

**DEVELOPMENT VALUE AND ORGANIZATIONAL ATTRACTIVENESS OF LOGISTICS
FIRMS IN RIVERS STATE**

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Abstract

This study examined the relationship between development value and organisational attractiveness of logistics firms in Rivers State, Nigeria. The study focused on development value as the predictor variable and three key measures of organisational attractiveness—recommendation intention, application intention, and organisational appeal. A correlational research design was adopted to establish the nature and strength of the relationships among the variables. The population of the study comprised 159 managers drawn from 53 logistics firms operating in Rivers State. The Taro Yamane formula was used to determine a sample size of 114 respondents, and a simple random sampling technique was employed. Data were collected using a structured questionnaire designed on a five-point Likert scale. The reliability of the instrument was tested using Cronbach's Alpha, yielding a coefficient of 0.886, indicating high internal consistency. Out of the 114 questionnaires distributed, 109 valid responses were retrieved and analyzed using Spearman Rank Order Correlation at a 0.05 level of significance. The findings revealed significant and positive relationships between development value and recommendation intention, development value and application intention, and development value and organisational appeal. Specifically, development value exhibited a very strong relationship with recommendation intention, a strong relationship with application intention, and a moderate relationship with organisational appeal. These results indicate that the extent to which logistics firms provide opportunities for employee growth and career development significantly influences how employees and potential applicants perceive the organization. The study concluded that development value is a critical determinant of organisational attractiveness and plays a vital role in enhancing employee advocacy, attracting potential applicants, and shaping overall organizational perception. It was recommended that logistics firms should prioritize structured and accessible development initiatives to improve their attractiveness and competitiveness in the labour market.

Keywords: Development value, organisational attractiveness, recommendation intention, application intention, organisational appeal, logistics firms, Rivers State.

Introduction

Organisational attractiveness has emerged as a central construct in contemporary human resource management and organizational behavior, particularly in the context of intensified competition for talent and shifting employee expectations. It broadly refers to the degree to which a potential or current employee perceives an organization as a desirable place to work (Alniacik & Alniacik, 2022). This perception is not merely superficial; it is shaped by a complex interplay of symbolic, instrumental, and experiential attributes associated with the organization. In an era where knowledge workers exercise considerable choice over employment opportunities, organisational attractiveness functions as a strategic asset that influences recruitment success, employer branding, and long-term retention. However, while organisations often invest heavily in projecting a positive image, there is growing critique that such efforts may prioritize aesthetics over substantive employee value, thereby creating a gap between perceived and actual attractiveness (Avery et al., 2023). This tension underscores the need to critically examine the underlying drivers of attractiveness, particularly those that offer genuine developmental benefits to employees.

One of the most influential dimensions shaping organisational attractiveness is development value, which refers to the extent to which an organization provides opportunities for personal growth, career advancement, skill acquisition, and continuous learning (Agarwala et al., 2023). Development value is increasingly prioritized by job seekers, especially younger cohorts who view employment as a pathway to self-actualization rather than merely a source of income. From a theoretical standpoint, development value aligns with human capital theory, which posits that individuals seek to enhance their skills and competencies to improve their marketability and long-term career prospects (Mincer, 2024). Organisations that signal strong developmental support—through training programs, mentorship, and clear career trajectories—are therefore more likely to be perceived as attractive. However, a critical perspective reveals that not all development opportunities are equally meaningful. Some organisations may offer superficial or standardized training that does not translate into real career progression, thereby undermining their attractiveness over time. Moreover, access to development opportunities is often unevenly distributed within organizations, raising concerns about equity and inclusivity (Nishii et al., 2023).

The impact of development value on organisational attractiveness is particularly evident when considering how individuals evaluate potential employers. Development opportunities serve as a key differentiator in a crowded labor market, influencing both initial attraction and sustained engagement. Empirical studies have consistently shown that perceived opportunities for growth significantly enhance an organization's attractiveness, often outweighing other factors such as compensation or job security (Fernández & Sainz, 2022). This suggests that development value operates not only as a functional benefit but also as a symbolic signal of an organization's commitment to employee well-being and future success. Nevertheless, this relationship is not without complexity. For instance, high development value may paradoxically increase employee turnover if individuals leverage acquired skills to seek better opportunities elsewhere. This raises a critical question about whether development value enhances organisational attractiveness in a sustainable manner or merely serves as a temporary attraction mechanism (Gupta & Sharma, 2024). The influence of development value becomes even more pronounced when examining specific measures of organisational attractiveness, such as recommendation intention. Recommendation intention refers to the likelihood that individuals will endorse an organization to others as a desirable place to work. Development value plays a crucial role in shaping such intentions because employees who perceive strong growth opportunities are more likely to experience job satisfaction and organizational commitment, which in turn fosters positive word-of-mouth (Chatterjee & Bhattacharya, 2023). However, this relationship is contingent on the authenticity of the development experience. If employees perceive a discrepancy between promised and actual development opportunities, their recommendation intention may decline sharply, potentially damaging the organization's reputation. This highlights the importance of aligning employer branding with actual organizational practices (Kumar & Pansari, 2023).

