

## **Entrepreneurial Human Relations and Organizational Sustainability: A Study of Selected Hotels in Akwa Ibom State**

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**ABSTRACT:** *The study examined the relationship between entrepreneurial human relations and organizational sustainability. However, the specific objectives of the study include: to examine, ascertain, determine, and assess the relationship between communication skills, conflict resolution skills, negotiation skills and multi-tasking skills of an entrepreneur and organizational sustainability of small-scale enterprises. Survey research design was adopted and the population of this study consists of 150 employees from 5 selected hotels in Akwa Ibom State. Data were collected through the use of structured questionnaires and furthermore, Cronbach Alpha were adopted to test for internal consistency of the construct. Findings revealed that there is a significant relationship between communication, conflict resolution, negotiation and multi-tasking skills of an entrepreneur and organizational sustainability of small-scale enterprises. The result further revealed that there is a positive relationship between communication, conflict resolution, negotiation and multi-tasking skills of an entrepreneur and organizational sustainability of small-scale enterprises. It was concluded that there is a positive relationship between communication, conflict resolution, negotiation and multitasking skills of an entrepreneur and organizational sustainability of small-scale enterprises. It recommended that, the selected hotels should communication and disclosed all issues relating to organizational sustainability to all the stakeholders, whether it has positive or negative effect on the environment. The selected hotels should embrace environmental stewardship in their business operations and should communicate the negative impact of their activities to the eco-system. Entrepreneur should be fair to employee wages to avoid conflict in an organization.*

**KEYWORDS:** entrepreneurial, human relations, organizational, and sustainability

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### **INTRODUCTION**

A human relation skill of an entrepreneur in the small scale enterprises workplace is a major part of what makes the business sustainable. This is so because a good

entrepreneurial human relations skill will constantly interact with people from investors and employees to customers and clients. The art of building and maintaining good relationships with all the people by the entrepreneur is a crucial skill for organizational sustainability (Peek, 2020). Learning to communicate effectively with people and treating them with respect and understanding are important aspects of developing good inter-personal skills. As an entrepreneur, you are the face of the company and if the people (whether its employees, customers, or investors) do not like you, there will be a possibility of the business achieving a low turnover for the year. When dispute arises, entrepreneur must be able to take individual perspectives into account and make each person feel heard and understood (Olateju, Danmola and Aminu, 2020).

Entrepreneurs need to develop the art of thinking outside the box and coming up with quick-fire solutions when others are faltering under pressure. Having an active imagination also helps entrepreneurs come up with solutions for problems which most people cannot even see. That is how some of the world's biggest companies like Dangote and Amazon were started and grown into the multi-billion giants that they are today (Belz and Binder, 2017). Understanding some of the ways that human relations can impact the costs, competitiveness and long-term economic sustainability of a business helps to underscore their importance in the firm (Onyido and Duru, 2019 & Olateju, Danmola and Aminu, 2020).

The term organizational sustainability is broadly used to indicate programs, initiatives and actions aimed at the preservation of a particular resource. It actually refers to four distinct areas: human, social, economic and environmental - known as the four pillars of sustainability. A growing number of entrepreneurs are integrating sustainability into their business strategy realizing they can do well by doing good. The goal of a sustainable business strategy is to make a positive impact on either one of those areas. When entrepreneurial human relations fail to assume responsibility, the opposite can happen, leading to issues like environmental degradation, inequality, and social injustice; thus, leaving a gap for the research studies.

### **Statement of Problem**

Based to economic concerns, entrepreneurs as owners of small scale businesses focus on core business issues and overlook some potentially serious and costly issues of poor communication skill, poor conflict resolution skill, weak negotiation skill and lack of multi-tasking skill (Peek, 2020). If entrepreneurs as small-scale business owners focus on human relations skills, this will lead to a sustainable development in the organization. An entrepreneur should maintain good relationship with his customers that will encourage continuous patronage of the business. He must also maintain good relationship with his employees in order to motivate them to perform their jobs at a high level of efficiency. Entrepreneurial human relations has received substantial conceptual and empirical attention, representing some of the few areas in research into entrepreneurial and organizational sustainability in which a cumulative body of knowledge is developing, it is noteworthy that past research has concentrated only on the examination of the direct relationship of entrepreneurial human relations and organizational sustainability or on

the effect of other variables on one or two dimensions of entrepreneurial human relations. Some of these studies include Peek, (2020), Olateju *et al.* (2020), and Ahlin *et al.* (2014), all of which provide an incomplete picture, especially in the case of small-scale enterprises in developing countries. Mayaka (2006), in a study of leading Kenya companies, concentrated on the factors that lead to the companies' success in order to develop a case study. Also, other authors have failed to link the four variables (communication skills, negotiation skills, conflict resolution skills and multi-tasking skills) of entrepreneurial human relations properly with organizational sustainability in small scale enterprises in Akwa Ibom State.

Therefore, the studies have been inconclusive; they have failed to identify corporate entrepreneurial human relations that lead to organizational sustainability of the enterprises and specifically small scale enterprises. This study was therefore, necessary to examine the relationship between entrepreneurial human relations and organizational sustainability of small scale enterprises in Akwa Ibom State. The main objective of this study was to examine the relationship between entrepreneurial human relations and organizational sustainability.

