



## Organizational Currency and Customer Service Management in the Pharmaceutical Industry in Nigeria

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### ABSTRACT

This paper examined organizational currency and customer service management in the Pharmaceutical industry in Nigeria. The study was poised to establish the relationship between organizational currency and customer service management in the Pharmaceutical industry in Nigeria. It proffered an organizational currency model with performance currency and relationship currency as dimensions of the predictor variable (organizational currency) and customer service management as the criterion variable. A cross-sectional survey research design was used and data was generated from the nine (9) quoted pharmaceutical firms in Nigeria listed in the Nigerian Stock Exchange (NSE) 2020. The Spearman rank correlation coefficient was utilized to test the hypotheses with the aid of the Statistical Package for Social Sciences (SPSS) version 21.0. The research hypotheses were rejected due to the evidence of a significant relationship between the variables. Therefore, the study in consonance with its findings affirmed that organizational currency (performance and relationship currency) significantly and confidently relates with customer service management. The study recommends that firms in the Pharmaceutical industry in Nigeria should consistently develop their performance and relationship currencies in order to maintain adequate customer service management and achieve organizational objectives.

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## INTRODUCTION

Health is one of the most crucially significant social and economic assets required for human existence and development. Pharmapproach (2020) submitted that the pharmaceutical industry is responsible for the research, development, production and marketing of drugs to effectively prevent, and cure diseases. Ikoni, Olaniyi, Alawode & Iranloye (2014) indicated that the successful production and marketing of quality pharmaceutical products and services by firms in the Nigerian pharmaceutical industry would curtail the penetration of bogus, substandard products/services, reduce peoples' dependence on harmful locally made herbal concoctions and enhance socio-economic growth in Nigeria. Currently, the industry plays the fundamental role of safeguarding the general health and well-being of people residing in the country (Obukohwol, Olele & Buzugbe 2018). Furthermore, a vibrant pharmaceutical industry offers economic growth; high labor productivity, quality employment to citizens, contributes to the gross domestic product (GDP) and generates foreign exchange for the country (Ugbam & Okoro 2017).

Owing to the significance of the Nigerian pharmaceutical industry, it is necessary to examine the organizational currency and customer service management of firms in the industry. Lim, (2020) argued that having both a sponsor and mentor at work impacts on the productivity level of employees as it is apposite to remain focused on the achievement of organizational objectives. Farner, Luthans, & Sommer (2001) submitted that business organizations consists of individuals with different capacities, in different functional units, sharing information, skills and roles with one another which translates into external customer service. Customer service is the process of fulfilling customers' needs by providing and delivering professional, helpful, high quality services and assistance before, during, and after the customers' requirements are met (Mckinney 2020). Harris (2014) identified performance currency and relationship currency as major drivers of the human elements and their focus for working towards achieving corporate goals and objectives in the business environment (Okefor 2003). Farner, et al.(2001) argued that each functional unit in the firm exists to serve external customers or another department. Therefore, employees are considered internal customers.

