
*ORGANIZATIONAL EXPANSION AND STAFF PROMOTION IN
BROADCASTING ENTERPRISES IN SOUTH EAST NIGERIA*

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Abstract

The study was conducted to examine the relationship between organizational expansion and staff promotion in broadcasting enterprises in South Eastern Nigeria. The study adopted the survey research design. Data were obtained from primary sources. The questionnaire was the major instrument for data collection. The purposive sampling technique was adopted in the study. The Cronbach Alpha statistic was used to obtain a value of 0.88 as the instrument reliability ratio. Data analysis was committed to descriptive statistics and correlation analysis. The results showed that market expansion positively influenced staff promotion; product expansion enhanced staff promotion; diversification significantly boosted staff promotion; and workforce expansion positively enhanced staff promotion. It was concluded that organizational expansion positively boosted staff promotion in broadcasting enterprises in South East Nigeria. It was recommended that management of enterprises should always embark on organizational expansion so as to always improve on staff promotion.

KEY WORDS: Organizational expansion, staff promotion, market expansion, product expansion, diversification, workforce expansion.

INTRODUCTION

Background of the Study

It is always the expectation of business owners and other stakeholders that their businesses may always grow and develop by way of expansion. According to Franc(2021), organizational expansion is a stage where the organization reaches the point for growth and seeks out for additional options to generate more profit. Different forms of organizational expansion include opening in another location, adding sales employees, increased marketing, adding franchisees, forming an alliance, offering new products or services, entering new markets, merging with or acquiring another businesses, expanding

globally and expanding through the internet. This present study focuses on market expansion, product expansion, diversification and workforce expansion.

Market expansion is a strategy that involves selling current products in a new market when growth peaks in the organization's existing sales channels (Smart, 2020). Market expansion is developed by creating an overview and establishing reasons for market expansion, developing a financial plan, expanding into new channels, engaging new audiences, increasing sales on existing products and introducing a line of new products. It is necessary to conduct an in-depth market research, learn from competition, maximize online opportunities

and invest in market expansion (Smart 2020).

Also, product expansion is another measure of organizational expansion handled in this study. This product expansion often comes in the form of product development. Product development refers to the methods and actions used to bring new products to a market or modify existing products to create new business. Kimberlee (2019) opines that product development strategy is the process of bringing a new innovation to consumers from concept to testing through distribution.

Again, diversification is a critical measure of organizational expansion. Segal and Acott(2021) describes diversification as an expansion strategy that mixes a wide variety of investments within a portfolio. Adams (2019) opines that some organizations are so diversified that they have multiple unrelated businesses or products. One of the benefits of being a diversified organization is that it buffers an enterprise from dramatic fluctuations in any given sector.

Another aspect of organizational expansion handled in this study is workforce expansion. Bug(2020) maintains that every business enterprise needs more workers as it expands. In order to prepare for an expansion of the workforce, management needs to hire workers based on a clear idea of what the enterprise needs from them. Management must consider office dynamics and the cooperation among the workers before bringing new members on board. Management has to consider how the cost of hiring new staff members may impact the enterprise too.

Organizational expansion may indeed influence staff promotion in enterprises. Heathfield (2019) maintains that staff

promotion is the advancement of an employee from one job position to another job position that has a higher salary range; a higher level job title, and often, more and higher-level job responsibilities in an organization. Sometimes, a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision making authority tends to rise with promotion as well. Jyoti (2021) is of the view that it is human nature to grow and the employees are no exception. Employee promotion is one of the main goals of employees working hard. Thus, it turns into their expectation. When employers do not fulfill these expectations, they end up losing employees. Employee promotion often includes a pay raise which acts as a huge motivation. This in turn further reduced attrition. Employee promotion is a big tool for career advancement and employee retention. It is because when employees get a chance to grow, they stick with a company. This motivation ultimately correlates to higher productivity. Internal employee promotion involves less cost than hiring new ones. Employee promotion facilitates the very important career path and growth of an individual (Jyoti, 2021). This study sees staff promotion as the process of raising employees in an organization in such a way as to make room for market expansion, product expansion, diversification and workforce expansion in an organization.

