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EDITORIAL NOTE

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NETWORK CAPABILITY COMPETENCE AND PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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ABSTRACT

Examining the impact of network capability competency on the organizational performance of deposit money banks in Nigeria is the study's main goal. Using network capabilities effectively boosts organizational effectiveness. The development of a company's capabilities that it may use to differentiate itself in the market and satisfy customers is aided by strategic network capabilities. They are essential, especially in the cutthroat corporate environment of today, which is characterized by volatile markets and an unpredictable, dynamic commercial environment. The study's research methodology was a cross-sectional survey. A 5-point Likert scale questionnaire was used to collect data from the sample of 320 Bankers, and multiple regression analysis was carried out using Stata version (13) software. The study concludes

that a firm's volume and type of commercial relationships define its network position, which has an impact on the success of the firm. A vital element of attaining long-term business success is a company's capacity to manage its network connections.

Keywords: Network Competence, Organizational Performance, Marketing network, Business development network and Managerial network.

Introduction

Organizational managers work in a dynamic, complex, and unpredictable environment where factors like technology, globalization, knowledge, and shifting competition strategies, impact on the entire success of a company in today's highly uncertain business environment (Muhura, as cited in Emily, 2020). Hence, as Jensen (2017) notes, managers in both small and large organizations are constantly looking for new ways to conduct business in order to generate wealth and raise shareholder value due to this complicated and shifting environment. So, a major worry for any current shareholder of a company is the necessity for management to create frameworks and systems that not only deliver performance but the capacity to command these systems against high-level targets (Maher &Andersson, 2017). They observe that as a result, more and more businesses are relying on internal resources that are priceless, rare, unique, and thereby enhance performance.

The effective use of network capabilities improves organizational performance (Rabah, 2015). According to Dubihlelaas, referenced in Emily (2020), strategic network skills aid in the development of capabilities the company may utilize to set itself apart in the market and satisfy customers. These are crucial, especially in today's competitive business world with its erratic markets and unpredictable weather. Sustainable competitive advantage for businesses is based on an organization's capacity to adapt, use new organizational capabilities, and regulate its dynamic business environment (Srivastava, Franklin & Martinette, 2013). The managers can utilize the market's opportunities while sparingly neutralizing risks from the outside environment. (Peters and Pearce, 2012). In a similar vein, the company's network capabilities allow it to revise its skills in response to environmental changes (Teece, Pisano &Shuen, 2017).

Murgor (2014) pointed out that management teams' strategic responses are influenced by network capabilities, notably those related to human resources, manufacturing technology, and marketing. In their studies, Nyangi, Wanjere, Egessa, and Masinde (2015) claim to have discovered a link between network capability and the performance of sugar-producing companies. The association between strategic network capabilities and business performance, however, is currently understudied and insufficiently investigated, hence the researchers suggested future research in this area.

Similarly, there are some gaps in the developing economies of the continents of Asia and Africa (Ganeshkumar & Nambirajan, 2013). Nigerian manufacturing companies should take advantage of their network capabilities to strengthen their competitive edge and withstand market instability and uncertainties because they compete both domestically and internationally (Gitau, Mukulu & Kihoro, 2015; Kapto & Njeru, 2014). To ascertain whether the company has the strengths necessary to handle the specific forces in the external environment and to enable management to recognize external threats and seize external opportunities, the capabilities are examined based on the firm's strengths and weaknesses in managerial, marketing, financial, and technical areas (Saini & Mokolobate, 2011).

Despite the fact that studies on the impact of network capabilities on organisational effectiveness have been conducted in many nations, none have been done on the impact of network capabilities on deposit money institutions in Delta State, Nigeria. There is a knowledge gap here, so the study's goal is to investigate how network capabilities affect deposit money banks' organizational performance in Delta State.

Statement of the problem

A higher standard of quality assurance, transparency, and reporting by businesses in Nigeria has been prompted by the emergence of globalization, information technology, and a highly dynamic environment in which it operates where mergers, acquisitions, and takeovers are becoming more and more common. Due to economic weak spots incorporated into the global economy, the majority of businesses must manage and survive economic turmoil; therefore, it is crucial to comprehend network skills that will help address such challenges. Regardless of their size, all businesses are finding the market to be increasingly complex and challenging. Nearly all businesses have seen a notable rise in competitiveness in recent years.

The challenge is figuring out how to compete effectively in this intricate and frequently challenging environment while outperforming the nearest rivals in terms of results and business performance. Companies must establish professional ties with experts from other fields, such as legal counsel, bankers, and technologists who also support small businesses, in order to effectively meet the broad clientele needs.

Networks are useful to supplement the lack of resources and inventiveness. As businesses compete more fiercely to outperform one another in their field, poor strategies are used, which results in subpar performance and the eventual demise of many corporations. Networking across businesses promotes resource mobilization, diversity of knowledge, and complementarity. Businesses that place a strong emphasis on networking operate with lower business risk, eventually improving performance. The impact of network capabilities on the organizational performance of deposit money banks in Nigeria is examined in this study.

The study's findings support the relevance of social network theory and dynamic network theory to the relationship between network capabilities and organizational performance, and they are crucial for understanding how various network capabilities affect organizational performance for a variety of stakeholders. The findings of this study will also be very helpful to policy makers in the banking sector because they will aid in the execution of policies. The findings of this study will be extremely beneficial to Nigerian banks as well since they will be able to determine the amount of strategic organizational capabilities that counteract the unstable economic environment.

Research Questions

i. What is the effect of marketing networks on organizational performance?
ii. To what extent does a business development network influence organizational performance?
iii. What is the effect of a managerial network on organizational performance?

The Objective of the Study

The general objective of the study is to examine the effect of network capability competence on the organizational performance of deposit money banks in Nigeria.

The specific objectives of the study are to:

i. determine the effect of marketing networks on organizational performance.
ii. examine the influence of business development networks on organizational performance.
iii. determine the effect of managerial networks on organizational performance.

Research Hypotheses

Based on the objective and research questions, the following hypotheses were formulated to guide this study

HO_1: There is no significant effect between the marketing network and organizational performance.

HO_2: business development network has no significant influence on organizational performance.

HO_3: Managerial network has no significant influence on organizational performance.

