Integration of Functional Plans and Organizational Productivity in Some Selected Deposit Money Banks in Port Harcourt

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Abstract: This paper examined how Integration of functional plan influences the Organisational productivity of deposit money banks in Port Harcourt, Rivers State. The cross sectional survey design was adopted. The population of this study consist of (186) Management staff of the deposit money banks, these includes.Taro Yamane formulawas used to determinea sample size of the mmanagement staff of the deposit money banks which constitute the Unit of Analysis of the study. Research questions were used to determine the extent to which Integration of functional plan enhanced Organisational productivity. Null Hypotheses was employed to predict the relationship between Integration of functional plan and Organisational productivity. Linear Regression Analysis was used to test the Null Hypotheses. Integration of functional plan was used to check the level Organisational productivity of Deposit money banks with measures such as Output quality and Profitability. It is therefore concluded that Integration of functional plans is an effective tool to improve Organisational productivity. The research further recommended that Integration of functional plans should be properly implemented in the database of the deposit money banks to enhance better productivity.

Keywords: Functional integration, organizational productivity, output quality, profitability.

INTRODUCTION

Alharbi (2015*)* Digital transformation is shaping our business into new interconnected clusters. Understanding Functional Integration explains the mechanics of this revolutionary strategic model, that helped brands like Amazon and Nike to outperform their competitors generating massive "Functional Value", and provides applicable templates to visualize its process(Amit , Iqbaldeepand Inderjeet,2016).. The concept of transformation through digital integration and innovation has gained considerable attention in the business world since the iPhone was launched in 2007((Keary, 1996). Initially, March and Simon (2008)claim that we entered into an early adoption phase of disruptive technologies such as wireless sensors, cloud computing, big data processed by artificial intelligence and smartphones, as the new consumer interface. The maturity of this phase leads us in a second phase of massive adoption of these technologies; it is clear executives are mostly facing difficulties in adapting corporate strategy to the

transformations required to successfully innovate and benefit from new technologies. Asiligwa,& Omwenga (2016).What is the difference between companies which are extremely effective at digital transformation and other which seem to be experimenting with a range of activities mostly disconnected from their corporate strategy? Bara, Lungu & Oprea (2009)The result of delay in finding the right approach to include digital transformation in corporate strategy results is a loss of valuable innovations and the waste of consumer value created. Successful companies invest in integrating environmental, social, and economic goals across the organization expecting each functional area to understand the effects of their activities, accept the responsibilities for implementation, and develop policies and practices for achieving these goals (Bagul & Waghmare, 2017).

In majority of organization in Nigeria, planning is the most important management tool for performance and for organizations to perform well, resources must be well utilized and customers well served. To achieve such ends, all of an organization's human and materials resources must be well utilized in the right way and the right time to create high quality products at minimal cost. Formally defined, productivity is a summary measure of the quantity and quality of work performance, with resources utilization taken into account. It can be measured at the individual, group, or organizations level, Productivity may be expressed as success into dimensions of organizations performance, effectiveness and efficiency.

Organization has been collective in order to achieve group or individual objectives. They serve as the means by which goods and services are provided beyond the boundaries of an individual or small group's capacity of self-sufficiency. Such provision, also acknowledged, may be made for profit through some other more controlled framework of commercial or social provision (Dawson 1996). However, Planning on the other hand, is regarded as the most basic of all the management functions. It involves the selecting from among alternative future course of action for the organization as a whole and every department or section within it. Furthermore, it requires selecting organizational objectives and departmental goals, determines and provides a rational approach to pre-selected objectives. It strongly implies managerial innovation and the ability to create something (koontz, 1980).

The problem which underscores the need to undertake this study is aptly described by Koontz *et al* (1980) with all the interest in planning and all the sense of urgency brought about by modern super competition, is the danger that planning can become merely a costly fad, not very useful and even disillusioning. The implication of the above assertion is that not all organization that plan eventually reaps the desired benefits. Schermerhorn (1986) adds that most planning failures arise from their inability of managers to truly understand the planning and to implement it well. Problems have been identified in the planning process. For instance, in setting objectives, organizations find it difficult to involve employees, shareholders, customers etc. closely related to this is the issue associated with the likely environment different variables and events. However, the objectives of the study are to determine the relationship between effective planning and organizational productivity and to also examine whether effective Planning brings employees performance in an organization. The purpose of this study is to determine how integration of functional plan influences organizational

productivity in some selected deposit money banks in Port Harcourt. The objectives are to determine:

- The objective of the study is to determine how specifically integration of functional plans impact on organizational productivity of some selected deposit money banks firms in Port Harcourt.

Two researchable questions were raised, they include:

- To what extent does integration of functional plans and operational implementation impact on organizational productivity in Port Harcourt?

