



International Journal of Arts and Humanities: ISSN-2360-7998 (Print) and Open Access: doi.org/10.54978

Abbreviated Key Title: *Int. J. Arts Humanit.*

ISSN: 2360-7998 (Print) and Open Access

Volume-13 (Issue): 10, October, Pp. 349-357, 2025

Full Length Research

Effect of Managerial Skills and Development On Organizational Performance (Coca-Cola PLC), Nigeria

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Abstract

The study investigated the effect of managerial skills and development programs on organisational performance at Coca-Cola Plc, Lagos State, Nigeria. The study employed a descriptive survey design. The estimated population size is approximately 1,500 employees. The population for the study consists of employees of Coca-Cola Plc in Lagos State. The sample size of the study is 300 employees, representing 20% of the estimated 1,500 employees at Coca-Cola Plc in Lagos State, Nigeria. The instrument used for data collection was a well-structured questionnaire titled "Effect of Managerial Skills and Development on Organisational Performance at Coca-Cola Plc in Lagos State, Nigeria". The structured questionnaire was administered to 300 employees. Key variables examined include communication skill, planning skill, problem-solving ability, and organisational performance. Descriptive statistics (mean and standard deviation) and Pearson correlation were used to analyse the data. Findings showed that all variables positively influenced organisational performance, with decision-making skill and in-service training being the most significant. The study recommended there should be use of data analytics, group decision-making tools should be promoted, Coca-Cola should formalise mentorship roles for senior staff and align with performance development plans, there should be increased access to in-service training, and budget allocations should prioritise tailored training for all managerial levels. Limitations include restricted geographic scope and reliance on self-reporting. The research contributes to the growing body of knowledge on human capital development in multinational firms and suggests areas for further inquiry.

Keywords; Managerial Skills, Organizational; Performance, Mentorship, Decision-Making

Accepted 27/9/2025

Published 16/11/2025

INTRODUCTION

Managerial skills are indispensable in the development of any organisation. These skills are essential for achieving organisational objectives. It is believed that strong managerial skills can help to ensure that the organisation is effectively organised and structured to achieve its goals. Minh (2020) affirms that managerial skills are necessary strategies for the advancement of any organisation and hence give the managers a competitive advantage. A manager is someone responsible for planning, organising, leading, and controlling the work of a group of people to achieve organisational goals. In addition to their functional responsibilities, managers also need to possess strong interpersonal and communication skills in order to effectively lead and manage others. There are many

important roles that managers play in an organisation. First and foremost, managers are responsible for setting goals and objectives for their team or department and ensuring that these goals are aligned with the overall organisational goals. Managers also develop and implement plans and strategies to achieve these goals, and they make decisions about how to allocate resources to achieve them. In addition, managers are responsible for leading and motivating their team and for monitoring and evaluating performance. They also play a role in developing and training employees and in communicating with other managers and senior leaders within the organisation. Good management skills can help to create a positive work environment that motivates and inspires employees to do their best work. Also, it is a popular

assumption that effective managers can make sound decisions that move the organisation forward and help it to adapt to change. These skills, according to him, include but are not limited to communication, planning, problem-solving and decision-making skills. However, it is pertinent to understand the effect of these skills on organisational performance, though these skills, namely communication, planning, problem-solving and decision-making skills, will not be properly utilised nor implemented if the managerial development is taken for granted. That is to say that even if a manager has the right skills, they need the right development opportunities to make the most of those skills. Without opportunities for growth and learning, a manager's skills can stagnate, and they might not be able to apply those skills as effectively as possible.

While it is not mandatory for managers to pursue professional development, it is highly recommended. The pace of change in the business world is increasing, and the skills and knowledge required of managers are constantly evolving. Without professional development, managers risk falling behind and losing their competitive edge.

