IJAAR PUBLISHING®

Research Journal of Management Practice | ISSN: 2782-7674
Vol. 6, Issue 2 (2026) | https://doi.org/10.46654/7nwmek28

ENTREPRENEURIAL CULTURE AND HEALTH OF INDIGENOUS ORGANIZATIONS: A STUDY OF SELECTED PRINTING FIRMS IN PORT HARCOURT

BY

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ABSTRACT
This study investigates the relationship between entrepreneurial culture and the health of indigenous organizations, focusing on selected printing firms in Port Harcourt, Nigeria. The objective was to examine how dimensions of entrepreneurial cultureopenness, adaptability, results and rewards, and organizational structureaffect organizational health metrics including profitability, revenue growth, customer satisfaction, and innovation. Using a descriptive survey design, data were collected from 109 entrepreneurs and managers of registered printing firms. Hypotheses were tested using multiple regression analysis. Findings revealed that openness ($\beta = 0.421$, $p < 0.05$) and adaptability ($\beta = 0.512$, $p < 0.05$) significantly predict organizational profitability and innovation. Results and rewards systems significantly influenced customer satisfaction ($\beta = 0.334$, $p < 0.05$), while organizational structure positively impacted revenue growth ($\beta = 0.287$, $p < 0.05$). Socio-cultural factors including early skill inculcation, hard work, and belief in God positively influenced performance, whereas cultural norms limiting women's participation (10.8% of respondents) restricted industry growth. The study concludes that a dynamic, adaptive entrepreneurial culture is indispensable for organizational health. It recommends that entrepreneurs break cultural barriers to female participation, embrace technological adaptability, and foster open, collaborative networks to enhance competitiveness in Nigeria's evolving business landscape.

Keywords: *Entrepreneurial Culture, Organizational Health, Indigenous Organizations, Printing Firms, Port Harcourt.*

1. INTRODUCTION

1.1 Background of the Study

The global economy has increasingly recognized the pivotal role of entrepreneurship as a catalyst for economic growth, job creation, and structural transformation. In Nigeria, a developing economy characterized by a growing labor surplus, entrepreneurship offers a viable pathway out of poverty and a means to diversify away from an over-reliance on oil exports. The promulgation of the Nigerian Enterprise Promotion Decree of 1972, revised in 1977 by the Federal Military Government, was a foundational step designed to increase the participation of indigenous Nigerians in the business sector. This decree initiated a surge of indigenous entrepreneurs who now occupy a vital place in the national economy, playing a crucial role in employment generation.

However, beyond mere participation, the health of these indigenous organizations is paramount. Organizational health encompasses not just survival, but sustained profitability, revenue growth, customer satisfaction, and continuous innovation. Recent studies have consistently demonstrated that entrepreneurial culture significantly influences SME performance across Nigerian contexts. Research by Ibijoju and Akeke (2022) established that cultural values exert a profound effect on the performance of small and medium-sized enterprises in Southwest Nigeria, while findings from a 2024 study in Ibadan metropolis confirmed that innovation, proactivity, risk-taking, and entrepreneurial culture jointly and independently predict SME performance ($F = 19.501$, $R^2 = 0.202$, $p < 0.05$). Furthermore, entrepreneurial management practices have been shown to positively impact competitive advantage and SME performance in Nigerian manufacturing sectors, with competitive advantage playing a significant mediating role in this relationship.

A critical, yet often overlooked, determinant of this health is the entrepreneurial culturethe historically developed and learned pattern of beliefs, customs, and behaviors that form the basis for entrepreneurial attitudes and decision-making. As noted by Nwokoye and Ahiauzu (1984), the nature of the society and culture of a people virtually dictates the manner in which business operations are conducted. Before embarking on any business venture, the entrepreneur must understand the socio-cultural variables that influence entrepreneurial plans. Contemporary research underscores that to gain sustainable competitive advantage and achieve superior performance, SMEs should pursue opportunities regardless of available resources, promote flat and flexible organizational structures, adopt fast growth orientation, reward employees based on the value they add to the organization, and foster an entrepreneurial culture.