In carrying out the study, two research hypotheses were stated, which include:

Ho$_5$: There is no significant relationship between integration of functional plans and operational implementation and output quality of deposit money banks.
Ho$_6$: There is no significant relationship between integration of functional plans and profitability of deposit money banks.

1.2 Conceptual framework
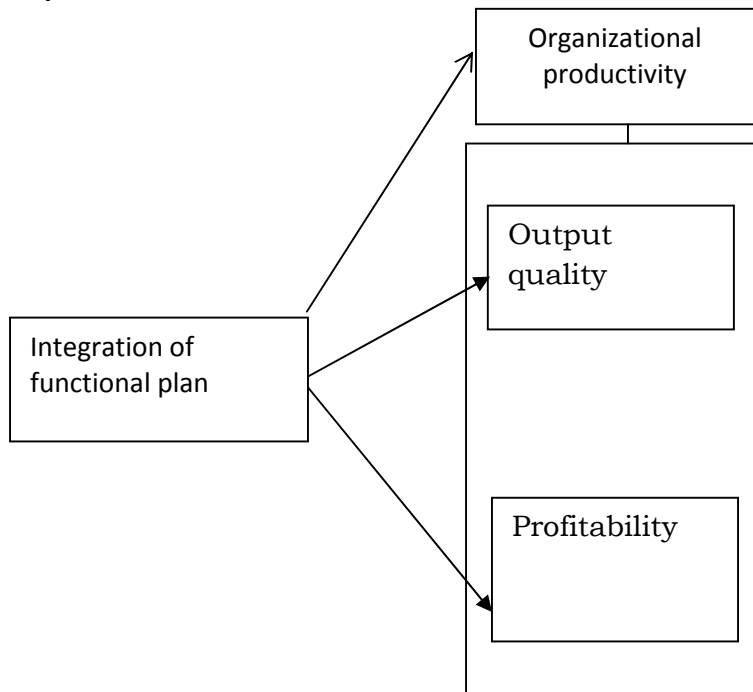
Conceptual Framework onintegration of functional plan and organisation productivity of deposit money banks in Port Harcourt.

LITERATURE REVIEW

Theoretical Foundation

Theoretical foundation is an explanation based on ideas that are related to a particular subject. It is a critical review of the theoretical elements that serve as a frame of reference in an investigation. This critical review allows us to determine the variables to be measured and the relationship between them, while determining the response to the research question. In our effort to search and conceptualize how integration of functional plan and organization productivity of deposit money banks in Port Harcourt, theory has been raised to help explain more on the issue of discussed. This study looks at ssocial exchange theorythat is applicable in all firms. Social exchange theory is a concept that brings people together based on the benefit the individual feels he/she will gain as becoming member of the group. Social exchange theory was introduced in the twentieth century. This concept was considered within the early 1960s by the philosophical tradition of utilitarianism, and neoclassical economic. This theory was given birth to as a result of the benefit the younger child derived from the parent and later both the child and the parent begins to have mutual benefits (Cropanzano & Marie, 2005) who focused on the rational assessment of the self-interest social relationship. The view of Social exchange theory is that something must motivate an individual to continually doing that thing that he/she is doing, once that is withdrawn, the ability to do it will also drop. This brings about the parent and child relationship. Management in this concept see students as their own children and start to develop them by ensuring that must effort is put to their services rendered. According to Homans (1961) naturally individual are more comfortable when they relized that the benefit(s) they gain from the relationship is approximately equal to what they are putting in.

Integration of Functional Plans

Digital transformation is shaping our business into new interconnected clusters. Understanding Functional Integration explains the mechanics of this revolutionary strategic model, that helped brands like Amazon and Nike to outperform their competitors generating massive "Functional Value", and provides applicable templates to visualize its process. The concept of transformation through digital integration and innovation has gained considerable attention in the business world since the iPhone was launched in 2007 (Keary, 1996). Initially, March and Simon (2008)claim that we entered into an early adoption phase of disruptive technologies such as wireless sensors, cloud computing, big data processed by artificial intelligence and smartphones, as the new consumer interface. The maturity of this phase leads us in a second phase of massive adoption of these technologies; it is clear executives are mostly facing difficulties in adapting corporate strategy to the transformations required to successfully innovate and benefit from new technologies. What is the difference between companies which are extremely effective at digital transformation and other which seem to be experimenting with a range of activities mostly disconnected from their corporate strategy? The result of delay in finding the right approach to include digital transformation in corporate strategy results is a loss of valuable innovations and the waste of consumer value created.Successful companies invest in integrating environmental, social, and economic goals across the organization

expecting each functional area to understand the effects of their activities, accept the responsibilities for implementation, and develop policies and practices for achieving these goals.