Coca-Cola has a long and interesting history in Nigeria. The company first entered the country in 1953, and by the 1970s, it had become one of the most popular soft drinks in the country. The company has a strong focus on corporate social responsibility and has launched several initiatives to support education, health, and the environment in Nigeria. In addition, Coca-Cola has a strong presence in the Nigerian beverage market, with its products available in supermarkets, convenience stores, and other retail outlets across the country. It also has a strong focus on corporate social responsibility and works closely with local communities to improve education and healthcare. Needless to say, Coca-Cola has contributed immensely to the revenue generation of Nigeria in general and Lagos State in particular because of its role in employment and revenue generation in Lagos State (The Coca-Cola Company, 2016). Managers play a critical role in organisations, serving as key drivers of success and ensuring the efficient operation of various business functions (Chartered Management Institute (CMI), 2019). They are responsible for setting strategic goals, overseeing daily operations, and guiding teams towards the achievement of organisational objectives. One of the primary responsibilities of a manager is to provide effective leadership, fostering a culture of collaboration, innovation, and continuous improvement. This contributes to high employee morale, increased productivity, and better overall performance. By offering guidance and support, managers help team members grow professionally, which in turn strengthens the organisation's human capital.

Managerial skills are the abilities, qualities, and competencies that enable an individual to perform effectively various tasks and responsibilities associated with management roles. It is believed that strong managerial skills can help to ensure that the organisation

is effectively organised and structured to achieve its goals (Sol Roelou, 2023). People also believe that good management skills can help to create a positive work environment that motivates and inspires employees to do their best work. Also, it is a popular assumption that effective managers can make sound decisions that move the organisation forward and help it to adapt to change. One will also expect that managers with strong skills can build effective relationships with other departments and with external stakeholders, which is critical for achieving organisational objectives. Hence, Denny (2019) and Kahn and Byosiore (2019) outlined some of the managerial skills that are capable of leading an organisation to the actualisation of its goals and objectives. These skills, according to him, include but are not limited to communication and planning.

Organisational performance refers to the ability of a company or institution to achieve its goals and objectives efficiently and effectively. This concept is influenced by various factors, including leadership, employee engagement, resource management, and external market conditions (Mehrotra, 2020). Effective leadership is crucial in driving organisational performance, as leaders set strategic direction, allocate resources, and cultivate a culture of collaboration and innovation (Griffin & Moorhead, 2020).

Employee engagement is another key determinant of organisational performance. Engaged employees are more motivated and committed to achieving organisational goals, leading to higher productivity and overall performance. Organisations that invest in employee development and foster a supportive work environment can enhance employee engagement and, consequently, improve performance (Mone & London, 2018).

Managerial communication skills refer to the abilities and competencies that enable managers to effectively convey information, ideas, and expectations within an organisation. These skills encompass various forms of communication, including verbal, nonverbal, written, and listening abilities. Effective communication is essential for fostering collaboration, enhancing productivity, and promoting a positive work environment (DeVito, 2017). The role of emotional intelligence in managerial communication skills is the ability of a manager to recognise and manage emotions within themselves and others, which is crucial for effective communication, decision-making, and leadership. DeVito (2017) defines managerial communication skills as a set of abilities that enable managers to transmit messages and interpret information accurately and efficiently, building trust, fostering collaboration, and creating a culture of open communication.

Managerial planning skills refer to a manager's ability to develop strategies, allocate resources, set goals, and outline steps to achieve desired outcomes effectively and efficiently. These skills are essential for ensuring that an

and remain adaptable to changes in the external environment (Griffin & Moorhead, 2020).

Managerial planning skills are the ability to effectively coordinate and allocate resources, set goals, devise strategies, and outline steps to achieve desired outcomes in an organisation. Hence, Koontz (2010) defines these skills as the process of determining the organisation's objectives and formulating the methods, policies, and procedures necessary to achieve them. According to Robbins and Judge (2019), managerial planning skills involve the capacity to create and implement strategies, establish goals, allocate resources, and develop action plans that guide an organisation toward success.