This study on organizational expansion and staff promotion in broadcasting enterprises in South East Nigeria is an empirical effort to bridge identified research gaps while contributing to knowledge and particularly to empirical literature in the areas of organizational expansion and staff promotion.

Statement of the Problem

A number of research gaps called for this study. The empirical studies accessed by the researcher in the area of organizational expansion and/or staff promotion did not show how market expansion, product expansion, diversification and workforce expansion may influence staff promotion in broadcasting enterprises in South East Nigeria. Abolarinwa, Asogwa and Ezenwakwelu(2020) examined ‘economic effects of growth strategies on the performance of quoted manufacturing firms in Nigeria’. They did not pay attention to broadcasting firms. Indeed, Abiud,Oduol, Fredrick, Simeon, Odhiambo and Ogutu(2013) handled the ‘effect of business expansion(airport expansion) on business opportunities in Kisumu Kenya’. They paid attention to airports. They did not examine broadcasting enterprises. Abdul, Sarpan and Ramlan (2018) investigated ‘influence of promotion and job satisfaction on employee performance’. They focused on employee job satisfaction. They did not focus on organizational expansion. Also, Nzelum, Unegbu, Nworie, and Irunegbo (2019) studied the ‘effect of promotion and recognition on job satisfaction of librarians in academic libraries in Imo State, Nigeria’. They focused on recognition, job satisfaction and academic libraries. They did not pay attention to any measure of organizational expansion.

Again, Nwude and Uduji (2013) did ‘an analysis of how prospect for promotion affects job performance in the federal teaching hospitals in Nigeria’. They concentrated in the health sector while this present study focuses on the broadcasting enterprises. Based on these identified research gaps, this study was conducted to fill the gaps.

Objectives of the Study

The major objective of the study is to assess organizational expansion and staff promotion of broadcasting enterprises in South East Nigeria. The specific objectives of the study include to:

- i. investigate the relationship between market expansion and staff promotion.
- ii. assess the relationship between product expansion and staff promotion.
- iii. examine the relationship between diversification and staff promotion.
- iv. evaluate the relationship between workforce expansion staff promotion.

Research Questions

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

- i. What is the relationship between market expansion and staff promotion?
- ii. To what extent does product expansion relate to staff promotion?
- iii. What is the relationship between diversification and staff promotion?
- iv. What is the relationship between workforce expansion and staff promotion?

Hypotheses

In order to answer the research questions, the researcher posed the following set of null hypotheses:

H01: There is no significant relationship between market expansion and staff promotion.

H02: Product expansion does not significantly relationship relate with staff promotion.

H03: There is no significant relationship between diversification and staff promotion.

H04: Workforce expansion does not significantly relate with staff promotion.

Scope of the Study

The study focuses on NTA, Owerri, BCA, Umuahia, Salt FM, Abakeliki, ABS, Awka, and Radio Nigeria, Awka. The geographical scope is Owerri, Umuahia, Abakeliki and Awka. The content scope includes the link between market expansion and staff promotion; product expansion and staff promotion; diversification and staff promotion; workforce expansion and staff promotion.

The unit scope consists of all the functional units in the study enterprises which include Accounting/Finance, Human Resources, Top Management, Marketing and Operations. The study did not investigate Cleaners and Labourers because given the nature of their jobs, their opinions may not be very relevant to the topic under investigation.

Fig 1: Conceptual Model

Independent Variable



Source: From the Researcher's Desk (2021).

The above model shows the possible relation between organizational expansion (market expansion, product expansion, diversification and workforce expansion) and staff promotion.

Review of Related Literature

In this section, the researcher reviews reviewed related literatures on organizational expansion and staff promotion. The section comprises of conceptual, theoretical and empirical reviews.