Similarly, application intention, which reflects an individual's willingness to apply for a job within an organization, is significantly influenced by development value. Job seekers often rely on available information—such as company websites, employee reviews, and recruitment materials—to assess the developmental prospects offered by an organization. High development value can increase application intention by signaling long-term career benefits and professional growth (Sivakumar et al., 2023). However, the critical issue lies in the interpretation of such signals. In some cases, organizations may exaggerate their developmental offerings to attract applicants, leading to inflated expectations and eventual dissatisfaction. This phenomenon, often referred to as "employer branding inflation," can undermine trust and reduce the effectiveness of development value as a driver of application intention (Mishra & Singh, 2024).

Organizational appeal, another key measure of organisational attractiveness, encompasses the overall positive evaluation of an organization as a place to work. Development value contributes significantly to this appeal by enhancing both the instrumental and symbolic attributes of the organization. Instrumentally, it provides tangible benefits such as skill acquisition and career

advancement. Symbolically, it conveys an image of the organization as progressive, supportive, and future-oriented (Raza et al., 2022). However, a critical examination reveals that organizational appeal is also shaped by broader contextual factors, including organizational culture, leadership style, and work-life balance. Development value alone may not be sufficient to sustain high organizational appeal if other aspects of the employee experience are lacking. Furthermore, the emphasis on development may inadvertently create pressure on employees to continuously upskill, potentially leading to stress and burnout (Amjad et al., 2023).

In evaluating the overall impact of development value on organisational attractiveness, it is essential to consider both its benefits and limitations. On one hand, development value enhances attractiveness by meeting the evolving needs of the workforce and aligning organizational objectives with individual aspirations. On the other hand, its effectiveness depends on the authenticity, accessibility, and relevance of the development opportunities provided. Organizations that fail to deliver on their developmental promises risk eroding trust and diminishing their attractiveness. Additionally, the focus on development value may overshadow other important factors, such as job security and fair compensation, which remain critical for many employees. Therefore, a balanced approach that integrates development value with other dimensions of employee value proposition is necessary to achieve sustainable organisational attractiveness (Garg & Verma, 2024).

Given these considerations, there is a clear need to carry out a study on Development Value and Organizational Attractiveness of Logistics Firms in Rivers State.

Statement of the Problem

Organisational attractiveness within logistics firms in Rivers State has increasingly become a problematic phenomenon, as many firms are perceived as less desirable places to work by both potential and existing employees. Organisational attractiveness, defined as the degree to which an organization is viewed as a desirable employer, appears to be diminishing in this context, reflecting a broader pattern of negative employee perceptions and weakened employer branding (Alniacik & Alniacik, 2022). Evidence from recruitment trends and employee narratives suggests that logistics firms are struggling to position themselves competitively in the labour market, resulting in a noticeable decline in overall organisational appeal and visibility among job seekers (Avery et al., 2023). This growing unattractiveness is not merely anecdotal but reflects an observable pattern in how these firms are evaluated relative to other sectors.

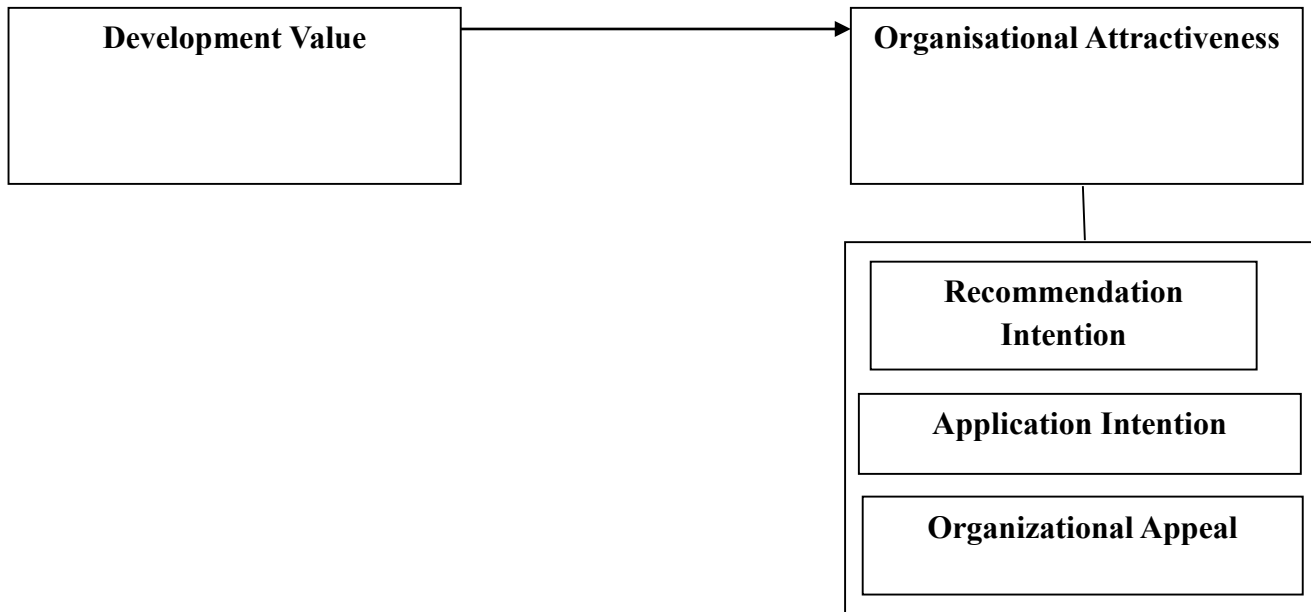
A critical manifestation of this problem is the occurrence of poor recommendation intention among employees, where individuals show reluctance or unwillingness to endorse their organizations to others. Recommendation intention is widely recognized as a key indicator of organisational attractiveness, and its decline signals dissatisfaction and weak organizational attachment (Chatterjee & Bhattacharya, 2023). Within logistics firms in Rivers State, employees increasingly exhibit low levels of advocacy, as reflected in reduced positive word-of-mouth and limited referrals, indicating a broader erosion of confidence in these organizations (Fernández & Sainz, 2022). This pattern suggests that employees are not only disengaged but also hesitant to associate their personal credibility with their organizations.