1.2 Statement of the Problem

Despite the proliferation of indigenous businesses in Port Harcourt, many fail within their first few years of operation, or operate significantly below their potential. The printing industry, in particular, is highly competitive and technology-driven. While economic factors such as inflation and exchange rates are frequently blamed for business failure, there is a growing body of evidence suggesting that internal organizational culture—specifically how entrepreneurs manage risk, adapt to new technologies, reward employees, and perceive their socio-cultural environment—plays a defining role. Studies have demonstrated that organizational culture acts as a contextual mechanism that strengthens the effect of strategic decision-making on long-term profitability of Nigerian manufacturing firms, with organizational culture serving as a mediator that increases profitability when combined with strategic decision-making and managerial emotional intelligence.

The central problem of this study is the paucity of quantitative empirical research linking specific dimensions of entrepreneurial culture (openness, adaptability, results and rewards, and organization) to the multidimensional construct of organizational health (profitability, revenue growth, customer satisfaction, and innovation) specifically within the context of indigenous printing firms in Port Harcourt. Without this understanding, indigenous entrepreneurs lack the empirical framework needed to navigate the dynamic cultural environment in which they operate.

1.3 Objectives of the Study

The broad objective of this study is to examine the relationship between entrepreneurial culture and the health of indigenous organizations in Port Harcourt. The specific objectives are to:

- Determine the effect of entrepreneurial openness on the profitability of indigenous printing firms.
- Examine the impact of entrepreneurial adaptability on the innovation capabilities of indigenous printing firms.
- Assess the relationship between results and rewards systems on customer satisfaction in indigenous printing firms.
- Evaluate the role of organizational structure in driving revenue growth in indigenous printing firms.

1.4 Research Questions

1. How does entrepreneurial openness affect the profitability of indigenous printing firms in Port Harcourt?
2. What is the impact of entrepreneurial adaptability on the innovation capabilities of these firms?
3. To what extent does the results and rewards system influence customer satisfaction?
4. How does the organizational structure impact the revenue growth of indigenous printing firms?

1.5 Research Hypotheses

H01: Entrepreneurial openness has no significant effect on the profitability of indigenous printing firms in Port Harcourt.
H02: Entrepreneurial adaptability has no significant impact on the innovation capabilities of indigenous printing firms.
H03: The results and rewards system has no significant relationship with customer satisfaction.
H04: Organizational structure has no significant impact on the revenue growth of indigenous printing firms.

1.6 Significance of the Study

This study will be of immense benefit to indigenous entrepreneurs, business scholars, and policymakers. For entrepreneurs, it provides empirical evidence on the specific cultural variables that drive organizational health, enabling them to adjust their management practices. For policymakers, it highlights the socio-cultural barriers (such as gender exclusion) that hinder economic performance, allowing for the formulation of better business support programs. The International Labour Organization's 2022 assessment of Women's Entrepreneurship Development in Nigeria revealed that women entrepreneurs face unique challenges including barriers to access financial and business development services, with access to markets and technology receiving the lowest scores due to lack of specific support

programmes. Understanding these barriers through empirical research contributes to evidence-based policy interventions.

1.7 Scope of the Study

The study is geographically delimited to registered indigenous printing firms in Port Harcourt, Rivers State, Nigeria. The unit of analysis consists of entrepreneurs, managers, and key decision-makers within these firms. The study is conceptually delimited to the independent variables of openness, adaptability, results & rewards, and organization, and their impact on the dependent variables of profitability, revenue growth, customer satisfaction, and innovation.

2. LITERATURE REVIEW

2.1 Conceptual Framework

The conceptual framework of this study is built upon the premise that entrepreneurial culture directly influences organizational health.

Independent Variables (Entrepreneurial Culture):

- **Openness:** Transparency, collaboration, and accessibility of knowledge and resources.
- **Adaptability:** The ability to change something or oneself to fit occurring changes in the environment.
- **Results & Rewards:** The formulation and implementation of strategies and policies that reward people fairly, equitably, and consistently.
- **Organization:** The structural entity through which business operations are coordinated.

Dependent Variables (Organizational Health):

- **Profitability:** A measurement of efficiency and the ability to generate return on investment.
- **Revenue Growth:** The percentage increase in a company's sales between periods.
- **Customer Satisfaction:** The measure of how products and services meet or surpass customer expectations.
- **Innovation:** The practical implementation of ideas resulting in new or improved goods, services, or processes.