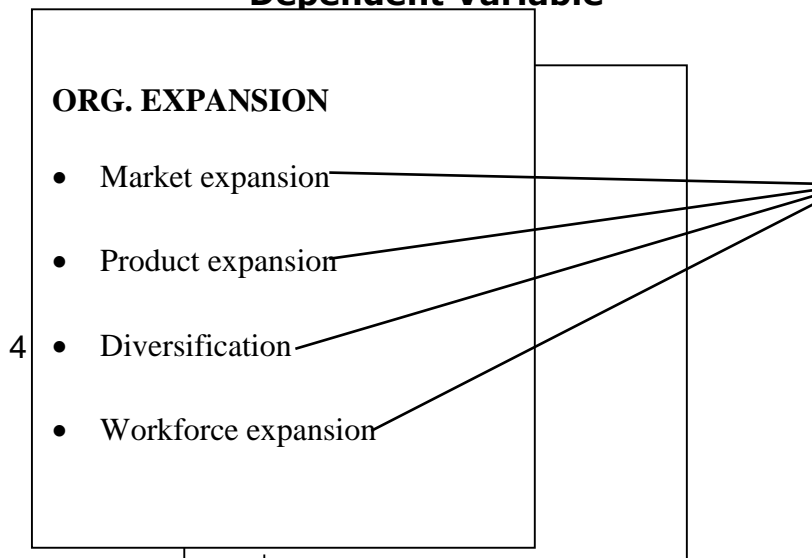
2.1 Conceptual Review

The researcher used the following operational conceptual framework to show the variables and measures in the study:

Fig 2: Operational Conceptual Model

Independent Variable

Dependent Variable



Source: From the Researcher's Desk (2021).

The above model shows that organizational expansion indices namely market expansion, product expansion, diversification and workforce expansion may influence staff promotion.

2.1.1 Organizational Expansion

Organizational or business expansion is the phase of the business or organizational cycle where real domestic product for two or more consecutive quarters, moves from a trough to a peak. Expansion is typically accompanied by a rise in employment, consumer confidence and equity markets and is also referred to as an economic recovery (Liberto and Kelly, 2021). Bhasin(2019) opines that business expansion is essentially business growth which can be organic business growth, strategic business growth, partnership/merger/acquisition internal business growth and rapid business growth. This study focuses on market expansion, product expansion, diversification and workforce expansion.

2.1.2 Market Expansion

Smart (2020) opines that expanding into a new market is an excellent way to increase sales for the current line of products and services. A market expansion strategy is a growth strategy that involves selling current products in a new market when growth peaks in the company's existing sales channels. Being able to successfully

employ market expansion strategies first requires the organization to have fulfilled existing markets.

It therefore follows that market expansion is adopted whenever a business wants to expand its activities. Expansion can be via concentration; with the help of integration; merges, acquisition and strategic alliances.

2.1.3 Product Expansion

Cohen (2021) maintains that when a product becomes so trendy and popular, competitors steal it and manufacturers cannot keep up with demand, expanding the product's reach, scope and audience makes economic sense. Product expansion is when organizations grow their businesses by adopting a market expansion strategy. This is when a firm attempts to reach out to other markets after capturing the interest of their target market.

2.1.4 Diversification

This is a risk-reduction strategy that involves adding product, services, location, customers and markets to the organization's portfolio. Grimsley (2021) maintains that diversification occurs when a business develops a new product or expands into a new market. Often, businesses diversify to manage risk by minimizing potential harm to the business during economic downturns. The basic idea is to expand into a business activity that does not negatively react to the same economic downturns as the current business activity.

2.1.5 Workforce Expansion

Workforce in this context is the total number of people in an organization who are physically able to do a job and are available for work. A growing business reaches the point where it needs to expand

its team. A mistake many business owners make is to hold on to too many tasks because they are afraid of investing in recruitment and afraid of trusting anyone else to do the job as well as they can. Expanding workforce does not have to mean recruiting full-time employees. Part-time workers can give more flexibility and outsourcing can be a good option for tasks including administration, social media marketing, equipment maintenance and other non-specific areas of work (Grimsley, 2021).