Similarly, there is a notable occurrence of low application intention among job seekers, characterized by a reduced willingness to apply for positions within logistics firms in the region. Application intention reflects the attractiveness of an organization at the pre-employment stage, and its decline indicates that potential applicants are actively bypassing these firms when considering employment opportunities (Sivakumar et al., 2023). This trend is evident in shrinking applicant pools and limited interest during recruitment exercises, reinforcing the perception that logistics firms are less competitive employers.

In addition, poor organisational appeal is increasingly evident, as these firms are broadly evaluated negatively as places to work. Organisational appeal encompasses the overall positive evaluation of an organization, and its decline reflects a cumulative effect of negative perceptions across multiple

dimensions (Raza et al., 2022). In Rivers State, logistics firms are frequently perceived with indifference or skepticism, further reinforcing their weakened position in the talent market.

Conceptual Framework



Conceptual Framework of the Study

Source: Gupta & Sharma (2024); Avery et al. (2023); Sivakumar et al. (2023).

Aim and Objectives

The aim of the study is to examine development value and organizational attractiveness of logistics firms in Rivers State. The specific objectives of the study include to:

1. ascertain the relationship between development value and recommendation intension of logistics firms in Rivers State.
2. determine the relationship between development value and application intension of logistics firms in Rivers State.
3. examine the relationship between development value and application appeal of logistics firms in Rivers State.

Research Questions

1. What is the relationship between development value and recommendation intension of logistics firms in Rivers State?
2. What is the relationship between development value and application intension of logistics firms in Rivers State?
3. What is the relationship between development value and application appeal of logistics firms in Rivers State?

Hypotheses

HO₁: There is no significant relationship between development value and recommendation intension of logistics firms in Rivers State.

HO₂: There is no significant relationship between development value and application intension of logistics firms in Rivers State.

HO₃: There is no significant relationship between development value and application appeal of logistics firms in Rivers State.

Conceptual Review

The Concept of Development Value

Development value refers to the extent to which an organization provides opportunities for employees to enhance their skills, knowledge, and career progression through training, mentoring, and continuous learning initiatives (Agarwala et al., 2023). It is often positioned as a critical component of the employer value proposition, particularly in knowledge-driven economies where employees prioritize growth and long-term employability (Mincer, 2024). From a critical standpoint, development value is not merely about the availability of training programs but about the perceived relevance, accessibility, and effectiveness of such opportunities in advancing employees' careers (Fernández & Sainz, 2022). While organizations frequently promote development value as a key attraction strategy, there is increasing concern that many initiatives are symbolic rather than substantive, serving more as branding tools than as genuine investments in human capital (Avery et al., 2023). This raises questions about the authenticity of development value and its actual contribution to employee outcomes, as superficial or poorly implemented development initiatives may fail to deliver meaningful growth and could even diminish employee trust over time (Chatterjee & Bhattacharya, 2023).

Organisational Attractiveness

Organisational attractiveness is broadly defined as the degree to which an organization is perceived as a desirable place to work by both potential applicants and current employees (Alniacik & Alniacik, 2022). It plays a pivotal role in recruitment and retention, influencing individuals' decisions to apply for, accept, or remain in a job (Sivakumar et al., 2023). Critically, organisational attractiveness is not a fixed attribute but a socially constructed perception shaped by organizational reputation, employee experiences, and external signals communicated through employer branding (Avery et al., 2023). While many organizations attempt to enhance their attractiveness through marketing and image-building strategies, such efforts can create discrepancies between perceived and actual working conditions, leading to disillusionment among employees (Chatterjee & Bhattacharya, 2023). This suggests that organisational attractiveness should be understood not only as a recruitment outcome but also as a reflection of deeper organizational realities, including culture, leadership, and employee value delivery (Fernández & Sainz, 2022).

Measures of Organisational Attractiveness

Recommendation Intention: Recommendation intention refers to the likelihood that employees or potential applicants will endorse an organization to others as a desirable employer (Chatterjee & Bhattacharya, 2023). It is widely regarded as a critical indicator of organisational attractiveness because it reflects both satisfaction and trust in the organization (Fernández & Sainz, 2022). From a critical perspective, recommendation intention is highly sensitive to discrepancies between expectations and experiences, meaning that even minor inconsistencies in organizational practices can significantly reduce employees' willingness to advocate for their employer (Avery et al., 2023). Thus, it serves as a more authentic and experience-based measure of attractiveness compared to externally constructed employer branding narratives (Agarwala et al., 2023).