Management research shows that awareness, understanding, and demand from managers and employees are key success factors to implementing a sustainability strategy. However, some of the survey respondents admit that sustainability discussions are primarily in the upper levels of the company and communication to other levels is too strategic and not practical enough for the mid-level manager or front-line employee. In one organization, the management expressed that social and environmental activities were only the responsibility of a sustainability department and therefore only communicated within that group. Chen and Diao (2005). Company training and communication initiatives need to consider all levels and locations of the organization. One company interview includes upper management stressing effective communication of their sustainability strategy, although a lower manager of the same company is not able to recall communicating sustainability concepts to their employees.

Organizational Productivity

Organizational productivity comprises the actual output or results of an organizational as measured against its intended output (goals and objectives). According to Richard *et al* (2009) organizational productivity encompasses three specific areas of firm outcomes namely (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return).Porter (1998) noted that the traditional control-oriented performance measurement system in the industrial era is losing its relevance in today's fast changing environment where organizations are re-shaped into flat multi-functional hierarchy, the diversity and unique requirements of different enterprise have made performance measurement system tougher. The performance measurement system uses to determine how well an organization performs includes; customers satisfaction, effectiveness and returns on investment.

Output Quality

Deming (1982) taught that by adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs.Devi & Sarojini (2012)The objective of TQM as described by (Deming, 1982) is to develop and sustain a competitive advantage through achieving utmost efficiency manifested in cost reduction and improvement of customer satisfaction. Besides Deming, many have contributed to the growth of quality management with some of them having become known as quality gurus as follows (Waters & Waters, 2008): Fiegenbaum (1986) looked at failure costs and developed the idea of total quality involving everyone in an organization. Taguchi (1982) showed the importance of product design and process control that results in quality products. Juran (1979) emphasized the role of top management and customer focus. Crosby (1979) analyzed the total costs of quality and methods for implementing quality management. Ishikawa (1963) emphasized the contribution of workers to quality and introduced the concept of quality circles

Profitability

Profitability is an excess of revenue over associated expenses for an activity over a period of time. Every organization or business expected to earn a profit, because profits are the engine drive room for success.   The growth and survival of any business dependence on the profit earn by such a firm. Thus, profit should not just be seen as the reward to owners of business rather it should be related with the interest of other segments of the society. Profit is the medium for deciding not just the economic, but the level of managerial efficiency and achievement of societal objective.

METHODOLOGY

The research dessign adopted in this study is the cross sectional survey approach. The population of this study comprises of management staff **of deposit money banks in Port Harcourt.**, the information collected from the questionnaire was summarized in their groups and percentage were used to analyses the data, also inferential statistical tool of regression analyses was used to test the level of significance among variables and finally The analysis was aided with SPSS version 21.0.

Reliability and validity test of the Research Instrument

The instrument used was subjected to face/content validity. This was done to ascertain the validity of the questionnaires to be administered. A complete copy of the questionnaire was given to the supervisor for vetting and correction. The researcher collect the questionnaire from the supervisor after vetting and correction, effect the corrections and the restructured questions were thenused to administred the questions on the respondents. A test of reliability of instrument is seen as being reliable when it can be used by a number of differentresearchers under stable conditionswith consistent results (notvarying). The dimensions and measures tested in this research were consistent with coefficient of reliabilities above the average of 0.500 as shown below.

FINDINGS

Result and Frequency Analysis

In this section, the output of the primary and secondary data is presented. Analysis was carried out on individual variables and measures. Mean scores and standard deviations are also illustrated. The presentation begins with the independent variable which is Integration of functional plan. It then proceeds to the dependent variable organizational productivity, whose measures are profitability and out quality. These are all scaled on the five (5) point Likert scale (ranging from 1: **SD**=strongly disagree, 2: **D**=disagree, 3**: N**=neutral, 4: **A**=agree and 5: **SA**= strongly agree).

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses HO_1 to HO_2 which were bivariate and all stated in the null for. We have relied on the Spearman Rank (*rho)* statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at (p>0.05) or rejecting the null hypotheses at (p<0.05)

Table 1 Shows the mean(x), Standard Deviation and Rank Order Statistics on **Research**

Table 1 Integration of functional plan

Questionnaire items	N	Sum	Mean	Std. Deviation
To what extentare are you able to classify students behaviour & needs base on the facilities and departments	120	308	2.57	.827
To what extent are you able to solve students and staff problems based on their identify or group they belong to	120	305	2.54	.839
To what extent does data classification mining techniques aid in the admission of students into a particular department of their choice.	120	300	2.50	.810
To what extent does classification enable you to allocate resource to the various faculties and department	120	306	2.55	.839
Valid N (listwise)	120		Average = 2.54	

Sourrce: Research survey, 2020

Table 4.3 above shoved that all the items scores where slightly above the criterion mean of 2.50 on a four point likart scale. This shows that the deposit money banks are slight above average to the extent of how Integration of functional plan is applicable in the deposit money banks. The grand mean for all the items is 2.54.

