Management Collaboration and Performance of Service Institutions in the Nigeria Airspace Management Agency, Calabar

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Abstract

This study examined management collaboration and performance of service institutions in Nigeria Airspace Management Agency (NAMA) Calabar. To guide the study, three hypotheses were formulated. Primary data were obtained from a sample of 51 staff of NAMA in Calabar through a structured questionnaire survey. The data obtained from the questionnaire survey was analyzed using descriptive statistics, while Pearson Product Moment Correlation was used to test the hypotheses at 0.05 level of significance. Findings revealed that quality communication enhances a cohesive team through idea sharing to improve performance in the organization; effective communication skills allow project expectations to be communicated easily to team members based on their different capabilities; accountability has made employees feel secure and take responsibility for their commitments and also motivates team members to complete their work properly in the organization. The study concluded that collaboration can offer a competitive advantage by allowing organizations to rapidly adapt to changing market conditions and capitalize on emerging opportunities. The study recommended that organizations should establish and maintain clear communication channels for sharing critical information; this includes regular meetings, newsletters, and a centralized platform for updates. The management of the organization should clearly outline roles and responsibilities to avoid confusion and ensure that everyone understands their contribution to the overall objectives.

Keywords: Management Collaboration, Organizational Performance, Service Organizations, Nigeria Airspace Management Agency.

Introduction

In today's complex and dynamic business environment, organizations face various challenges that require a collective effort from managers to address effectively. Collaboration among managers involves sharing information, resources and decision-making responsibilities to achieve common objectives (Bingham, 2011). This approach facilitates better coordination, fosters a culture of teamwork and promotes innovative problem-solving (Edmondson 2012). Management collaboration is an essential component of successful organizations, as it facilitates the integration of diverse skills and knowledge, leading to improved decision making and organizational performance (Brown & Williams, 2019). Management collaboration is seen as a strategic approach that involves forming partnerships, alliances, or joint ventures with external entities to achieve shared objectives.

This type of collaboration extends beyond internal teamwork and involves collaborating with other organizations, suppliers, customers, or even competitors to create mutual value (Doz & Hamel, 1998). It is driven by the recognition that combining complementary capabilities can lead to innovation, cost savings, and expanded market reach. Through external collaboration, organizations can tap into expertise they may lack internally and harness the power of collective knowledge (Hamel, 1991). These collaborations require clear communication, negotiation of terms, and alignment of goals to ensure that all parties benefit (Doz & Hamel, 1998). Such collaborations can offer a competitive advantage by allowing organizations to rapidly adapt to changing market conditions and capitalize on emerging opportunities.

This type of collaboration enables organizations to leverage complementary strengths, access new resources, and jointly pursue shared objectives. External collaboration adds a layer of complexity but also holds the potential for significant innovation and growth. As the business landscape continues to evolve, management collaboration has gained increasing attention as a strategic enabler for organizational growth and adaptability. By breaking down silos and encouraging open communication among managers, organizations can harness the collective expertise and creativity of their leadership teams to address challenges and grab opportunities effectively. Management collaboration has become imperative for organization seeking to thrive in today's highly competitive and interconnected marketplace. Successful collaboration fosters a shared sense of purpose and collective ownership driving organizational success (Smith & Johnson, 2020). Management collaboration remains a critical aspects of leadership effectiveness. By embracing a collaborative approach, managers can leverage diverse perspectives, tap into the collection intelligence of the organization, and build strong, resilient teams capable of navigating change and driving sustained performance. Organization that prioritizes management collaboration experience higher levels of employee engagement, effective communication, trust, better problem-solving capabilities and superior overall performance compared to those with siloed management structures (Greenfield & Lee, 2021).

Performance is a fundamental concept in various fields, including business, sports, academics, and the arts. It refers to the measurable outcomes, achievements or results of an individual, team, organization, or system in relation to specific goals, objectives or standards (Hackman, 2005). In the context of organizations, performance refers to the degree of achievements or success in accomplishing specific goals, tasks or objectives. It involves evaluating how effectively individuals, teams or entire organizations execute their responsibilities and deliver results. It is a critical aspect of organizational effectiveness and is often measured through various performance indicators metrics, of key performance indicators (KPIs). According to Armstrong & Baron (2004) performance management is a process of setting objectives, assessing progress, and providing feedback to employees to improve their individual and collective performance. Performance management is an essential function in organizations that aims to enhance performance by setting clear