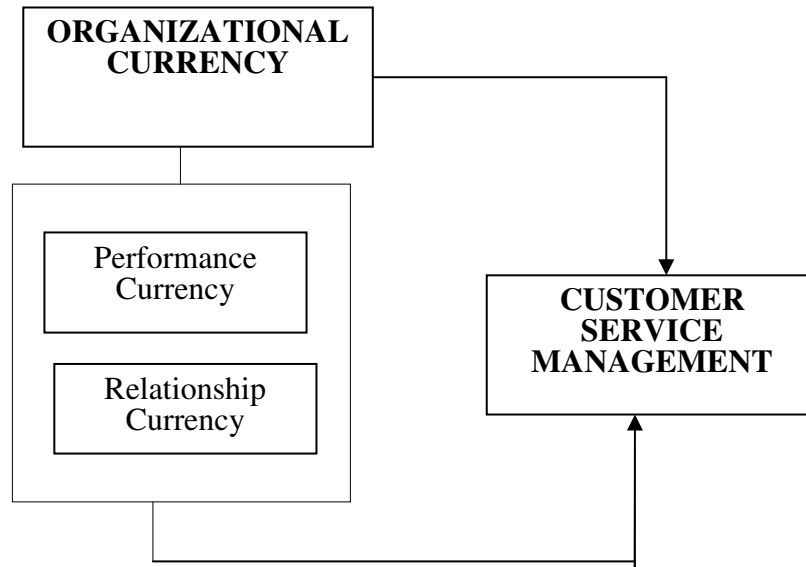
Preliminary studies show that the Nigerian manufacturing sector which is the faculty of the pharmaceutical industry in Nigeria has been performing below expectations (Onyeonoru 2003; Aluko, Akintola, & Shola 2004; Obukohwol et al. 2018) According to the World Health Organization (WHO), the health sector in Nigeria is rated 187th out of 191 members worldwide in terms of effectiveness and efficiency (World Health Organization 2013). The index from the Federal ministry of health shows that Nigeria is home for poverty, diseases and malnutrition which have a devastating impact on the health and productivity of her people. In spite of her massive natural and human resources, current life expectancy for the average Nigerian is estimated at 46 years for men and 47 years for women. In comparison with the life expectancy for other African countries like Ghana and South Africa which are 55, 59 and 50,52 years for males and females respectively, Nigeria is far behind (Federal Ministry of Health 2010). To improve performance, increase productivity, profitability and maintain a competitive edge over the robust burdens of global competition and dynamic business environment, firms in the Pharmaceutical industry in Nigeria need to strengthen their organizational currency (Njagi, & Ogotu 2014). Farner, et al.(2001) maintained that if an organization strives to satisfy its internal customers (employees) then the external customers will receive higher quality goods and services because they become motivated for optimum performance.

Albeit, previous studies have linked customer service management with other constructs like information technology management, Karimi, Somers & Gupta (2001), perceived business performance, Yap & Khong (2006), organizational growth, Hassan (2013), logistics management, (Tilokachai, Sophatsathit & Chandrachai 2012). But none proffered direct solutions to the

organizational currency and customer service challenges encountered in the pharmaceutical industry in Nigeria. Furthermore, most authors in recent scientific journals dealt with organizational currency but used time, money, influence and reputation as indicators Kossoff (2005), none has considered using performance currency and relationship currency as dimensions (Harris 2014). To the best of our knowledge, there appears to be a dearth of empirical research on the relationship between organizational currency and customer service management in the pharmaceutical industry in Nigeria. Thus, there is need to examine the relationship between organizational currency and customer service management in the pharmaceutical industry in Nigeria.

### Conceptual Framework

This study is built on the supposition conceptualized below:



**Figure 1: Conceptual Framework of Organizational Currency and Customer Service Management in the Pharmaceutical Industry in Nigeria**

**Source:** Researchers Review of Relevant Literature (2021).

### Purpose of the Study

The main purpose of the study was to establish the relationship between organizational currency and customer service management in the Pharmaceutical industry in Nigeria. The definitive objectives were to:

1. Determine the extent of relationship between performance currency and customer service management.
2. Examine the degree of relationship between relationship currency and customer service management.

### Research Questions for the Study

Taking into account the specific objectives above, the following research questions were posed.

1. To what extent is the relationship between performance currency and customer service management?
2. To what extent is the relationship between relationship currency and customer service management?

## Research Hypotheses for the Study

The following research propositions were formulated to guide the study.

Ho<sub>1</sub>: Performance currency and customer service management are not significantly related.

Ho<sub>2</sub>: Relationship currency and customer service management are not significantly related.

## LITERATURE REVIEW

### Theoretical Review

Theoretically, the study is buttressed on the social exchange theory.

