



MANAGEMENT CONSULTANCY AND CORPORATE EFFECTIVENESS IN SMALL SCALE ENTREPRENEURIAL FIRMS IN OKIGWE

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Abstract

Many businesses suffer corporate ineffectiveness because of their perceived poor attitude to management consultancy services hence this study on management consultancy and corporate effectiveness in small scale entrepreneurial firms in Okigwe. The study examines the relationship between management consultancy and employee commitment; and it evaluates the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe. Two research questions and two hypotheses guide the study. The research employs the survey research design. It uses a five-point Likert Scale structured questionnaire as the major instrument for data collection. The study employs the Cronbach Alpha statistic for obtaining 0.86 as the reliability ratio of the survey instrument. The study commits data analysis to descriptive statistics of mean score and standard deviations. It uses correlation analysis for testing hypotheses. The study finds that there is a significant relationship between management consultancy and employee commitment; and there is a significant level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe. The study concludes that management consultancy correlates with corporate effectiveness in small scale entrepreneurial firms in Okigwe. The study recommends that small scale entrepreneurial firms need to enhance the rate at which they embrace management consultancy so as to always increase employee commitment and customer loyalty. Also, employees in small scale entrepreneurial firms need to make more efforts to support management in the efforts it makes to improve overall effectiveness of the enterprises.

Keywords: Management consultancy, Employee commitment, Customer loyalty, Small scale entrepreneurial firms.

Introduction

Any business organization that desires to consistently boost its effectiveness in a fiercely competitive business environment may never despise the power of management consultancy. PMable (2024) defines management consultancy as the act of rendering advisory services to corporate entities so as to enable them enhance their organizational performance while achieving their corporate targets. Management consultancy requires the use of communication, leadership, and

problem-solving skills to intervene in the clients' situations. Staff (2023) believes that management consultancy is done to assist enterprises to succeed. Courtney and Pelta (2022) assert that business organizations make use of management consultancy to get direction and guidance on different strategies and corporate matters thereby enabling the resolution of difficult business challenges. Management consultancy is about the broadcast type of consulting and it represents more than fifty percent of the consulting industry. Management consultancy examines corporate issues on a variety of business areas including but not limited to corporate strategy, sales and supply chain, sourcing, procurement and marketing, research and development, talent management and human capital, training, development and compensation (Courtney and Pelta, 2022).

The foregoing shows that the core duty of a Management Consultant is to proffer solutions to enterprise problems. This is despite the fact that specific organizational challenges vary due to the diverse nature of organizations. This study focuses on management consultancy in small scale entrepreneurial firms. Staff (2023) defines a small scale business as an enterprise with fewer employees and typically lower average annual income than bigger businesses. Nna (2024) opines that small scale business is helpful but entrepreneurship does not come without its fair share of difficulties.

In the context of this study, management consultancy is the use of professional expertise to enhance corporate effectiveness in small scale entrepreneurial firms in Okigwe. Corporate effectiveness is the setting and achieving of organizational goals. Chaudhary (2024) asserts that since organizations have varied needs, objectives and financial budgets, demands by customers and availability of resources, effectiveness denotes different meanings to various organizations. Feyisayo (2024) describes effectiveness as the identification and achievement of organizational goals. She maintains that the goals must be clear in such a way that people are evidently working towards them. In the context of this study however, corporate effectiveness is the use of management consultancy to improve employee commitment and customer loyalty in small scale entrepreneurial firms in Okigwe.

Lineup (2024) defines employee commitment as the emotional and psychological attachment which a worker feels towards the organization. It is indeed, an index of employee loyalty, employee dedication and employee engagement with their job tasks as well as the corporate goal. It is factual that employee commitment goes beyond the core contract of employment as it demonstrates the ability of the employee to whole-heartedly and genuinely invest in the success and the good of the enterprise or entity. Employee commitment can be affective commitment which is the worker's emotional commitment to the organizational; continuance commitment which reflects the costs of quitting the present job vis-à-vis finding an alternative job and adaptably adjusting to the new work environment; and normative

commitment which is driven by a sense of moral obligation to remain with the entity (Lineup, 2024).