expectations, providing regular feedback, and facilitating continuous improvement. Effective performance management systems help align individual and team goals with organizational objectives, promoting a culture of accountability and achievement. Management collaboration and performance are closely intertwined, forming a symbiotic relationship that significantly influences organizational success. Effective collaboration enhances performance by establishing effective communication mechanisms, being accountable, building trust and fostering a culture of engagement and teamwork. In turn, improved performance often reinforces collaboration efforts by creating a positive feedback loop. Organizations that understand and leverage the dynamics between collaboration and performance can create an environment that harnesses the collective intelligence of their workforce, resulting in sustained innovation, competitive advantage, and long-term success. Based on the above, it becomes necessary to carry out this study on management collaboration and performance of service institutions through the following specific objectives:

1. To determine the relationship between communication and timeliness in NAMA, Calabar.
2. To ascertain the relationship between accountability and customer satisfaction in NAMA, Calabar.
3. To examine the relationship between trust and customer satisfaction in NAMA, Calabar.

Research Rationale

In service organizations, effective collaboration and seamless coordination among members, teams and individuals are crucial for delivering high quality services and ensuring customer satisfaction. However, several interconnected challenges hinder the achievements of optimal performance. In an area marked by rapid technology advancements and instantaneous connectivity NAMA is faced with challenges of inadequate communication channels within the agency and this has become a central concern. Inadequate communication leads to misunderstanding and delays, affecting not only internal processes but also the timely and accurate delivery of services to stakeholder and the general public. Customers sometime feel dissatisfied with the services rendered as such it generates negative publicity and tannish the organizations reputation. This is caused by untimeliness by the organization resulting to financial losses and potentially straining NAMA's relationships and impairing its mandate thereby leading to poor performance. Therefore, this study seeks to examine management collaboration and performance of NAMA in Calabar, Cross River State.

Literature Review

Management Collaboration

In today's dynamic business environment, management collaboration has become more than a buzzword; it's a strategic imperative. Effective collaboration is particularly crucial in the context of cross-functional teams, where individuals from different disciplines collaborate to tackle multifaceted challenges. This approach is exemplified in the concept of "boundary spanning," where individuals act as connectors between different parts of the organization, fostering information flow and building bridges between distanced departments (Ancona & Caldwell, 2015). The significance of management collaboration is underscored by its potential to enhance effective communication, accountability, trust, decision-making, problem-solving, and resource allocation, ultimately contributing to increased organizational agility and adaptability. Management collaboration is a fundamental concept in modern organizational theory, emphasizing the collective efforts of individuals and teams working together to achieve common goals. It involves the sharing of knowledge, skills, resources, and responsibilities among employees from various departments or functional areas within an organization. Collaboration extends beyond mere cooperation, focusing on creating a synergistic environment where diverse perspectives and expertise are harnessed to drive innovation and enhance overall performance (Johnson, 2019). The collaborative approach recognizes that no single individual possesses all the necessary skills or information, and leveraging the collective intelligence of the workforce becomes essential for adapting to the complexities of today's rapidly changing business landscape. Thompson, Highhouse & Pearce, (2018) concerts how effective collaboration can enhance operational efficiency, streamline processes, and drive innovation, thereby positively impacting overall organizational performance. The study also emphasizes the role of collaborative networks in breaking down silos and promoting open communication, ultimately contributing to higher levels of employee engagement and job satisfaction.

Organizational Performance

Performance, in the context of various domains such as business, sports, education, and the arts, refers to the execution of tasks, activities, or skills that lead to specific outcomes or results. It encompasses the demonstration of competence, achievement of objectives, and the overall effectiveness of an individual or entity. According to Campbell (1990), performance involves both behaviors (actions taken) and outcomes (results achieved) that can be measured and evaluated. Performance is a central concern in many fields, as it serves as a key indicator of effectiveness and progress toward goals. In the business world, performance is a critical metric for assessing the success of organizations and individuals. Performance management systems are used to set goals, monitor progress, provide feedback, and reward achievements (Aguinis, 2009). Effective performance leads to increased productivity, customer satisfaction, and overall competitiveness. Performance

evaluations help identify areas of strength and areas needing improvement, guiding decisions on promotions, rewards, and professional development.