Review of Related Literature

Concept of Networking

The term "network" has been defined in a variety of ways by academics and researchers. According to Aarakit and Kimbugwe (2015), it is a task that entrepreneurially minded SME owners do to cultivate and maintain close bonds with particular neighbors. According to Mano (2014), networking is the process of establishing formal collaborations that open up channels for the easy retrieval, testing, and verification of information about other people and organizations for the advantage of an organization. Several authors have recognized the value of networks and networking for banks and SMEs, with networking enhancing their commercial success.

According to Stam, Arzlanian, and Elfring (2014), an entrepreneur's network of resources has a significant impact on how well that organization performs. When used effectively, networking can boost an organization's market share and financial performance by identifying new business prospects, facilitating the transfer of skills, and enhancing its reputation in the industry. Networking is crucial in supplying information and lowering the level of uncertainty surrounding business operations (Sungur, 2015). As a result, in today's economy, both developed and emerging nations are recognizing the value of networking and SME performance (Soininen, Martikainen, Puumalainen, &

Kyläheiko, 2012). Tendai (2013) has added to this assertion by stating that networking is crucial for business at all phases of development. The advantages of networking for SMEs, according to Niu (2010), include trusted connections that, when used for the benefit of the company, can lead to supplies, clients, and friends. In this study, networking will be used to describe the process by which SMPs share information and resources through business clusters, alliances, and collaboration.

Inter-firm Networks

By the use of inter-firm networks, businesses can combine their knowledge and resources to develop high-quality goods and services for international markets. In order to allow resources and other mechanisms to flow across the boundaries of individual firms, Hoang and Antoncic (2003) claim that inter-firm networking involves a group of actors (nodes), which may be people or businesses, and a group of relationships (links) that bind the actors together over time. According to Borgatti and Foster (2003), a network is made up of a number of actors—people, teams, organizations, or concepts—who are linked together by a number of relationships. Collaboration networks, according to Camarinha-Matos & Afsarmanesh (2006), are relationships between businesses that share information, resources, and responsibilities in order to collectively plan, carry out, and assess a program of activities in order to accomplish a common objective.

The literature demonstrates a variety of inter-firm network dimensions, including knowledge-based networks, virtual inter-firm networks, collaborative inter-firm networks, and R & D networks. Organizations that maintain their independence while collaborating to accomplish research and innovation goals form research and development networks (Hagedoorn, 2001; Hagedoorn, Link & Vonortas, 2000; Pippel, 2012). According to König, Battiston, Napoletano, and Schweitze (2012), R&D partnerships allow businesses to directly combine the knowledge, abilities, and material resources required for innovation.

As businesses move toward building alliances with numerous partners, inter-firm collaboration networks have continued to acquire relevance (Ritter, Wilkinson & Johnston, 2004; Tsai, 2009; Shuman & Twombly, 2010). A collaborative network is made up of companies, people, and other organizational entities that pool their resources and expertise to accomplish a single goal (Shuman &Twombly, 2010). Customers, rivals, suppliers, or complementors could all be seen as potential partners. Virtual inter-firm networks are made up of people or organizations that, despite being independent and present in various geographical and socio-cultural contexts, work together to achieve shared objectives while communicating over computer networks (Camarinha-Matos & Afsarmanesh, 2006).

Virtual inter-firm networks in the products and services industries have several aspects. They consist of online communities for professionals, virtual teams, organizations, and businesses. A social network is made up of nodes, which might be people, things, places, or businesses linked by a particular kind of social connection (Serrat, 2010; Yu & Chiu, 2013). TMT social networks, as defined by Collins and Clark (2016), are groups of connections made between senior managers and others, either internally or externally, that may contain information that is beneficial to the company. Such networks make it easier for users to access valuable resources or information sources that are helpful to commercial organizations (Hoag, 2006). According to Konak (2018), managerial social connections and relationships with managers at other companies can help businesses perform better by giving them access to knowledge, resources, and information. Due to the value placed on knowledge as a strategic resource, knowledge-based networks have emerged (Arikan, 2009; Phelps, Heidl &Wadhwa, 2012; Wang, Rodan, Fruin&Xu, 2014). Agents that seek out, adopt, transmit, and produce knowledge are found in nodes that serve as knowledge repositories in knowledge networks (Phelps, Heidl &Wadhwa, 2012). The linkages between the fundamentals of scientific and technical knowledge are provided by these nodes, that made up of people or teams with a variety of knowledge repositories connected through a variety of social ties (Wang, Rodan, Fruin & Xu, 2014).

Organizational networks

There are various methods to define an organizational network. It is the arrangement of relationships between people, groups, or organizations (Aldrich et al., 1989; Rasmussen et al., 2015); the nodes and connections that bind them (Lechner and Dowling, 2003); informal cooperation (Kreiner and Schultz, 1993); and relationships based on reciprocity, mutual benefit, and trust (Mitchell et al., 2016). Both beneficial and detrimental elements of organizational networks have been highlighted in earlier studies. For instance, Hakansson and Ford (2002) make compelling arguments regarding the disadvantages of organizational networks, arguing that because they make use of resources and shared experiences that have been developed through prior coordination, organizations in networks are unable to act independently.

Organizational networks, according to Koka and Prescott (2008), are a foundation for developing non-redundant links that provide a variety of information at the expense of efficiency and exploitation of organizations' performance. According to Inkpen and Tsang (2005), networks' effects on organizational outcomes rely on the context and the amount of knowledge they transfer, and if that knowledge is bad, it may have a negative impact on overall performance. Yet, in earlier literature, the positive effects of networks are explored more prominently than their negative effects; as a result, this study focuses on the organizational network component and emphasizes its critical role in achieving successful organizational performance.

The available research points to a number of advantages that businesses may experience when they participate in networks, including competitiveness, organizational performance, business growth, opportunity recognition, and start-up innovation (Huang et al., 2012; Zhao et al., 2010). (Lechner and Dowling, 2003). Despite these advantages, organizational performance is a desirable and durable result of organizational networks (Chung et al., 2015). Organizational performance measures how well a company performs and how it compares to its top competitors in crucial areas, such as establishing a presence in the market and becoming more aware of and responsive to competitive pressure (Chung, 2011).

Organizational performance shows how businesses implement various business strategies, such as merchandising, supplier networks, customer service, marketing, and financial and promotional plans (Kimetal., 2008). The agreement on performance objectives, the allocation and description of resource priorities, and the notification of managers to evaluate or maintain the present policy or plans to accomplish these goals strategically all contribute to the achievement of organizational performance targets (Murray et al., 1995). Because of their short operating lifespans compared to major firms, organizations lack the experience to plan strategically; as a result, they require strong networks to acquire current knowledge and continuously enhance performance (Walter et al., 2006; Yasir and Majid, 2017).