Bhat (2024) sees employee commitment as the degree of enthusiasm a worker demonstrates over his or her job tasks. It shows the feeling of responsibility of an employee over the goals, the mission and the vision of the entity in which the worker finds him or herself. Indeed, Moore (2024) posits that in the realm of corporate success, having a good understanding and beefing the commitment of workers is quite pivotal. The researchers strongly believe that positive work commitment breeds act of employee loyalty to the organization; the development of sense of belonging to the team; the ability to share common values and active employee participation over time.

Another index of corporate effectiveness which this study investigates is customer loyalty. Chambers (2024) maintains that customer loyalty is the act of selecting one firm's products regularly as against the products of its rivals. Customers who are loyal to a firm or its products are not easily distracted by price or product availability. Customer loyalty shows that a firm consistently meets and exceeds the expectations of its customers. Szaniawska-Schiavo (2024) opines that customer loyalty shows how willing a customer is to do repeat product purchases in an enterprise. It occurs when consumers have great experiences over the use of a product.

This study on management consultancy and corporate effectiveness in small scale entrepreneurial firms in Okigwe is embarked upon because no visible empirical study ever accessed by the researchers on management consultancy investigates how management consultancy influences effectiveness indicators of employee commitment and customer loyalty in Okigwe. This study is therefore geared towards assessing how small scale entrepreneurial firms in Okigwe improve on employee commitment and customer loyalty with the instrumentality of management consultancy with a view to contributing to knowledge and bridging research gaps.

Statement of the Problem

It is a truism that any small scale enterprise that seeks to become and remain effective must not toy with the role management consultancy plays in enhancing business effectiveness. This is the ideal situation. It is however worrisome that many small scale entrepreneurial firms have been observed by the researchers to have relegated management consulting services to the background and such is feared to have adversely influenced employee commitment and customer loyalty in the organizations.

Also, empirical studies accessed by the researchers in the area of management consultancy did not indicate how management consultancy correlates with employee commitment neither did the studies show the relationship between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

This shows that huge research gaps exist. It is based on the research gaps that this study is conducted to bridge the gaps and to contribute to knowledge.

Objectives of the Study

The major objective of this study is to investigate management consultancy and corporate effectiveness in small scale entrepreneurial firms in Okigwe. Specifically, the study was conducted to:

- i. examine the relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe.
- ii. evaluate the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

Research Questions

Based on the objectives of the study, the researchers developed the following research questions:

- i. What is the relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe?
- ii. What is the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe?

Hypotheses

Based on the research questions, the researchers developed the following hypotheses:

H₀₁: There is no significant relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe.

H₀₂: There is no significant level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

Scope of the Study

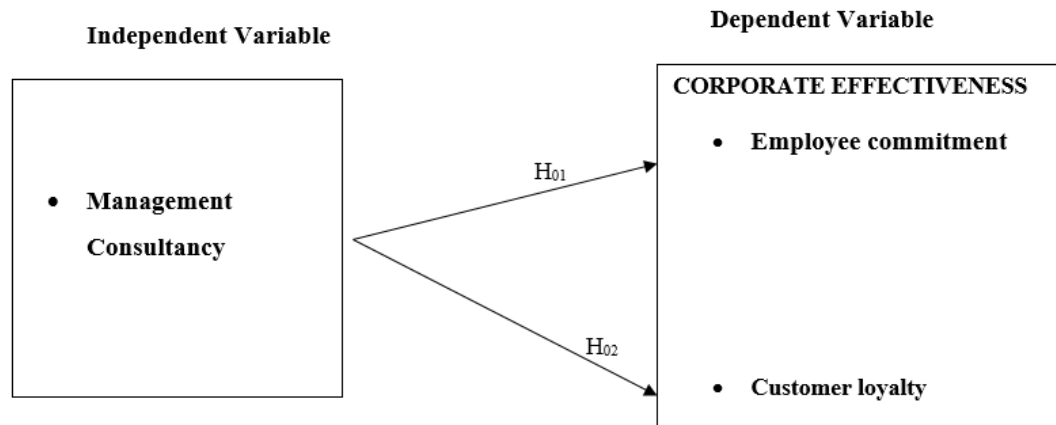
The study concentrates on selected small scale entrepreneurial firms in Okigwe which is the geographical scope of the study. The unit scope comprises of the functional units in the organizations. The content scope includes the relationship between: management consultancy and employee commitment; management consultancy and customer loyalty in the small scale entrepreneurial firms in Okigwe.