### THE SOCIAL EXCHANGE THEORY (SET)

The social exchange theory (SET) has served as a theoretical foundation for the explanation of different constructs in the business environment. It was introduced by George Homans in the 1960s in the field of social psychology and gained prominence through the works of Peter M. Blau, and Richard M. Emerson, who became known as co-founders of the theory within the field of sociology (Homans, 1961; Blau, 1964; Emerson 1962, 1972) as cited in (Karen & Eric 2014). According to Homans (1961) as cited in Emerson (1976), the social exchange theory (SET) is the exchange of interactions between at least two persons. Homans emphasized on the fundamental processes of social behavior (power, conformity, status, leadership, and justice) which involves the behavior of a person in relation with the attitude of other person(s). He described social behavior and the types of social entities formed by social interactions, indicating how a person's behavior is strengthened by another person's behavior and vice versa. He focused on the social behavior that develops based on social processes of mutual support (and the lack of it). Relationships could also be terminated on the basis of lack of mutual support Homans (1961) as cited in (Karen & Eric 2014).

Peter M. Blau drew inspiration from Homans work and developed his micro-exchange theory on the basis of benefits and costs, but he took an economic and utilitarian view of behavior instead of building upon mutual support principles derived from experimental behavioral analysis. He argued that social exchange is the voluntary activities of people that are inspired by the profits they are expected to get from others (Blau, 1964). He emphasized that in micro-exchanges, one person does another a favor in expectation of some future benefits. Richard M. Emerson on the other hand was motivated by the works of Homans and Blau, and emphasized on the relevance of power in the exchange process and focused on the interface and relationship between individuals and parties by developing a psychological foundation for exchange based on mutual support principles (Emerson 1972). The social exchange theory (SET) encompasses economic relationships that occur when each party has something valuable to offer in order to satisfy needs and wants (Mcraay 2015).

Although socio-cultural characteristics differ in various business environments, there are some shared basic attributes in relational exchanges, for instance; shared understanding, supportive behavior, and long-term orientation (Agus & Hassan 2008). The attitudes exhibited by social partners in a particular relationship are a function of the expected profits and expenses related to the relationship (Wu, Chuang & Hsu 2014). Based on the theory of social exchange, organizational currency is multiplied and maintained through the sociological connections and interaction between internal and external customers for mutual benefits. This resonates with the principle that people connect with the aim to reduce costs and maximize benefits without hurting their level of productivity (Thibaut & Kelley 1952; Poi 2018).

### Conceptual Review

#### Concept of Organizational Currency

The term currency is a system of money (monetary units) in collective use, especially for exchange

(Bernstein 2008). Computer Hope (2018) opined that currency is any valuable thing that can be exchanged for goods or services. Brain (2018) indicated that currency is the lifeblood of the economy. According to Rouse (2020) currency is “anything” that is commonly acceptable and conventional to possess value as a medium of exchange so that it can be transacted for goods and services. She argued that currency does not have to be physical like cash, bills and coins; it can be abstract. Hence, the concept of digital currency (bitcoin), social currencies which are personal assets and attributes that determines a person’s success in a social environment. And organizational currencies which incorporates organizational assets, strengths and capabilities that can serve as a safety net and competitive edge to help organizations succeed (Okefor 2003).

Liebowitz (2016) submitted that the success of every business organization is no longer a function of the knowledge base and skills within the organization; the new organizational currency is what is being shared. Kossoff (2005) maintained that organizational currency consists of time, money and reputation. She considered money a scarce resource that will never be enough, and drew a distinction between time and money. Insisting that time is not money and equating time with money leads to more wasted time because time is a more valuable and expensive currency than money. The organization’s reputation is a valuable organizational currency that decides how people perceive the firm. Nevertheless, Welday (2018) indicated that in business, relationship currency is more valuable than dollars or Bitcoin. Brain (2018) identified leadership as the organizational currency that delineates the level of effectiveness, efficiency, survival and success of our organizational experiences. Harris (2014) identified two types of currencies in every environment; the performance currency and the relationship currency.