In sports, performance is often measured through objective criteria such as scores, times, distances, or other quantifiable metrics. Athletes strive to optimize their performance by refining techniques, building physical and mental strengths, and maximizing their potential. Performance in sports is not only a personal achievement but also a team effort that contributes to the success of the entire team or organization (Rees & French, 2011). In education, performance evaluation is crucial for assessing students' progress and ensuring effective teaching methods. Assessment methods such as exams, projects, and assignments gauge students' understanding of the material and their ability to apply it (Biggs & Tang, 2011). Teachers use performance data to adapt their instructional approaches and tailor support to students' needs, ultimately leading to improved learning outcomes. The arts also involve performance, where individuals or groups showcase their skills and creativity to captivate and engage audiences. Musicians, actors, dancers, and other performers strive to deliver captivating and emotionally resonant performances. These performances can be evaluated based on factors such as technical skill, artistic expression, and audience reception (Lehmann, 2006). Performance is a vital measure of achievement, it can be influenced by various factors such as individual abilities, motivation, training, environmental conditions, and luck. Additionally, the measurement and evaluation of performance can sometimes be subjective or biased (Borman & Motowidlo, 1993). Therefore, a comprehensive understanding of performance requires considering both objective and contextual factors.

Communication: A Dimension of Management Collaboration

Communication is the process of transmitting information, ideas, thoughts, or emotions between individuals or groups through various mediums and channels. It is an essential aspect of human interaction, enabling the exchange of knowledge, collaboration, and social cohesion. According to Shannon & Weaver (1949), communication involves a sender who encodes a message and transmits it through a chosen channel to a receiver who decodes and interprets the message. The importance of communication cannot be overstated in various aspects of life. Effective communication is essential for building and maintaining strong relationships between individuals and groups. When people can communicate openly and honestly, it fosters trust and mutual understanding (Barker & Angelopulo, 2018). Whether in personal relationships or professional settings, clear communication helps avoid misunderstandings and conflicts.

In organizational settings, communication is a cornerstone of success. Efficient teamwork and collaboration are dependent on effective communication among team members (Barnett, 2017). When individuals in an organization can communicate clearly and openly, it leads to better coordination, problem-solving, and decision-making processes. Moreover, effective communication in the workplace enhances employee engagement, job

satisfaction, and overall productivity. Communication is also integral to the educational process. In educational settings, teachers communicate information and knowledge to students, and students communicate their thoughts, questions, and ideas in return. This two-way communication enables better learning outcomes and a more engaging learning environment (Rogers & Kincaid, 2020). Teachers who can effectively convey complex concepts and facilitate discussions are more likely to inspire students and promote their intellectual growth. Furthermore, communication is crucial for knowledge-sharing and social learning. Through communication, individuals can exchange ideas, insights, and experiences, leading to the development of new knowledge and innovative solutions (Castells, 2019). In academic and research communities, effective communication is necessary for disseminating findings and advancing the state of knowledge in various fields.

Accountability: A Dimension of Management Collaboration

Accountability is a fundamental concept that underpins the principles of responsibility, transparency, and trust in various contexts, including governance, organizations, and personal relationships. It refers to the obligation of individuals or entities to take ownership of their actions, decisions, and outcomes and to be answerable for them. According to Bovens (2007), accountability involves both the process of justifying actions and the mechanisms through which individuals or organizations can be held responsible for their behavior. This concept plays a crucial role in ensuring that power is exercised responsibly and that decisions are made with consideration for their consequences. Moreover, accountability extends to corporate and social responsibility. Businesses are increasingly recognizing their role in contributing to societal well-being and environmental sustainability. Carroll's (1979) concept of the corporate social responsibility pyramid suggests that businesses have responsibilities not only to shareholders but also to other stakeholders, including employees, customers, and the community at large. Demonstrating accountability in these dimensions can enhance a company's reputation and long-term viability.

In the realm of education, accountability is tied to the quality of learning outcomes. Educational institutions are accountable to students, parents, and society for providing high-quality education and preparing students for future challenges. Researchers like Darling-Hammond (2007) emphasize the need for assessment systems that accurately measure student learning and guide instructional improvement. In organizational settings, accountability fosters transparency and ethical behavior. Organizations are accountable to their stakeholders, including employees, customers, and investors, for their actions and the impact of their decisions on various stakeholders (Koppell, 2005). It plays a pivotal role in promoting effective management and achieving goals. According to Thompson and Perry (2012), clear lines of accountability facilitate efficient resource allocation and decision-making processes within organizations. Employees who understand their roles and responsibilities are more likely to demonstrate ownership and commitment to their tasks, leading to improved performance and overall success. In the realm of governance,

accountability is essential for maintaining the balance of power and preventing abuse. Mulgan (2000) asserts that accountability mechanisms, such as checks and balances in democratic systems, help prevent the concentration of power in the hands of a few and ensure that those in positions of authority are accountable to the people they serve.

