, 2023

In table 9 above shows a positive beta value of .156 (16%), which shows that staff competence (SC) has a significant effect on Firm performance (FM) (i.e. $p > .005$). With these statistics, we reject the null hypothesis and states that staff competence (SC) significantly has effect on Firm performance (FM).

Hypothesis Three

H0₃: competitive capability does not have significant effect on firm performance in the Nigerian Telecommunication sector.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.188 ^a	.035	.030	1.7245

a. Predictors: (Constant), competitive capability (CC)

Table 11: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.271	1	21.271	7.153	.008 ^b
	Residual	579.897	195	2.974		
	Total	601.168	196			

a. Dependent Variable: Firm performance (FM)

b. Predictors: (Constant), competitive capability (CC)

Table 12: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.269	.993		13.364	.000
	Competitive Capability (CC)	.159	.059	.188	2.674	.008

a. Dependent Variable: Firm performance (FM)

Source: Field Survey Analysis, 2023

In tables 12 above, even when the p-value is greater than 0.005 ($p = .008$), shows a positive Beta value of .188 (19%), which shows that competitive capability (CC) has a significant effect on Firm performance (ER) (i.e. $p > .005$). With these statistics, we reject the null hypotheses and state here that competitive capability (CC) significantly has effect on Firm performance (FM).

Hypothesis Four

H0₄: technology know-how does not have significant effect on firm performance in the Nigerian Telecommunication sector

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.106	1.6560

a. Predictors: (Constant), technology know-how (TK)

Tables 14: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.393	1	66.393	24.210	.000 ^b
	Residual	534.774	195	2.742		
	Total	601.168	196			

a. Dependent Variable: Firm performance (FM)

b. Predictors: (Constant), technology know-how (TK)

Tables 15: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.890	1.026		10.615	.000
	Technology Know-How (TK)	.292	.059	.332	4.920	.000

a. Dependent Variable: Firm performance

Source: Field Survey Analysis, 2023

From the regression result in the table 15 above, the p-value is less than 0.005. This shows a positive beta value of .332 (33%), which shows that technology know-how (TK) has a significant effect on Firm performance (FM) as the probability value of .000 is also less than the critical level of significance (i.e. $p < 0.005$). With these statistics, we reject the null hypothesis and wish to state here that there is a significant and positive effect between technology know-how (TK) and Firm performance (FM).

Discussion of Findings

The linear regression analysis findings documented resource utilisation and firm performance. Management information system, staff competence, competitive capacity, and technological know-how were the four factors used to quantify utilisation, and they all had a statistically significant beneficial influence on company performance.

The result provided support for the H_1 test result which indicated that there is no significant effect between management information system and firm performance of selected telecommunication firms in Delta State ($\beta=0.044$; T-Value=2.143; $P=0.013<0.05$). The calculated p-value of 0.013 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.7% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (H_{01}), which states that there is a significant relationship between management information system and firm performance. This implies that 1% increase in management information system would leads to 4.4% increase in firm performance; this is evident with a regression coefficient of 0.044. This conclusion is corroborated by Okeke's (2021) findings, which investigated the influence of management information systems on firm performance in manufacturing enterprises. The study discovered that decision support systems have a significant effect on performance effectiveness in manufacturing firms, process control systems have a significant effect on performance efficiency in manufacturing firms, and artificial intelligence has a significant effect on performance efficiency in manufacturing firms based on the analyses performed. The research proposed that a central-database management system be implemented and operated so that information may be created and disseminated to diverse users at any time inside the organisation.

Similarly the findings indicated that staff competence is found to have significant positive relationship with firm performance (FP) selected telecommunication firms in Delta State ($\beta=0.017$; T-Value=2.571; $P<0.005$). The findings provided support for the result of H_2 which showed that there is a significant positive relationship between staff competence and Firm performance ($0.005<0.05$). The calculated p-value of 0.005 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.5% more than the acceptable level of 95%. I therefore, accept the alternate hypothesis and reject the null hypothesis (H_{02}), which states that there is a significant relationship between staff competence and Firm performance. This implies that 1% increase in staff competence would leads to 1.7% movement in Firm performance (ER) this is evident with a regression coefficient of 0.017. This conclusion is corroborated by Enock and Thomas (2019), who investigated the impact of leadership, academic, communication, and problem-solving abilities on employee job performance at the World Food Programme in Kenya. The Talent DNA Model theory, The Human Capital Theory, and The Model of Effective Job Performance Theory directed the research. It was discovered that having leadership, intellectual, communication, and problem-solving skills improves employee work effectiveness. In comparison to the other three competencies investigated in this study, having leadership skills contributes the least to enhancing business performance, while having communication skills contributes the most.