### **Performance Currency**

The term performance is defined as good standing with a postulated conception of requirements of a role, it is considered effective based on the skills and competence of the performer (Ivan & Cary 2015). Performance currency is the ability of members of an organization to deliver above expectation. When performance currency is consistent and satisfying, profile rises and it positions the performer for better tasks and opportunities that could lead to faster promotions (Giang 2019). According to Harris (2014) performance currency is generated by delivering that which was asked of you and a little more. It is valuable because it raises staff visibility and attracts sponsors in and outside the organization. Lim (2020) argued that the concept of performance currency has echoed the idea of outdoing oneself, not just once but consistently and it can be applied in other areas of life not limited to work alone. He developed a contextual theoretical model in form of a mathematical notation that shows the components of performance currency;  $\text{Performance Currency} = (\text{Intellect} + \text{Experience} + \text{Strong Execution}) \times \text{Multiple Occurrences}$ .

Relatedly, Donohoe (2019) opined that performance currency is work effectiveness, quality and efficiency at the task level. It involves the quality, quantity and effectiveness of work which translate to the fulfillment of business and your customers' needs. Leonard (2019) argued that a high performance currency helps the firm to achieve set goals and objectives and it is critical to the inclusive success of the organization. He maintained that a high performance currency helps employees to meet deadlines, make sales and build the brand through adequate customer service and customer relationship management. However, Harris (2014) indicated that performance currency experiences diminishing marginal returns, because the higher your performance, the higher you are expected to perform to maintain your excellent standard and it can be tedious and draining. In other words, performance currency has some limitations; it might get you noticed but it is not enough to attract a sponsor or get you promoted (someone to speak up on your behalf behind closed doors). Therefore, your growth within and outside the organization depends partly on your relationship currency.

## Relationship Currency

The term "relationship" is broad and relative; it is the connection between people, formed by continually evolving bonds and interactions (Lawson 2016). Relationships are all about human connections not books, seminars or podcasts. Gage (2017) argued that the purpose of a relationship is to live within and uphold social structures. The American Society of Administrative Professionals (ASAP) (2018) opined that relationship currency is generated by interacting with people in an organization, getting to understand them, sharing knowledge, and working towards the achievement of organizational goals and objectives. This perhaps was the reason why Bagic (2015) argued that developing relationship currency begins at the job interview stage and continues as you advance on the corporate ladder. Harris (2014) submitted that relationship currency is generated by the investments that you make in the people in your environment. It gives you direct access to sponsors and opportunities you might otherwise never have. Sponsors' perception of staff is made based on their relationship currency. King (2018) maintained that relationship currency is intentionally building, growing and sustaining relationships over a period of time and it is required for success in any environment.

Welday (2018) submitted that relationship currency cannot be bought, it must be built and earned by taking quality time to build and grow your relationships, paying attention to the people around you, building familiarity through vulnerability and flexibility, and building trust by ensuring optimum level of performance currency. Giang (2019) espoused that relationship currency requires time and determination to build horizontally and vertically broad relationships and networks. Moreover, Kent (2017) averred that relationship currency is not only needed for growth in the organization; relationships are the currency of life. It is based on respect for humanity, a desire to connect with meaningful interactions and encounters. We are inclined therefore, to espouse that relationship currency is the blood tonic, life wire and thrust of an organizational success that enhances quality customer service delivery.

## Customer Service Management

Customer service management is the process of controlling and organizing activities required to help customers receive timely and satisfactory goods, services and experiences (Kotler 2001). Customer service management is the process of providing support to customers before, during and after purchase (McNamara 2019). Kaňovská (2010) submitted that customer service management involves every step an organization takes to ensure and maintain the satisfaction of its customers. Hassan (2013) indicated that customer service is the mismatch of undertakings, tactics and plans offered by an organization so as to achieve service quality. Deviney (1998) defined customer service as any helpful act performed for the customers that enhances the quality of the market offering. He argued that customers decide to patronize an organization based on their perception of how the market offering(s) will meet their expectations. Hence, customer service is an indicator of perceived value and quality. Customer service like every other service offering is considered value added by the customers, it is intangible, perishable and consumed at the point of production (Okpara 2002).

Most scholars have opined that customer service is a subset of the logistics system which is in turn a component of the supply chain management system. (Carsten 2003). Mwangangi (2016) examined customer service management as a dimension of logistics management. Coyle, Langley, Novack & Gibson (2016) defined logistics management as a process of having the right quantity of the right stock in the right place and at the right time. Logistics management is the systematic flow of resources, information, and finance between consumers and suppliers (Edward 2002). The diagram below shows customer service as a subset of the logistics system.