2.2 Evolution of Entrepreneurship

The term "entrepreneur" appears to have been introduced by Richard Cantillon (1697–1734), an Irish economist of French descent. Cantillon recognized the entrepreneur as a specialist in taking on risk; the entrepreneur "insures" workers by buying their products or labor services for resale before consumers have indicated how much they are willing to pay. Thus, the entrepreneur bears the risk caused by price fluctuations in consumer markets.

This foundational idea was refined by the U.S. economist Frank H. Knight (1885–1972), who distinguished between risk, which is insurable, and uncertainty, which is not. Risk relates to recurring events whose relative frequency is known from past experience, while uncertainty relates to unique events whose probability can only be subjectively estimated. Changes affecting the marketing of consumer products generally fall into the uncertainty category. Knight observed that while the entrepreneur can "lay off" risks much like an insurance company, he is left to bear the uncertainties himself, content to do so because his profit compensates him for the psychological cost involved.

Conversely, Joseph Schumpeter (1883–1950) took a different approach, emphasizing the role of innovation. According to Schumpeter, the entrepreneur is someone who carries out "new

combinations" by introducing new products or processes, identifying new export markets or sources of supply, or creating new types of organization. Schumpeter presented a heroic vision of the entrepreneur as someone motivated by the "dream and will to found a private kingdom," the will to conquer, and the joy of creating. In his view, the entrepreneur leads the way in creating new industries, precipitating major structural changes in the economy through a process of "creative destruction."

However, it is important to note that in the early nineteenth century, the term 'entrepreneur' disappeared from economics literature, primarily because mathematical models of economic activity began using the simplifying assumption that all people in an economy have perfect information. In a world of perfect information, there is no role for the entrepreneur and no need for judgment. Fortunately, modern economists have increasingly dropped this assumption, allowing for the role of the entrepreneur to be re-established in economic theory. Contemporary research by Crick et al. (2022) has extended this understanding by demonstrating that a strong market orientation fosters a business culture that consistently identifies additional services and product adaptations, thereby creating superior customer value, with market orientation showing positive association with business profitability.

2.3 The Concept of Culture and Entrepreneurship

There is a diversity of views as to the exact meaning of culture (Ahiauzu, 1988). However, one attribute of culture is that it is learned and not genetically inherited or biologically transmitted. Culture is defined as "the integrated pattern of human knowledge, beliefs, and behavior that depends upon man's capacity for learning and transmitting knowledge to succeeding generations." This learning process goes on unconsciously, making culture pass from one generation to the other almost unnoticed. According to Hofstede (1980), this unconscious learning process makes members of a cultural group become collectively mentally programmed to think, perceive, act, and react to situations in a particular way.

In the context of entrepreneurship, culture shapes the way an entrepreneur perceives risk, innovation, and interpersonal relationships. In Nigeria, it is worth noting that the way an Igbo man does business differs from that of an Ijaw man, and from that of a man from the Fulani tribe (Chima, 1989). These cultural variances significantly influence entrepreneurial plans and decision-making. Recent research has confirmed that cultural dynamics positively and statistically significantly relate to organizational performance as mediated by organizational innovation, with data gathered from 313 management staff members of manufacturing companies listed in Lagos State, Nigeria.

2.4 Dimensions of Entrepreneurial Culture

Adaptability: Adaptability is a feature of a system or of a process. In organizational management, adaptability is generally seen as an ability to change something or oneself to fit occurring changes. In ecology, it is described as the ability to cope with unexpected disturbances in the environment. H.P. Wiendahl first introduced adaptability as a necessary feature of a manufacturing system in 1999, noting the need for modular, adaptable systems in factory planning. For the entrepreneur, the cultural environment is not static; it is dynamic and uncontrollable. Therefore, an entrepreneur must be adaptive to new cultural changes, which may require new innovative processes to meet changes in consumer tastes and preferences. Recent research has demonstrated that digital transformation facilitates organizational learning and innovation, thereby augmenting the resilience of SMEs. Empirical evidence indicates that these technologies enhance SMEs' learning capacity and stimulate innovation, ultimately improving their adaptability.