### **Significance of the Study**

The findings from this study will help the entrepreneur with the ability to recognize commercial opportunities, self-esteem, knowledge and skills to act on them which is based on the objective of assessing the relationship between multi-tasking skills of an entrepreneur and organizational sustainability.

### **Entrepreneurial Human Relations**

The concept of Entrepreneurial human relation (EHR) has become a central focus in the entrepreneurship literature and the subject of more than three decades of research (Covin and Wales, 2012). Researchers consider EHR to be a higher order construct with underlying dimensions. George and Marino, (2011) conceptualizes the focal dimensions of ER as communication and negotiation skills, stressing that "an entrepreneurial firm is one that engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with 'proactive' innovations, beating competitors to the punch." These dimensions have since been used consistently in the scholarship (Dimitratos *et al.*, 2011).

### **An Entrepreneur**

To be an entrepreneur, one must have the ability to think creatively and imaginatively when looking at a business opportunity. Besides, an entrepreneur usually provides benefits to others around him through the business he built. When ordinary people think a problem is a difficulty in life, people with an entrepreneurial spirit see a problem as a business opportunity. They will create a solution that can help solve the problem and create a profitable business. To be able to become an entrepreneur, one must have the ability to think creatively and imaginatively when looking at business opportunities. An entrepreneur also can change ordinary goods into extraordinary items. Its customers will always remember its products, and he has excellent and neat business management. Besides, usually, an entrepreneur can provide benefits to many people around him

through the businesses he founded. To be able to become like that, of course, it must go through a long process, and besides that, it must always be updated with the times and always learn (Hébert and Link, 2009).

### **Human Relations**

To create a harmonious atmosphere in the work environment is the responsibility of the entrepreneur, so that the effectiveness of employee work can realize, so as such, a leader must carry out the human relations function. Human relations are: "human relations as relations with or between people, workplace or professional settings" (human relations are relationships that relate to people, workplaces, or professional arrangements). Regarding human relations, (Gundlach, Zivnuska and Stoner, 2006) put forward his opinion as follows: "Human relations is frequently used as a general term to describe how managers interact with their subordinates. When management and employees stimulate more and better work conditions, we have good human relations in the organization.

When morale and efficiency deteriorate, human relations in the organization are bad. To create good human relations, managers must know why employees act as they do and what social and psychological factors motivate them". Also stated about human relations as follows: "The human relations approach made relationships between employees and supervisors the most silent aspects of management. It advocates the training of people in behavioural sciences, such as clinical and social psychology to emphasize building collaborative and cooperative relationships between supervisors and workers. Two critical aspects of human relationships approach are employee motivation and leadership style. Based on the opinions of the experts, it can be concluded that human relations is the interaction between individuals who are informal structures such as work relationships, arranged functionally to achieve the stated goals of the company with persuasive communication in person to inspire excitement and work activities with enthusiasm productive, happy and satisfied cooperation on both sides.

### **Communication Skills of an Entrepreneur and Organizational Sustainability**

Hotels business gets extremely profited from improved and effective communication of an entrepreneur. It helps in establishing strong connections with investors, financial institutions like banks and creditors, ensuring a smooth and long-term association. Picking correct vocabulary, the right flow of information and appropriate communication channels convey an impactful message while assisting a business to dissolve disputes and confusion and thus promoting a strong brand reputation (Mulder, 2017).

There are infinite rewards of effective communication irrespective of the business size. Entrepreneurs should explore the areas where communication training is required and promptly work on it for the betterment of the business future and profitability. Economic sustainability is a form of sustainability that involves managing investments and companies without harming the environment. Communication and negotiation skills of an entrepreneur should assist in making the environment save for business operations. It is inhuman to destroy the environment and make all the profit in the organization,

economic safety of the environment should be considered by entrepreneur for betterment of the business future and profitability (Peek, 2020).

### **Negotiation Skills of an Entrepreneur and Organizational Sustainability**

Effective negotiation skill is a pre-requisite trait for every enterprise to taste success at an accelerated pace (Peek, 2020). Entrepreneurs and businesses often struggle to apprehend their true potential without good negotiation attributes. Most people negate acquiring good negotiation skills over the importance of accomplishing technological skills which may impede the business profitability. On the contrary, effective communication overwhelmingly payback a business in lucrative ways impacting both internal and external associations. Organizational sustainability involves preserving the environment, conserving natural resources, reducing pollution, reversing environmental damage, and protecting biodiversity. Hotels in the study should reports or communicate on the effect of the business activities on the environment, whether positive or negative. This will bring about negotiation skills in the organization (Yoon, 2012).

Other aspects of environmental protection include minimizing greenhouse gasses, waste, and other toxic byproducts. Unfortunately, human actions have led to increased greenhouse gases, waste, and environmental toxins which have led to depleted natural resources. Strengthening natural capital can promote environmental sustainability by improving people's welfare. Some natural capital resources include solar power, fossil fuels, water, wind, minerals, air, land, and biomass. Environmental initiatives include things like government and business programs to reduce greenhouse gasses, recycle waste, and utilize biomass for energy. These government policies will do things like reducing landfill waste, fossil fuel use, and land exploitation. Businesses can introduce procedures, processes, and governance.