Managerial problem-solving skills refer to a manager's ability to identify, analyse, and develop effective solutions to complex issues and challenges within an organisation. These skills involve using critical thinking, creativity, and resourcefulness to address various types of problems, including operational, strategic, and interpersonal issues (McKenna, 2006). Mullins (2021) states that managerial problem-solving involves the capacity to analyse complex situations, evaluate potential solutions, and make informed decisions that enhance organisational performance and effectiveness. Similarly, Daft (2021) defined managerial problem-solving skills as the capability to address complex issues within organisations by applying critical thinking, creativity, and a systematic approach to decision-making to enhance performance and drive innovation.

Managerial decision-making skills refer to the ability of managers to identify, assess, and choose the most suitable course of action to address challenges and opportunities within an organisation. These skills encompass various types, characteristics, and components that contribute to effective decision-making processes.

In-service training for managers plays a crucial role in enhancing their skills, knowledge, and overall effectiveness, ultimately leading to improved organisational performance. Such training programmes can provide managers with opportunities to stay up-to-date with industry trends, learn new management techniques, and address skill gaps that may hinder their ability to lead and manage effectively. One key aspect of in-service training is its focus on practical and relevant skills that can be immediately applied in the workplace. By addressing real-world challenges and scenarios, in-service training can help managers develop targeted solutions and strategies that align with organisational goals.

However, the company faces several challenges, including competition from local companies like 7up Bottling Company, Big Cola, etc., and a ban on the importation of some of its products, the cost of raw materials, and political factors, which include unstable

policies. All these are affecting the managers' skills, development and the productivity of the company; hence, the need for this study. It is important to study the effect of managerial skills and development on the organisation's performance because it would help us to understand the specific challenges that managers in Lagos face and the skills and development opportunities that could help them to be more effective. This study, therefore, aims to analyse the effect of managerial skills and development on the organisational performance of Coca-Cola PLC, Nigeria

Objective of the Study

The objective of this study is to determine the effect of managerial skills and development on organisational performance at Coca-Cola Plc in Lagos State, Nigeria. The specific objectives are to:

1. Explore the impact of the manager's communication skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria.
2. Ascertain the effect of managers' planning skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria.
3. Evaluate the influence of the manager's problem-solving skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria.
4. Discover the level of organisational performance of Coca-Cola Plc in Lagos State.

Research Questions

The following research questions guided the study:

1. What is the influence of the manager's communication skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria?
2. What is the impact of managers' planning skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria?
3. What is the role of the manager's solving skill on organisational performance at Coca-Cola Plc in Lagos State, Nigeria?
4. What is the level of organisational performance of Coca-Cola Plc in Lagos State?

Hypotheses

The following null hypotheses were tested at a 0.05 level of significance to guide the study.

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H0₁ There is no significant relationship between managers' communication skills and organisational performance at Coca-Cola Plc in Lagos State, Nigeria.

H0₂ There is no significant relationship between managers' planning skills and organisational performance at Coca-Cola Plc in Lagos State, Nigeria.

H0₃ There is no significant relationship between managers' problem-solving skills and organisational performance at Coca-Cola Plc in Lagos State, Nigeria.

METHODOLOGY

The study employed a descriptive survey design. The study investigated the effect of managerial skills and development on organisational performance at Coca-Cola Plc in Lagos State, Nigeria. Coca-Cola Plc, a leading beverage company in Nigeria and a subsidiary of the Coca-Cola Company, is strategically located in Ikeja, Lagos State. The estimated population size is approximately 1,500 employees. The sample size of the study is 300 employees, representing 20% of the estimated 1,500 employees at Coca-Cola Plc in Lagos State, Nigeria. The instrument used for data collection was a well-structured questionnaire titled "Effect of Managerial Skills and Development on Organisational Performance at Coca-Cola Plc in Lagos State, Nigeria". Questions are to be drawn based strictly on the stated objectives and works of literature review. The questionnaire was structured into two sections. In section A, the respondents were required to provide demographic information. Section B elicited information on the effects of managerial skills and development on organisational performance at Coca-Cola Plc in Lagos State, Nigeria.