Also, according to the general hypotheses, creating an organizational network lowers associated costs by fostering shared knowledge for maximizing organizational performance (Chung, 2011). For a number of reasons, organizational networks aid businesses in achieving organizational performance (Lansetal., 2015). First, by working with partners who have access to a variety of resources, an organization can learn about fresh concepts and projects (Dyer and Singh, 1998). The innovative thinking and inventive solutions that are necessary for organizational effectiveness are encouraged by these new partner ideas (Borgatti and Foster, 2003). Second, the focal enterprise can take use of greater opportunities to integrate the variety of talents of other firms thanks to coordination opportunities in the network (Songetal., 2017).

Network Size

With their networks, entrepreneurs can access tools that help them uncover possibilities, gather resources, and establish the legitimacy of their businesses (Bhagavatula, Elfring, van Tilburg and van de Bunt, 2010). As a result, the performance of small enterprises is greatly influenced by the size of such networks. Strategic alliances, joint ventures, licensing agreements, subcontracting, joint research and development, and combined marketing initiatives are just a few examples of the various commercial methods that networks can take (Groen, 2005). Bhagavatula et al. (2010) claim that organizational size may also influence the development of networking relationships with external parties and the degree to which these interactions influence performance. The resources available to larger businesses that can be exploited to create competitive advantage and enhance performance tend to be more established, powerful, and plentiful. It has been demonstrated that smaller organizations have a higher propensity than larger ones to form collaborative bonds with others. Small business networking can be categorized into three categories: level of networking, the strength of network links, and proactive networking (Irec and Bradac, 2009).

The scope of the network, which is positively correlated with the ownership of the companies, is the level of networking (Burns & Dewhurst, 1996). Irec and Bradac (2009) contend that networking is a crucial component for small enterprises, particularly in this climate of business operations that is evolving so quickly. Businesses have been impacted by the development of networking ties as a result of changes in the business operational environment. According to Bhagavatula et al. (2010), social capital, or the resources that business owners can access through their networks, is a significant factor in the development of new ventures. The study will attempt to determine if this is true with SMPs networking in the local setting.

Bhagavatula et al. (2010) claim that various network relationships store valuable knowledge, skills, and resources that produce distinct competitive advantages that enhance business performance. The capacity of an organization to apply knowledge and information from one context or network to another, resulting in creative solutions and effective performance (Armanios, Eesleyand Eisenhardt, 2012). Small businesses are therefore said to increase their propensity to take risks and to be proactive and innovative in their exploitation if they have good partner knowledge, the capacity to create and maintain new and existing relationships, the ability to coordinate these relationships and good internal communication.

Network Multiplicity

The performance of organizations depends on the dynamics of diversity in work teams. The network makes it easier to coordinate information transmission, particularly in tumultuous circumstances, so that the company can make the necessary decisions to increase its competitiveness. With the network's business knowledge, decision-makers can profit from ambiguity. The business intelligence offered reduced the organization's perception of uncertainty in its external environment, helping it to become competitive. A network's net worth is increased by having members with a variety of skills and professional backgrounds.

Jayne and Dipboye (2004) assert that diversity is essential for business and beneficial to the bottom line. The three main justifications for diversity in networks in the business case were outlined by Frishammar and Anderson (2009). The needs of members of varied networks, which are becoming more diversified, can be successfully met by a diverse network group (Calia, Guerriniand Moura, 2007). The group can advance if the members combine their professionalism and develop some sort of synergy. Demographic variety fosters innovation, creativity, and

enhanced teamwork, all of which increase an organization's competitiveness.
One crucial element of the network that influences the performance of small organizations is the strength of network ties, which relates to a mix of time, emotions, intimacy, level of maturity, degree of trust, and prior experiences amongst actors (Aral and Van Alstyne, 2011). An entrepreneur can "depend on" strong ties to build significant relationships, but weak ties have less emotional involvement. Due to their influence on innovation, networking services are a crucial component of the incubation process. As members of a network share experiences, innovation is encouraged.

Phillips, Tracey, and Karra (2013) assert that resource availability and resource combinations play a crucial role in determining the solution chosen to address opportunities and challenges, which in turn affects business performance. The performance of a network's overall members' companies may be considerably influenced. Redundancy, internal strife, and complexity are particularly likely to have an impact on how well a network setup works. The variety of network participants and their varied interests have an impact on the information flow and organizational performance. A firm's competitiveness is greatly enhanced by its capacity to establish and maintain collaboration since it affects the outcomes realized in the market. According to Philips et al. (2013), maintaining close company cooperation can result in efficiency gains in customer support as well as the capacity to attract new clients, acceleration of the development and market introduction of new products, expansion of the knowledge base, exchange of technologies, and enhancement of a company's reputation—all of which are crucial components of firm performance (Hollensen, 2003).

The effectiveness of network members is significantly influenced by the way it is governed (Provan & Lemaire, 2012). To guarantee that participants interact with the network, roles, duties, and decision-making must be clearly defined among network members. This is crucial for resolving disputes and ensuring a fair distribution of the network's advantages. The network's structure will be a major factor in deciding how committed the partners are. Members must be able to rely on one another and act as gatekeepers, as it is known in group dynamics. This implies that the network's members should uphold some level of confidentiality regarding the information shared therein.

Networking Platforms

The degree to which a firm may benefit from networking depends on its capacity for communication, which is essential to its success. For a firm, effective communication with internal and external stakeholders makes all the difference. If the company wants to preserve communication credibility, it must embrace business communication platforms that are accepted and recognized by the network's members. The platforms on which business network conversations can take place have expanded thanks to developments in information communication and technology. The communication platform must protect the network's data and restrict access to just those employees who are allowed to do so. This will guarantee that the information is secure and unleaked. Speaking and writing are both considered forms of verbal communication. On the other hand, non-verbal communication is communication that goes beyond writing or speaking (Lechener and Floyd, 2012).

Network communication is crucial for learning, information sharing, and training during the implementation of a strategy. Since communication is intricately linked to organizational context, organizing procedures, and goal implementation, it permeates every part of a successful network. One mode of communication may be preferred by network members over another. Some people, for instance, favor email as a source of information (Zvoch, 2012). Email is extremely handy for both sender and receiver, but it lacks the richness of other information sources and is a cold, impersonal medium (Ketola, 2010). Email is not the best medium for influencing, persuading, or selling an idea since it is asynchronous, meaning that there are delays in sending, receiving, and reacting. The best use of announcements is to convey the same message to a large number of network participants, keep them informed about a topic they are already familiar with, and connect with geographically distant network participants (Ronél, 2014). Emails boost network members' productivity, communication, collaboration, and innovation (Steyn & Niemann, 2014).