Review of Related Literature

Conceptual Literature

The researchers used the following conceptual model to show the variables and relationships which the study covers:

Fig 1: Operational Conceptual Model



Source: From the Researchers' Desk (2024).

The above conceptual model shows that management consultancy may influence employee commitment and customer loyalty. The researchers reviewed various concepts in the study as follows:

Management Consultancy

Miles (2023) opines that management consulting is one of the growing industries which offer wonderful and dynamic work with potentials that are high for earning. It is a remarkably rewarding career option. Management consultants are known for helping enterprises and organizations enhance their operations hence they work with organizational leaders to evaluate the performance of teams while recommending steps for improving outcomes.

The Consultants are experts at proffering solutions to corporate problems as they are proficient in problem identification, setting of goals and creation of pathways enterprises need to follow to achieve their goals (Miles, 2023). Globally, management consultancy is growing. MCA (2023) reveals that consulting activity is expected to grow by 12% in 2024 as MCA member firms experience a significant increase in demand from clients during period of disruption and change. This agrees with the position of Peachman (2023) who posits that irrespective of whether corporate life is booming or not, management consultancy remains in high demand globally hence the global market for such consultancy services will be over eight hundred billion dollars by the year 2031. Khatabook (2022) reveals that management consultancy is a tool for using diverse strategies for analysis of data; development of game plans, and monitoring of progress. These techniques and strategies include benchmarking, market research, surveys, process mapping, competitive analysis and focus groups. Consultancy not only provides an objective and sincere assessment, it also provides gainful insights and useful expertise while helping to discover and

handle potential problems and providing priceless advice and invaluable guidance. It can take the form of strategy consulting, organizational consulting, operational consulting, financial consulting, technology consulting and change management consulting.

Corporate Effectiveness

Herbert (2023) maintains that organizational effectiveness describes the proficiency an organization has in terms of achieving the corporate goals and objectives. It is a measure of how sound an entity makes good use of the organizational resources including human and material resources as well as time, to accomplish its desired goals.

In the context of this study, corporate effectiveness is the use of management consultancy to enhance employee commitment and customer loyalty in small scale entrepreneurial firms in Okigwe.

- Employee Commitment

Wainwright (2023) believes that employee commitment denotes being connected to a business goal hence it lays emphasis on the believe one has in a business goal irrespective of the origin of that goal while desiring strongly to achieve the goal. It also implies connection to an organization and to a job hence commitment is a psychological state that binds one to the organization and it demonstrates the probability that a worker continues with the job with a feeling of being psychologically bound to the job irrespective of whether the job is fulfilling or not.

Also, Tripathi (2023) opines that there are factors that drive the commitment of workers. These factors can be personal factors, professional factors and situational factors. The personal factors are personality, values, experience and family situation. The professional factors are job satisfaction, career opportunities, compensation and work-life balance. The situational factors are company culture, leadership, workload and change.

- Customer Loyalty

Raese (2023) opines that customer loyalty is increasing in importance. Smail (2023) maintains that customer loyalty is the ability of a customer to willingly and consciously engage with a particular firm and buy from the enterprise over time. West (2024) is of the view that customer loyalty is a major aspect of any business strategy hence it takes five times more to do new customer acquisition than to retain the already existing customers. Enhancement of customer loyalty is critical to reducing business costs. This can be down by embracing loyalty programmes. The customer loyalty trends are: loyalty partnerships, gamification, tiered benefits,

personalization, mobile apps, flexibility, premium loyalty programmes and frequently asked questions.