Table 2:   Descriptive Statistics For Integration of functional plan

	N	Minimum	Maximum	Mean	Std. Deviation
Integration of functional plan	55	1.00	5.00	3.1240	1.36516
Valid N (listwise)	55				

SPSS 21.0 Data Output, 2020

Table 2 above illustrates the descriptive statistics for classification with mean score 3.1240 and indicates that most of the respondents were on the moderate range of the measurement scale.

Hypotheses Testing

The following table shows the results of the hypotheses tested to validate the discussion of findings.

Table 3   Integration of functional plan and Output quality

		Integration of functional plan	Output quality
Integration of functional plan	Pearson Correlation	1	0.924**
	Sig. (2-tailed)		.000
	N	55	55
Output quality	Pearson Correlation	0.924	1
	Sig. (2-tailed)	0.000	
	N	55	55
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Research survey, 2020

Table 3 above shows a significant correlation at r = 0.924 where P-value = 0.000 (P<0.01). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho_1) and restate that there is a significant relationship between Integration of functional plan and Output quality.

Table 4: Integration of functional plan and profitability

		Integration of functional plan	Profitability
Integration of functional plan	Pearson Correlation	1	0.818**
	Sig. (2-tailed)		0.000
	N	55	55
Profitability	Pearson Correlation	0.818**	1
	Sig. (2-tailed)	0.000	
	N	55	55
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Research survey, 2020

Table 4 above shows a significant correlation at r = 0.818 where P-value = 0.000 (P<0.01). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho_2) and restate that there is a significant relationship between Integration of functional plan and profitability.

Table 5: Descriptive Statistics for organizational productivity

	N	Minimum	Maximum	Mean	Std. Deviation
Output quality	121	1.00	5.00	3.0358	1.37423
Profitability	121	1.00	5.00	3.3829	1.32404
Valid N (listwise)	121				

SPSS 21.0 data Output, 2020

Table 5 above illustrates the descriptive statistics for Integration of functional plan and organizational productivity. Output qualitywith a mean score of 3.0358, profitability with a mean score of 3.3829 indicates that most of the respondents were on the moderate range of the measurement scale.

Table 6: Descriptive Statistics for the study variables

	N	Minimum	Maximum	Mean	Std. Deviation
Integration of functional plan	55	1.00	5.00	3.1240	1.36516
Organisational productivity	55	1.44	5.00	3.2507	1.22773
Valid N (listwise)	55				

Source: SPSS 21.0 data Output, 2020

The data in table 6 illustrates the descriptive statistics summary for the study variables which are Integration of functional plan and organizational productivity.

Table 7a: Model Summary of Integration of functional plan on Output quality

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.783[a]	.613	.610	1.529	.613	186.794	1	118	.000

a. Predictors: (Constant), Integration of functional plan
b. Dependent Variable: Output quality

Source: Research survey, 2020

Table 7b: ANOVA of Integration of functional plan and Output quality

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	436.658	1	436.658	186.794	.000[b]
	Residual	275.842	118	2.338		
	Total	712.500	119			

a. Dependent Variable: Output quality
b. Predictors: (Constant), Integration of functional plan

Source: Research survey, 2020

CONCLUSION

The results showed that Integration of functional plan is an important tool in enhancing Organisational productivity of deposit money banks in Port Harcourt, River State. The study concluded that Integration of functional plan is capable of solving the problems facing deposit money banks in Rivers State, Nigeria. The implementation of this technique in the deposit money banks database enhanced the performance of this deposit money banks in relating and assessing their financial capabilities. This will creates a common interface between management and customers, employers and employees relationship. We cannot conclude that our deposit money banks financial stands is poor when will have refused to implement a system that will make the system efficient and effective. Based on the findings and conclusionhe following recommendations are hereby made to enhance the organisational productivity of deposit money banks in Rivers State.

1. Integration of functional plans should be properly implemented in the entire deposit money banks database and the console made available for management staff and employees of the deposit money banks.
2. The management should be trained on how to effectively exploit the deposit money bank database and other tools that will increase productivity.
3. Internet facilities should be provided for the workers to ensures constant access of the database and other deposit money banks database/warehouse
4. Deposit money banks should ensure effective collaboration with other deposit money banks and organizations through the implementation of Integration of functional plans.

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