Organizational Performance

The efficacy of an organization is measured by its organizational performance. Corporate performance can be measured using a variety of metrics, including effectiveness, efficiency, financial viability, and relevance to stakeholders. Although other studies have taken into account a wide range of performance indicators, a recent study of managers indicated that sales growth was the most frequently identified measure of overall organizational performance. Measurement of organizational performance is difficult since it is a multifaceted theoretical construct; hence, there is no one operational measure, according to Gan et al. (2006). Due to the existence of these various factors, it is not obvious whether organizational purpose can be portrayed as unitary or whether its various objectives are consistently consistent (March & Sutton, 2017).

Richard (2009) added that instead of fostering a healthy tension between different constituencies, an organization may take the satisfaction of others as a pathology if measures fail to adequately account for its diverse constituencies. This refers to a system's ability to fulfill delivery or performance requirements. Product performance can be expressed using product availability and deliverability. As a result of domestic and international competition, businesses now attempt to produce goods in better methods (Krajewski & Ritzman, 2007). Hence, if the Organization views obstacles as opportunities to grow, they will be better equipped to deal with dangers in the future (Krajewski, 2007). Eccles (2011) claims that the harsh realities of competition have forced management to reconsider their methods and create efficient tools to gauge their performance. A market share target is frequently used to determine a product performance target. The development process can be shaped in a way that results in the release of a breakthrough product by setting an ambitious product performance target.

Network Capability and Organizational Performance

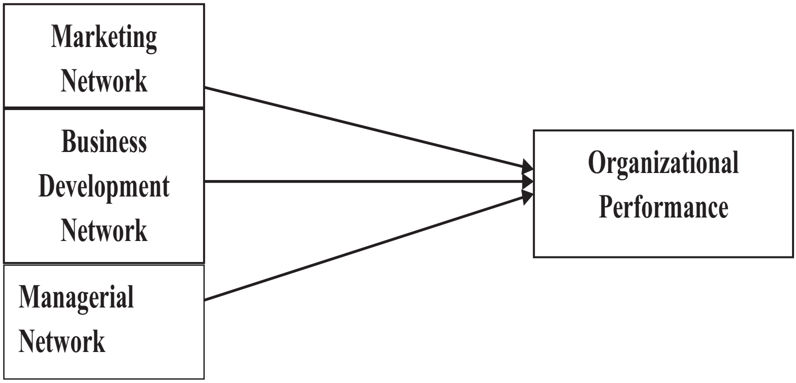
Many academics have identified a variety of predisposing factors for organizational performance. For example, the age of the company (Geroski, 1995), firm size (Giovannetti et al., 2011), owner's gender (Kalleberg & Leicht, 1991), owner's prior experience (Dahl & Reichstein, 2007), foreign direct investment and foreign presence (Mayer & Ottaviano, 2007), innovation (Dess & Lumpkin, 2005), legitimacy (Flynn &Luodan, 2002), institutional (Knudsen et al., 2005). Few scholars have, however, made the connection between organizational performance and the all-encompassing notion of network capabilities. Based on the following justifications, organizational performance in this study has been linked to network capabilities. First, according to resource dependence theory, a firm's performance and existence depend on its capacity to seize more resources.

According to Gras and Mendoza-Abarca (2014), choosing the right partner would enable an organization to access financing sources and other resources, which would improve performance. Hence, informal social networks (one of the network skills) and organizational performance are directly related. Furthermore, Rosanas (2008) referred to the marketing network as the essential precondition for the company's long-term survival because it increases the likelihood of its viability by allowing employees to freely collaborate and share knowledge in order to solve problems facing the company.

Conceptual framework

Independent Variable — **Dependent Variable**

Network Capabilities — **Organizational Performance**



Source; Researcher's Model, 2023

Marketing Network and Organization Performance

Network marketing is primarily employed in B2B markets, and in this sort of marketing, personal selling methods like trade shows and sales presentations are favoured. It fosters business partnerships and helps coordinate efforts among several parties for mutual gain, resource exchange, and trust (Coviello et al., 2002). It concentrates on various networks of ties between businesses and is very interested in how "connected" these interactions are. Each company in a network has direct and indirect contacts, which may be formal or informal, with both clients and suppliers. These connections might be interpersonal or impersonal, which means close or far, and they are a component of a broader network. Different relationships have varying degrees of authority, dependency, and communication. The networks have a strategic orientation since they are built over time through social ties. Coviello and Brodie (2002). Network marketing places a strong emphasis on many network links between businesses and pays close attention on how "connected" these relationships are (Coviello et al,1997). One often used network marketing tool is logistic network conferences. The sales team of the Logistic firms performs personal presentations at conferences and fairs hosted by the Logistic Network, where potential partners can also attend.

Business Development Network and Organization Performance

A variety of strategies are included in business development that aim to expand an economic enterprise. Among these methods are analyses of marketing prospects and target markets, information collecting about clients and rivals, generating leads for potential clients, follow-up sales activity, formal proposal drafting, and business model development. Business development is assessing a company's potential and employing techniques like marketing, sales, information management, and customer service to help it reach that potential. Business development is a continuous process for a strong firm that can survive competitors (Coviello and Brodie, 2001). Beyond just "a sale to a customer," successful business development frequently necessitates a multidisciplinary approach. It is frequently important to develop a thorough growth strategy for the company, which could involve knowledge of finance, law, and marketing. Business development cannot be reduced to straightforward templates that can be applied to all, or even most, of the circumstances experienced by actual businesses. To keep a business on the path of sustainable growth, creativity in tackling novel and unforeseen issues is essential.

Businesses frequently rely on their current contacts for business expansion rather than establishing procedures. Other times, they believe that because they have connections to influential individuals, their problems with business development are resolved and that new businesses will find them. If they are unable to leverage those relationships, which are frequently weak or personal, the effects of such thinking may be considerable. Business development frequently refers to forging and overseeing strategic alliances with other, "third party" businesses for larger, more established businesses, particularly in technology-related industries. In these situations, the businesses will pool their resources to use one another's knowledge, technology, or other intellectual property to broaden their offerings, functionality, and/or market reach without having to spend money developing or acquiring these themselves (Coviello and Brodie, 2001).