Theoretical Literature

Based on the emphasis on management consultancy and corporate effectiveness indicators like employee commitment and customer loyalty, the research employs the following theories to beef up the study:

Resource-Based Theory

The Resource-Based theory was first put forward by Penrose (1959). Penrose cites unused managerial resources as the primary driver of growth. Penrose recognized that internal managerial resources are both drivers and limits to the expansion any firm can undertake (Lowe and Teece, 2001).

Resource-Based theory contends that the possession of strategic resources provides an organization with the golden opportunity to develop competitive advantages over its rivals. Joseph and Dejmal (2023) describe Resource-Based theory as an organizational strategy which concentrates on internal resources as a means of creating a competitive advantage. The key component in the theory is competitive advantage. The model has its origins in industrial organization economics and draws upon resource dependence theory.

Oko (2023) opines that the possession of resources is valuable, difficult to imitate, rare, and cannot be substituted. Organizations should look inside the company to find the sources of competitive advantage through the use of their resources. Competitive advantage is an advantage that a firm has over its competitors that allows it to generate sales of margins and/or retain more customers than the competition. A firm's competitive advantage evolves from the resources that the organization has. In the Resource-Based Model, resources are given the major role of assisting companies in achieving higher organizational performance and competitive advantage. It is with the resources of an organization that it hires management consultants, motivates employees unto being committed to their jobs and gain customer loyalty in a fiercely competitive business environment like in Okigwe. This makes the theory very relevant to this study.

Michael Porter's Five Forces Model

Porter's Five Forces is a model that identifies and analyzes five competitive forces that shape every industry, and helps determine an industry's weaknesses and strengths. Frequently used to determine corporate strategy, Porter's Model can be applied to any segment of the economy to search for profitability and attractiveness (Uchegbu, 2019) in Njoku, Uhuegbu and Nwata (2024).

Porter's Five Forces is a business analysis model that helps to explain why different industries are able to sustain different levels of profitability. The model was

originally published in Michael Porter's book, "Competitive Strategy: Techniques for Analyzing Industries and Competitors" in 1980. The model is widely used to analyze the industry structure of a company as well as its corporate strategy. Porter identified five undeniable forces that play a part in shaping every market and industry in the world. The forces are frequently used to measure competition intensity, attractiveness and profitability of an industry or market.

Competition in the Industry: The importance of this force is the number of competitors and their ability to threaten a company. The larger the number of competitors, along with the number of equivalent products and services they offer, the lesser the power of a company. Suppliers and buyers seek out a company's competition if they are unable to receive a suitable deal. When competitive rivalry is low, a company has greater power to do what it wants to do to achieve higher sales and profits.

- Potential of New Entrants into an Industry

A company's power is also affected by the force of new entrants into its market. The less time and money it costs for a competitor to enter a company's market and be an effective competitor, the more a company's position may be significantly weakened. An industry with strong barriers to entry is an attractive feature for companies that would prefer to operate in a space with fewer competitors.

- Power of Suppliers: This force addresses how easily suppliers can drive up the price of goods and services. It is affected by the number of suppliers of key aspects of a good or service, how unique these aspects are, and how much it would cost a company to switch from one supplier to another. The fewer the number of suppliers, and the more a company depends upon a supplier, the more power a supplier holds.

Power of Customers: This specifically deals with the ability customers have to drive prices down. It is affected by how many buyers or customers a company has, how significant each customer is, and how much it would cost a customer to switch from one company to another. The smaller and more powerful a client base, the more power it holds.

- Threat of Substitutes

Competitor substitutes that can be used in place of a company's products or services pose a threat. For example, if customers rely on a company to provide a tool or service that can be substituted with another tool or service or by performing the task manually, and if this substitution is fairly easy and of low cost, a company's power can be weakened.