Trust: A Dimension of Management Collaboration

Trust is a fundamental social concept that plays a pivotal role in shaping relationships, institutions, and societies. It refers to the belief or confidence that one party places in another's reliability, integrity, and intentions (Mayer, Davis & Schoorman 1995). Trust serves as a foundation for cooperation, collaboration, and interpersonal interactions. As defined by Gambetta (1988), trust involves a willingness to be vulnerable to the actions of another party, with an expectation that they will act in a manner consistent with one's expectations. In relationships, trust is the cornerstone of healthy interactions. It fosters emotional intimacy, vulnerability, and cooperation (Rempel, Holmes, & zanna, 1985). The concept of social exchange theory, as introduced by Blau (1964), emphasizes that individuals engage in relationships based on a perceived balance between giving and receiving, which requires a level of trust in their partners' reciprocation. Giddens (1990) emphasizes that trust enables individuals to navigate uncertainties inherent in human interactions, allowing them to rely on the predictability of others' behavior. This predictability is built through repeated interactions and consistent behavior, leading to the development of a shared understanding of expectations (Lewicki & Bunker, 1995).

Institutions and organizations also heavily rely on trust to function effectively. Trust is essential for building effective teams, enhancing communication, and promoting employee engagement (Dirks & Ferrin, 2002). High levels of trust create a positive work environment where individuals feel safe to voice their opinions and take calculated risks, leading to improved collaboration and innovation. Fukuyama (1995) argues that trust reduces transaction costs by minimizing the need for constant monitoring and verification. This is particularly relevant in economic transactions, where trust enables parties to engage in exchanges without excessive precautions. Trust in institutions, such as governments and legal systems, is crucial for social order and stability (Tyler, 2006). In societies, trust has broader implications. Fukuyama (1995) argues that social trust is a key determinant of a society's prosperity and stability. When individuals trust each other and institutions, social interactions become more efficient, and economic growth is facilitated. Trust in institutions, such as government and the legal system, is vital for the functioning of democratic societies (Uslaner, 2002). In the context of technology, the concept of trust is increasingly relevant. Individuals must trust the security and privacy measures of online platforms and transactions (McKnight, Choudhury & Kacmar, 2002). The Trust-Expectation Gap theory posits that mismatches between user expectations and actual service quality can erode trust in digital interactions (Pavlou & Gefen, 2004).

Theoretical Framework

Social Exchange Theory, developed by George Homans offers a comprehensive framework for understanding human behavior within social interactions, including collaboration. This theory emerged in the mid-20th century, with George Homans laying its foundation in the 1950s and Peter Blau contributing to its refinement in subsequent years. Social Exchange Theory posits that individuals engage in social interactions, including collaborative efforts, based on a rational calculation of costs and benefits (Homans, 1961). Homans argued that people strive to maximize rewards while minimizing costs in their interactions, seeking outcomes that provide them with the greatest personal satisfaction. This theory resonates with the idea that human behavior is influenced by self-interest and the desire to attain positive outcomes. Peter Blau, another prominent sociologist, further developed Social Exchange Theory by emphasizing the concept of reciprocity, trust, and fairness in social exchanges. He introduced the notion that the quality of social relationships depends on the perceived balance between what individuals contribute and what they receive (Blau, 1964). In the context of collaboration within organizations, Social Exchange Theory offers valuable insights. It highlights that effective collaboration hinges on individuals' perceptions of fairness and the benefits they receive from their contributions. Managers can leverage this theory to design collaboration mechanisms that ensure equitable distribution of rewards, resources, and opportunities among team members (Sherony & Green, 2002). By recognizing that collaboration is inherently rooted in the principle of mutual benefit, managers can foster an environment where team members are motivated to contribute their skills and efforts. They can structure collaborative projects and initiatives in a way that allows individuals to see a clear connection between their contributions and the rewards they receive. This could include opportunities for skill development, recognition, promotions, or other tangible benefits.