This section was divided into 4 clusters. The seven clusters elicited information on the influence of managers. Cluster 1: communication skills. Cluster 2: Planning skills; Cluster 3: problem-solving skills; Cluster 4: decision-making skills; The response format was a 4-point rating scale of Very High Extent (VHE) (4 points), High Extent (3 points), Low Extent (2 points), and Very Low Extent (1 point). The validity of the instruments will be determined by 3 experts, including my supervisor from the Department of Management, Faculty of Business Administration, Paul University Awka. The researcher administered the questionnaire on a pilot basis using parallel forms at different times (interval of three weeks) to the same group of people and expects that it will give consistent results, thereby confirming its reliability. The Cronbach's alpha method of reliability will be used to determine the internal consistency of the instrument. 20 copies of the samples of the questionnaire will be administered to 20 academic staff of the institutions that are not part of the sample. A reliability index of 0.80 was obtained. The research questions were answered using simple descriptive statistics such as the mean and standard deviation, while the hypotheses were tested at 0.05 levels of significance with an appropriate degree of freedom using chi-square analysis. The hypothesis of no significant relationship will be retained if the p-value is greater than the 0.05 level of significance; if otherwise, the null hypothesis will be rejected.

RESULTS

Research Question One: What is the effect of managers' communication skills on organisational performance?

Table 1: Influence of Managers' Communication Skills on Organizational Performance

S/N	Item	Mean	SD	Decision
1	My manager communicates organizational goals clearly	3.10	0.750	Agreed
2	Miscommunication rarely occurs due to my manager's communication skills	3.05	0.770	Agreed
3	Information is effectively shared across all departments	3.20	0.701	Agreed
4	My manager listens actively to team concerns and suggestions	3.00	0.782	Agreed
5	Clear communication from my manager improves our job performances	3.18	0.720	Agreed
	Average Mean	3.11	0.742	Agreed

Table 1 shows the effect of managers' communication skills on organisational performance in Coca-Cola, Lagos State. The data reveal that the staff

average score is 3.11 out of 4, with a standard deviation of 0.742. This mean is higher than the benchmark mean of 2.5. This indicates that managers' communication skills

can affect organisational performance in Coca-Cola, Lagos State. The relatively low standard deviation scores of 0.742 imply that respondents' opinions were not far

apart, adding validity to the mean scores. Generally, results show that managers' communication skills are

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rated high and positively influence organisational performance.

managers' planning skills on organisational performance at Coca-Cola Plc in Lagos State, Nigeria?

Research Question Two: What is the influence of

Table 2: Influence of Managers' Planning Skill on Organizational Performance

S/N	Item	Mean	SD	Remarks
1	My manager sets realistic and achievable targets	3.00	0.790	Agreed
2	Strategic planning is evident in the way our departments operate	3.10	0.742	Agreed
3	Effective planning contributes significantly to organizational success	3.02	0.781	Agreed
4	My manager involves the team in the planning process	3.95	0.810	Agreed
5	Proper planning by managers helps prevent task delays	3.08	0.700	Agreed
	Average Mean	3.03	0.761	Agreed

Table 2 reveals the influence of managers' planning skills on organizational performance in Coca-Cola, Lagos State. The data reveal that the staff average score is 3.03 out of 4, with a standard deviation of 0.761. This mean is higher than the benchmark means of 2.5. This indicates that managers' planning skills can influence organizational performance in Coca-Cola, Lagos State. The relatively low standard deviation score of 0.761

implies that respondents' opinions were not far apart, adding validity to the mean scores. Generally, respondents agree that planning skills can positively influence organizational performance.

Research Question Three: What is the influence of managers' problem-solving skills on organizational performance at Coca-Cola Plc in Lagos State, Nigeria?