Application Intention: Application intention represents the willingness of individuals to apply for employment within a particular organization and is often used as a pre-employment indicator of organisational attractiveness (Sivakumar et al., 2023). It is shaped by job seekers' perceptions of the organization's reputation, values, and opportunities, including development value (Avery et al., 2023). Critically, application intention is not solely driven by objective organizational attributes but also by subjective interpretations and available information, which may be incomplete or biased (Fernández & Sainz, 2022). This raises concerns about the reliability of application intention as a measure of true attractiveness, as it may reflect perceived image rather than actual organizational conditions (Chatterjee & Bhattacharya, 2023).

Organisational Appeal: Organisational appeal refers to the overall positive evaluation of an organization as a place to work, encompassing both emotional and cognitive judgments (Raza et al., 2022). It integrates various dimensions of attractiveness, including perceived benefits, organizational culture, and symbolic attributes (Agarwala et al., 2023). From a critical standpoint, organisational appeal is highly dynamic and context-dependent, influenced by broader labour market conditions and societal expectations (Avery et al., 2023). While organizations often attempt to enhance appeal through strategic communication, such efforts may lack credibility if not supported by consistent employee experiences, thereby undermining long-term attractiveness (Chatterjee & Bhattacharya, 2023).

Relationship between Development Value and Organisational Attractiveness

The relationship between development value and organisational attractiveness is widely acknowledged in the literature, with development opportunities serving as a key driver of positive employer perceptions (Agarwala et al., 2023). Development value enhances organisational attractiveness by signaling a commitment to employee growth and future career success, which is particularly appealing to individuals seeking long-term professional advancement (Mincer, 2024). Empirical evidence suggests that organizations offering robust development opportunities are more likely to attract and retain talent, as such opportunities contribute to both instrumental and symbolic aspects of attractiveness (Fernández & Sainz, 2022). However, a critical examination reveals that this relationship is not inherently stable or universally positive. The effectiveness of development value in enhancing attractiveness depends on its authenticity, consistency, and alignment with employee expectations (Avery et al., 2023). When development initiatives are perceived as inadequate or inaccessible, they may fail to enhance attractiveness and could even contribute to negative perceptions (Chatterjee & Bhattacharya, 2023). Furthermore, an overemphasis on development value without addressing other organizational factors, such as compensation and work conditions, may limit its overall impact (Sivakumar et al., 2023). This suggests that while development value is an important determinant of organisational attractiveness, it must be integrated within a broader and more holistic approach to employee value creation (Garg & Verma, 2024).

Theoretical Review

The study adopted human capital theory and it is supported by social exchange theory.

Human Capital Theory

Human Capital Theory was propounded by Gary Becker in 1964, emphasizing that investments in education, training, and skill development enhance individuals' productivity and economic value (Mincer, 2024). The theory assumes that individuals are rational actors who seek to maximize returns on their investments in human capital, and that organizations benefit from a more skilled and productive workforce (Mincer, 2024). It further assumes that development opportunities directly translate into improved performance and career advancement, thereby creating mutual benefits for both employees and employers (Schultz, 2024). However, the theory has been criticized for its overly economic and reductionist view of human behavior, as it tends to ignore social, psychological, and contextual factors influencing employee decisions (Keep & Mayhew, 2023). Critics also argue that it assumes equal access to development opportunities, which is rarely the case in practice, thereby overlooking issues of inequality and power within organizations (Brown et al., 2023).

In relation to the topic "Development Value and Organisational Attractiveness of Logistics Firms in Rivers State," Human Capital Theory provides a useful framework for understanding how development value enhances organisational attractiveness by signaling opportunities for skill acquisition and career growth (Agarwala et al., 2023). Logistics firms that invest in employee development may be perceived as more attractive because they align with individuals' desire to improve their human capital (Fernández & Sainz, 2022). However, a critical application reveals that

if such development opportunities are limited, inaccessible, or not aligned with employees' career goals, the expected positive impact on attractiveness may not materialize (Avery et al., 2023).

Social Exchange Theory

Social Exchange Theory was introduced by George Homans in 1958 and later expanded by Peter Blau in 1964, proposing that social relationships are based on reciprocal exchanges of benefits and obligations (Blau, 2017). The theory assumes that individuals engage in relationships where perceived benefits outweigh costs, and that trust and commitment develop through repeated positive exchanges (Blau, 2017). It further assumes that employees respond to favorable organizational treatment with positive attitudes and behaviors, such as loyalty and advocacy (Cropanzano et al., 2023). Despite its wide application, the theory has been criticized for oversimplifying human relationships by framing them primarily in transactional terms, while neglecting intrinsic motivations and emotional complexities (Emerson, 2023). Additionally, it assumes reciprocity is always balanced, which may not hold in contexts characterized by power imbalances or limited alternatives (Molm et al., 2023).