Social Exchange Theory prompts managers to address any imbalances that may arise during collaboration. If team members perceive that their efforts are not being adequately reciprocated, it could lead to dissatisfaction and decreased motivation. By proactively addressing these imbalances and ensuring that collaboration remains a mutually rewarding endeavor, managers can enhance team cohesion and overall productivity (Seers, 1989). With contributions from George Homans and Peter Blau, offers a valuable perspective on collaboration. By acknowledging that individuals engage in collaborative efforts based on a rational assessment of costs and benefits, managers can design strategies that promote fairness, reciprocity, and satisfaction among team members. This understanding can ultimately contribute to building more effective and harmonious collaborative relationships within organizations.

Empirical Review and Hypothesis Development

Johnson (2021) examined the Leveraging Technology for Cross-Border Management Collaboration in multinational corporations in United States, Japan and those located in Western Europe. The aim was to explore how technology can be effectively utilized to

enhance cross-border management collaboration. It sought to identify the challenges, benefits, and best practices. The study collected data from a diverse sample of 320 managers and executives working in various multinational corporations across different countries. The participants represented different functional areas and were engaged in cross-border collaboration as part of their roles. Primary data was collected using a combination of surveys and interviews. The survey consisted of both closed-ended and open-ended questions, addressing topics such as technology usage, communication patterns, challenges faced, and perceived benefits of technology-enabled cross-border collaboration. In addition to the survey, in-depth interviews were conducted with a subset of participants to gain deeper insights into their experiences. The study employed a stratified random sampling technique. Participants were selected from different countries, industries, and functional roles, ensuring a well-rounded representation of cross-border collaboration experiences within multinational corporations. Findings indicated that technology plays a pivotal role in facilitating cross-border management collaboration. Participants reported improved communication, enhanced information sharing, and increased coordination across different locations through the use of technology tools. The study highlighted challenges such as time zone differences, cultural nuances, and technical glitches that could impact the effectiveness of technology-enabled collaboration. Based on the findings, the following recommendations were made that organizations should provide comprehensive training to employees on using collaboration tools effectively, including addressing technical issues, encourage cultural awareness and sensitivity among cross-border teams to foster smoother collaboration, communication protocols and guidelines to overcome time zone differences and ensure timely information exchange and implement mechanisms for obtaining regular feedback from cross-border teams to continuously improve the technology-enabled collaboration process.

Martinez (2020) Cultural Intelligence and Cross-Functional Collaboration in Global Organizations conducted in New York. The study focuses on the role of cultural intelligence in promoting effective cross-functional collaboration within global organizations. The study aimed to explore how cultural intelligence impacts cross-functional collaboration in the context of global organizations. The study seeks to understand the relationship between employees' cultural intelligence levels and their ability to collaborate across different functional areas. The study involved a diverse sample of 320 employees from various global organizations. Participants were drawn from different departments and geographic locations to ensure representation across cross-functional teams. Data was collected through a combination of surveys and semi-structured interviews. The survey included questions related to cultural intelligence, collaboration effectiveness, communication patterns, and perceived barriers to cross-functional collaboration. Additionally, semi-structured interviews were conducted with a subset of participants to gain qualitative insights. The study utilized a purposive sampling technique to select participants from a range of global organizations. The aim was to capture a variety of perspectives and

experiences related to cross-functional collaboration and cultural intelligence. The research findings reveal a positive correlation between employees' cultural intelligence levels and their ability to engage in effective cross-functional collaboration. Participants with higher cultural intelligence scores demonstrated better communication skills, a greater understanding of diverse perspectives, and an increased ability to navigate cultural differences. The study also identified that organizations fostering a culturally inclusive environment tend to have improved cross-functional collaboration. Based on the study's results, the author provides several recommendations such as global organizations should invest in cultural intelligence training programs to enhance employees' ability to work effectively across cultural boundaries, encourage open and transparent communication practices that consider cultural nuances and diversity of perspectives, develop initiatives that promote diversity and inclusivity, which can contribute to a more collaborative and culturally sensitive work environment and facilitate the formation of cross-functional teams that comprise individuals with diverse cultural backgrounds to foster collaboration.

