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NETWORKING CAPABILITY AND ORGANIZATIONAL SUCCESS OF FOOD AND BEVERAGES FIRMS IN PORT HARCOURT.

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Abstract

The study examines the relationship between networking capability and organizational success of food and beverage firms in Port Harcourt, Rivers State, Nigeria. A cross-sectional survey was used. 164 manager and supervisors of the food and beverage firms in Port Harcourt make up the population. A census study was conducted. A structured questionnaire was used to collect the data. In order to determine the relationship between networking capability and organizational success, the Spearman rank correlation was used in the analysis. According to the study, networking capability is related to organizational success. The study recommended that networking capability should be enhanced for organizational success.

Keywords: Networking Capability, Coordination, Relationship Skills, Organizational Success, Operational Efficiency, Profitability.

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Introduction

Organizational success in today's highly competitive marketplace can no longer be ascertain merely with good products and clever marketing. This notion has placed a new and different demand on organizations as success trends are driven by increased competition, innovation, improves technology, and the ability of organization to withstand turbulent seasons (Shenhar & Dvir 2018). A major tool for achieving organizational success will be employees who are very efficient and effective at their daily tasks and responsibilities. Developing an efficient organisation is essential to its long-term success. Increasing the likelihood of a company's success is essential if it is to provide value to its stakeholders (Atkinson et al., 2009). Organisational success depends on providing workers with the autonomy and authority to carry out their duties without interference. Organizational can be successful with innovative projects by focusing on strategic orientation, business priorities and cultural values (Maltz, 2013).In today's information economy, success in an organization entails being resilient, competitive, sustainable, strategically focused, knowledgeable in handling business processes, customers, and employees, and unlocking the knowledge and abilities of the people. With success in mind, firm must be able interact with other business partners and manage these relationship efficiently in a dynamic market. One of the most valuable skills an organisation may have is the capacity to network, which opens up doors to new contacts, resources, markets, and even knowledge altogether (Brekke, 2015). To effectively construct, manage, and exploit possibilities through interactions inside and between networks, a company's networking capabilities is a crucial development activity (Vesalainen & Hakala, 2014). Networking is the process of making connections, both professionally and personally, for the purpose of furthering one's career or business. The effectiveness of networking to increase one's profile and authority, one's performance on the job, one's organization's access to strategic information, and one's professional advancement depends on a number of factors at the person, job, and organisational levels. The positive impacts of networking are amplified when people have easy access to resources like knowledge and social capital. The digital networking transition is driving today's corporate environment, which is changing quicker than ever. Beyond the job requirements, increasing productivity, performance, and efficiency necessitated strong networking abilities

Managers would do well to recognise the value of networking and try to improve their own networking abilities. According to Lindenfield & Lindenfield (2005), networking creates cooperation that may result in the growth of an organization. It also necessitates persistence and ongoing practice (Fischer, 2005: 38). Therefore, networking as a talent for building and keeping relationships is required in management training as a tool to improve quality of life and open up opportunities for organizational success. Recent research has centred on the relationship between networking behaviours and career achievement (Langford, 2000; Wolff & Moser, 2009), yet this body of work has mostly grown independently across fields like managementbut there is a dearth of empirical study on networking capability and organizational success of food and beverages firms in Port Harcourt, hence the need to cover this gap.

Statement of the Problem

Networking is a common strategy for small and new companies in the high tech sector to compete in an environment that rewards creativity, innovation, and a willingness to take risks. However, a common reason why networks fail is an inability to manage and reap the benefits of external interactions (i.e., a lack of network competency). Potential network connections, as pointed out by Kale et al. (2002), are not enough. Instead, businesses need to succeed in networks by fusing their strategic and operational mindsets and tending to both

existing connections and making new ones.Although networking is a skill that businesspeople must possess, many organizations lack guidelines or explanations of what networking abilities entail. Networking competence has become a significant problem in many organizations due to their inability to develop network capacity that will connect with customers, suppliers, and competitors and their ability to create, manage, and effectively exploit network relationships to seize business network opportunities. As a result, it is vital to investigate how networking skills influence corporate success.