Managerial Networking and Organization Performance

In particular, most administrative networking linkages and contacts in Sub-Saharan African nations are relational (Salm & Falola, 2002). In other words, they develop as a result of interactions between managers of organizations and outside entities, as well as direct cohesive linkages in the form of interpersonal and social bonds. Most of the connections and relationships-what Granovetter (1985) refers to as "strong ties"-are characterized by a high degree of closeness, reciprocal services, and emotional intensity. This is especially true when it comes to the networking connections made with senior executives from other companies, labor union leaders and representatives, political figures, and bureaucrats. As with the networking and linkages formed with specific communities through their leaders-the so-called strength of weak ties-other networking interactions require little time, intimacy, and emotional intensity (Granovetter, 2014).

The top managers of other firms, who may be their suppliers, customers, or competitors, form personal and social networking connections and linkages with the management of those organizations (Dubini & Aldrich, 1991). Several studies have demonstrated that managers can access resources, important information, and knowledge that they can utilize to reduce risks and hence improve performance when they establish personal and social networking contacts and links with top managers of other companies. The production, acquisition, and exploitation of the information, for instance, is facilitated through networking ties between managers and their major clients and suppliers (Dyer & Nobeoka, 2000; YliRenko et al., 2001) which is applied to raise performance and productivity. Moreover, networking connections and linkages with customers may foster brand and customer loyalty as well as boost revenue (Park &Luo, 2001). Additionally, networking and relationships with suppliers will give access to premium raw materials, first-rate services, prompt and reliable deliveries, and financial resources; similarly, relationships with competitors may result in the sharing of knowledge about how to cut operating costs (von Hippel, 1988), or collaboration to pool resources to address environmental uncertainties related to competition (Park & Luo, 2001). In order to have access to information, assets, and knowledge used in order to boost productivity and organizational performance, organizations need to have connections with top managers at other companies.

Dynamic Network Theory

According to the dynamic network theory, social networks have an impact on how people in social, organizational, and global systems pursue their goals (Westaby, 2012). The advantages of group dynamics in enhancing organizational performance are discussed. The idea explains why knowledge tends to spread more easily within groups than across them for the advantage of group members, making it pertinent in the information age (Westaby, Pfaff, & Redding, 2014). This theory explains network resistance, which has a negative impact on performance, network reactance roles, and peripheral roles, which have a range of consequences on performance (Westaby et al., 2014).

The network creates a mechanism that later affects how well organizations perform. The idea has a number of consequences for comprehending how people behave, perform, spread emotions, and engage in conflict in different network systems. This theory recognizes the critical function of social networks in the pursuit of communicative goals. People can freely connect with one another in a network, which helps people understand one another and work together on various projects. Networks give users the chance to express their opinions and insights without restraints. This encourages the group members' degree of dedication and support to keep the group together. The resistance forces that could obstruct communication between network members are also identified by dynamic network theory (Westaby, 2012). Such actions hinder communication and the accomplishment of group objectives. Also, they restrict how much any member of the group network can get from it. This hypothesis is crucial to the study because it explains how organizational networks affect the effectiveness of small and medium-sized businesses.

Empirical Review

Emily (2020) looks at how organizational characteristics affect the non-financial performance of Kenyan manufacturing companies. Establishing the impact of managerial, technological, managerial, coordination, and marketing capacities on the non-financial performance of manufacturing enterprises in Kenya was one of the specific goals. The study also looked at how managers' cognitive processes affected the relationship between organizational capability and non-financial performance of Kenyan manufacturing enterprises. There were 513 manufacturing companies in the target demographic. A sample of 225 businesses from Nairobi and its surroundings were used in the study. Target population samples were chosen using the stratified random sampling technique. Primary data for the study were gathered using self-administered questionnaires and a survey approach. Throughout the pilot study, the validity and dependability of the research tool were also tested. Cronbach's alpha was used to assess reliability, and content validity to assess validity. After data was coded and descriptive statistics were produced using Statistical Packages for Social Sciences, data was then analyzed using descriptive statistics and inferential statistics. Tables, graphs, and charts were used to present the results.

According to the study, performance is positively and significantly impacted by technological capabilities, marketing capabilities, coordination capabilities, and managerial capabilities. The study also discovered that the association between organizational skills and business performance is moderated by managers' cognition. The study concluded that organizational capabilities (Marketing network, Business development network and Managerial network, technical, managerial, marketing, knowledge management, and coordination capacities) had a positive and significant impact on Kenyan manufacturing enterprises' performance. The report suggests that businesses work hard to develop organizational skills. A suggestion is made to the management of manufacturing companies to develop methods and procedures to improve the technical, managerial, coordinational, marketing, and knowledge management capacities of individual participants, such as managers and subordinate personnel. This could be accomplished by making plans for training and using benchmarks from other businesses that are succeeding in these fields.

According to Mogaka and Muchemi's (2020) investigation from the dynamic business environment threatens the performance of firms internationally, moving the competition from individual firms to networks of various firms. Inter-firm networks are becoming more popular as a method for surviving and improving the performance of firms in such a competitive environment. In this strategy, many companies collaborate in terms of R&D, corporate partnerships, online collaboration, knowledge-based networks, and social networks. Many organizations engage in inter-firm networking for a variety of reasons, including knowledge sharing, collaborative initiatives, technological capacity building, leveraging local marketing expertise, decentralizing to be closer to local markets, developing user-supplier networks, and leveraging knowledge spillovers from location-based proximity. It has been suggested that the adoption of this strategy by various organizations helps them acquire a competitive edge since it has a beneficial impact on their market share and firms also utilize technology, generating a positive impact on their performance. Therefore, the purpose of this study was to review, conceptualize, and examine the conceptual, empirical, and theoretical literature; to identify theoretical and methodological gaps; and, finally, to propose a conceptual model that would show how inter-firm networks and organizational performance are related. The study's relevant hypotheses were examined, and several constructs, as well as their operational indicators, were discovered and contrasted with prior empirical work. In order to increase knowledge in this field, the paper's conclusion made the case that an empirical investigation based on the suggested theoretical model was necessary.