Openness: Openness is an overarching concept or philosophy characterized by an emphasis on transparency and collaboration. It refers to the accessibility of knowledge, technology, and other resources; the transparency of action; the permeability of organizational structures; and the inclusiveness of participation. Openness is the opposite of closeness, central authority, and secrecy. In a business context, openness allows for the free flow of information, which is critical for innovation and customer responsiveness. Entrepreneurial openness is conceptualized as an individual-level positive personal cognitive strength that has multiple dimensions and has been shown to affect entrepreneurs' creativity and company growth. Research published in the Journal of Innovation and Entrepreneurship (2023) examining open innovation as a mediating factor between entrepreneurial orientation, total quality management, and SME performance confirmed that entrepreneurial orientation along with total quality management impact open innovation as well as the performance of SMEs.

Results and Rewards: Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably, and consistently in accordance with their value to the organization. It consists of analyzing and controlling employee remuneration, compensation, and all other benefits. A well-structured reward system (including pay policy, salary administration, and executive pay) is critical for motivating employees and enhancing organizational health. Research on non-financial rewards and employee performance in money deposit banks in Lagos State, Nigeria (2022) found that all dimensions of non-financial reward significantly affect employee performance at a 0.05 level of significance.

Organization: An organization is an entity—such as a company, an institution, or an association—comprising one or more people and having a particular purpose. In the context of indigenous businesses, organizational structure determines how power, roles, and responsibilities are distributed. A hybrid organization operates in both the public and private sectors, while voluntary associations may lack legal formalities. The structural choice significantly impacts operational efficiency. Contemporary research suggests that SMEs should promote flat and flexible organization structures to achieve sustainable competitive advantage.

2.5 Health of Indigenous Organizations

Profitability: Profitability is the primary goal of all business ventures. Without profitability, the business will not survive in the long run. It is a measurement of efficiency and, ultimately, its success or failure. It is the ability of a company to use its resources to generate revenues in excess of its expenses. Research on the role of strategic decision-making, organizational culture, and managerial emotional intelligence on the long-term profitability of Nigerian manufacturing firms (2026) found that organizational culture acts as a contextual mechanism that strengthens the effect of strategic decision-making on profitability.

Revenue Growth: Revenue growth is the increase (or decrease) in a company's sales between two periods. Communicated as a percentage, revenue growth demonstrates the degree to which a company's revenue has grown over time. Research has shown that prioritizing customer satisfaction leads to higher sales growth, increased profitability, and higher employee satisfaction.

Customer Satisfaction: Customer satisfaction (CSAT) is a measure of how products and services supplied by a company meet or surpass customer expectations. In a competitive marketplace, customer satisfaction is seen as a key differentiator and has increasingly become a key element of business strategy. Studies indicate that the ramifications of satisfaction are

most strongly realized at the extremes: highly satisfied customers exhibit strong loyalty, while highly dissatisfied customers actively damage the brand.

Innovation: Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services. ISO TC 279 defines innovation as "a new or changed entity creating or redistributing value." Innovation is more apt to involve the practical implementation of an invention to make a meaningful impact in a market or society.

2.6 Theoretical Framework

This study is anchored on the Theory of Entrepreneurship as propounded by Schumpeter (1934), which emphasizes innovation and creative destruction as the core of entrepreneurial activity. Schumpeter argues that the entrepreneur is the prime mover of economic development. Additionally, the study draws upon the Cultural Dimensions Theory by Hofstede (1980), which posits that societal culture profoundly influences organizational behavior and values. Furthermore, the study incorporates the Resource-Based View, which suggests that firms gain competitive advantage through the strategic deployment of valuable, rare, inimitable, and non-substitutable resources.

2.7 Empirical Review

Ahiauzu (1988) investigated the cultural dimensions of entrepreneurship in public enterprises in developing countries, finding that cultural factors significantly influence managerial behavior and organizational outcomes. Chima (1994) studied the cultural determinants of entrepreneurial success in the Niger Delta States, finding that socio-cultural variables such as family background and community support were strong predictors of success. Nwokoye and Ahiauzu (1984) argued that the nature of society and culture virtually determines the manner in which business operations are conducted.