Research Hypotheses

The null hypotheses were formulated as a tentative answer to the research questions;

Ho_1: There is no significand relationship between coordination and profitability of food and beverages firms in Port Harcourt.

Ho_2: There is no significand relationship between coordination and operational efficiency of food and beverages firms in Port Harcourt.

Ho_3: There is no significand relationship between relationship skills and profitability of food and beverages firms in Port Harcourt.

Ho_4: There is no significand relationship between relationship skills and operational efficiency of food and beverages firms in Port Harcourt**.**

2.0 Literature Review

Conceptual framework

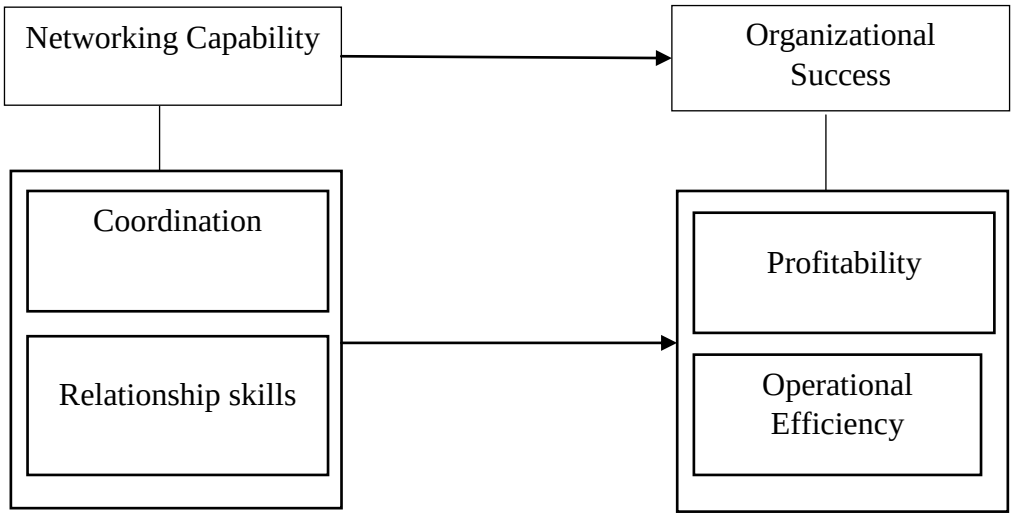

Figure 1: A conceptual framework showing the link between networking capability and organizational success.

Source: Adapted from Bengesi and Roux (2014); Razmus and Laguna (2018).

Concept of Networking Capability

When referring to an organization's ability to connect with and collaborate with other entities, the phrase "networking capability" is typically employed. To improve the efficiency of a company's operations, one must have networking skills (Mitrega et al., 2012). Competition in today's market is fierce. As a result, being able to network effectively is essential to the company's long-term success. Networking facilitates access to data, necessary resources,

market share, and cutting-edge technology for enterprises (Miller et al., 2010). According to Acquaah (2011), the company's performance and longevity depend heavily on its information and social networks. However, not all companies use networks. The existence of both official and unofficial networks persists. Long-term contracts for collaboration are more common among large organisations, whereas small businesses usually just take part in it (Tang, 2011). In informal networks, there are only two forms of knowledge transfer possible: organisational transfer and technological transfer (Hitt et al., 2001). Networking potential, or the capacity to develop and maintain relationships with other individuals and institutions, is another way in which human resources may be defined. Firms need the ability to network in order to identify and capitalise on market possibilities for collaboration, problem solving, and accelerated product development (Mitrega et al., 2012). In order to find suppliers, consumers, dealers, and other resources in international marketplaces, small businesses rely on industry networks. A network is a system of relationships between people and the institutions that facilitate the flow of resources. For businesses, networks are crucial (Sanyal et al., 2020), especially for smaller enterprises (SMEs) looking to develop abroad.