### **Multitasking skills of an Entrepreneur and Organizational Sustainability**

Multitasking takes a serious toll on organizational Sustainability (Productivity). Our brains lack the ability to perform multiple tasks at the same time in moments where we think we're multitasking, we're likely just switching quickly from task to task. Focusing on a single task is a much more effective approach for several reasons. One of the most important steps for multitasking skill of an entrepreneur is knowing exactly what tasks you need to complete. Managers need to make a list of their task daily and this will help improved organizational sustainability Second, prioritize your tasks. Once you know what tasks you have for the day, prioritize them from most important to least. After you have prioritized your tasks, begin working on the most important one, along with any duties that could contribute to your main task (Yoon, 2012).

Entrepreneur should remain focused. Once you have begun working on similar tasks, you want to reduce distractions as much as possible. Then, ask for help when needed. Multitasking also includes knowing when the best time is to ask for help. After that, take a break to review. Once you have spent time working on your to-do list, take a break to refresh. Last, revisit your list of priorities as needed. Multitasking also involves reevaluating your priorities as the day unfolds. While it may seem contrary to popular

belief, we tend to work slower and less efficiently when we multitask. Multitasking leads to what psychologists call "task switch costs," or the negative effects that come from switching from task to task.

## **CONFLICT RESOLUTION SKILLS OF AN ENTREPRENEUR AND ORGANIZATIONAL**

### **Sustainability**

Conflict resolution is an essential skill for every entrepreneur. Conflict in the workplace may be unavoidable, but it *can* be minimized and resolved. Learning to resolve your conflict effectively and early in a way that does not increase stress level is important for organizational sustainability. Entrepreneur can experience different types of conflicts including personal, interpersonal, and interdepartmental conflicts. Any conflict can interfere with workflow and harmony. Conflicts can also decrease productivity and damage self-esteem. However, not all conflicts are bad; occasionally a conflict can be good for change in the workplace. Communication provides an opportunity to share thoughts and problems as well as the reason why they are having conflicts. Face-to-face communication is more effective than other forms because it allows for an active exchange of information. It also allows you to observe important nonverbal cues from the other party. It is important that you use open-ended questions to make sure each side understands what the other person thinks and how he/she feels. This invites people to delve deeper into the problem and find the root cause for the conflict. Being calm and aware of your emotions are vital aspects of conflict resolution (Yoon, 2012).

### **Organizational Sustainability**

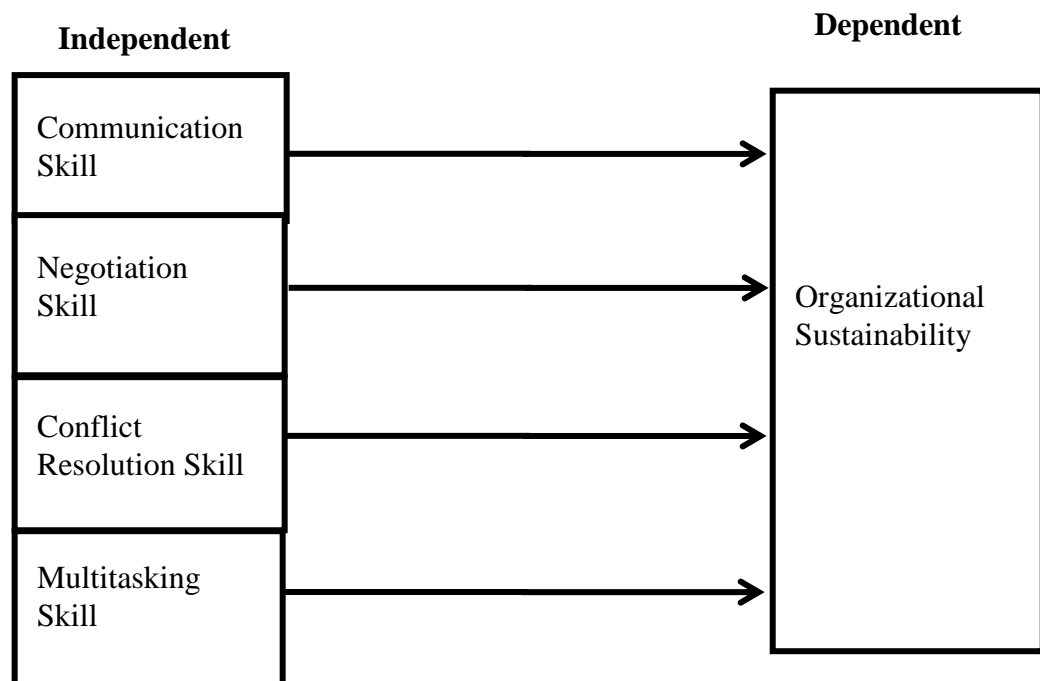
Organizational Sustainability (OS) is broadly defined as an overall proactive strategic stance of firms towards the integration of organizational economic, environmental, social and human objectives and practice in their strategic, tactical and operational levels (Singh, Chakraborty, & Roy, 2016). It is an orientation of performing business in a sustainable manner (Lineneuecke and Griffiths, 2010). Organizational sustainability is a process of keeping the business going. It's also referred to as a method of achieving success today without compromising the needs of the future. Organizational sustainability is a process where human relations of an entrepreneur assist in building a society with balance between economic, social, environment and human objectives. The essence of sustainability in an organizational context is "the principle of enhancing the societal, environmental, economic and human systems within which a business operates". This introduces the concept of a four-way focus for organizations striving for sustainability. The entrepreneurial human relations and sustainability "implies a simultaneous focus on economic, social, environmental and human performance in achieving organizational goals and objectives".