More also, competitive capability has positive effect on Firm performance (ER) selected telecommunication firms in Delta State ($\beta =0.040$; T-Value=2.000; $P<0.016$). The calculated p-value of 0.016 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.4% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (H_{03}), which states there is no significant effect between competitive capability and firm performance in the bakery sector. This implies that 1% increase in competitive capability would leads to 4.0% increase in firm performance this is evident with a regression coefficient of 0.040. This is consistent with the findings of Oloda and Algah (2021), who explored the link between organisational exploration, resource utilisation, competitive competence, and goal focus in Nigerian telecom enterprises. This study's sample included 84 management personnel from the four main telecommunications conglomerates (MTN, Globacom, Airtel, and 9Mobile). The questionnaire approach was used to collect data for this study. To assess the correlations between the variables under consideration, the

Kendall Tau statistical method was utilised. The data show a substantial positive association between Exploration and resource utilisation as well as goal emphasis. Based on our statistical study, we determined that organisational exploration improves company health. Exploration, in particular, was found to improve resource utilisation and goal concentration. Based on the findings and conclusions presented above, this study proposes that managers recognise the relevance of exploration in encouraging greater resource utilisation, which will result in a healthy organisation.

The result provided support for the H₄ test result which indicated that there is no significant effect between technology know how and firm performance of selected telecommunication firms in Delta State ($\beta=0.044$; T-Value=2.143; $P=0.013<0.05$). The calculated p-value of 0.013 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.7% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (H_{01}), which states that there is a significant relationship between technology know how and firm performance. This implies that 1% increase technology know-how would leads to 4.4% increase in firm performance; this is evident with a regression coefficient of 0.044. This conclusion is consistent with the findings of Ugboko and Ehugbo (2021), who focused on the influence of resource utilisation on the performance of selected Nigerian telecommunication enterprises. The research made use of Resource-Based Theory. A survey research design was used. To test the presented hypothesis, multiple regressions were performed. The results of hypothesis testing demonstrated that in the Nigerian telecommunications market, there is a strong and positive association between resource planning and business competitiveness. The study proposed that managers of the selected telecommunication enterprises use a work breakdown structure for all employees to identify their areas of skill and specialisation in order to enhance resource allocation.

Conclusion

The research plays an important role in organisations by using the resource utilisation idea to improve company performance in terms of increased sales volume, profitability, high market shares, and staff growth. Because the notion of resource utilisation is not common in retail enterprises, organisations who use it can better utilise resource utilisation and firm performance. Human resource departments in organisations can use resource utilisation ideas in order to achieve the greatest possible performance for the organisation. Managers may help organisations establish teams that perform successfully and efficiently. The research looked at the relationship between resource utilisation and company performance using a four-dimensional moderator. Various statistical procedures were used in the study to determine the assessment, and the findings revealed that the data is valid, reliable, and consistent. According to the statistical analysis, the moderator of research resource utilisation has a favourable influence on the effect of business performance.

Recommendations

Based on the outcome of the study, the following recommendations were made:

- i. Business owners should enhance capabilities of their staff through learning and growth to spur performance of their businesses. Concerning the joint effect of firm capability and access to utilization of resources on firm performance.
- ii. Business owners need to improve on their capabilities to promote access to credit and translate into high performance indicated by internal processes, learning and growth.
- iii. The study recommends that information technology should be stationed in firm, in other to maintain and accurately balance its expenditure within its stream of financial resources.
- iv. The study recommends that the key staff of the firm need to have adequate knowledge of the specific needs of the customers, organizational culture and adequate knowledge of the available technology.

The management ought to ensure that the key staff of the firm has adequate knowledge of the products and their use.

Contribution of Research

The research plays an important role in organisations by using key aspects of resource utilisation principles to improve firm performance in terms of increased equity performance, profit, and market share. Human resource departments in organisations can use resource utilisation ideas in order to achieve the greatest possible performance for the organisation.

The study demonstrates that well-communicated fair resource utilisation practises promote production communication, sustainable operational operations, and strategic planning in the telecoms industry.

Limitations and Future Directions

The current study has certain limitations and future prospects for researchers to improve on the current study's weaknesses. If the future paths are followed, they may yield the finest outcomes for businesses in Enugu State, Nigeria, and throughout the country. The current study has initially concentrated on chosen telecommunication enterprises in Delta State owing to a lack of resources, which is the most significant constraint. The same study may be done in the future in other cities in Nigeria, as well as in the context of other States.

Second, in the context of the gender-based study, data are not collected equally from both major genders as equal from male and female respondents. In the future, data on gender equality from both major genders may be obtained from respondents.

In the third alternative, the sample size is also a restriction of the study. In the current study, the questionnaire was filled out by only two hundred and ten (210) respondents, which may be raised in the future to obtain a high number of responses.

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