**Fig. 2: Customer Service as a Subset of Logistics Management**

**Source:** Carsten, D. (2003). *Transport Management*. Retrieved from:

<https://gc2.gizde/ibt/opt/site/ilt/regionaportale/sadc/inhalt/logistics/module-01/16components.html>.

Accessed on: 3rd June, 2020.

The essence of the entire logistics management system is to ensure adequate customer service subsequently. High level of customer service differentiates the firm's market offering(s) in the market place. Customer service is an aspect of an organization's differentiation strategy which improves its competitive position in the business environment (Nwazugbo 2004). Deviney (1998) opined that the determination of customer service level is at the prerequisite of the customers. He argued that customers can be either internal (employees) or external (target market). Employees of the organization (internal customers) are the ambassadors of the firm (customer service representatives), they are responsible for delivering value to the external customer (Chi & Gursoy 2009).

Customer service management is a system that must be improved and maintained for maximum results as it has an impact on both existing customers and potential customers (Deviney 1998). MacDonald (2020) identified five ways to deliver excellent customer service; (a) respond to customers' needs as quickly as possible (b) understand your target market (c) fix your mistakes as quickly as possible (d) go the extra mile to keep your customers happy (e) think long term – a customer is for life

### **Organizational Currency and Customer Service Management**

Organizational currencies are assets, strengths and capabilities that can serve as a safety net and competitive edge which help organizations make and implement policies and procedures to achieve set goals and objectives (Okefor 2003). These set goals and objectives cannot be reached without the human element in and outside the firm (internal and external customers) via adequate customer service. Cohen & Bradford, (2004) viewed organizational currencies in terms of what is important to the customers you want to influence. As Kaňovská (2010) puts it customer service management involves every step an organization takes to ensure and maintain the satisfaction of its customers. Kossoff (2005) maintained that organizational currency consists of time, money and reputation. Time, money and reputation are determinants of customer service (MacDonald 2020). Cohen & Bradford (2004)

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submitted that organizational currencies indicate resources that can be traded; they are the basis for acquiring influence and support.

Performance currency is earned by delivering adequate customer service first to internal customers (employees) before external customers (target market) (Chipunza, Samuel & Mariri 2011; Harris 2014). It is work effectiveness, quality and efficiency at the task level which translate into the achievement of corporate goals and objectives (Okefor 2003); the fulfillment of business and customers' needs and wants (Donohoe 2019). Welday (2018) opined that relationship currency cannot be bought, it must be developed and earned by taking quality time to build and grow relationships, paying attention to the people around you, building familiarity through vulnerability, flexibility, and building trust by ensuring optimum level of performance currency. Relationship currency is also earned through adequate customer relationship management. According to Rouse (2020) customer relationship management is the combination of practices, strategies and technologies that organizations use to manage customer interaction. Giang (2019) maintained that relationship currency requires time and determination to build horizontally and vertically broad relationships and networks in and out of the organization. Haupt (2002) indicated that customer service is measured by the degree of service empathy, access time; responsiveness, service speed and courtesy of internal customers before, during, and after sales which is achieved through relationship currency. Customer service management is an aspect of an organization's differentiation strategy which improves its competitive position in the business environment (Nwazugbo 2004).

### **Empirical Review**

Cohen & Bradford (2004) studied the “the influence model: using reciprocity and exchange to get what you need”. They developed a Cohen-Bradford Influence model that offers a practical process of reciprocity and exchange—trading what you have that the other person desires in exchange for what you need to accomplish workplace and personal goals. They found that currencies can be organizational, not just personal. They identified departmental or organizational benefits as currencies. When an employee identifies strongly with the welfare of his or her group, department, or organization, exchanges that provide a benefit to the unit rather than to the individual can be very important.