Coordination, interpersonal skills, internal communication, and partner knowledge—the four components that make up networking capabilities—allow corporate organizations to strengthen relationships in order to access a variety of resources (Walter, Auer & Ritter, 2006). Although networking skills are crucial for a business organization's smooth operation in a dynamic business environment (Cenamor, Parida, & Wincent, 2019), they are not the only thing that contributes to gains in innovation performance. In order to use the resources and information made available by networks for the advancement of innovation performance, networking skills are necessary.

The value of networking skills for a business organization's innovative operations is increased by the dynamic nature of business (Fang, et al., 2019). According to Stronen et al. (2017), networking capabilities allow businesses to receive, store, and disseminate a larger volume of information. According to research by Khan et al. (2021), networking skills are the ability of a corporate organization to establish relationships with partner companies and use information and communication with both internal and external resources. For firms to meet the new difficulties of a changing business environment, networking capabilities are essential (Fang, et al., 2019). The improvement of an organization's internal and external coordination is made possible through networking capabilities (Shue, et al., 2012; Fang, 2021). Organizations can obtain the important data they need to make decisions about their innovation initiatives through networks (Scuotto, et al., 2017). As networks make it easier for enterprises to coordinate with outside parties, networking skills become increasingly important (Jun, et al., 2021). Organizations are able to get the necessary knowledge and information that serves as input for the decisions of innovation activities through coordinating and merging with external resources (Zeng, et al., 2010). Firms with strong networking skills are better able to make and successfully implement innovation-related decisions (Jun, et al., 2021), which enhances these organizations' innovation performance.

Coordination

According to Viinamäki (2004), coordination is the interaction of resources, structures, and functions within an organizational framework. This interaction might occur at several levels or in multiple dimensions. A collective performance is realized through the "temporally unfolding and contextualized process of input management and interaction articulation," according to Faraj and Xiao's (2006) definition of coordination. The requirement for coordination, according to Argote (1982), derives from the interdependence of the activities that organization members carry out. Coordination entails bringing together the actions of

organization members. Kraut & Streeter (1995) defined coordination as the steering of "individuals'" activities toward the accomplishment of common and explicitly acknowledged goals. Quinn & Dutton (2005) define coordination as the process through which people set up actions in ways they think would help them achieve their objectives. When people work together to achieve a goal, more labor is required of organizations and individuals than would be required of them if they worked alone, according to Fussell et al. (1998).

Coordination is important regardless of how an organization is positioned. Coordination is a systemic process because it involves reaching the best option that can have positive internal and external repercussions. Coordination is a formal process because it is scientific; an informal process because it is people-oriented; and a systemic process because it involves science. Coordination as an organizational principle has been discussed by prominent administrative scholars Fayol, Gullick, and Urwick. But little has been done to explain how coordination is essential to other administrative principles. In reviewing Urwick and Gulick, POSCORB—an acronym for planning, organizing, staffing, directing, coordinating, reporting, and budgeting—is taken into consideration.

Coordination is a component of planning since it indicates what should be included in a strong plan and how to carry it out. Coordination is a component of organizing since it assumes the initiative (Gulick & Urwirck, 1957). Coordination is a component of staffing since it identifies the appropriate personnel and their logical location. Coordination contributes to directing since it provides it a distinct focus. Coordination is coordination. Reporting includes coordination because it gives it realism. Last but not least, budgeting includes coordination because it improves its evaluation.

Roles and responsibilities need to be defined clearly in order for cooperation to be effective (Viinamäki, 2004). Roles organize employees and departments, which in turn structure the organization, according to Boella and van der Torre (2006). When discussing organization, vast and complex difficulties usually come up. In this regard, coordination informs the requirements for reformation and ethics at the most appropriate periods. Our companies are frequently quite large, and studies on the effects of group size have tended to concentrate on process dynamics. Since duty is best satisfied through reciprocation, no collective good can generally be reached without some degree of group consensus and coordination (Provis, 2004). As a result, coordination seeks to address the who, what, why, and how of an organization.