Olufemi & Yusuf (2019) wrote on Exploring Technology Adoption for Interdepartmental Collaboration in Nigerian MNCs. The study aims to investigate the role of technology adoption in enhancing interdepartmental collaboration within Nigerian Multinational Corporations (MNCs). It seeks to understand how technology tools and platforms influence communication and collaboration among different departments within these organizations. The study collected data from 180 employees across five Nigerian MNCs. Participants included managers, supervisors, and employees from various departments, ensuring representation from different functional areas. Primary data was collected through a structured questionnaire that consisted of Likert-scale and open-ended questions. The survey items focused on technology adoption, communication patterns, collaboration effectiveness, and perceived barriers to interdepartmental collaboration. The questionnaire was distributed electronically to the participants. The study employed a convenience sampling technique, where participants were selected based on their availability and willingness to participate. The aim was to capture a diverse range of perspectives from different departments within the selected MNCs. The research found that technology adoption significantly positively influences interdepartmental collaboration in Nigerian MNCs. Employees who actively used technology tools for communication reported improved information sharing and collaboration across departments. The study also identified challenges related to varying technology skill levels among employees, which could hinder effective collaboration. Based on the findings, the authors suggest the following recommendations that organizations should invest in technology training programs to enhance employees' proficiency in using collaboration tools, implement user-friendly technology platforms that cater to employees with varying technology skill levels, encourage the formation of cross-functional teams to promote collaboration and knowledge exchange among different departments and foster a culture of regular communication through technology platforms to bridge gaps and ensure information flow.

Ajayi (2018) Cross-Cultural Management Challenges in Nigerian Multinational Subsidiaries. The study aims to investigate the cross-cultural management challenges faced by Nigerian multinational subsidiaries. The study seeks to understand how these challenges impact the subsidiaries' operations and identify potential strategies for addressing them. The study involved a sample of 10 Nigerian multinational subsidiaries from various industries. The sample included both local and expatriate employees, as well as middle and senior-level managers. Primary data was collected through a combination of surveys and interviews. Structured questionnaires were distributed among employees and managers to assess their perceptions of cross-cultural challenges. In-depth interviews were also conducted with key stakeholders to gather qualitative insights into the nature and effects of these challenges. A combination of purposive and convenience sampling techniques was employed to select the multinational subsidiaries for the study. The aim was to include a diverse range of industries and sizes to ensure comprehensive coverage. The study revealed several key findings regarding cross-cultural management challenges in Nigerian multinational subsidiaries. There was a significant lack of intercultural training and preparation for both local and expatriate employees, leading to misunderstandings and miscommunication. Cultural differences were identified as barriers to effective collaboration, decision-making, and conflict resolution. Additionally, the study highlighted the need for a more culturally sensitive leadership approach to bridge the gap between different national cultures. Based on the findings, the paper recommends that organization should develop comprehensive cross-cultural training programs for both local and expatriate employees to enhance intercultural competence, establish clear communication channels and protocols to address misunderstandings and promote effective communication among diverse teams, implement cultural sensitivity training for managers to enhance their leadership effectiveness in a multicultural environment and encourage knowledge-sharing and learning from each other's cultural perspectives to foster a more inclusive and collaborative work environment.

Based on the studies reviewed, this study presents the following hypotheses for empirical testing:

Ho$_1$:   Communication does not significantly relate to timeliness in NAMA, Calabar

Ho$_2$:   Accountability does not relate to customer satisfaction in NAMA, Calabar

Ho$_3$:   There is no significant relationship between trust and customer satisfaction in NAMA, Calabar.

Methodology

In this study, survey design was adopted to obtain accurate data base on the opinions of the respondents in Nigeria Airspace Management Agency (NAMA), Calabar. The accessible population of this study comprised of senior, supervisory, and junior staff of Nigeria Airspace Management Agency (NAMA), Calabar with a total of 51 staff. The population of the study is the total number of elements the researcher intends to study and the

breakdown of the population were 13 senior staff, 17 supervisory staff, and 21 junior staff, totaling 51. This same population was adopted as sample and the census approach to sampling was applied, wherein we targeted and included all 51 respondents in the questionnaire survey. A structured questionnaire was used to collect data from the respondents. The questionnaire was designed to elicit respondents' opinions on the study variables, incorporating both closed-ended and Likert-scale questions to ensure consistency and clarity in responses. To establish reliability, a pilot study was conducted among a small subset of respondents, yielding a Cronbach's alpha coefficient above 0.7, indicating high internal consistency. Validity was ensured through expert review, where subject matter experts assessed the questionnaire for content and face validity, ensuring it adequately captured the constructs being studied. Primary data were descriptively analyzed, and Pearson's product-moment correlation was used to test hypotheses.

Analysis and Discussion
Hypothesis One:

H_0:   Communication does not significantly relate to timeliness in Nigeria Airspace Management Agency (NAMA), Calabar

H_1:   Communication significantly relates to timeliness in Nigeria Airspace Management Agency (NAMA), Calabar

The hypothesis was tested with Pearson Product Moment Correlation.