Kaňovská (2010) examined “customer services as a part of market orientation” from both a theoretical and quantitative perspective through selected results of the survey of Hi-Tech firms in the Czech Republic. The results from the research show that customer service is a necessity for today's survival in the market. Hyung-kyu (2013) studied “the concepts, consequences, and determinants of currency internationalization. The study provided a comprehensive and systematic review of the literature on international currencies in both political economy and economics in order to build a useful base to help develop a better research framework. The study unveiled that domestic financial institutions, firms and consumers may benefit from currency internationalization.

Bill, Paul, Yuanfei, Baofeng & Sanjay (2016) studied “interpersonal and inter-organizational relationship perspectives” underpinned on the social exchange theory with an inclusive literature review. They found that interpersonal relationships which include; personal affection, communication, and credibility, have a positive effect on supply chain integration mediated by inter-organizational relationships variables; trust, commitment, and power.

### **RESEARCH METHODOLOGY**

This study espoused the quantitative research procedure; hence a cross-sectional survey research design was adopted. The nine (9) quoted pharmaceutical firms in Nigeria listed in the Nigerian Stock Exchange NSE,(2020) constitutes the population of the study. The study surveyed two (2) top-level and



middle level staff that includes the marketing managers and customer service representatives of each of the nine (9) quoted pharmaceutical firms in Nigeria. Thus, the total number of respondents that participated in the study was forty (40). The choice of top and middle level staff for the study was based on the fact that they make primary contact with the customers. However, only thirty-eight (38) of the respondents contributed to the study. Primary data were collected through a structured questionnaire. The research instrument adopted the Likert scale method in the measurement of organizational currency constructs and customer service management which ranges from strongly agree to strongly disagree. The hypotheses were tested by employing the Spearman Rank Correlation Coefficient with the aid of the SPSS version 21.

The face validity of the research instrument was carried out by contemporaries and other experts in the field of measurement and evaluation. These experts assessed the applicability of each questionnaire item, in relation to the specific objectives and hypotheses of the study and agreed on the adequacy of the items with regards to measuring the constructs they are designed to measure and the flexibility with which each item could be scored for use in subsequent data analysis. The reliability was done by pre-testing the questionnaire on seventeen (17) staff of one of the pharmaceutical firms. The researchers also utilized the Cronbach's Alpha modulus operandi to confirm the reliability and internal consistency of the measurement instrument. The reliability test results are presented in table 1.

**Table 1: Outcome of the Reliability Analysis on Organizational Currency and Customer service Management**

Variable	Cronbach's Alpha
Performance Currency	0.782
Relationship Currency	0.733
Customer Service Management	0.871

**Source: SPSS 21.0 Output (Based on 2020 Field Survey Data)**

The result on table 1 shows that the data collection tool used in this study is reliable.

## DATA ANALYSIS AND RESULT

In this section, the formulated hypotheses were verified using Spearman Rank Order Correlation Coefficient ( $\rho$ ) with the aid of the Statistical Package for Social Sciences (SPSS) version 21.0. The decision rule that steered the test of hypotheses was, if significant/probability value (PV) < 0.05 (level of significance) = discard the null and establish significant relationship but if the significant probability value (PV) > 0.05 (level of significance) = consent to the null hypotheses and establish insignificant relationship. This study espoused the categorization key set by Evans (1996) in defining the degree or strength of relationship between the variables as shown below:

**Table 2: Description on Range of Correlation (r) Values and the Corresponding Level of Association**

Range of r with positive and negative sign values	Descriptive level of Association	Remark
0.00 - 0.17	Very Low	Very Weak
0.20 - 0.19	Low	Weak
0.40 - 0.51	Moderate	Moderate
0.60 - 0.82	High	Strong
0.80 - 1.2	Very High	Very Strong

**Source: Field Survey, 2020.**

The symbol of the correlation coefficient shows the course of a relationship or association between the variables; (+) portrays a positive relationship while (-) illustrates a negative relationship. The degree of strength of the relationship is determined by the magnitude of the correlation coefficient (r): where zero (0) value designates no relationship and one (1) shows a perfect relationship. Hence the closer the value is to 1 the stronger the relationship and the closer the value is to zero (0) the weaker the relationship.