The State Service Commission of New Zealand (2013) listed the following as possible drawbacks of coordination in an organization: 1) "less distinct lines of accountability for policy development and service delivery;" 2) "lengthier decision-making processes;" 3) "greater difficulty in measuring effectiveness and determining impact, due to the need to develop and maintain more advanced performance measurement systems;" 4) "direct and indirect costs of management and staff time spent developing and sustaining joint working arrangements;" 5) "organizational and transitional costs of introducing joint features, and6) may sway people toward consensus and the "lowest common denominator" at the expense of making more difficult trade-off decisions that would provide better outcomes for the general population. However, from a variety of angles, coordination has far more benefits for an organization than drawbacks. This is because the majority of the drawbacks mentioned in this paragraph and others can be readily overcome by adopting a more positive outlook on the functions of coordination.

In many respects, coordination is related to both trust and effectiveness. Performance is produced through coordination because it creates the essential trust for networking

performance. One problem that has characterised organizations recently is the demand for performance (Radin, 2000). Partnerships and strategic collaboration have been shown to be made or broken by trust, or its absence; crisis situations frequently highlight trust indicators, and many people hold the view that trust is essential to coordination and cooperation (Smith & Schwegler, 2010). Coordination is the result of the interactions between many elements both inside and outside of an organization. Setting rules and standards based on collaboration is the internal function of coordination; establishing relationships and interest aggregation is the exterior function of coordination. The improvement of interpersonal and group interactions ensures trust-based performance. Staff and other important production components that aid in actualizing performance are imported into the organization through coordination, among other things. On the other hand, trust is increased when an organization's final product and ideological representations are successfully exported to the outside world. Therefore, it follows that a lack of coordination might make trust and performance a mirage.

Cooperation and coordination strengthen interpersonal and intergroup interactions, since they lead to the creation of novel approaches to addressing issues that occur within and between cultures (Kramer, 2010). The performance question may be satisfactorily answered by placing special attention on coordination. Viinamäki (2004) argues that cohesiveness may be improved through better coordination at all administrative levels since coordination is a method of bringing together various components. Businesses need cross-departmental and cross-organizational coordination in all their activities to reduce the risk of complexities and unexpected losses (Enright, 1992).

Relationship Skills

The ability to make and keep positive relationships with a wide range of individuals and communities is what we mean when we talk about relationship skills. This includes the ability to express oneself clearly, listen attentively, work together, resist inappropriate peer pressure, resolve conflicts in a positive way, and both accept and offer help when needed. Effective communication is a key to achieving personal and professional success. The ability to form and maintain meaningful connections, to express oneself articulately, to negotiate differences, to resist peer pressure, and to collaborate effectively is fundamental to human flourishing. These skills are crucial to your success in the workplace.

Concept of Organizational Success

Establishing and maintaining satisfying relationships with a variety of people and groups requires having strong relationship skills. This entails being able to speak properly, listen intently, cooperate, and fend off unwarranted social pressure. It also involves resolving conflicts amicably and asking for and providing assistance when necessary. Success in life and at work requires strong interpersonal skills. In all aspects of human interaction, it is crucial to be able to build and sustain healthy relationships, communicate clearly, deal with disagreement, avoid peer pressure, and work together. To succeed at work, you must have these abilities. Clearly, a single department or even a small group of people cannot account for global outcomes.

Today's businesses cannot afford to be one-dimensional or to rely too heavily on things that contributed to past success, such as brand recognition, cutting-edge products, affordable prices, clever marketing, or even a strong sales staff. In order to succeed as a company today, all aspects of the organization must work together. In a sense, businesses must be able to "fire on all cylinders."

Inspiring leaders and competent managers are essential for successful firms. Organizations must put strategies into action and motivate staff if they want to see improved and long-lasting results. By examining where the organization is in relation to its objectives and mission, success is determined.