2.1.6 Staff promotion

Prakash (2021) opines that employee promotion means the ascension of an employee to higher ranks. It involves an increase in salary, rank, responsibilities, status and benefits. This aspect of the job is what drives employees the most; the ultimate reward for dedication and loyalty towards an organization. A promotion requires more work and effort in a job. Based on organizational policies, these promotion based decisions are taken on different aspects. These can be the length of service, experience, seniority, performance, etc.

The foregoing shows that staff promotion recognizes and promotes employee performance, ambition and morale; it boosts motivation and increases employee loyalty; it encourages retention and it develops competitive spirit in the workplace. It grooms future leaders and it reduces employee resistance and discontent.

2.2 Theoretical Framework

The following theories were used to show the relevance of the study:

2.2.1 Adams Equity Theory of Motivation

The Adams equity theory of motivation states that employees expect fairness when being rewarded for work done; people become dissatisfied, reduce input or seek change/improvement whenever they feel their inputs are not being fairly rewarded.

Fairness is based on perceived market norms. The theory essentially refers to an employee's subjective judgment about the fairness of the reward he/she got in comparison with the inputs (efforts, time, education, and experience) when compared with others in the organization. Employees consider whether management has treated them fairly, when they look at what they receive for the effort they have made (Jyoti, 2021).

). According to them, the theory is based on the following assumptions:

- People develop beliefs about what is a fair reward for one's job contribution – an exchange.

- People compare their exchanges with their employer to exchange with others – insiders and outsiders called referents.
- If an employee believes his treatment is inequitable, compared to others, he or she will be motivated to do something about it that is, seek justice.

and outputs by comparing our own situation with other ‘referents’ (reference points or examples) in the market place. We are also influenced by colleagues, friends, partners in establishing these benchmarks and our own responses to them in relation to our own ratio of inputs to outputs.

Is versus Ir

$\frac{O_s}{I_s}$

$\frac{O_r}{I_r}$

Where:

O = outcomes: the type and amount of rewards received.

I = Inputs: employee’s contribution to employer.

R = Referent: comparison person.

S = Subject: the employee who is judging the fairness of the exchange

We can seek a fair balance between what we put into our job and what we get out of it and we form perceptions of what constitutes a fair balance or trade of inputs

Accordingly, the researcher posits that if the employees of Nigerian banks feel that their inputs are fairly and adequately rewarded, they will be motivated to improve their performance on the job, and if they feel otherwise, they become dissatisfied in relation to their job/employer and may embark on any kind of industrial action. Generally, the extent of dissatisfaction is proportional to the perceived disparity between inputs and expected outputs. Some employees reduce their effort and become inwardly disgruntled, or outwardly difficult, recalcitrant or even disruptive while others, seek to improve their outputs by making

claims or demands for more reward or seek an alternative job.

2.2.2 Victor Vroom's Expectancy Theory

Need theories of motivation attempt to explain what motivates people in the workplace. Expectancy theory is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from their efforts and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Victor Vroom in 1964 was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler in 1968 and others (Jyoti, 2021).

According to them, expectancy theory is based on four assumptions. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice.

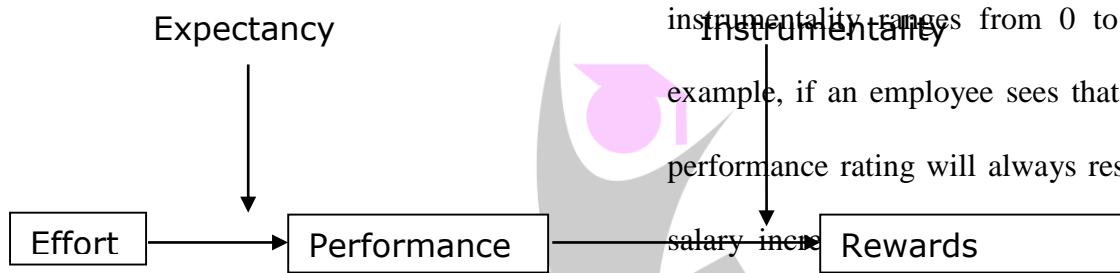
That is, people are free to choose those behaviours suggested by their own expectancy calculations. A third assumption is that people want difficult things from the organization (e.g. good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that:

- a. effort will lead to acceptable performance (expectancy);

- b. performance will be rewarded (instrumentality);
- c. the value of the rewards is highly positive (valence).