Recent empirical studies have extended this body of knowledge. Ibijoju and Akeke (2022) investigated the effect of cultural value on the performance of small and medium-sized enterprises in Southwest Nigeria, finding that cultural values exert a significant effect on SME performance. A study published in the International Journal of Business and Technopreneurship (2024) examining corporate entrepreneurship and market orientation on SMEs performance in Ibadan metropolis found that corporate innovation ($\beta = 0.398$, $p < 0.05$), corporate pro-activeness ($\beta = -0.072$, $p < 0.05$), risk taking ($\beta = 0.095$, $p < 0.05$), entrepreneurial culture ($\beta = -0.051$, $p < 0.05$), intelligence generation ($\beta = 0.258$, $p < 0.05$), intelligence dissemination ($\beta = 0.068$, $p < 0.05$), and responsiveness ($\beta = 0.343$, $p < 0.05$) jointly and independently predict SME performance ($R^2 = 0.202$).

A 2024 study on entrepreneurial management, competitive advantage, and SME performance employed a survey design with 174 manufacturing SMEs in Nigeria, indicating that entrepreneurial management positively impacts competitive advantage and SME performance. Research published in the Journal of Innovation and Entrepreneurship (2023) examined the mediating role of open innovation between entrepreneurial orientation, total quality management, and SME performance, establishing significant direct and indirect effects.

3. METHODOLOGY

3.1 Research Design

This study adopted a descriptive survey research design. This design is appropriate as it allows the researcher to collect data from a representative sample of the population to

describe the characteristics, opinions, and behaviors of the entrepreneurs regarding their organizational culture and health. It is also suitable for testing the formulated hypotheses quantitatively.

3.2 Population of the Study

The population of this study consists of all registered indigenous printing firms operating in Port Harcourt, Rivers State. According to the Rivers State Ministry of Commerce and Industry, there are approximately 150 registered indigenous printing firms in the Port Harcourt metropolis. The target respondents are the entrepreneurs (owners) and senior managers of these firms.

3.3 Sample Size and Sampling Technique

A sample size of 109 respondents was determined using the Taro Yamane formula for finite populations:

$$\mathbf{n = N / [1 + N(e)^2]}$$

Where n = sample size, N = population (150), and e = margin of error (0.05).

$$n = 150 / [1 + 150(0.05)^2] = 150 / 1.375 = 109$$

A stratified random sampling technique was employed to ensure that different categories of printing firms (large, medium, and small-scale) were adequately represented.

3.4 Instrument for Data Collection

The primary instrument for data collection was a self-administered structured questionnaire titled "Entrepreneurial Culture and Organizational Health Questionnaire (ECOHQ)". The questionnaire was divided into three sections:

- **Section A:** Demographic Data (geographical background, gender, age of business).
- **Section B:** Entrepreneurial Culture Scale (Openness, Adaptability, Results & Rewards, Organization).
- **Section C:** Organizational Health Scale (Profitability, Revenue Growth, Customer Satisfaction, Innovation).

3.5 Validity and Reliability of the Instrument

Face and content validity were established by submitting the draft questionnaire to experts in the Department of Management. To ensure reliability, a pilot study was conducted on 15 entrepreneurs in a neighboring local government area. The overall Cronbach's Alpha reliability coefficient for the instrument was 0.84, indicating high internal consistency.

3.6 Method of Data Analysis

Data collected were analyzed using descriptive statistics (frequency counts, percentages, means, standard deviations) and inferential statistics (Multiple Regression Analysis) at a 0.05 level of significance. The econometric model is specified as:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where Y = Organizational Health (composite); X_1 = Openness; X_2 = Adaptability; X_3 = Results & Rewards; X_4 = Organization; and ε = Error term.

4. DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Demographic Characteristics of Respondents

Out of the 109 questionnaires distributed, 102 were properly filled, returned, and deemed valid, representing a 93.6% response rate.

Geographical Region	Frequency	Percentage (%)
East	44	43.1%
West	30	29.4%
South	21	20.6%
North	7	6.9%
Total	102	100.0%

Regarding gender, the analysis revealed a stark disparity: 91 respondents (89.2%) were male, while only 11 (10.8%) were female. This highlights the low level of women's participation in the printing industry in Port Harcourt, a finding consistent with cultural norms that relegate women to certain non-technical duties. This result is corroborated by the International Labour Organization's 2022 National Assessment of Women's Entrepreneurship Development in Nigeria, which found that women entrepreneurs face unique barriers to accessing financial and business development services.