Businesses need to consider their future and come up with new strategies for success. Organizations might choose to see their difficulties as chances to advance toward their potential or as obstacles that must be overcome. Whether they are successful or not depends on the path they pursue.

An organization depends on the accomplishments and results of numerous individuals and work groups to achieve the overall outcomes indicative of success. Therefore, in a significant way, the success of each individual within an organization significantly affects that company's overall well-being. Of course, external elements could also be crucial to a company's success. However, in the end, it is the combined efforts of workers and teams that directly affect the overall results, which determine whether or not a firm will make a profit or even continue to exist in the cutthroat business environment of today.

Operational Efficiency

Maximizing current and future financial and operational success is one of a corporation's top priorities because these factors affect the market price per share and, in turn, the wealth of shareholders. It is generally accepted in the business world that operational efficiency (OE) has a major bearing on an organization's present and future prosperity. A company's operational efficiency may be defined as the extent to which changes in the cash conversion cycle, operating expenditures as a percentage of sales revenue, operating cash flow, total asset turnover, total debt as a percentage of total assets, firm size, and operating risk affect the company's future performance. Management experience, innovation, cost containment, and market share are all company-specific elements that can be used as predictors of present and future business performance and stability (Abuzayed & Molyneux, 2009; McWilliams & Smart, 1993), which is why the term "efficiency" is used in both industrial organisation and strategic management literature.

Operational efficiency, as defined by Kalluru and Bhat (2009), is an organization's capacity to overcome challenges and enhance the capabilities of its assets in order to meet the needs of its consumers. A company's operational efficiency is affected by many different variables, such as the quality of its personnel, the quality of its legal innovations, the quality with which it executes acquisitions, the return to scale of its companies, and the quality with which it manages its supply chain.

To fulfil the critical duty of supplying high-quality goods and services to clients in the most practicable and cost-efficient manner, operational efficiency is seen as one of the few techniques and tactics used (Neil, 2019). The study found that asset utilisation, production, distribution, and inventory management were the most common factors contributing to operational efficiency. Ghosh and Sanyal (2019) describe operational efficiency as an organization's ability to minimise the unwanted and maximise the capabilities of its assets in order to provide its consumers with high-quality products and services. A company's operational efficiency is the most important determinant in its dissolution potential over time (Ndolo, 2015). In reality, operational efficiency drives micro-economic or firm-specific measures of the financial health of corporations (Ndolo, 2015). A direct correlation between improving operational efficiency and an organization's profit margins was hypothesized by Ndolo (2015), who backed up this claim. Often, operational efficiency is achieved by streamlining a company's core activities so that it may more successfully and economically

respond to constantly shifting market conditions. In other words, businesses can improve operational efficiency by reducing repetition and waste, maximizing the resources that ultimately lead to their success, and making the most of their personnel, innovation, and business procedures. Higher profit margins are achieved as a result of decreased internal expenses brought about by operational efficiency, which helps businesses compete more successfully in fiercely competitive marketplaces. There has been extensive research on the relationship between operational effectiveness and business performance (Vangie, 2019).

The ability of an organization to produce high-quality products or services while minimizing the loss of resources in the form of effort, and materials is known as operational efficiency (Liu, 2008). The ratio of inputs needed to maintain an organization's operations to its outputs is known as operational efficiency in management (Yang, et al., 2011). Inputs are things that are added for everyday processes, such as costs, laborers, and time. "Outputs" refers to things that are produced or purchased, including goods, income, and the acquiring and retaining of consumers. A company must eliminate waste and redundant processes while streamlining its essential operations to increase operational efficiency. The majority of the time, this is done by placing a strong emphasis on resource utilization, production, inventory management, and distribution (Sarkis, 2000).