Applied to the topic, Social Exchange Theory explains how development value influences organisational attractiveness in logistics firms in Rivers State by framing development opportunities as organizational investments that employees reciprocate with positive perceptions and behaviors (Agarwala et al., 2023). When firms provide meaningful development opportunities, employees are more likely to perceive the organization as supportive, thereby enhancing recommendation intention, application intention, and organisational appeal (Chatterjee & Bhattacharya, 2023). However, critically, if employees perceive these exchanges as unequal or insincere, the expected reciprocity may not occur, leading to diminished organisational attractiveness (Avery et al., 2023).

Empirical Review

Empirical studies on development value and organisational attractiveness have consistently demonstrated the importance of employee growth opportunities in shaping positive organizational perceptions, although findings also reveal important contextual limitations.

A foundational study by Agarwala, Mishra, and Singh (2023) examined employer attractiveness among Indian IT professionals using survey data from 450 respondents. Their study identified development value as one of five key dimensions influencing organisational attractiveness, emphasizing opportunities for career advancement, skill development, and recognition. Using structural equation modeling, the authors established that development value significantly predicts employer attractiveness. However, the study has been criticized for its reliance on convenience sampling, which may not fully represent the diverse workforce in emerging economies, thereby limiting the generalizability of its findings to sectors such as logistics.

Similarly, Fernández and Sainz (2022) conducted an empirical study examining how instrumental and symbolic attributes influence organisational attractiveness among job seekers in Spain. Using a quantitative survey design with 350 respondents, the study found that instrumental attributes such as pay and development opportunities, including training and career growth, significantly influenced attraction, while symbolic attributes such as organizational image also played a critical role. The study's strength lies in its integration of both tangible and intangible factors, providing a more holistic understanding of attractiveness. Nevertheless, critics argue that the cross-sectional nature of the study limits its ability to establish causal relationships, and its focus on a European cultural context raises questions about applicability in different regions such as Nigeria.

Furthermore, a study by Chatterjee and Bhattacharya (2023) explored employer branding and its relationship with organisational attractiveness using a mixed-methods approach across 200 organizations in South Asia. The study incorporated empirical observations to demonstrate that internal branding practices, including employee development initiatives, significantly influence employees' perceptions and their willingness to recommend the organization. The authors highlighted that development value enhances both internal and external employer brand equity,

thereby increasing attractiveness. However, the study has been critiqued for its limited contextual diversity, as it primarily focused on service sector organizations, making it less applicable to industrial or logistics contexts.

In a more recent contribution, Raza, Ali, and Khan (2022) investigated the relationship between employee development and organizational appeal in the manufacturing sector of Pakistan. Using a correlational design with 280 employees, they found that training and career advancement opportunities significantly contributed to positive organizational evaluation. However, the study acknowledged that its findings were influenced by sector-specific characteristics, suggesting the need for further research across different industries.

Collectively, these studies affirm that development value is a critical determinant of organisational attractiveness, particularly in influencing perceptions and behavioral intentions. However, they also reveal methodological and contextual limitations, suggesting the need for more localized and longitudinal research, especially within sectors such as logistics firms in Rivers State (Gupta & Sharma, 2024).

Method

Research Design: This study adopted a correlational research design. Correlational research is a non-experimental method used to determine the strength and direction of the relationship between two or more variables without manipulation. It is particularly suitable for examining how development value relates to organisational attractiveness among employees of logistics firms. This design was considered appropriate because it enables the statistical analysis of associations between development value and measures of organisational attractiveness, including recommendation intention, application intention, and organisational appeal, within real organizational settings.

Population of the Study: The population of the study comprised 159 managers (human resource managers or operations managers) drawn from 53 logistics firms operating in Rivers State, Nigeria. These firms are registered with relevant business and transport regulatory bodies and have been in continuous operation for at least ten years. The population frame was obtained from official business directories and industry listings within Rivers State.

Sample Size and Sampling Technique: The sample size was determined using the Taro Yamane formula:

$$n = N / (1 + N(e)^2)$$

Where: n = sample size; N = population size (159); e = margin of error (0.05).

$$n = 159 / (1 + 159(0.05)^2)$$

$$n = 159 / (1 + 0.3975)$$

$$n = 159 / 1.3975 \approx 114$$

Based on this calculation, a sample size of 114 respondents was selected. A simple random sampling technique was adopted to ensure that each manager had an equal chance of selection, thereby enhancing the representativeness and generalizability of the findings.

Instrument for Data Collection: Data were collected using a structured questionnaire designed on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The instrument was divided into two sections. Section A captured demographic information, while Section B measured the core variables of the study, including development value, recommendation intention, application intention, and organisational appeal.

Validity Test: Face and content validity were employed to assess the instrument. Two experts in management and organizational behavior at Ignatius Ajuru University of Education reviewed the questionnaire for clarity, relevance, and alignment with the study objectives. Their suggestions were incorporated to improve the quality of the instrument.

Reliability of the Instrument: Reliability was established using Cronbach's Alpha to test internal consistency. A pilot study was conducted on 10 managers from logistics firms in Bayelsa State who were not part of the main study. The reliability coefficient obtained was 0.886, indicating that the instrument was highly reliable.

Administration of the Instrument: The researcher, assisted by trained field assistants, administered the questionnaire to the selected respondents. Permission was obtained from the management of the logistics firms, and each questionnaire was accompanied by a cover letter explaining the purpose of the study and assuring confidentiality. Respondents were given adequate time to complete the questionnaire, and follow-up visits were conducted to ensure a high retrieval rate.