Understanding Porter's Five Forces and how they apply to an industry, can enable a company adjust its business strategy to better use its resources to generate higher

earnings for its investors (Uchegbu, 2019) Njoku, Uhuegbu and Nwata (2024). This theory is quite relevant to this study as some of the elements of the theory like issue of customers are relevant in this study. It is only an organization that is conscious of its competitors and competition itself that engages Management Consultants in its dealings. The commitment of the employees is a strategic tool to outcompete rivals while gaining customer loyalty.

Empirical Literature

The researchers used the following empirical studies to boost the study:

Paul and Olumuyiwa (2024) investigated impact of customer loyalty on organizational performance in some selected publishing companies in South-Western Nigeria. It was a survey research. Data analysis was committed to Pearson's correlation analysis. It was found that there is a significant correlation between customer loyalty and organizational performance of publishing companies in South Western Nigeria. The study recommends that publishing companies tailor marketing strategies that align with customer expectations, prioritizing transparency in pricing and delivering exceptional customers.

Egbe, Lifu, Okwajie and Abiji (2023) did a study on the correlation between management consultancy and organizational performance: A case of Lafarge Africa Plc, Calabar Nigeria. The objectives of the study include to examine the relationship human resource consulting and the performance of Lafarge Africa Plc; to examine the correlation between business strategy consulting and the performance of Lafarge Africa Plc., and to ascertain the relationship between information technology consulting and the performance of Lafarge Africa Plc. It was a cross-sectional survey research. The population of the study is 243. The purposive sampling technique was used in the study. Data analysis was committed to Pearson Product Moment Correlation technique. The findings indicate that human resources consulting, business strategy consulting and information technology consulting have significant relationship with the performance of Lafarge Africa Plc, Calabar. The study recommends that management should use information technology consultancy more frequently due to the rapid changes in technology.

Wojciech and Edward (2023) investigates business consulting, knowledge absorptive capacity and innovativeness: A triangular model for micro and small enterprises in Poland. The paper examines a triangular relationship between business consulting, knowledge absorptive capacity and innovativeness. The research adopts the CATI method based on data on 382 Polish micro and small enterprises. The multivariate discrete choice model was employed for data analysis. The findings show that business consulting in Poland and similar nations help firms execute innovative solutions. Knowledge absorptive capacity stimulates innovativeness and

it has a positive impact on the relationship between using business consulting and improvement in innovativeness.

Ugwu and Ofor (2023) did a correlation between employee commitment and organizational capabilities of Nigerian Bottling Company. It was a survey research. Correlation analysis was used to handle the study. The results show a strong correlation between employee commitment and organizational competitiveness. It was recommended that managers should routinely re-evaluate their organizational strengths and weaknesses while working with the Human Resource Department to feel competency shortages.

Pogoso, Ofuokwu and Omeire (2023) handled the effect of job security on employee commitment in Nigerian public institutions. It was a survey research. Percentages and regression analysis were used for data analysis. It was found that there is a significant association between employee loyalty, adherence to high standards and commitment. The study concludes that promoting trust and upholding due process rather than unfair dismissals are essential elements for public institutions to boost employee commitment. It was recommended that transparent communication, fair disciplinary procedure and career development opportunities can be used to achieve employee commitment.

Ogbaekirigwe (2016) examined impact of management consultancy in enhancing project implementation. It was a survey research. Descriptive statistics was used to handle data analysis. It was found that lack of funds and poor attitude to consultancy services impeded management consultancy services in project implementation.

Gap Identified in Literature

Based on the empirical studies accessed by the researchers, there are no empirical studies on the link between management consultancy and corporate effectiveness indicators of employee commitment and customer loyalty in small scale entrepreneurial firms in Okigwe. This study fills this enormous research gap.