The figure below shows all these:

Fig 2: Basic Expectancy Model



Source: (Jyoti, 2021).

Expectancy: Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. Expectancy is based on probabilities and ranges from 0 to 1. If an employee sees no chance that effort will lead to the desired performance level, the expectancy is 0. On the other hand, if the employee is completely certain that the task will be completed, the expectancy has a value of 1. Generally, employee estimates

of expectancy lies somewhere between these two extremes.

Instrumentality: Instrumentality is an individual's estimates of the probability that a given level of achieved task performance will lead to various work outcomes. As with expectancy, instrumentality ranges from 0 to 1. For example, if an employee sees that a good performance rating will always result in a salary increase, then the instrumentality is 1. If there is no perceived relationship between a good performance rating and a salary increase, then the instrumentality is 0.

Valence: Valence is the strength of an employee's preference for a particular reward. Thus, salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. At

the other extreme, valence is negative. And if an employee is indifferent to a reward, valence is 0. The total range is from -1 to +1. Theoretically, a reward has a valence because it is related to an employee's needs. Valence then provides a link to the need theories of motivation.

Vroom suggests that motivation, expectancy, instrumentality and valence are related to one another by the equation:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}.$$

The multiplier effect in the equation is significant. It means that higher levels of motivation will result when expectancy, instrumentality and valence are all higher than when they are all low. The multiplier assumption of the theory also implies that if any one of the three factors is zero, the overall level of motivation is zero. Therefore, for example, even if an employee believes that his/her effort will result in performance, which will result in reward, motivation will be zero if the

valence is zero (ie if he/she believes that the reward he/she will receive for his/her effort has no value to him/her).

2.3 Empirical Review

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

Abiud, Oduol, Fredrick, Simeon, Odhiambo and Ogutu(2013) investigated the effect of business expansion(airport expansion) on business opportunities in Kisumu Kenya. The objective of the study was to analyze the effect of airport expansion on business opportunities. Survey research design was adopted. Descriptive statistics was employed for data analysis. The results indicate that airport expansion led to increased visitors and tourist visits; increased sales of both wholesale and retail trade; and increased number of financial institutions. It was concluded that business expansion improved business opportunities in Kisumu.

Abdul, Sarpan, and Ramlan (2018) investigated 'influence of promotion and job satisfaction on employee performance'. They wrote in Journal of Accounting, Business and Financial Research. The study was conducted to know: promotion of positions held; employee job satisfaction; employee performance in Makasar

Government Region, either simultaneously or partially. Descriptive survey method was used. The method of analysis used was the frequency distribution and path analysis. It was found that promotion position was in accordance with the fields and expertise; employees were considered satisfied; they had a high performance and job promotion. Job satisfaction affected the performance of employees. It was concluded that employee promotion enhanced employee performance.

Abolarinwa, Asogwa and Ezenwakwelu(2020) examined economic effects of growth strategies on the performance of quoted manufacturing firms in Nigeria. The objective of the study is to examine how internal growth strategies improved corporate economic performance especially returns on assets (ROA) and return on equity (ROE). The ex post facto research design was used in the study. Descriptive statistics and regression analysis were used for data analysis. It was found that internal growth strategies like aggressive profit retention and new product development improved the economic performance of manufacturing firms especially ROA and ROE. It was concluded that growth strategies had serious economic effects on quoted manufacturing firms in Nigeria.

Nzelum, Unegbu, Nworie, Irunegbo (2019) examined ‘effect of promotion and recognition on job satisfaction of librarians in academic libraries in Imo State, Nigeria’. They wrote in the International Journal of Academic Library and Information Science. They survey research design was employed using the questionnaire as the instrument for data collection. Percentages were used for data analysis. It was found that promotion on the job to higher positions increased librarians satisfaction on the job. The higher librarians attain through promotion the greater satisfaction they drive. Recognition makes librarians feel proud on their job and take their job seriously. It was concluded that promotion and recognition had sound impact on job satisfaction of librarians in academic libraries in Imo State, Nigeria.