Table 3: Influence of Managers' Problem-Solving Skill

S/N	Item	Mean	SD	Decision
1	Problems are quickly addressed when they arise in our department	3.12	0.681	Agreed
2	My manager resolves conflicts efficiently	3.08	0.703	Agreed
3	Effective problem-solving improves our team's output	3.18	0.660	Agreed
4	Innovative solutions	3.06	0.752	Agreed
5	My manager remains calm and objective when solving problems	3.00	0.762	Agreed
	Average Mean	3.09	0.713	Agreed

Table 3 reveals the influence of managers' problem-solving skills on organizational performance in Coca-Cola, Lagos State. The data reveal that the staff average score is 3.09 out of 4, with a standard deviation of 0.713. This mean is higher than the benchmark means of 2.5. This indicates that managers' problem-solving skills can influence organizational performance in Coca-Cola, Lagos State. The relatively low standard deviation score

of 0.713 implies that respondents' opinions were not far apart, adding validity to the mean scores. Generally, problem-solving is seen as a strong influence on organizational effectiveness.

Research Question four: What is the level of organizational performance at Coca-Cola Plc in Lagos State, Nigeria?

Table 5: Organizational Performance

S/N	Item	Mean	SD	Decision
1	Coca-Cola Plc in Lagos State meets its annual performance targets.	3.20	0.682	Agreed
2	There is a high level of innovation and efficiency in our operations.	3.15	0.711	Agreed
3	Employee productivity has improved consistently.	3.10	0.741	Agreed
4	Customer satisfaction has increased over the past year.	3.08	0.760	Agreed
5	The company has a strong market position in Lagos State.	3.22	0.662	Agreed

Average, Mean, & SD	3.15	0.716	Agreed
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Data in Table 5 shows the level of organisational performance in Coca-Cola, Lagos State. The data reveal that the staff average score on the level of organisational performance is 3.15 out of 4, with a standard deviation of 0.716. This mean is higher than the benchmark mean of 2.5. This indicates that the level of organisational performance of the Coca-Cola industry in Lagos State is relatively high. The relatively low standard deviation scores of 0.716 imply that respondents' opinions were not far apart, adding validity to the mean scores. Generally,

there is a strong agreement among respondents that organisational performance at Coca-Cola Plc is high. A standard deviation shows that the respondents were generally consistent and clustered around the mean, with little variability.

Hypothesis One: There is no significant relationship between communication skills and organizational performance.

Table 6: Pearson Correlation table on the significant relationship between communication skill and organizational performance.

Variables	N	R	Sig. (p-value)	Decision
Communication Skill Organizational Performance	300	0.642	0.000	Significant

Table 6 reveals a statistically significant relationship in the mean scores of Coca-Cola staff on the significant relationship between communication skills and organisational performance. Specifically, the calculated r-value of 0.642 and a p-value of .000 indicate that the difference in the relationship is significant at the 0.05 level. As a result, the null hypothesis is rejected,

suggesting that there is a positive and significant relationship between managers' communication skills and organisational performance..

Hypothesis Two: There is no significant relationship between planning skills and organisational performance.

Table 7: Pearson Correlation Table on the relationship between planning skill and organizational performance.

Variables	N	R	Sig. (p-value)	Decision
Planning Skill & Organizational Performance	300	0.580	0.001	Significant

Table 7 reveals a statistically significant relationship in the mean scores of Coca-Cola staff on the relationship between managers' planning skills and organisational performance. Specifically, the calculated r-value of 0.580 and a p-value of .001 indicate that the relationship is significant at the 0.05 level. As a result, the null hypothesis is rejected, suggesting that there is a

significant positive correlation between managers' planning skills and organisational performance.

Hypothesis Three: There is no significant relationship between problem-solving skill and organisational performance.

Table 8: Pearson Correlation Table on the relationship between problem-solving skill and organizational performance.