Methodology

The study adopts the survey research design. The questionnaire is the major instrument for data collection. The population of the study consists of the staff of 22 randomly selected small scale entrepreneurial firms in Okigwe. The total population of the study is 261. The Taro Yame's formula was adopted to obtain a sample size of 158. The data sources consist of primary and secondary sources; the primary sources are the survey tools (questionnaire and observations) while the secondary sources include journals, texts and other materials. Validity of the questionnaire was done by showing the instrument to the supervisors and to other experts for their corrections and inputs (face validity). It was also ensured that all the items in the questionnaire were strictly based on the research questions (content validity). The

reliability was conducted by way of carrying out a pilot study and subjecting the outcomes of the pilot study to Cronbach Alpha Statistic.

Hence, a reliability ratio of 0.86 (86%) was obtained. Data analysis was committed to descriptive statistics of mean, percentages and standard deviation. Correlation analytical technique was used to test hypotheses.

The decision rule: The rejection of the null hypothesis was based on the P-Value as the null hypothesis is rejected if P-value < 0.05.

Data Analysis

Out of the 158 copies of the questionnaire distributed, only 150 copies were properly filled and returned. The return rate was 94.9%.

Research Question 1:

What is the relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe?

Table 1: Respondents' responses on the relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe

| Q/No | Item | SA | A | UN | D | SD | N | Mean | Std. Dev. |
|------|--|----|----|----|----|----|-----|------|-----------|
| 1 | With management consultancy services, employees are trained on the need to be committed to the growth of the enterprises. | 60 | 52 | 21 | 10 | 7 | 150 | 3.99 | 0.841 |
| 2 | Management uses the tool of management consultancy to combat truancy and absenteeism among workers in the small scale enterprises. | 65 | 47 | 19 | 11 | 8 | 150 | 4.00 | 0.917 |

Field Survey (2024)

The table 1 above presents data from responses by the respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe. The results further shows that the respondents agreed to the facts that: with management consultancy services, employees are trained on the need to be committed to the growth of the enterprises with a $\bar{x} \pm S. D$ of 3.99 ± 0.841 ; management uses the tool of management consultancy to combat truancy and absenteeism among workers in the small scale enterprises (with a $\bar{x} \pm S. D$ of 4.00 ± 0.917).

Research Question 2:

What is the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe?

Table 2: Respondents' responses on the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe

| Q/No. | Item | SA | A | UN | D | SD | N | Mean | Std. Dev. |
|-------|--|----|----|----|---|----|-----|------|-----------|
| 3 | Management consultancy services have helped to reduce customer defections while increasing customer loyalty and retention. | 76 | 32 | 24 | 8 | 10 | 150 | 4.04 | 0.822 |
| 4 | Customers who participate in customer-based seminars in the enterprises have remained loyal to the enterprise products. | 83 | 26 | 18 | 8 | 15 | 150 | 4.03 | 0.956 |

Field Survey (2024)

The Table 2 above presents data from responses by respondents on the level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe. The results show that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that management consultancy services have helped to reduce customer defections while increasing customer loyalty and retention as the result accounted for a mean of 4.04 and a standard deviation of 0.822. The result has indicated that the majority of the respondents agreed to the item statement that: customers who participate in customer-based seminars in the enterprises have remained loyal to the enterprise products (with a $\bar{x} \pm S.D$ of 4.03 ± 0.956).

Testing of Hypotheses

Here the hypotheses associated with the study were tested. The hypotheses were tested in order to find out whether the difference in opinion was significant to draw conclusion.

Test of Hypothesis One

H₀₁: There is no significant relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe.

Table 5: Correlation analysis between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe

| Item | Mean | Standard Deviation | Correlation Coefficient | P-value |
|------------------------|------|--------------------|-------------------------|---------|
| Management consultancy | 3.99 | 0.841 | 0.892 | 0.001 |
| Employee commitment | 4.00 | 0.917 | | |

SPSS Correlation Analysis Output (2024).

The result on table 5 presents the correlation analysis between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe. The result shows a p-value of 0.001 and correlation coefficient of 0.892. The result shows a p-value less than 0.05 being the level of significance; therefore, rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe is statistically significant. Therefore, there is a significant relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe.