The use of the term sustainability has grown rapidly in the last two decades, as it has become increasingly evident that global economic systems are on a course that will overwhelm the carrying capacity of our planet in the foreseeable future. Since 1987, when the Brundtland Commission defined sustainability as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", sustainability has acquired many connotations at various levels of

economic, social, and political organization. The sustainability of any business organization is inevitably linked to the natural ecosystems from which all productive resources are extracted and within which all material wastes must be disposed. Even those businesses that produce no tangible products, such as financial, legal, and other information-based organizations, are ultimately dependent on the tangible processes they support or facilitate, such as manufacturing, mining, and food production. However, sustainability refers to four distinct areas: human, social, economic and environmental – known as the four pillars of sustainability.

**Diagrammatical Representation of the Variables**

The conceptual framework of this study is presented in the diagram below;



**Figure 1:** Diagrammatical representation of the independent and dependent variables.

**Entrepreneurial Human Relations and Organizational Sustainability**

The entrepreneurial skills of communication, negotiation, conflict resolution and multitasking are all vital to human relations. An Entrepreneur who possess or develop these skills are well on their way to successful organizational sustainability (Peek, 2020). Employees who are interested in their work and in the well-being of other employees tend to be more productive than those who are not. This productivity pays obvious financial dividends to the company, as it can get more done in less time with fewer costs. Building relationships, by both recognizing an employee's value to the company

and a concern for their needs, often goes a long way. The modern business environment often rewards businesses that are able to quickly develop products that meet changing consumer needs. In some industries – such as technology, for example – employees' ability to come up with effective new ideas is often the difference between the entire company's success and failure. Employees' creativity is often dependent on their ability to communicate with other employees and share ideas. Without quality workplace relationships, employees are less likely to be able to develop and share the solutions that a business needs to survive (Olateju, Danmola & Aminu, 2020).

They go on to posit that entrepreneur and organizations are confronted with three types of risk, namely: Business risk-taking (i.e., venturing into the unknown without knowing the probability of success). Financial risk-taking (i.e., when a company needs to borrow heavily or commit a large portion of its resources in order to grow). Personal risk-taking (i.e. the risks that an executive assumes in taking a stand in favour of a strategic course of action). Therefore, in pursuit of organizational innovation, strategic renewal and venturing efforts as part of organizations' growth strategies, organizations may follow the risk-taking path by making decisions and taking action in the context of uncertainty as well as making substantial resource commitments without knowing what the consequences of their decisions and behaviors will be. The standard view is that risk-taking is one of the four key elements of entrepreneurial relation, and one that enhances company profitability. It is associated with the willingness of managers to act in a bold and decisive manner in the face of uncertainty. However, we would argue that this plays out somewhat differently in eastern emerging markets.

Entrepreneurship not only stimulates business development, job creation, economic growth, profitability, innovation, and income generation, but also is a fundamental driver of the organizational sustainability. Entrepreneurship encourages innovation that has a positive effect on the growth of organizations. Companies need novel ideas to be sustainable and entrepreneurship can provide them by employing the resources that are available to establish a profitable business. Entrepreneurial activities are playing an important role in achieving organizational sustainability. It significantly contributes to the growth of different organizations and makes them sustainable. Further, entrepreneurship increases innovation, knowledge, competition, and diversity in different sectors and organizations. Entrepreneurship is helpful in developing strategies appropriate for improving the growth of firms and reminds sustainable (Yoon, 2012).

The term organizational sustainability is broadly used to indicate programs, initiatives and actions aimed at the preservation of a particular resource. However, it actually refers to four distinct areas: human, social, economic and environmental - known as the four pillars of sustainability. A growing number of entrepreneurs are integrating sustainability into their business strategy realizing they can do well by doing good. The goal of a sustainable business strategy is to make a positive impact on either one of those areas. When entrepreneurial human relations fail to assume responsibility, the opposite can happen, leading to issues like environmental degradation, inequality, and social injustice. Beyond helping curb those challenges, sustainability can drive business success. Recent



research indicates that entrepreneurs secure higher on risk-taking than do non-entrepreneurs, and are generally believed to take more risks than non-entrepreneurs because the entrepreneur faces a less structured and a more uncertain set of possibilities (Oscar, 2013).