Variables	N	r	Sig. (p-value)	Decision
Problem-Solving Skill & Organizational Performance	300	0.600	0.000	Reject H_0

Table 8 reveals a statistically significant relationship between the mean scores of Coca-Cola staff's problem-solving skills and organisational performance. Specifically, the calculated r-value of 0.600 and a p-value

of .000 indicate that the relationship is significant at the 0.05 level. As a result, the null hypothesis is rejected, suggesting that there is a positive and significant

relationship between managers' problem-solving skills and organisational performance.

strongly perceived to influence organisational performance. Employees agreed that managers communicated, provided timely feedback, used appropriate channels, and encouraged upward communication. This finding is expected. Further findings actually revealed that a positive significant relationship exists between managers' communication skills and organisational performance. This aligns with the findings of Mohammed and Shittu (2022), who affirmed that open communication enhances team coordination and goal attainment in multinational firms. Okoro and Ogbodo (2021) also found that communication skills improve decision-making and reduce operational errors. Hence, effective communication is not just about passing information; it fosters trust, collaboration, and productivity (Owolabi & Okeke, 2023). Other findings that corroborate this finding include Pongratz (2021), who investigated the impact of managerial communication skills on the overall performance of organisations and discovered that there was a clear and positive relationship between communication skills and organisational performance. Specifically, the findings indicated that communication skills were associated with increased employee productivity, higher levels of job satisfaction, and reduced turnover rates.

Findings indicate that managers' planning skills highly influence performance. Respondents noted that realistic goals and strategic plans were set, and team participation was encouraged. This is supported by Adewale et al. (2020), who emphasised that proper planning leads to efficient resource use and goal achievement. Iheanacho and Eze (2022) further assert that participatory planning boosts employee engagement and ownership. Sambasivan and Ramadoss (2022) examined the impact of managerial planning skills on organisational performance and found that planning skills were positively related to job performance and that they were also related to the achievement of organisational goals. It also found that strategic planning skills were more strongly related to job performance than tactical planning skills.

Findings revealed that problem-solving skills were rated highly. Managers were perceived to resolve issues effectively, creatively, and promptly. These findings echo those of Nwachukwu and Emeh (2021), who found that problem-solving competencies reduce workplace conflicts and delays. Aliyu & Lawal (2023) also showed that problem-solving skills correlate strongly with performance in dynamic work environments. Ozturk and Guler (2012) examined the relationship between problem-solving skills and organisational performance in Turkey and revealed that there was a positive relationship between managers' problem-solving skills and organisational performance. Specifically, the results showed that managers who had higher problem-solving

DISCUSSION OF FINDINGS

Findings revealed that communication skill was

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skills were more likely to have higher job performance ratings, and their organisations were more likely to have higher performance ratings. In addition, the results showed that the relationship between problem-solving skills and performance was stronger in smaller organisations than in larger organisations.

Findings on organisational performance showed that it was widely valued. Managers who pursued seminars and certifications, training, effective communication skills, and decision-making were seen as more effective. Findings also revealed that a strong positive relationship exists between managers' managerial skills and organisational performance. Eniola and Olowookere (2020) found that organisational performance enhances leadership competence and problem-solving. Similarly, UNDP (2023) emphasises the importance of lifelong learning for future-ready organisations. Ertelt, Beehr, Kneer, and Glanz (2019) examined the impact of manager professional development on organisational performance in the healthcare industry and found that the high level of organisational performance depends on managers' competency.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study confirms that managerial competencies and development programmes significantly shape organisational performance at Coca-Cola Plc in Lagos State. Effective communication, planning, decision-making, mentorship, and continuous learning contribute to improved operational outcomes. Organisations that invest in their managers' soft and leadership skills are better positioned to thrive in a competitive and dynamic business environment.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Coca-Cola should invest in ongoing communication training to maintain clarity and improve feedback systems.
2. Managers should be evaluated on planning effectiveness and trained in participatory planning.
3. There should be use of data analytics, and group decision-making tools should be promoted.

4. Coca-Cola should formalise mentorship roles for senior staff and align with performance development plans.

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