Method of Data Analysis: Data collected were analyzed using the Spearman Rank Correlation Coefficient at a 0.05 level of significance to determine the relationship between development value and the dimensions of organisational attractiveness (recommendation intention, application intention, and organisational appeal). Descriptive statistics such as frequencies, percentages, means, and standard deviations were also used to summarize respondent characteristics and variable distributions. All analyses were carried out using SPSS version 23. The decision rule was that if $p > 0.05$, the null hypothesis was rejected, while if $p \leq 0.05$, the null hypothesis was accepted.

Results

A total number of 47 copies of the questionnaire were distributed to 114 human resource managers 53 logistic firms located in Rivers State, Nigeria. 109 questionnaires were appropriately filled and returned while 5 questionnaires were not returned. The properly filled questionnaires consisted of 95.6% of the total sample size which is found good for the analysis.

Bivariate Data Analysis

Hypothesis 1

HO₁: There is no significant relationship between development value and recommendation intension of logistics firms in Rivers State.

Table 1: Correlation between Development Value and Recommendation Intension

		Development Value	Recommendation Intension
Spearman's rho	Development Value	1.000	.823**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	109	109
	Recommendation Intension	.823**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	109	109

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

The hypothesis testing results shows that the probability value is .000 which is less than the critical value of 0.05. Therefore, the null hypothesis is rejected and the alternate hypotheses is accepted which states that, "There is a significant relationship between development value and recommendation intension of logistics firms in Rivers State". Again, the correlation coefficient of 0.823 shows the strength of relationship between development value and recommendation intension is very strong.

Hypothesis 2

HO₂: There is no significant relationship between development value and application intension of logistics firms in Rivers State.

Table 2: Correlation between Development Value and Application Intension

			Development Value	Application Intension
Spearman's rho	Development Value	Correlation Coefficient	1.000	.642**
		Sig. (2-tailed)	.	.000
		N	109	109
	Application Intension	Correlation Coefficient	.642**	1.000
		Sig. (2-tailed)	.000	.
		N	109	109

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

The hypothesis testing results shows that the probability value is .000 which is less than the critical value of 0.05. Therefore, the null hypothesis is rejected and the alternate hypotheses is accepted which states that, "there is no significant relationship between development value and application intension of logistics firms in Rivers State". Again, the correlation coefficient of 0.642 shows the strength of relationship between development value and application intension is strong.

Hypothesis 3

HO₃: There is no significant relationship between development value and application appeal of logistics firms in Rivers State.

Table 3: Correlation between Development Value and Application Appeal

			Development Value	Application Appeal
Spearman's rho	Development Value	Correlation Coefficient	1.000	.496**
		Sig. (2-tailed)	.	.000
		N	109	109
	Application Appeal	Correlation Coefficient	.496**	1.000
		Sig. (2-tailed)	.000	.
		N	109	109

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

The hypothesis testing results shows that the probability value is .000 which is less than the critical value of 0.05. Therefore, the null hypothesis is rejected and the alternate hypotheses is accepted which states that, "there is no significant relationship between development value and application appeal of logistics firms in Rivers State". Again, the correlation coefficient of 0.496 shows the strength of relationship between development value and application appeal is moderate.

Discussion of Findings

The findings from hypothesis one revealed a very strong and significant relationship between development value and recommendation intention ($r = 0.823$, $p < 0.05$), indicating that employees in logistics firms are more likely to recommend their organizations when they perceive high opportunities for growth and development. This finding aligns with the study of Chatterjee and Bhattacharya (2023), who found that internal employer branding elements such as training and career development significantly enhance employees' willingness to advocate for their organizations.

Similarly, Agarwala et al. (2023) established that development value is a key dimension of employer attractiveness that influences positive word-of-mouth. The strength of the relationship observed in this study, however, appears higher than in some prior studies, suggesting that in the context of Rivers State logistics firms, development opportunities may play a more central role in shaping employee advocacy than previously reported.

The results of hypothesis two showed a strong and significant relationship between development value and application intention ($r = 0.642$, $p < 0.05$). This suggests that job seekers are more inclined to apply to logistics firms that are perceived to offer meaningful development opportunities. This finding is consistent with Sivakumar et al. (2023), who found that organizational attributes such as career growth prospects significantly influence applicant attraction. Fernández and Sainz (2022) also reported that instrumental attributes, including development opportunities, positively affect job pursuit intentions. However, the strength of the relationship in this study indicates a more pronounced influence, which may reflect the increasing importance of career development in emerging labor markets where employment opportunities are highly competitive.

The findings from hypothesis three indicated a moderate but significant relationship between development value and organisational appeal ($r = 0.496$, $p < 0.05$). This implies that while development value contributes to overall organisational appeal, it is not the sole determinant. This supports the findings of Raza et al. (2022), who argued that organisational appeal is influenced by both instrumental and symbolic attributes. Similarly, Avery et al. (2023) noted that broader organizational reputation and image also shape appeal. The moderate strength observed in this study suggests that other factors beyond development value may be influencing how logistics firms are perceived, including organizational culture, leadership quality, and work-life balance considerations.