The ability of a business to turn a profit is known as profitability. The company has to hold more assets in order to reach high levels of profitability, which will in turn entice investors to make capital investments in the business. On the other hand, fluctuations in profitability will indicate that the business faces risks when paying dividends to investors, which will boost confidence in the market that managers will work to keep profits high in order to be consistent and steady. Return on Assets is a metric for determining profitability (ROA). The ability of a corporation to manage a profit based on used assets is determined by its return on assets (ROA), a measure of profitability. Each business asserted that it utilized and managed its resources to the fullest extent. The better a company's chance of making corporate profits will be, the more effectively it uses and manages its assets. As a result, the return on assets has encouraged management to take measures that will result in profits. One manager's desire to receive compensation will drive and incentivize him to take all necessary steps to control the business's profitability. The more profitable the business is, the more eager investors are to inject funds. Investors will have trust that the company has good operational performance in creating sustainable profits when profitability is stable.

Profitability

Maximising profits is crucial for a company's long-term health and viability, especially when up against rivals in the same market. It is essential for the long-term survival and development of a business and a necessary condition for the achievement of other financial goals (Gitman and Zutter, 2012). The capacity to turn a profit is an essential measure of every business's success. It shows how much money can be made by the firm given its sales rate, asset stock, and stock of capital (Margaretha and Supartika, 2016). Companies that are able to turn a profit are more likely to be innovative, to care about their employees and the community, and to pay their fair share of taxes, all of which benefit the economy as a whole. Companies with high performance rates contribute significantly to national income and economic growth (Olutunla and Obamuyi, 2008; Lazar, 2016). Therefore, academics have made concentrated efforts, utilising state-of-the-art theoretical models (Al-Jafari and Al-Samman, 2015; Pratheepan, 2014), to uncover the factors that impact profitability at the firm and industry levels.

Profitability refers to an organization's potential to generate income. A company's revenue is the amount of money left over after all expenses related to making that money have been

deducted (including but not limited to the costs of making a product and operating the firm) (Grimsley, 2015).

Profitability, as defined by Saptarshi and Tasnima (2018), is an organization's capacity to generate income across all of its commercial activities. The capacity to turn a profit is evidence that the firm is effectively allocating its resources to exploit emerging market and promotional opportunities. According to Paul and Agbo (2014), a corporation is profitable if it generates positive net present value returns on its assets. The ability to earn money that is greater than the cost of such generating is how Pouraghaljan and Milad (2012) characterise profitability. The phrase essentially refers to monetary gain and the relative and quantitative relationships between various factors that have an effect on monetary gain. Profitability may be measured using a number of different measures, including Return on Asset (ROA), Return on Equity (ROE), Bank Efficiency (PER), and Profit to Total Expenses (PTE). Heightened profitability ratios are a sign of a successful bank (Mangla & Rehman, 2010; Ajlouni & Omari, 2013).

Empirical Review

Peemane and Sukprasert, 2022 carried out a research on the effects of network and innovation capabilities on performance of startup businesses in Thailand. A quantitative analysis was used for this study. The research was carried out in Thailand. Questionnaire was used for this study. The researcher collected information from 171 executive. The statistics used for data analysis included basic statistics, and the Structural Equation Modeling (SEM) with the program LISREL. This research conducted data analysis with descriptive statistics to describe the characteristics of the variables including network capability, innovation capability, and performance. Findings form this study findings revealed that the hypothesis model was congruent with the empirical data at high level and that the network capability had direct effects on innovation capability and indirect effects on performance. Innovation capability had direct effects on performance and innovation capability was the mediator between network capability and performance. Hence, it was therefore concluded that the period of data collection from startup businesses coincided with the unusual situations during COVID-19 pandemic, the researcher recommended that data should be collected again once the situation resumes to normal, the comparative analysis should also be conducted again to inspect the research model and the influences of the variables from empirical data.