### **Elton Mayo Theory of Human Relations**

In the 1924, Elton Mayo, an Australian-born psychologist and organizational theorist, began his research on the behavior of people in groups and how it affects individuals in the workplace, known as the Hawthorne studies. At the time, Taylorism, or the application of science in the workplace to improve productivity, viewed individuals as machines that could work in unethical or unrealistic environments (Mulder,2017). According to him, entrepreneurs should see employees as employees not as a machine in achieving organizational goals. Mayo, in contrast, popularized the idea of the "social person," meaning organizations should treat people as individuals – not machines – with individual needs. The human relations management theory is a researched belief that people desire to be part of a supportive team that facilitates development and growth. Therefore, if employees receive special attention and are encouraged to participate, they perceive their work as having significance and are motivated to be more productive, resulting in high-quality work. Human relations is defined as the study of human problems arising from organizational and interpersonal relations (as an industry) (Yoon, 2012).

To effectively carry out a human relations-focused workplace culture, some skills are essential. The skills include communication and negotiation skills of an entrepreneur. Communication skill means that Entrepreneurs need to constantly interact with people – from investors and employees to customers and clients (Peek, 2020). When morale and efficiency deteriorate, human relations in the organization are bad. To create good human relations, entrepreneurs must know why employees act as they do and what social and psychological factors motivate them". Also stated about human relations as follows: "The human relations approach made relationships between employees and supervisors the most silent aspects of management. Elton Mayo, summarizes that entrepreneur must be able to have strong negotiation skills to keep the peace between two parties while reaching an agreement where all parties are satisfied (Mulder, 2017).

### **The Discovery Theory of Entrepreneurship**

This theory, also known as the Individual/Opportunity Nexus Theory by Kirzner (1973) focuses on the existence of discovery and exploitation of opportunities and is grounded on three assumptions: "objectives and opportunities", "individuals are unique", and "entrepreneurs are risk-bearing" (Alvarez, 2002). Opportunities have an objective component and they exist whether or not they are recognized. They are derived from the attributes of the industries or markets within which an entrepreneur contemplates action. If an entrepreneur understands the attributes or structure of an industry, he or she will be able to anticipate the kinds of opportunities present in that industry, for example, the primary opportunity in fragmented markets is consolidation in order to exploit

economies of scale. The primary opportunity in mature industries is to refine products and undertake process innovation to improve quality and lower costs.

Understanding entrepreneurial opportunities is, therefore, important because the characteristics of an opportunity influence the value, they are likely to create. Entrepreneurship requires differences in people and these differences manifest themselves in the ability to recognize opportunities (Shane, 2003). Individuals are alert to existing opportunities. Entrepreneurial alertness is an attitude of receptiveness of available but currently overlooked opportunities in a market. This assumption recognizes the entrepreneurial nature of human action taken and the human agent that is at all times spontaneously on the lookout for unnoticed market imperfections. The recognition of these market imperfections might inspire new activity (Alvarez & Barney, 2007).

Entrepreneurial alertness is not a deliberate search but is the constant scanning of the environment by the entrepreneur who notices market imperfections. The recognition of these imperfections is accompanied by a sense of 'surprise' of the imperfection that had not previously been recognized. The alert individuals are on the lookout for imperfectly distributed information about potentially mispriced resources that they may have access to before others. These opportunities exist independent of actors, but the economic actor must act on the opportunity to earn profits. Risk-bearing is a necessary part of the entrepreneurial process (Shane, 2003).

## **EMPIRICAL REVIEW OF RELATED LITERATURE**

Ajor and Alikor (2020) study the relationship between innovative mindset and organizational sustainability of Small and Medium enterprises in Rivers State, Nigeria. The study adopted the cross-sectional survey of the quasi-experimental design. The population of the study consists of 1,200 owner/managers and supervisors of the small and medium enterprises operating in Rivers State, Nigeria. The sample size of 300 participants was derived, using the Taro Yemen sample size determination formula. The study made use of 50 selected accessible enterprises in Rivers State. Data were collected through a structured questionnaire survey on the respondents while the data analysis was done using the Spearman Rank Order Correlation Coefficient with the aid of the statistical package for social sciences (SPSS) version 21. The study revealed that a positive significant relationship exists between the predictor variable (innovative mindset) and the criterion variable (organizational sustainability). This was evidence from the fact that the null hypotheses tested were all rejected, giving room for the acceptance of the alternate hypotheses. The study therefore, recommends that Small and Medium Enterprises should adopt the application of sustainability initiative goal (2030) by the United Nations World Commission on Environment and Development on industry, innovation and infrastructure aimed at building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation for sustainable performance.

Singh, Chakraborty and Roy (2016) examined the entrepreneurial commitment, organizational sustainability and business performance of manufacturing MSMEs: Evidence from India. This study is an attempt to understand the motivation of Micro, Small and Medium enterprises (MSMEs) toward organizational sustainability in such a competitive environment. A conceptual framework is developed to test the link among entrepreneurial commitment, organizational sustainability and business performance. Structural equation modeling (SEM) and other standard statistical analysis have been used to analyze the data collected through questionnaire survey from 262 manufacturing MSMEs in India. The study findings highlight that organizational sustainability emerged as a driving source of motivation to improve the business performance among manufacturing MSMEs in India. In addition, there is significant mediation effect of organizational sustainability on entrepreneurial commitment and business performance. It has also proved the vitality of organizational sustainability as a strategic action towards green and clean environment.