**Table 3: Correlation Analysis of Performance Currency and Customer Service Management**

Correlations				
			Performance Currency	Customer Service
Spearman's rho	Performance Currency	Correlation Coefficient	1.000	.701**
		Sig. (2-tailed)	.	.000
		N	38	38
	Customer Service	Correlation Coefficient	.606**	1.000
		Sig. (2-tailed)	.000	.
		N	38	38
**. Correlation is significant at the 0.01 level (2-tailed).				

**Source: SPSS 21.0 Output (Based on 2020 Field Survey Data)**

Table 3 above illustrates the correlation coefficient on the relationship between performance currency and customer service management is 0.701\*\* based on the classification on Table 2, the r value designates a strong positive relationship. The correlation coefficient indicates that a strong positive relationship exists between the variables; hence, growth in customer service management is as a result of performance currency. Based on the outcome, the researchers therefore, reject the null hypothesis and accept that significant relationship between performance currency and customer service management.

**Table 4: Correlation Analysis of Relationship Currency and Customer Service Management**

Correlations				
			Relationship Currency	Customer Service
Spearman's rho	Relationship Currency	Correlation Coefficient	1.000	.796**
		Sig. (2-tailed)	.	.000
		N	38	50
	Customer Service	Correlation Coefficient	.714**	1.000
		Sig. (2-tailed)	.000	.
		N	38	38
**. Correlation is significant at the 0.01 level (2-tailed).				

**Source: SPSS 21.0 Output (Based on 2020 Field Survey Data)**

Table 5 illustrates that the correlation coefficient on the relationship between relationship currency and customer service management is 0.796\*\* based on the classification on Table 2, the r value indicates a strong positive relationship. The correlation coefficient designates that a strong positive relationship exists between the variables which shows that, a growth in customer service is determined by adequate customer service management. Hence, the researchers reject the null hypothesis and acknowledge that a significant relationship exist between relationship currency and customer service management.

## Discussion of Findings

This study proposed that performance currency and relationship currency does not have any significant relationship with customer service management in the pharmaceutical industry in Nigeria. However, the tested hypotheses discovered that performance currency has a significant relationship with customer service management in the pharmaceutical industry in Nigeria. On Table 3, the correlation coefficient of the relationship between performance currency and customer service management in the pharmaceutical industry in Nigeria is given as  $(r) = (0.701^{**})$ , this high value infers that a strong relationship exists between performance currency and customer service management in the pharmaceutical industry in Nigeria. This finding is in consonance with Cohen & Bradford (2004) who found that currencies can be organizational, not just personal. Both performance currency and relationship currency are assets to the firm. The results also exposed that there is a significant relationship between relationship currency and customer service management in the pharmaceutical industry in Nigeria. On Table 4, the correlation coefficient  $(r) = (0.796^{**})$  which indicates a positive and significant between relationship between relationship currency and customer service management in the pharmaceutical industry in Nigeria. In line with Bill et al. (2016) they found that interpersonal relationships which include; personal affection, communication, and credibility, have a positive effect on supply chain integration mediated by inter-organizational relationships variables; trust, commitment, and power which are components of customer service management. And Kaňovská (2010) who shows that customer service is a necessity for today's survival in the market.

## CONCLUSION AND RECOMMENDATIONS

The main purpose of this study was to establish the relationship between organizational currency and customer service management in the Pharmaceutical industry in Nigeria. To achieve the objectives of this study, we adopted performance currency and relationship currency as dimensions of organizational currency, while customer service management was used as the dependent variable. Two null hypotheses were formulated and tested with the following conclusion; that performance currency and relationship currency (dimensions of organizational currency) can positively and significantly enhance customer service management in the Pharmaceutical industry in Nigeria. This infers that the organizational currencies adopted by firms in the pharmaceutical industry in Nigeria have significant positive outcome on their customer service quality. Hence, the study recommends that firms in the Pharmaceutical industry in Nigeria should consistently develop their performance and relationship currencies in order to maintain adequate customer service management and achieve organizational objectives.

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