In their 2019 study, Vigatsi and Amuhaya (2019) investigate how the characteristics of informal work groups affect employees' productivity at the Kakamega County General Teaching and Referral Hospital. The determination of how group networks affected employee performance was a specific goal. The study used a descriptive research design for its research. The target population included 602 hospital employees. A sample of 240 respondents who were chosen using the stratified random procedure was obtained using Yamane's formula. Data collection involved the use of questionnaires. During a pilot study that included 24 randomly chosen respondents from the hospital but was not included in the main study, validity and reliability were achieved through expert consultation and test-retest, respectively. The background information of the respondents, demographic factors, level of interaction, group networks, and level of individual and group creativity were all examined using descriptive statistics. Regression analysis was used to examine the influence of informal group network coefficients on employee performance. The results showed that Business development networks and social networks had a significant impact on employee performance. The management of Kakamega County General Teaching and Referral Hospital was found to have failed to foster an environment conducive to the development of informal team variables like social networks. According to the report, the hospital should recognize and develop viable informal networks that can improve employee performance.

The impact of networking on the performance of Small and Medium sizes (SMEs) was examined by Ekeh, Tsetim, and Oguche (2019). The study's focus was on SMEs in the city of Makurdi. The study focused on how the structure, governance, and content of networks affected the performance of SMEs in Makurdi, Benue State. Because it is simple to use and produces data quickly, the study used the survey research strategy. The 708 owners and senior management employees of SMEs in the Benue State, Nigeria, the metropolis of Makurdi make up the study's target population. They included a variety of industries, such as agriculture (24), equine (32), education (86), commerce (164), baking (34), table water (17), fashion and design/hair styling (97), and IT (92), (65) Both transportation and health (55). There were 256 responders in all. The research tool for gathering data was a questionnaire. There are two 4-point Likert scale questionnaires in the research package. A 0.83 response rate on the 256 questionnaires distributed was achieved, and 213 questionnaires were chosen for statistical analysis. The strength of the impact of network dimensions on SME performance was tested using multiple regression analysis and SPSS version 21. The study's conclusions showed that both network structure and network governance have a substantial impact on how well SMEs perform in Benue State. The outcome also showed that network content significantly impacts how well Businesses function in Benue State. Their study came to the conclusion that SMEs' success is significantly influenced by the structure, governance, and content of the Managerial network they maintain. Among the recommendations offered was that the management of SMEs should be aware of the substance of their networks because it has a big impact on how well SMEs perform.

Methodology

Research philosophy is determined by the level of theoretical growth and expertise in an area as well as the worldview of the researcher. The post-positivistic viewpoints that favor unbiased testing of empirical hypotheses serve as the foundation for this investigation (Bryman and Bell, 2003, Reichardt and Rallis, 1994). A descriptive, quantitative cross-sectional survey research design was used for this study. A cross-sectional study enables researchers to gather data on what is happening at a specific period. The researcher can quantitatively test their hypotheses using this study design.

Sample Data and Demographics

The growing interest in the need to clarify people management and test theories created in advanced economies in contexts of emerging markets (Delery and Doty, 1996). The influence of personnel management on organizational performance in emerging economies is expected to be different from that in developed markets since personnel management in the new regime occurs in an unequal institutional framework (Bolino and Turnley, 2003). So, it is crucial to fix the existing problems with Nigeria's deposit money banks. One of the subtropical regions of Africa with the fastest-growing economy is Nigeria. Data from a survey targeting listed deposit money banks doing business in Nigeria were used in this study. We used a standardized questionnaire to gather information from the staff at the Lagos headquarters of these deposit money banks.

Population of Study

The population of this study is made-up of the total number of employees in Lagos head office of selected listed deposit money banks in Nigeria, the banks are First bank, UBA Plc, Zenith Bank, Sterling Bank, Guaranty-trust Bank, Skye Bank, Access Bank, Fidelity Bank, First City Monument Bank, Union Bank.

Table 1 : Population

S/N	Banks	Total
1.	First Bank	220
2.	U.B.A	175
3.	Zenith Bank	210
4.	Sterling Bank	100
5.	Guaranty Trust Bank	200
6.	Skye Bank	150
7.	Access Bank	202
8.	Fidelity Bank	200
9.	First City Monument	100
10.	Union Bank	200
		1757

Source: Personnel Record of each banks as at 2020

Sample Size and Sampling Technique

The Taro Yamane model (1967) was employed as cited in Ahmed and Nawaz (2019). The formula is stated below:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1757}{1 + 1757\ (0.05)^2} \quad n = 325$$

The selected deposit money banks were proportionately sampled respectively due to the differential numbers of employees in each sampled deposit money banks. To calculate each size of the stratum, Kumaran (1976) model was be employed, the model is stated as follows:

Table 2: Stratified sample size of Studied Bank

S/N	Bank	Sample Size	Number of Respondent
1.	First Bank	$\frac{(325)(220)}{1757}$	40
2.	U.B.A	$\frac{(325)(175)}{1757}$	32
3.	Zenith Bank	$\frac{(210)(325)}{1757}$	39
4.	Sterling Bank	$\frac{(100)(325)}{1757}$	19
5.	Guaranty trust Bank	$\frac{(200)(325)}{1757}$	37
6.	Skye Bank	$\frac{(150)(325)}{1757}$	28
7.	Access Bank	$\frac{(202)(325)}{1757}$	37
8.	Fidelity Bank	$\frac{(200)(325)}{1757}$	37
9.	First City monument	$\frac{(100)(325)}{1757}$	19
10.	Union Bank	$\frac{(200)(325)}{1757}$	37
			325

Source: Authors Computation, 2023

Comrey and Ice (1992) determined that a sample size of less than 50 is weaker, between 51 and 100 is weak, between 101 and 200 is suitable, between 300 and 500 is good, and between 500 and 1000 is great. Our respondents in this study were managers and other management staff who had worked, held positions of authority, and knew more about managerial networks, marketing networks, business development networks, and network capabilities. In addition, managers and other staff members were educated individuals who understood more about managing employees to produce better results.

A total number of 325 questionnaires were distributed among the selected deposit money banks head office Lagos. A five points Likert scale was used in designing questionnaires that ranging from 1 (strongly disagree) to 5 (strongly agree) there are many reasons to use a five-point Likert scale, first respondent rate can be improved by using a five point Likert scale because respondents fill the questions with devotion and honesty, second, respondent feel comfortable and easy due to the time constraints, third, the frustration level of respondent is minimized in five point Likert scale as compared to seven points Likert scale.