Nwude and Uduji (2013) investigated “an analysis of the prospect for promotion affects job performance in the Federal Teaching Hospitals in Nigeria”. They wrote in Public Policy and Administration Research. The study was conducted to find out if intense desire for promotion would motivate a health worker to a greater effort. The survey research design was adopted in the study. Data analysis was committed to univariate analysis of variance. It was shown that an intense desire for promotion

would not motivate a health worker to a greater effort. It was concluded that with promotion, job performance could only improve.

Magaji, Akpa and Norom (2018) examined the 'effect of recognition and promotion on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State, Nigeria'. They wrote in the Journal of Business and Management. The study was conducted to determine the impact of recognition and promotion on employees' job satisfaction of selected outsourced service providers in Jos Plateau State. A survey research design was adopted. Data was analyzed using simple linear regression analysis and Pearson product moment correlation to test the relationship between recognition, promotion and job satisfaction. The findings showed that recognition and promotion have positive significant effect on employers' job satisfaction of selected outsourced service providers in Jos, Plateau State. It was concluded that recognition and promotion influenced employees' job satisfaction of selected outsourced service providers.

Gap Identified in Literature

Empirical studies accessed by the researcher in the area of organizational expansion and/or staff promotion did not examine the relationship between market

expansion and staff promotion; product expansion and staff promotion; diversification and staff promotion; as well as workforce expansion and staff promotion. This huge research gap is filled by this present study.

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 NTA, Owerri, BCA, Umuahia, Salt FM, Abakeliki, ABS, Awka, and Radio Nigeria, Awka. The total population of the study is 882. The Taro Yame's formula was adopted to obtain a sample size of 275. 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. The formula according to Nwanna(2016) is:

N = The Number of items

\bar{C} = C-bar = the average inter-item covariance among the items

\bar{V} = V-bar = the average variance

$$r = \frac{N \cdot \bar{C}}{\bar{v} + (N - 1) \cdot \bar{C}}$$

are posted to the appropriate ranks. They should occupy based on their new ranks.

A reliability ratio of 0.88 (88%) was obtained. Data analysis was committed to descriptive statistics of mean, percentages and standard deviation. Correlation analytical technique was used to test hypotheses. The computations were aided by Statistical Package for Social Sciences (SPSS) version 23. The formula for correlation according to Nwana(2016) is:

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

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.

Questionnaire Analysis

Out of the 275 questionnaire copies distributed to the respondents, only 225 copies were properly filled and returned. This means 81.8% return.

Research Question 1:

What is the relationship between market expansion and staff promotion?

Table 1: Respondents' responses on the relationship between market expansion and staff promotion

Q/No	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
1	Market expansion helps to obtain the revenue needed to fund staff promotion.	47	82	15	12	225	4.05	1.071	0.715
2	With market expansion into various geographical areas, the promoted workers are posted to the appropriate offices they should occupy based on their new ranks.	127	62	27	7	225	4.36	0.715	0.715

Field Survey (2021)

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 market expansion and staff promotion. The results further shows that the respondents agreed to the facts that: market expansion helps to obtain the revenue needed to fund staff promotion ($\bar{x} \pm S.D$ of 4.05 ± 1.071); with market expansion into various geographical areas, the promoted workers are posted to the appropriate offices they should occupy based on their new ranks (with a $\bar{x} \pm S.D$ of 4.36 ± 0.715).

Research Question 2:

To what extent does product expansion relate with market expansion?

Table 2: Respondents' responses on the relationship between product expansion and market expansion

Q/No.	Item	SA	A
3	Product expansion encourages inflow of resources necessary to manage staff promotion issues.	108	74

The table 2 above presents data from responses by respondents on the relationship between product expansion and market expansion. 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 product expansion encourages inflow of resources necessary to manage staff promotion issues as the result accounted for a mean of 4.16 and a standard deviation of 1.062. The result has indicated that the majority of the respondents agreed to the item statement that: management ensures that innovativeness drives product expansion in the enterprises for sustainable management of staff promotion matters (with a $\bar{x} \pm S.D$ of 4.31 ± 0.946).