Decision rule: If the r-value is greater than the critical value we reject the null hypothesis and accept the alternative hypothesis. But if r-value is less than the critical value we accept the null hypothesis and reject the alternative hypothesis.

Table 1

Pearson Product Moment Correlation analysis of the relationship between communication and timeliness in Nigeria Airspace Management Agency (NAMA), Calabar

	ΣX	ΣX²			
Variables			ΣXY	RXY	Sig Level
	ΣY	ΣY²			
Communication (X)	25	107			
			112	0.924	0.05
Timeliness (Y)	19	60			

Source: Authors' computation

The analysis above shows that the r-value of 0.924 was greater than the critical value of 0.621 when tested at a 0.05 level of significance. Since the calculated r-value is greater than the critical value, the null hypothesis which states that communication significantly relates to timeliness was rejected. This implies that communication does not significantly relate to timeliness in Nigeria Airspace Management Agency (NAMA), Calabar.

Hypothesis Two

H_0: Accountability does not relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar

H_1: Accountability relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar.

Table 2

Pearson Product Moment Correlation analysis of the relationship between accountability and customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar

	ΣX	ΣX²			
Variables			ΣXY	RXY	Sig Level
	ΣY	ΣY²			
Accountability (X)	24	103			
			82	0.974	0.05
Customer satisfaction Y)	20	79			

Source: Authors' computation

The analysis above shows that the r-value of 0.974 was greater than the critical value of 0.621 when tested at 0.05 level of significance. Since the calculated r^2-value is greater than the critical value, the null hypothesis which states that accountability does not relate to customer satisfaction was rejected. This implies that accountability relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar.

Hypothesis Three

H_0: Trust does not relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar.

H_1: Trust relates to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar.

Table 3

Pearson Product Moment Correlation analysis of the relationship between trust and customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar

	ΣX	ΣX²			
Variables			ΣXY	RXY	Sig Level
	ΣY	ΣY²			
Trust (X)	27	118			
			90	0.944	0.05
Customer satisfaction (Y)	17	75			

Source: Authors' computation

The analysis above shows that the r-value of 0.944 was greater than the critical value of 0.621 when tested at a 0.05 level of significance. Since the calculated r -value is greater than the critical value, the null hypothesis which states that Trust does not relate to customer satisfaction was rejected. This implies that trust relates to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar.

Discussion of Findings

This discussion of findings covers data analysis and test of hypotheses. On the first hypothesis the calculated r-value of 0.924 was greater than the critical value of 0.621when tested at 0.05 level of significance. Pearson Product Moment Correlation shows a positive relationship of 0.924 existing between communication (x) and timeliness (y). The result of the finding portrays that communication significantly relate to timeliness Nigeria Airspace Management Agency (NAMA), Calabar. In consensus with the finding, Rachmawati, Lumbanraja & Siahaan (2021), supported these findings when they said that communication skills have a direct influence on the employee team performance in the organization. The study recommended communication skills to be used to influence employee motivation to improve team performance. Table in appendix C confirmed this with 19 and 15 respondents representing 43.2 and 34.1 respectively making a total of 77.3 percent; which strongly agreed and agreed that the organization effectively communicates the important safety information to aviation stakeholders. This is true because tasks allocated to team members must align with the general objectives. The need to communicate project updates to team members is to ensure that the effective and efficient distribution of information is carried through a comprehensive communication plan developed to support the project's success. Effective communication has fostered a sense of solidarity and togetherness for effective team development in the organization. In Nigeria Airspace Management Agency (NAMA), Calabar, the improvement in performance is dependent on quality communication which enhances a cohesive team through idea sharing to improve performance in the organization. Effective communication among team members helps to establish interpersonal connections and supports effective performance of the task. Work teams are motivated to attain goals with continuous interaction with customers through effective communication.

On the second hypothesis, the r-value of 0.974 was significantly greater than the critical value of 0.621 when tested at a 0.05 level of significance. Pearson Product Moment Correlation shows that a positive relationship of 0.964 exists between work specialization (x) and workers job satisfaction (y). The result revealed that accountability relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar. In line with the finding, Michael (2018) stressed that accountability creates a sense of interdependence among team members. Table in appendix C confirmed this with 16 and 13 respondents representing 36.4 and 29.5 respectively; making a total of 65.9 percent who strongly agreed and agreed that accountability encourages open and honest communication. This is a fact because everyone understands their actions impact others,

motivating them to collaborate more closely to achieve common goals. In Nigeria Airspace Management Agency (NAMA), Calabar, accountability makes employees feel secure and take responsibility for their commitments and deliver on their promises. This fosters a sense of trust and collaboration, leading to stronger relationships within the workplace. Accountability motivates team members to complete their work properly in the organization. It also allows them to learn more about the roles of their teammates. This knowledge results in higher team transparency and improved collaboration and support.