Mahdiraji et al. (2020) carried out a study on the Investigating the Impact of Networking Capability on Firm Innovation Performance: Using the Resource-Action-Performance Framework. The study was carried out in Iran. A cross section method was used for the purpose of this study. A questionnaire was used to obtain data and the questionnaire were sent by emails. The participants of our research are firms' experts, employees, and managers working in this industry. Because of their organizational role, our respondents are better able to comment on the research core concepts and can be considered as a key informant. Data is collected through a web-based cross-sectional survey. The power analysis method and G*Power software are used to determine the sample size. Moreover, SmartPLS 3 and IBM SPSS 25 software are used for data analysis of the conceptual model and relating hypotheses.

The results of this study indicated that the relationships between networking capability, inter-organizational knowledge mechanisms, and inter-organizational learning results in a self-reinforcing loop, with a marked impact on firm innovation performance.

King'oo et al. (2020) carried out a study titled, "*The Role of Networking Capability on Organization Performance: A Perspective of Private Universities in Kenya.*" The study

adopted a cross-sectional descriptive survey research. This is because a descriptive survey is concerned with the process of data collection to help in the study hypothesis testing and answer the research question .The study was conducted at a private University in Kenya. The study used structured questionnaire to collect primary data. A stratified sampling method was used to choose to collect Data. Inferential statistics was carried out using correlation analysis and simple linear regression analysis to establish the extent and nature of the relationship between the variables of the study design. The study concluded that networking capability has a significant positive effect on performance of private universities in Kenya. The study found that networking capability was utilised in Private universities to a moderate extent. The study therefore recommendthe study recommends that private universities in Kenya should focus on ways of maximizing the utilization of relational trust by cultivating trust amongst staff, relational capability by encouraging inter-university interactions in open forums, relational strength, initiation of business relationships, coordination within networks, and encouraging information sharing amongst their networks in order to boost performance. In addition, the University registrars should create strategic networks and partnerships that are unique and inimitable by other universities.

3.0 Research Methodology

A survey design was appliedto achieve the objectives stated. 164 managers and supervisors of food and beverage firms were researched. The survey was a census study. A structured questionnaire was distributed to the sample elements. The independent variable (networking capability) was measured with coordination andrelationship skills, while the dependent variable, organizational success was measured with operational efficiency and profitability. Each construct was measured with 5items. The questionnaire items were rated on a 4-point Likert scale from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The spearman rank order correlation coefficient was used in analyzing the earlier state hypotheses.

4.0 Result

164 questionnaires was distributed, but only 156 (95.12%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Relationship between coordination and operational efficiency

Correlations				
			Coordination	Operational Efficiency
Spearman's rho	Coordination	Correlation Coefficient	1.000	.674**
		Sig. (2-tailed)		.000
		N	156	156
	Operational Efficiency	Correlation Coefficient	674**	1.000
		Sig. (2-tailed)	.000	
		N	156	156

**. Correlation is significant at the 0.01 level (2-tailed).

The findings of the data analysis in Table 1 show a significant relationship between coordination and operational efficiency, with P 0.05 (0.000 < 0.05) and rho = 0.674.

Table 2: Relationship between coordination and profitability

Correlations				
			Coordination	Profitability
Spearman's rho	Coordination	Correlation Coefficient	1.000	.605**
		Sig. (2-tailed)		.000
		N	156	156
	Profitability	Correlation Coefficient	.605**	1.000
		Sig. (2-tailed)	.000	
		N	156	156

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows a strong positive rho value of 0.605 and a P-value of.000, which is less than.05 (0.000< 0.05), representing a significant connection between coordination and profitability.

Table 3: Relationship between relationship skills and operational efficiency

Correlations				
			Relationship Skills	Operational Efficiency
Spearman's rho	Relationship Skills	Correlation Coefficient	1.000	.725**
		Sig. (2-tailed)		.000
		N	156	156
	Operational Efficiency	Correlation Coefficient	725**	1.000
		Sig. (2-tailed)	.000	
		N	156	156

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis in Table 3 validatesa strong linear association between relationship skills and operational efficiency, with a P-value of.000 and a rho. Value of .725.