CONCLUSION

This study examined the relationship between development value and organisational attractiveness of logistics firms in Rivers State, focusing on recommendation intention, application intention, and organisational appeal. The findings clearly demonstrate that development value is a significant predictor of organisational attractiveness, with particularly strong influence on recommendation intention and application intention, and a moderate effect on organisational appeal. These results reinforce the view that employees and job seekers increasingly prioritize opportunities for growth, learning, and career advancement when evaluating organizations.

Critically, while development value enhances organisational attractiveness, its varying levels of influence across the different dimensions suggest that it operates alongside other organizational factors. The strong relationship with recommendation and application intentions indicates that development value is a key driver of both internal advocacy and external attraction. However, its moderate relationship with organisational appeal highlights the need for a more holistic approach to enhancing attractiveness. Overall, the study contributes to existing literature by providing context-specific evidence from logistics firms in Rivers State, emphasizing the strategic importance of development value in shaping employee and applicant perceptions.

RECOMMENDATIONS

1. Logistics firms in Rivers State should invest consistently in structured employee development programs to strengthen employees' willingness to recommend the organization to others.
2. Organizations should enhance and clearly communicate career growth opportunities to increase application intention among potential job seekers.
3. Management should integrate development value with other organisational attributes such as work environment and organizational culture to improve overall organisational appeal.

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Questionnaire

Section A: Demographic Information

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 25–34 years ☐ 35–44 years ☐ 45 years and above
3. Educational Attainment: ☐ O-Level ☐ OND ☐ HND/Bachelor's Degree ☐ Postgraduate Degree
4. Years of Experience: ☐ Less than 5 years ☐ 5–10 years ☐ Above 10 years

Section B: Questionnaire Items

S/N	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	Development Value					
1	My organization provides opportunities for continuous learning and development.	☐	☐	☐	☐	☐
2	Employees are supported to improve their skills and competencies.	☐	☐	☐	☐	☐
3	There are clear career growth opportunities in my organization.	☐	☐	☐	☐	☐
4	Training programs in my organization are relevant to my job needs.	☐	☐	☐	☐	☐
5	My organization invests in my professional development.	☐	☐	☐	☐	☐
	Recommendation Intention					
6	I would recommend my organization as a good place to work.	☐	☐	☐	☐	☐
7	I speak positively about my organization to others.	☐	☐	☐	☐	☐

8	I encourage others to seek employment in my organization.	☐	☐	☐	☐	☐
9	I am proud to be associated with my organization.	☐	☐	☐	☐	☐
10	I would endorse my organization to potential job seekers.	☐	☐	☐	☐	☐
	Application Intention					
11	I would apply to this organization if I were seeking a job.	☐	☐	☐	☐	☐
12	I consider my organization attractive for job applications.	☐	☐	☐	☐	☐
13	I would choose this organization over others when applying for jobs.	☐	☐	☐	☐	☐
14	I am interested in working long-term in this organization.	☐	☐	☐	☐	☐
15	I would reapply to this organization if given the opportunity.	☐	☐	☐	☐	☐
	Organisational Appeal					
16	My organization is an attractive place to work.	☐	☐	☐	☐	☐
17	The organization has a good reputation as an employer.	☐	☐	☐	☐	☐
18	I have a positive overall impression of my organization.	☐	☐	☐	☐	☐
19	The organization's values align with my personal values.	☐	☐	☐	☐	☐
20	My organization stands out compared to other logistics firms.	☐	☐	☐	☐	☐

Appendix II
Summary of Data Collection

Item	Category	Frequency (n = 42)	Percentage (%)
Questionnaire Status	Distributed	47	100%
	Returned	42	89.4%
	Not Returned	5	10.6%
Gender of Respondents	Male	28	66.7%
	Female	14	33.3%
Age Range	25–34 years	9	21.4%
	35–44 years	21	50.0%
	45 years and above	12	28.6%
Educational Attainment	O-Level	0	0.0%
	OND	0	0.0%
	HND/Bachelor's Degree	30	71.4%
	Postgraduate Degree	12	28.6%
Years of Experience	Less than 5 years	7	16.7%
	5–10 years	15	35.7%
	Above 10 years	20	47.6%

**Appendix III
SPSS Output**

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
DV1	42	1	5	166	3.95	1.378
DV2	42	1	5	164	3.90	1.358
DV3	42	1	5	162	3.86	1.372
DV4	42	1	5	160	3.81	1.418
DV5	42	1	5	158	3.76	1.495
RI1	42	1	5	145	3.45	1.596
RI2	42	1	5	146	3.48	1.518
RI3	42	1	5	153	3.64	1.358
RI4	42	1	5	153	3.64	1.428
RI5	42	1	5	151	3.60	1.515
AI1	42	1	5	148	3.52	1.518
AI2	42	1	5	148	3.52	1.469
AI3	42	1	5	147	3.50	1.436
AI4	42	1	5	142	3.38	1.497
AI5	42	1	5	144	3.43	1.548
OA1	42	1	5	151	3.60	1.466
OA2	42	1	5	142	3.38	1.545
OA3	42	1	5	138	3.29	1.597
OA4	42	1	5	137	3.26	1.594
OA5	42	1	5	131	3.12	1.656
Valid N (listwise)	42					