Jesinoski, Miller and Volker (2017) examined the relationship between entrepreneurial human relations and organizational behavior. The authors established that there is great intersectionality between Human Resource Management (HRM), entrepreneurship, and organizational behavior. The way an entrepreneur handles aspects of HRM will determine the organizational behavior that is imbedded among employees. An entrepreneurial mindset in organizations greatly enhances the environment. An organization that promotes entrepreneurship is capable of creating, learning, and influencing the environment in positive ways. With the constant changes in modern society, entrepreneurs are always thinking about the next great product that customers will want. It is not easy for entrepreneurs to succeed and compete with large corporations. Entrepreneurs need to possess or accumulate the qualities of HRM and promote organizational behavior to build—from the ground up a strategic, effective, and successful company.

Riti and Kamah (2015) study entrepreneurship, employment, and sustainable development in Nigeria. The objective of this study is to examine entrepreneurship, employment, and sustainable development nexus in Nigeria. Data was sourced from the central bank statistical bulletin, national bureau of statistics, world development indicators and CIA fact sheet and other institutional publications to provide an empirical basis for the study spanned from 1980-2013. The methodology adopted in this study is the use of cointegration and vector error correction mechanism (VECM) which established the long-run and short-run estimates of the parameters. The short-run findings estimate also show the significance of the parameters concerning LEMPL and LINPI. The error correction mechanism (ECM) is rightly signed and significant. It shows that the speed of adjustment of the model from short-run distortions to long-run equilibrium is about 12.7%. In conclusion, the government has a key role to play to ensure that entrepreneurship is a means of quelling unemployment thus generating more employment opportunities for the unemployed youths and get them usefully engaged.

Warsame (2015) examine human resource practices and organizational commitment. The purpose of this study is to investigate the relationship between human resource management practices and organizational commitment. The data were collected from employees of the selected three telecommunication companies in Somalia. 210 questionnaires were distributed to the respondent and 125 questionnaires were returned, as an average of seventy employees of each company participated in this survey. Data were analyzed using a “statistical package for social science” (SPSS). Multiple regression analysis and correlation were used to analyze the data. The dependent variable is organization commitment while the independent variable includes reward, compensation; selection; training; information sharing, and performance appraisal. The findings show evidence that there is a significant and positive correlation between six dimensions of human resource practices toward organizational commitment (OC). In conclusion, the study has developed a conceptual framework based on the literature reviews, and from there the researcher constructed the research’s hypothesis.

## **METHODOLOGY**

In this study, survey research design was adopted. Survey design was adopted because it will enable the researcher to gather information that reflects population’s attitudes, behaviors, opinions and beliefs that cannot be observed directly. The five (5) hotels were selected for meeting the basic standards requirement by Corporate Affairs Commission (CAC) and Hospitality Consultants and Managers Association in Nigeria (HOCMAN). And their consistency in attending HOCMAN conferences across the country.

From the five (5) selected hotels of the study, the population of the study consist of 150 employees of the hotels in Akwa Ibom State. Breakdown of the population include the following:

**Table 3.1: Names of Hotels and Number of Employees**

S/N	Selected Hotels	Position	No of Employees
1.	D'Angelo Hotel & Resort	Managing Director General Manager Unit Managers Supervisors Accountant	30
2.	Majesty Realm hotel	Managing Director General Manager Unit Managers Supervisors Accountant	21
3.	De-Castle Luxury hotel	Managing Director General Manager Unit Managers Supervisors Accountant	39
4.	Monty Suite	Managing Director General Manager Unit Managers Supervisors Accountant	37
5.	Rosmohr hotel and suite	Managing Director General Manager Unit Managers Supervisors Accountant.	23
	<b>Total</b>		<b>150</b>

### Sample Size Determination

The sample size of this study was determined using Taro Yamani formula and this is given as

$$n = 150$$

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

Where:  $n$  = sample size required,  $N$  = Population,  $e$  = significant level = 5%

$$n = \frac{150}{1+150(0.05)^2}, n = \frac{150}{1.375}, n = 109$$

From the formula above, the sample size of this study is 109.

The sampling technique adopted for this study was convenience sampling techniques. This method was adopted because all members of the population have equal right of

being selected. Data were collected from primary source. Primary data were obtained through copies of questionnaire with both General Managers, Unit Managers, Supervisors, Accountants and Auditors of the selected hotels in Akwa Ibom State. This method was adopted to enable detailed and independent information to be expressed by the respondents. For analytical comparison of facts and proper compilation of facts and figures, survey of existing documents was deemed necessary.

Data were collected through copies of questionnaire carefully designed and administered to the respondents. On the whole, the questionnaire constituted the major instrument for data collection. The questionnaire contains sections A and B. Section A contains personal information about the respondents. Section B is the main body of the questionnaire using a five (5) point scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a five-category rating system:

SA	-	Strongly Agree	5
A	-	Agree	4
U	-	Undecided	3
D	-	Disagree	2
SD	-	Strongly Disagree	1

The validity of the research instrument was assessed by the supervisor and other experts in the Department of Business Administration. These experts assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested as well as the comprehensibility of each item in relation to the cognitive level of the respondents. In order to determine the reliability of the instrument used in the study, the corrected questionnaire was administered randomly on selected staff of the hotels in Akwa Ibom State. This approach was repeated with the same group after a two – month’s period and the results obtained from the first and second pre-test were consistent, therefore, the instrument was reliable. The questionnaire was personally administered by the researcher to the respondents during official hours at the office. The exercise was done with the help of supervisors and the managers of the organizations. Tables and simple percentage were used as technique of analyzing the research questions while the hypotheses were tested using the Pearson Product Moment Correlation (PPMC). The hypotheses were tested at 0.05 level of significance. The null hypotheses would be rejected if the probability value (p-value) is less than 0.05 ( $p < 0.05$ ).