The result of the third hypothesis depicts that the r-value of 0.944 was significantly greater than the critical value of 0.621 when tested at 0.05 level of significance. Pearson Product Moment Correlation shows that a positive relationship of 0.944 existing between trust (x) and customer satisfaction (y). The finding shows that trust relates to customer satisfaction Nigeria Airspace Management Agency (NAMA), Calabar. In agreement with the finding, Rajeesh and Lakshmi (2017) said that team trust has a positive relationship with team satisfaction and job performance. They also said that trust and trustworthiness should be the characteristics of employees to be trusted in a team for effective and efficient productivity in the organization. Table in appendix C confirmed this with 24 and 13 respondents representing 54.5 and 29.5 percent respectively; making a total of 85.0 percent which strongly agreed and agreed that the involvement, productivity, and creativity are dependent on the leader's trust in the employees. This is true because greater organizational performance is driven by team trust which defines the relationship among parties in an organization. In the studied organization, respondents admitted that a leader's trust in the employees enhances competitive advantage and creativity in the organization. Team trust fosters innovation and adaptability for survival based on collaborative working practice. Interpersonal trust and personality-based trust among team members are based on the past experience and personality of the individuals in the organization. Team goals are achieved based on intra-team trust which enhances organizational performance. Task objectives in all functional areas of the organization are achieved by increasing reliance on team trust. Hence, the exchange of information facilitates effective and efficient performance through decision-making among team members in the organization. Work synergy drives organizational performance and enhances high growth and high cash flow in the organization.

Conclusion and Recommendations

The study evaluated the need for communication, accountability, and trust as enablers of organizational success in the Nigeria Airspace Management Agency (NAMA). The first finding of the study revealed that communication significantly relates to timeliness in Nigeria Airspace Management Agency (NAMA), Calabar. This implies that quality communication enhances a cohesive team through idea sharing to improve performance in the organization. The second finding of the study revealed that accountability relate to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar. This

implies that accountability has made employees feel secure and take responsibility for their commitments and also motivates team members to complete their work properly in the organization. Finally, the third finding of the study revealed that trust relates to customer satisfaction in Nigeria Airspace Management Agency (NAMA), Calabar. This implies that team trust has fostered innovation and adaptability for survival based on collaborative working practice. Hence, the study concluded that effective collaborations require clear communication, negotiation of terms, and alignment of goals to ensure that all parties benefit. Such collaborations can offer a competitive advantage by allowing organizations to rapidly adapt to changing market conditions and capitalize on emerging opportunities. Based on the findings the following recommendations were made:

1. *Develop a Centralized Communication Platform:* The studied organizations should implement a centralized digital platform (e.g., intranet or communication apps like Slack or Microsoft Teams) to facilitate timely updates, share critical information, and enhance collaboration. This can be complemented with weekly team meetings and periodic newsletters to reinforce communication.

2. *Provide Detailed Role Descriptions and Accountability Structures:* The management should create a clear and detailed framework outlining each employee's roles and responsibilities. This should include job descriptions, measurable performance goals, and role-specific training to ensure alignment with the organization's objectives.

3. *Establish a Conflict Resolution Committee:* The organizations should set up a designated conflict resolution committee, trained in mediation and arbitration, to handle disputes transparently and efficiently. Regular feedback sessions and anonymous reporting channels should also be established to address issues before they escalate.

Limitation of the study

The study's sample size of 51 participants, encompassing all senior, supervisory, and junior staff of the Nigeria Airspace Management Agency (NAMA), Calabar, presents a limitation in terms of generalizability. Although the census approach was employed, ensuring the inclusion of the entire accessible population, the relatively small sample size may not adequately represent the broader workforce of similar organizations or the aviation sector in Nigeria. Additionally, the findings may be influenced by the specific organizational context, limiting their applicability to other settings with differing structures or staff dynamics. A larger and more diverse sample could enhance the robustness and generalizability of future studies.

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