Research Question 3:

What is the relationship between diversification and staff promotion?

Report on Research Question 3 is presented on Table 3

Table 3: Respondents' responses on the relationship between diversification and staff promotion

Q/No.	Item
5	Diversification boosts corporate financial energy for staff promotion.
6	Management does not hesitate to promote those workers that make useful inputs for effective diversification.

Field Survey (2021)

The table 3 above presents data from responses by the respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between diversification and staff promotion. The results further shows

that the respondents agreed to the facts that: diversification boosts corporate financial energy for staff promotion with a ($\bar{x} \pm S.D$ of 3.84 ± 0.927 ; management does not hesitate to promote those workers that make useful inputs for effective diversification (with a $\bar{x} \pm S.D$ of 4.27 ± 0.857).

Research Question 4

To what extent does workforce expansion relate with staff promotion?

Table 4: Respondents' responses on the relationship between workforce expansion and staff promotion

Q/No.	Item	SA	A
7	Workforce expansion leads to increased productivity levels hence acquisition of resources for staff promotion.	81	77
8	Management expands workforce only when such expansion proves viable for general organizational welfare including staff promotion.	127	62

Field Survey (2021)

The table 4 above presents data from responses by respondents on the relationship between workforce expansion and staff promotion. 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 workforce expansion leads to increased productivity levels hence acquisition of resources for staff promotion. The result accounted for a mean of 4.84 and a standard deviation of 0.862. The result has indicated that the majority of the respondents agreed to the item statement that: management expands workforce only when such expansion proves viable for general organizational welfare including staff

Q/No.	Item	SA	A	UN	DN	Mean	Std. Dev.
5	Diversification boosts corporate financial energy for staff promotion.	81	78	30	25	3.84	0.927
6	Management does not hesitate to promote those workers that make useful inputs for effective diversification.	110	74	27	15	4.27	0.857

promotion (with a $\bar{x} \pm S.D$ of 4.36 ± 0.715).

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 market expansion and staff promotion.

Table 6: Correlation analysis between product expansion and staff promotion

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Product expansion	4.16	1.062	0.824	0.001
Staff promotion	4.31	0.946		

SPSS Correlation Analysis Output (2021).

Table 5: Correlation analysis between market expansion and staff promotion

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Product expansion	4.05	1.071	0.875	0.001
Staff promotion	4.36	0.715		

SPSS Correlation Analysis Output (2021).

The result on table 5 presents the correlation analysis between market expansion and staff promotion. The result shows a p-value of 0.001 and correlation coefficient of 0.875. 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 market expansion and staff promotion is statistically significant. Therefore, there is a significant relationship between market expansion and staff promotion.

H₀₂: Product expansion does not significantly relationship relate with staff promotion.

The result on table 6 presents the correlation analysis between product expansion and staff promotion. The result shows a p-value of 0.001 and correlation coefficient of 0.824. 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 relationship between product expansion and staff promotion.

H₀₃: There is no significant relationship between diversification and staff promotion.

Table 7: Correlation analysis between diversification and staff promotion

Item	Mean	Standard Deviation	Correlation Coefficient
Diversification	3.84	0.927	0.811
Staff promotion	4.27	0.857	

SPSS Correlation Analysis Output (2021).

The result on table 7 presents the correlation analysis between diversification and staff promotion. The result shows a p-value of 0.001 and correlation coefficient of 0.811. The result shows a p-value less ≤ 0.05 level of significance; therefore rejecting the null hypothesis and accepting

the alternative which states that there is a significant relationship between diversification and staff promotion.

H₀₄: Workforce expansion does not significantly relate with staff promotion.

- iii. Diversification significantly boosted staff promotion.
- iv. Workforce expansion positively enhanced staff promotion.