## **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

The study had 109 respondents which warranted the issuance of 109 copies of the questionnaire. The filled and returned copies of the questionnaire was 105 which indicates 96.33% response rate.

### Test of Hypotheses

The hypotheses were tested using the Pearson Product Moment Correlation (PPMC). The hypotheses were tested at 0.05 level of significance. The null hypotheses would be rejected if the probability value (p-value) is less than 0.05 ( $p < 0.05$ ).

**Table 4.3: Pearson Product Moment Correlations Analysis**

		Communication skills	Conflict resolution skills	Negotiation skills	Multi-tasking skills	Organizational Sustainability
Communication skills	Pearson Correlation	1	.848**	.637**	.748**	.889**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	105	105	105	105	105
Conflict resolution skills	Pearson Correlation	.848**	1	.758**	1.000**	.772**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	105	105	105	105	105
Negotiation skills	Pearson Correlation	.637**	.998**	1	.998**	.692**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	105	105	105	105	105
Multi-tasking skills	Pearson Correlation	.748**	1.000**	.998**	1	.774**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	105	105	105	105	105
Organizational Sustainability	Pearson Correlation	.889**	.772**	.692**	.774**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	105	105	105	105	105

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

Source: Field Survey Data, (2022).

### Test of Hypothesis One (H<sub>01</sub>)

There is no significant relationship between communication skills and organizational sustainability of small-scale enterprise. From the analysis, the correlation coefficient (R) for the first hypothesis (H<sub>01</sub>) was  $R_{x1} = 0.889$ , suggesting a strong positive correlation between communication skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x1} = 0.889$ ;  $n = 105$ ;  $p = 0.000$ ). Based on this, it is safe to assume that communication skill will influence organizational sustainability. Since the p-value is less than 0.05 ( $p = 0.000 < 0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between communication skills and organizational sustainability of small-scale enterprise.

**Test of Hypothesis Two (H<sub>02</sub>):** There is no significant relationship between conflict resolution skills and organizational sustainability of small-scale enterprise. From the analysis, the correlation coefficient (R) for the second hypothesis (H<sub>02</sub>) was  $R_{x2} = 0.772$ , suggesting a positive correlation between conflict resolution skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x2} = 0.772$ ;  $n = 105$ ;  $p = 0.000$ ). Based on this, it is safe to assume that conflict resolution skills

will influence organizational sustainability. Since the p-value is less than 0.05( $p=0.000<0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between conflict resolution skills and organizational sustainability of small-scale enterprise.

**Test of Hypothesis Three ( $H_{03}$ ):** There is no significant relationship between negotiation skills and organizational sustainability of small-scale enterprise. From the analysis, the correlation coefficient (R) for the third hypothesis ( $H_{03}$ ) was  $R_{x_3}=0.692$ , suggesting a positive correlation between negotiation skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_3}=0.692$ ;  $n=105$ ;  $p=0.000$ ). Based on this, it is safe to assume that negotiation skills will influence organizational sustainability. Since the p-value is less than 0.05( $p=0.000<0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between negotiation skills and organizational sustainability of small-scale enterprise.

**Test of Hypothesis Four ( $H_{04}$ ):** There is no significant relationship between multi-tasking skills and organizational sustainability of small-scale enterprise. From the analysis, the correlation coefficient (R) for the third hypothesis ( $H_{04}$ ) was  $R_{x_3}=0.774$ , suggesting a positive correlation between negotiation skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_4}=0.774$ ;  $n=105$ ;  $p=0.000$ ). Based on this, it is safe to assume that multi-tasking skills will influence organizational sustainability. Since the p-value is less than 0.05( $p=0.000<0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between negotiation skills and organizational sustainability of small-scale enterprise.

## DISCUSSION OF THE FINDINGS

The study showed a significant relationship between each of the four dimensions of Entrepreneurial Human Relation (communication skills, conflict resolution skills, negotiation skills and multi-tasking skills) and Organizational Sustainability. Based on the first objective of the study which was to examine the relationship between communication skills and organizational sustainability. From the analysis, the correlation coefficient (R) for the first hypothesis ( $H_{01}$ ) was  $R_{x_1}=0.889$ , suggesting a strong positive correlation between communication skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_1}=0.889$ ;  $n=105$ ;  $p=0.000$ ). - Based on this, it is safe to assume that communication skill will influence organizational sustainability. Since the p-value is less than 0.05( $p=0.000<0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between communication skills and organizational sustainability of small-scale enterprise.