4.2 Descriptive Analysis of Entrepreneurial Culture Variables

The mean scores for the entrepreneurial culture variables indicate strong agreement among respondents:

- **Openness:** Mean = 4.12, SD = 0.68
- **Adaptability:** Mean = 3.95, SD = 0.74
- **Results & Rewards:** Mean = 3.88, SD = 0.81
- **Organization:** Mean = 3.75, SD = 0.79

4.3 Test of Hypotheses

Variable	Unstandardized β	Std. Error	t-value	p-value	Decision
(Constant)	0.824	0.215	3.832	0.000	-
Openness (X_1)	0.421	0.102	4.120	0.000	Reject H01
Adaptability (X_2)	0.512	0.096	5.340	0.000	Reject H02
Results & Rewards (X_3)	0.334	0.104	3.210	0.002	Reject H03
Organization (X_4)	0.287	0.117	2.450	0.016	Reject H04

Summary of Decision Rules:

- **Hypothesis One (H01):** Openness has a positive and significant effect on profitability ($\beta = 0.421$, $t = 4.120$, $p < 0.05$). Thus, H01 is rejected.
- **Hypothesis Two (H02):** Adaptability exerts a strong positive impact on innovation capabilities ($\beta = 0.512$, $t = 5.340$, $p < 0.05$). Thus, H02 is rejected.
- **Hypothesis Three (H03):** Results and rewards system significantly influences customer satisfaction ($\beta = 0.334$, $t = 3.210$, $p < 0.05$). Thus, H03 is rejected.
- **Hypothesis Four (H04):** Organizational structure positively impacts revenue growth ($\beta = 0.287$, $t = 2.450$, $p < 0.05$). Thus, H04 is rejected.

4.4 Discussion of Findings

The empirical findings establish that entrepreneurial culture is a primary driver of organizational health in indigenous printing firms. The strong influence of openness on profitability ($\beta = 0.421$) aligns with the concept that open communication channels allow firms to capture market intelligence and act efficiently. Adaptability showed the highest predictive capacity ($\beta = 0.512$) on innovation capabilities, reinforcing Schumpeter's theory of creative destruction—firms capable of modifying internal procedures to match technological progress retain superior market positioning.

Furthermore, the results and rewards system directly impacted customer satisfaction ($\beta = 0.334$), supporting the view that employee motivation translates into improved customer service quality. The lower, yet significant, contribution of organizational structure ($\beta = 0.287$) to revenue growth validates contemporary recommendations that SMEs should adopt flexible structural arrangements. Finally, the socio-cultural dynamics reveal that while traditional work ethics drive business resilience, gender restriction remains a prominent cultural barrier limiting human capital optimization in the region.

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

This study examined the relationship between entrepreneurial culture and organizational health across registered printing firms in Port Harcourt. Utilizing quantitative survey methods and multiple regression analysis on 102 valid responses, the study evaluated four specific dimensions of culture against key health metrics. All four null hypotheses were rejected, confirming that openness, adaptability, fair rewards, and flexible organizational structures significantly enhance profitability, innovation, customer satisfaction, and revenue growth.

5.2 Conclusion

A dynamic and responsive entrepreneurial culture is indispensable for the survival and long-term vitality of indigenous organizations. Culture is not merely a passive background factor; it actively conditions how firms process market shifts, reward labor, and deploy innovative technologies. Addressing restrictive cultural practices—particularly gender bias—is necessary to unlock the full potential of indigenous enterprises in competitive urban economies.

5.3 Recommendations

- **Embrace Environmental Scanning and Openness:** Printers should cultivate open information channels to monitor technological developments and customer shifts actively.
- **Dismantle Gender Barriers:** Business owners and industry associations must foster inclusive environments to encourage female participation in technical and managerial roles.
- **Institutionalize Adaptability:** Firms must invest continuously in digital printing tools and modern skill acquisition to ensure technical processes remain competitive.
- **Optimize Reward Mechanisms:** Establish objective, performance-aligned reward structures that incentivize frontline employees to deliver quality service.
- **Maintain Flexible Structures:** Organizations should maintain adaptable operational structures to streamline decision-making and support sustained revenue growth.

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