Discussion

The researcher discussed the findings made in the study as follows:

Market expansion is critical to any enterprise. Given that it helps to obtain the revenue needed to fund staff promotion as shown in table 1 indicates that without market share, the economy of enterprises may never be lubricated. Market share lubricates enterprise economy and makes management processes and practices to flow in a hitch-free manner. The table 1 further indicates that with market expansion into various geographical areas, the promoted workers are posted to the appropriate offices they should occupy based on their new ranks. Abiud et al(2013) investigated the effect of business expansion on business opportunities in Kisumu. The study employed the survey research design. Descriptive statistics was employed for data analysis. It was found that business(airport) expansion led to increased visitors and tourist visits; increased sales of wholesale and retail trade and increased number of financial institutions. This study relates to the present study as it concerns the power of business expansion. it however, does not relate to the present study on staff promotion matters.

Table 8: Correlation analysis between workforce expansion and staff promotion

	Mean	Standard Deviation	Correlation Coefficient	P-value
expansion	3.84	0.862	0.807	0.001
promotion	4.36	0.715		

SPSS Correlation Analysis Output (2021).

The result on table 8 presents the correlation between workforce expansion and staff promotion. The result shows a p-value of 0.001 and a correlation coefficient of 0.807. The result shows a *p – value* < 0.05 level of significance; thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between workforce expansion and staff promotion is statistically significant. This means a positive and a strong relationship existing between workforce expansion and staff promotion.

Findings

After the analysis, the study revealed that:

- i. Market expansion positively influenced staff promotion.
- ii. Product expansion enhanced staff promotion.

It is revealed on table 2 that product expansion encourages inflow of resources necessary to manage staff promotion issues. The implication of this revelation is that the more products an enterprise creates, the more liquidity it enjoys for taking care of staff promotion matters. The table further shows that management ensures that innovativeness drives product expansion in

the enterprises for sustainable management of staff promotion matters. Abolarinwa et al(2020) examined economic effects of growth strategies on the performance of quoted manufacturing firms in Nigeria. The ex post facto research design was used in the study. Data analysis was committed to descriptive statistics and regression analysis. It was found that internal growth strategies like aggressive profit retention and new product development improved the economic performance (ROA) and (ROE) of manufacturing firms. This agrees with the findings in this study. Product expansion comes in the form of new product development, and staff promotion is one of the impacts of improved economic performance.

The fact that diversification boosts corporate financial energy for staff promotion as shown on table 3 indicates that no business ought to be a mono economy if it must conveniently take care of its short term and long term liabilities. This could be why management does not hesitate to promote those workers that make useful inputs for effective diversification as table 3 indicates. Abdul et al(2018) investigated the influence of promotion and job satisfaction on employee performance. The survey research design was used in the study. Frequency distribution and path analysis were used for data analysis. It was discovered that employee promotion improved employee performance. This finding relates to the finding in this present study which shows that employee promotion is rather influenced by diversification.

Given that workforce expansion leads to increased productivity levels hence acquisition of resources for staff promotion as shown on table 4, it implies that the more the workforce, the more viable the

enterprise in all ramification including in the area of staff promotion. The same table 4 shows that management expands workforce only when such expansion proves viable for general organizational welfare including staff promotion. The study by Abolarinwa et al(2020) on 'economic effects of growth strategies on the performance of quoted manufacturing firms in Nigeria' as stated above, relates to the finding in this present study. Staff promotion is no doubt a measure of corporate performance.

Conclusion and Recommendations

The researcher concludes that organizational expansion positively improved staff promotion in broadcasting enterprises in South East Nigeria. Any broadcasting firm that relegates organizational expansion by toiling with market expansion, product expansion, diversification and workforce expansion may find it very difficult to embark on staff promotion.

The study recommends that management of enterprises should always embark on organizational expansion so as to always improve on staff promotion. Workers who are promoted should reciprocate by making useful efforts to beef up product expansion in broadcasting firms. This can be done by initiating more programmes that can entertain the public usefully. Such radio and TV programmes are broadcasting products. Management and workers should not hesitate to diversify when necessary for the good of both the organization and the workers. Organizational expansion should always be used as an opportunity and effective tool for staff promotion.

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