Frequency Table

DV1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	4	9.5	9.5	9.5
	D	4	9.5	9.5	19.0
	MA	4	9.5	9.5	28.6
	A	8	19.0	19.0	47.6
	SA	22	52.4	52.4	100.0
	Total	42	100.0	100.0	

DV2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	4	9.5	9.5	9.5
	D	4	9.5	9.5	19.0
	MA	4	9.5	9.5	28.6
	A	10	23.8	23.8	52.4
	SA	20	47.6	47.6	100.0
	Total	42	100.0	100.0	

DV3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	4	9.5	9.5	9.5
	D	4	9.5	9.5	19.0
	MA	6	14.3	14.3	33.3
	A	8	19.0	19.0	52.4
	SA	20	47.6	47.6	100.0
	Total	42	100.0	100.0	

DV4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	4	9.5	9.5	9.5
	D	6	14.3	14.3	23.8
	MA	4	9.5	9.5	33.3
	A	8	19.0	19.0	52.4
	SA	20	47.6	47.6	100.0
	Total	42	100.0	100.0	

DV5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	14.3	14.3	14.3
	D	4	9.5	9.5	23.8
	MA	4	9.5	9.5	33.3
	A	8	19.0	19.0	52.4
	SA	20	47.6	47.6	100.0
	Total	42	100.0	100.0	

RI1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	9	21.4	21.4	21.4
	D	4	9.5	9.5	31.0
	MA	4	9.5	9.5	40.5
	A	9	21.4	21.4	61.9
	SA	16	38.1	38.1	100.0
	Total	42	100.0	100.0	

RI2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	16.7	16.7	16.7
	D	6	14.3	14.3	31.0
	MA	4	9.5	9.5	40.5
	A	10	23.8	23.8	64.3
	SA	15	35.7	35.7	100.0

Total	42	100.0	100.0	
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RI3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	4	9.5	9.5	9.5
	D	5	11.9	11.9	21.4
	MA	9	21.4	21.4	42.9
	A	8	19.0	19.0	61.9
	SA	16	38.1	38.1	100.0
	Total	42	100.0	100.0	

RI4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	5	11.9	11.9	11.9
	D	6	14.3	14.3	26.2
	MA	4	9.5	9.5	35.7
	A	11	26.2	26.2	61.9
	SA	16	38.1	38.1	100.0
	Total	42	100.0	100.0	

RI5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	16.7	16.7	16.7
	D	4	9.5	9.5	26.2
	MA	5	11.9	11.9	38.1
	A	9	21.4	21.4	59.5
	SA	17	40.5	40.5	100.0
	Total	42	100.0	100.0	

AI1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	16.7	16.7	16.7
	D	5	11.9	11.9	28.6
	MA	5	11.9	11.9	40.5
	A	9	21.4	21.4	61.9
	SA	16	38.1	38.1	100.0
	Total	42	100.0	100.0	

AI2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	16.7	16.7	16.7
	D	4	9.5	9.5	26.2

MA	5	11.9	11.9	38.1
A	12	28.6	28.6	66.7
SA	14	33.3	33.3	100.0
Total	42	100.0	100.0	

AI3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	14.3	14.3	14.3
	D	5	11.9	11.9	26.2
	MA	7	16.7	16.7	42.9
	A	10	23.8	23.8	66.7
	SA	14	33.3	33.3	100.0
	Total	42	100.0	100.0	

AI4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	14.3	14.3	14.3
	D	9	21.4	21.4	35.7
	MA	4	9.5	9.5	45.2
	A	9	21.4	21.4	66.7
	SA	14	33.3	33.3	100.0
	Total	42	100.0	100.0	

AI5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	8	19.0	19.0	19.0
	D	5	11.9	11.9	31.0
	MA	5	11.9	11.9	42.9
	A	9	21.4	21.4	64.3
	SA	15	35.7	35.7	100.0
	Total	42	100.0	100.0	

OA1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	14.3	14.3	14.3
	D	5	11.9	11.9	26.2
	MA	5	11.9	11.9	38.1
	A	10	23.8	23.8	61.9
	SA	16	38.1	38.1	100.0
	Total	42	100.0	100.0	

OA2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	8	19.0	19.0	19.0
	D	6	14.3	14.3	33.3
	MA	4	9.5	9.5	42.9
	A	10	23.8	23.8	66.7
	SA	14	33.3	33.3	100.0
	Total	42	100.0	100.0	

OA3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	10	23.8	23.8	23.8
	D	4	9.5	9.5	33.3
	MA	6	14.3	14.3	47.6
	A	8	19.0	19.0	66.7
	SA	14	33.3	33.3	100.0
	Total	42	100.0	100.0	

OA4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	9	21.4	21.4	21.4
	D	7	16.7	16.7	38.1
	MA	4	9.5	9.5	47.6
	A	8	19.0	19.0	66.7
	SA	14	33.3	33.3	100.0
	Total	42	100.0	100.0	

OA5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	12	28.6	28.6	28.6
	D	5	11.9	11.9	40.5
	MA	4	9.5	9.5	50.0
	A	8	19.0	19.0	69.0
	SA	13	31.0	31.0	100.0
	Total	42	100.0	100.0	