Based on the second objective of the study which was to examine the relationship between conflict resolution skills and organizational sustainability. From the analysis,



the correlation coefficient (R) for the second hypothesis ( $H_{02}$ ) was  $R_{x_2} = 0.772$ , suggesting a positive correlation between conflict resolution skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_2} = 0.772$ ;  $n = 105$ ;  $p = 0.000$ ). Based on this, it is safe to assume that conflict resolution skills will influence organizational sustainability. Since the p-value is less than  $0.05$  ( $p = 0.000 < 0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between conflict resolution skills and organizational sustainability of small-scale enterprise.

The third objective of the study which was to examine the relationship between negotiation skills and organizational sustainability. From the analysis, the correlation coefficient (R) for the third hypothesis ( $H_{03}$ ) was  $R_{x_3} = 0.692$ , suggesting a positive correlation between negotiation skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_3} = 0.692$ ;  $n = 105$ ;  $p = 0.000$ ). Based on this, it is safe to assume that negotiation skills will influence organizational sustainability. Since the p-value is less than  $0.05$  ( $p = 0.000 < 0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between negotiation skills and organizational sustainability of small-scale enterprise.

The fourth objective of the study which was to examine the relationship between multi-tasking skills and organizational sustainability. From the analysis, the correlation coefficient (R) for the third hypothesis ( $H_{04}$ ) was  $R_{x_3} = 0.774$ , suggesting a positive correlation between negotiation skills and organizational sustainability of small-scale enterprise. The result was statistically significant ( $R_{x_4} = 0.774$ ;  $n = 105$ ;  $p = 0.000$ ). Based on this, it is safe to assume that multi-tasking skills will influence organizational sustainability. Since the p-value is less than  $0.05$  ( $p = 0.000 < 0.05$ ), the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between negotiation skills and organizational sustainability of small-scale enterprise.

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

The following were the major findings of the study;

The result revealed that there is a positive relationship between communication, conflict resolution, negotiation and multi-tasking skills of an entrepreneur and organizational sustainability of small-scale enterprises.

It was recommended that:

-In line with the positive relationship between communication skills of an entrepreneur and organizational sustainability of small-scale enterprises, the selected hotels should communicate and disclose all issues relating to organizational sustainability to all the stakeholders, whether it has positive or negative effect on the environment. The selected

hotels should embrace environmental stewardship in their business operations and should communicate the negative impact of their activities to the eco-system.

-Based on the positive relationship between conflict resolution skills of an entrepreneur and organizational sustainability of small-scale enterprises. Entrepreneur should be fair to employee wages, Opportunities for those with disadvantages, Healthcare access, Caring for the disabled, Gender parity, Equal distribution of resources, Social justice efforts and Community welfare.

-In line with the positive relationship between negotiation skills of an entrepreneur and organizational sustainability of small-scale enterprises, government should exempt small scale businesses from payment of tax and employed better ways to support the entrepreneurs so as to improve standards of living, and in addition to creating wealth with entrepreneurial ventures, they also create jobs and contribute to a growing economy.

-Based on the positive relationship between multi-tasking skills of an entrepreneur and organizational sustainability of small-scale enterprises, investment in human health services, welfare, safety and education can help improve a society well-being.

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## APPENDIX

### QUESTIONNAIRE

This questionnaire is designed to collect data which would be used to determine as well as analyse the ‘relationship between entrepreneurial human relations and organizational sustainability’. The data shall be used for academic purpose only and will be accorded utmost confidentiality it deserves. Kindly tick the correct answer or supply the required information in the space provided against it.

**SECTION A:**

1. Sex: Male [ ] Female [ ]
2. Highest academic qualification: Certificate/Diploma [ ]  
 Undergraduate degree [ ] Masters [ ] PhD [ ]
  - AGE: Below 25 [ ] 26-34 [ ] 35-44 [ ] 45-50 [ ]
  - Above 50 [ ]

**SECTION B: Determinants of Job Satisfaction**

Please tick the appropriate option

Key:

- 5 – Strongly Agree
- 4 – Agree
- 3 – Disagree
- 2 – Strongly Disagree
- 1 – Undecided

<b>Communication Skills</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
We constantly interact with people – from investors and employees to customers and clients.					
We recognize the employees’ value to the business and concerns for their needs					
We build and maintain good relationships with all the people crucial for the business					
<b>Conflict Resolution Skills</b>					
A positive attitude provides an opportunity for thoughts sharing to resolve employees’/customers’ issues					
Workplace conflicts decreases productivity and damage self esteem					
Recognizing the legitimacy of conflicting elements/needs leads to successful problem solving					
<b>Negotiation skills</b>					
Individual perspective is taken into accounts and each person is feel heard to draw investors closer to the business					
We work with all parties to come up with a solution where everyone					

feels comfortable moving forward					
Maintenance of peace among departments of the organization is always guaranteed					
<b>Multi-tasking skills</b>					
Task planning is an important tool for job efficiency					
Focusing on a single task at a moment facilitates quick job delivery					
Increased productivity and innovation are functions of prioritizing multiple task					
<b>Organizational Sustainability</b>					
Economic sustainability aims to maintain the capital intact					
My workplace provides an undisturbed environment					
We have maintained and improved social quality with concepts such as cohesion, reciprocity and honesty and the importance of relationships amongst people					