H₀₂: There is no significant level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

Table 6: Correlation analysis between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe

| Item | Mean | Standard Deviation | Correlation Coefficient | P-value |
|------------------------|------|--------------------|-------------------------|---------|
| Management consultancy | 4.04 | 0.822 | 0.876 | 0.001 |
| Customer loyalty | 4.03 | 0.956 | | |

SPSS Correlation Analysis Output (2024).

The result on table 6 presents the correlation analysis between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe. The result shows a p-value of 0.001 and correlation coefficient of 0.876. The result shows a $p - value \leq 0.05$ level of significance, thereby rejecting the null hypothesis and accepting the alternative which states that there is a significant level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

Summary of Findings

Based on the analysis, the researchers found that:

1. There is a significant relationship between management consultancy and employee commitment in small scale entrepreneurial firms in Okigwe.
2. There is a significant level of correlation between management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

Discussion of Findings

The fact that management consultancy significantly influences employee commitment in the small scale entrepreneurial firms as demonstrated in the testing of hypothesis one on Table 5 implies that the Management Consultants engaged by the firms possess the necessary expertise to make workers love their job tasks and perform above board. This is supported by the revelation on table 1 which shows that with management consultancy services, employees are trained on the need to be committed to the growth of the enterprises. The Table 1 further discloses that management uses the tool of management consultancy to combat truancy and absenteeism among workers in the small scale enterprises. This agrees with the view Wainwright (2023) has on employee commitment hence he believes employee commitment denotes being connected to a business goal hence it lays emphasis on the believe one has in a business goal irrespective of the origin of that goal while desiring strongly to achieve the goal. It also agrees with the study done by Egbe, Lifu, Okwajie and Abiji (2023) on the correlation between management consultancy and organizational performance: A case of Lafarge Africa Plc, Calabar Nigeria. The findings indicate that human resources consulting has significant relationship with the performance of Lafarge Africa Plc, Calabar.

The fact also that management consultancy enhances customer loyalty as demonstrated on the testing of the second hypothesis on Table 6 indicates that the activities of Management Consultants in the enterprise are customer friendly. This is supported by Table 2 which shows that management consultancy services have helped to reduce customer defections while increasing customer loyalty and retention. The Table 2 also reveals that management consultancy services have helped to reduce customer defections while increasing customer loyalty and retention. This is in agreement with the assertion by Raese (2023) who posits that customer loyalty is increasing in importance. The foregoing implies that with sound management consultancy, organizational performance will continue to improve as there will be consistency in customer loyalty and allied performance indicators. This is in agreement with the findings of the study by Paul and Olumuyiwa (2024) who investigated impact of customer loyalty on organizational performance in some selected publishing companies in South-Western Nigeria. It was found in the survey

study that there is a significant correlation between customer loyalty and organizational performance of publishing companies in South Western Nigeria.

Conclusion

The study concludes that management consultancy enhances corporate effectiveness in small scale entrepreneurial firms in Okigwe. Any It boosts employee commitment and beefs customer loyalty. The researchers therefore submit that any small scale entrepreneurial firm that relegates management consultancy to the background risks both employee turnover and customer defections.

Recommendations

The study recommends that:

1. Small scale entrepreneurial firms need to enhance the rate at which they embrace management consultancy so as to always increase employee commitment and customer loyalty. They need to make good budgets for management consultancy services so that experts may be always involved in training the workers and customers on the strengths and benefits of being committed staff and loyal customers.
2. Employees in small scale entrepreneurial firms need to make more efforts to support management in the efforts it makes to improve overall effectiveness of the enterprises. This will certainly position the firms on the path of seamless growth, development and sustainability as they operate in fiercely competitive business environments.

Contribution to Knowledge

This study contributes to knowledge by adding to the body of knowledge on management consultancy and how it enhances corporate effectiveness in small scale entrepreneurial firms in Okigwe. It provides empirical literature on the relationships between: management consultancy and employee commitment; as well as management consultancy and customer loyalty in small scale entrepreneurial firms in Okigwe.

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