Table 3: Variables and Measurement

S/N	Variable name	Dependent/Independent Variables	Theoretical Underpinning/References
1.	Marketing network	Independent variable	(Coviello and Brodie, 2001: Coviello et al,1997: Coviello et al,1997)
2.	Business development network	Independent variables	Coviello and Brodie, 2001
3.	Managerial network	Independent variable	(Dyer &Nobeoka, 2000; Salm & Falola, 2002: YliRenko et al., 2001)
4.	Organizational Performance	Dependent variable	Bititci (2015), Smith and Bititci (2017), Melnyk, Bititci, Platts, Tobias and Anderson (2014).

Handling Common Method Bias

To minimize bias employees of deposit money banks were asked to provide information on the subject. The categories of participant gave reliable information on the role of Network capabilities on organizations performance. We minimized evaluation apprehension by assuring respondents confidentiality (Podsakoff, Mackenzie, Lee and Padsakoff, 2003, Conway and Lanre, 2010). Participants were informed that dimensions of independent variables are associated with the measurement of dependent variable.

Model Specification

ORGPEF = f (NETCAP)
NETCAP = (MAKTNT, BDEVNT, MANGNT)
ORGPEF = $\alpha + \beta_1$MAKTNT + β_2BDEVNT + β_3MANGNT + ε
……..equation (1)
Where:
NETCAP = Network capabilities
MAKTNT = Marketing network
BDEVNT = Business development network
MANGNT = Managerial network
ORGPEF = Organizational Performance
α = Constant
$\beta_{1-}\beta_3$ = Regression Coefficient
ε = error term.

Validity Test

We conducted both reliability and validity tests on the measurement scale used with Stata version 13.0 software. Cronbach alpha for network capability dimensions (Network capabilities, Marketing network and Business development network) and Organizational Performance with an average of 0.8390 for all the constructs, suggesting that measurement instructional effectively capture the variable (Zikmund, Babin, Carr and Griffin (2013).

The KMO (0.8867) and Bartlett's test of sampling adequacy was significant for the three (3) variables, (Marketing network (3.17) Prob>chi2 = 0.000, Business development network (58.38) Prob>chi2 = 0.000 and Managerial network (33.18) Prob>chi2 = 0.000) suggesting that the variables are reliable and internally consistent, we used OLS multiple regression for data analysis.

Empirical Findings and Discussion

Out of 325 questionnaires, 300 were valid and suitable for different analyses conducted. This represents 80% response rate which is adequate for data analysis (Bryman and Bell, 2015). In terms of the number of employees, 60(20%) have between 1 – 10 core staff, 45(15%) between 11– 20 core staff, 100 (33.3%) between 21 – 30 core staff and 95 (31.6%) between 31 – 35 core staffs. With respect to the years of working with the banks, 125(41.6%) respondents have been working with their banks between 0 and 5 years, 75(25%) respondents between 6 – 10 years, 50(16.6%) respondents between 10 and 15 years, 35(11.6%) respondent between 15 and 20 years and 15(5%) between 20 and 25 years.

Table 4: Descriptive Statistics

S/N	Items	Mean	SD
Marketing network			
1.	The dynamic of the marketing network creates more opportunities in the organization	4.1	0.82
2.	It helps to improve companies sales efficiency	4.2	0.81
3.	Creating long-term relationships between customers	4.2	0.85
4.	Value creation for the customers	3.9	0.83
Business development network			
1.	Changes in product or service lines have usually been quite dramatic to achieve a competitive advantage	3.9	0.85
2.	It builds a strong emphasis on R&D, technological leadership, and innovations	3.9	0.85
3.	It helps employees to develop informal contacts among themselves	4.1	0.82
4.	It has the ability to initiate a mutual relationship with new partners	4.0	0.83
Managerial network			
1.	The use of a managerial network has improved the operational efficiency of employees	4.2	0.81
2.	The managerial network has led to more formalization of communication and procedures.	4.1	0.82
3.	The managerial network has led to more formalization of communication and procedures.	4.0	0.83
4.	The managerial network has made the decision-making process faster.	4.1	0.82
Organizational performance			
1.	I always complete the duties assigned to my job specification.	4.2	0.86
2.	Formal performance requirements on the job must be met.	4.2	0.81
3.	Fulfilment of all responsibilities is required in the job duty.	4.1	0.82
4.	Never neglect aspects of the job that obligate performance.	4.1	0.82

Table 4 shows the mean values and standard deviation of participant responses, a mean score of (1.00 – 1.99 = strongly disagree), (2.00 – 2.49 = disagree), (2.50 – 3.49 = undecided), (3.50 – 4.49 = agree) and (4.50 – 5.00 = strongly agree), the result suggests that the respondent agreed with the following statement based on Network capabilities dimensions (Marketing network, Business development network and Managerial network) and Organizational performance (mean score 3.9 and above).

Table 5: Normality test

Skewness/Kurtosis tests for Normality

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	joint adj chi2(2)	joint Prob>chi2
maktnt	320	0.0000	0.0001	42.75	0.0000
bdevnt	320	0.0000	0.1240	30.18	0.0000
mangnt	320	0.0000	0.0085	19.95	0.0000
orgpef	320	0.0000	0.0002	52.05	0.0000

Source: Researcher's computation (using Stata version 13.0)

The result of the normality test in Table 5 shows that all the variables are normally distributed at 5% level of significance. Hence, any recommendations made to a very large extent would represent the characteristics of the through population of the study.

Table 6 Correlations among the dimension s of study variables

	maktnt	bdevnt	mangnt	orgpef
maktnt	1.0000			
bdevnt	0.3178	1.0000		
mangnt	0.2938	0.2877	1.0000	
orgpef	0.3032	0.4580	0.3215	1.0000

Correlation is significant at the 0.05 level

Source: Researcher's computation (using Stata version 13.0)

The result in Table 6 reveals that there is a positive correlation analysis involving all the constructs that have a moderate positive correlation. Overall, the dimensions of the independent variable maintained a positive correlation with organizational performance.

4.3 Test of Hypotheses

Decision Rule

The null hypotheses shall be accepted if the p-value (calculated value) is greater than (>) the established level of significance (critical value) and to reject the null hypotheses if it is less than (<) the critical value. In addition, Gujarati and porter, (2009) opined that the level of significant p-value of 0.05 and above is a condition for accepting the alternate hypothesis (H). But if otherwise, that is p-value less than 0.05 is the condition for rejecting the alternate hypothesis (H).