Table 4: Relationship between relationship skills and profitability

Correlations				
			Relationship Skills	Profitability
Spearman's rho	Relationship Skills	Correlation Coefficient	1.000	.715**
		Sig. (2-tailed)		.000
		N	156	156
	Profitability	Correlation Coefficient	715**	1.000
		Sig. (2-tailed)	.000	
		N	156	156

**. Correlation is significant at the 0.01 level (2-tailed).

The results of Table 4's research showed a significant bond between relationship skillsand profitability, with a P-value of.000 (0.000 < 0.05) and a strongly positive rho value of 0.715.

5.0 Discussion

The data analysis above illustrates that networking capability in terms of coordination and relationship skills has an association with organizational success. The discussions of each hypothesis are stated below.

Coordination and Operational Efficiency

The data analysis findings showed a strong relationship between coordination and operational efficiency. Coordination is critical to an organization's success, as it provides several benefits to keep efforts harmonized and cohesive when diverse people and departments work toward same goal. The P-value of 0.000 demonstrates relationship existence between coordination

and operational efficiency, and the rho value of 0. 674 demonstrates a strong positive connection between the variables. This finding was in agreement with that of Peemane and Sukprasert (2022), who investigated the impact of networks and innovative capacities on the success of Thai startup companies. Results showed that the hypothesis model was generally consistent with the empirical data, and that there were direct effects of network capability on innovation capability and indirect effects on performance, direct effects of innovation capability on performance, and that innovation capability mediated the relationship between network capability and performance.

Coordination and Profitability

The findings displayed a strong relationship between coordination and profitability. Unity is enhanced through coordination of organisation diverse activities. Thus, coordination ensures unity in diversity. The P-value of 0.000 demonstrates relationship existence between coordination and profitability, and the rho value of 0.605 demonstrates a strong positive connection between coordination and profitability. This finding is consistent with the findings of Mahdiraji et al. (2020), who look at how networking capabilities affects the innovativeness of businesses. Research reveals that there is a positive feedback loop between firms' innovation success and their capacity to network, share knowledge, and learn from one another.

Relationship skills and Operational Efficiency

The results of the data analysis demonstrated a significant link between coordination and operational effectiveness. Relationship skills are essential for company operational success because they offer a number of advantages that keep efforts coordinated and integrated when many people and departments work toward the same objective. The P-value of 0.000 demonstrates significant relationship existence between relationship skills and operational effectiveness, and the rho value of 0. 725 demonstrates a strong positive connection between the variables. This result corresponds with that of King & Kinyua (2020) that studied the Role of networking capability on organization performance. The study found that networking capability was related to the organisations performance.

Relationship skills and Profitability

The result of the data analysis displayed a strong relationship between relationship skills and profitability as better relationship skills enhances maximum profitability. The P-value of 0.000 demonstrates relationship existence between relationship skills and profitability, and the rho value of 0. 715 establishes a strong positive connection between relationship skills and profitability. This result agrees with that Margaretha and Supartika (2016)that demonstrates that the company's capability and potential to produce profits at a rate of sales, level of assets, and stock of capital over a given time period has relationship with their networking capability.

6.0 Conclusion

The study examines networking capability and organizational success of food and beverage firms in Port Harcourt, Rivers State, Nigeria. The study found a strong correlation between networking capability and organizational success. Building and cultivating long-term, mutually beneficial relationships with the people has a lot of impact on business success as it help in developing and improving skills, enhance latest industry and market trends, meet prospective mentors, partners, and clients, and gain access to the necessary resources that will foster career development. Hence the study concludes that a relationship exist between

networking capability and organizational success.Drawing from the findings and conclusion, the following recommendations are proffered;

1. Organisations should strengthen networking skills for smooth operation in a dynamic business environment.
2. Guidelines and explanations of what networking abilities entails should be provided to all employees.
3. Organisation success can be enhancedwith feedback, good relationship and collaborating.
4. Work efficiency should be encouraged for maximum profitability
5. Best work practices and relationship should be advocated among staff.

Reference

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