Post Regression Diagnostic Test (PRDT)
Table 7 Test for Heteroskedasticity, RESET and VIF

```
Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
         Ho: Constant variance
         Variables: fitted values of ocbh

         chi2(1)      =     6.92
         Prob > chi2  =   0.0885

Ramsey RESET test using powers of the fitted values of ocbh
       Ho:  model has no omitted variables
                  F(3, 313) =      5.59
                   Prob > F =      0.0010

. estat vif

    Variable |       VIF       1/VIF
-------------+----------------------
        valc |      1.17    0.854353
        perc |      1.17    0.857708
        woec |      1.15    0.871674
-------------+----------------------
    Mean VIF |      1.16
```

Source: Researcher’s computation (using Stata version 13.0)

We conducted Post Regression Diagnostic Test in Table 7 for the test for heteroskedasticity, which shows that the variation between the dependent and independent variables is homoscedastic, in that there is no heteroskedasticity problem (6.92(0.088)). Implying that the model is free from the presence of unequal variance. This further indicates that our probability values for drawing inferences on the level of significant are reliable and valid. Thus, validating the OLS results, hence, the regression results can be used to test the formulated hypotheses.

Table 7 also shows the results obtained from the test for Ramsey regression equation specification error test, a probability value of 0.001, implying that the model has no omitted variables. The result from the table indicates the variance test inflation factor test (VIF); the mean VIF value reported is 1.16 which is less than the benchmark value of 10 points to the absence of multicollinearity.

Table 8: Network Capability Competence dimensions (independent Variable) and Organizational performance (dependent Variable)

```
  Source |       SS       df       MS              Number of obs =     320
---------+------------------------------           F(  3,   316) =   37.93
   Model |  74.5382019     3  24.8460673           Prob > F      =  0.0000
Residual |  207.011798   316  .655100627           R-squared     =  0.2647
---------+------------------------------           Adj R-squared =  0.2578
   Total |      281.55   319  .882601881           Root MSE      =  .80938


------------------------------------------------------------------------------
  orgpef |      Coef.   Std. Err.       t     P>|t|      [95% Conf. Interval]
---------+--------------------------------------------------------------------
  maktnt |   .1769824   .0681287     2.60   0.010       .0429391    .3110256
  bdevnt |   .3398711   .0486297     6.99   0.000       .2441921    .4355501
  mangnt |   .1630228   .0475874     3.43   0.001       .0693947     .256651
   _cons |   1.209288   .2921869     4.14   0.000       .6344108    1.784166
------------------------------------------------------------------------------
```

Dependent Variable: Organizational performance
Source: Researcher's computation (using Stata version 13.0)

Ho_1: There is no significant effect between the marketing network and organizational performance.

The regression result output in table 8 shows that the marketing network has a significant and positive effect on Organizational performance of Nigerian listed Banks (Coef. 0.1770, p = 0.010), the p-values for marketing network **is** less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between marketing network and Organizational performance of deposit money banks in Nigeria. This is in accordance with Emily (2020) that organizational capabilities (Marketing network, Business development network and Managerial network, technical, managerial, marketing, knowledge management, and coordination capacities) had a positive and significant impact on performance.

Ho_2: Business development network has no significant influence on organizational performance

The regression result output in table 8 shows that Business development network has a significant and positive effect on Organizational performance of Nigerian listed Banks (Coef. 0.3400, p = 0.000), the p-values for Personality congruence **is** less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Business development network and Organizational performance of deposit money banks in Nigeria. This finding is in consonant with Vigatsi and Amuhaya (2019) that business development networks and social networks had a significant impact on employee performance and that firms should recognize and develop viable informal networks that can improve employee performance.

Ho_3: Managerial network has no significant influence on

organizational performance

The regression result output in table 8 shows that the Managerial network has a significant and positive effect on Organizational performance of deposit money banks in Nigeria (Coef. 0.1630, p = 0.001), the p-values for the Managerial network **is** less than 0.05, hence, we reject the null hypothesis and accept the alternate hypothesis, which states that there is a significant relationship between Managerial network and organizational performance of deposit money banks in Nigeria.

This finding is in alignment with Ekeh, Tsetim, and Oguche (2019) that SMEs' success is significantly influenced by the structure, governance, and content of the Managerial network they maintain. Also, those organizational capabilities (Marketing network, Business development network and Managerial network, technical, managerial, marketing, knowledge management, and coordination capacities) had a positive and significant impact on Kenyan manufacturing enterprises' performance.

As indicated in Table 8, Adj. R-Squared of the models is 0.258 implying that 25.8% change in Organizational performance is accounted for by the joint predictive power of Network capabilities dimensions (Marketing network, Business development network and Managerial network). A number of studies have found the ability to network to have a positive impact on firms' financial performance (Lechner and Gudmundsson, 2016; Semrau and Sigmund, 2012). Likewise, earlier researchers have also provided statistical evidence for the positive relationship between entrepreneurs' networking ability and firms' financial performance (Thrikawala, 2011; Chen et al., 2007). Studies have found that network competence enables firms to remain competitive in the market (Parida et al., 2017). Firms obtain knowledge resources from their networks, such as the understanding of starting up new firms, how to manage people and processes and how to attain growth and maintain a competitive position (Wiklund and Shepherd, 2003; Brush et al., 2001)

Conclusion

The ongoing search for a deeper knowledge of what is required to manage complex business constellations is fueled by the increasing emphasis on enterprise networks and the documented link between firm success and active participation within these networks. The talents and capabilities are necessary at the firm level to participate in meaningful network relationships to improve performance are a crucial aspect of this challenge and the study's main focus.

Businesses are relying more and more on their connections with customers, suppliers, rival companies, and other players in the market to maintain a competitive edge. The networks that result from this process include the key business connections of a company with other entities, resources, and varied (and perhaps conflicting) interests. A company's network position, which affects the success of the organization, is shaped by the caliber and quantity of commercial contacts it maintains. A key factor in ensuring sustained business performance is a company's capacity to manage its network connections. Businesses are increasingly relying on their relationships with customers, suppliers, rival companies, and other market participants to give them a competitive edge. The networks that result from this process represent the key commercial relationships of a company with various entities, resources, and diverse (sometimes conflicting) interests.

The study concludes that a firm's network position, which affects the performance of the firm, is shaped by the type and volume of business relationships it maintains. The ability of a company to manage its network connections is a key factor in achieving long-term business success. Based on the study's findings, it can be said that network competency significantly affects how well banks perform.

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