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BENCHMARKING AND ORGANIZATIONAL PERFOMANCE IN BERGER PAINTS, PORT HARCOURT

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ABSTRACT

This study examined benchmarking and organizational performance in Berger Paints, Port Harcourt, Rivers State. To achieve the aim of this study, problems were identified. The purpose of the study was to determine: the extent to which process benchmarking affects profitability: Strategic benchmarking affect productivity. The extent to which performance benchmarking affect market share. Questions and hypotheses were formulated from the purpose of the study. Related literatures in the subject were reviewed. Research design used was descriptive survey design, and the Taro Yamen formula was adopted to determine the sample size of 158 from the population. The questionnaires were used for this study as the research instrument. The simple percentage method and bar chart were used to interpret research questions and the chi-square (x^2) statistical tool for testing hypotheses. This study concluded by interpreting the findings of the hypotheses tested to proof the relationship between the independent and dependent variables from which recommendations were drawn as possible solution on how benchmarking should be adequately implemented to enhance organizational growth and organizational competitive advantages edge over other competitors. Besides , it was recommended amongst others that management should be able to identify potentials and competencies before engaging employees in duties related to benchmarking .

INTRODUCTION

Benchmarking as a process is one of the approaches employed by managers in the twenty – first century to improve performance and also remain competitive in the ever changing business world. In management science, benchmarking is usually seen as being and extension of an existing total quality Programme, and as being a way in which to establish new, more relevant, efficient and standard performance. The growing interest in benchmarking has been stimulated by the publication of Xerox's Manager, Robert Camp's book on benchmarking (Camp, 2011). Since then, the phenomenon of benchmarking has been discussed by many management scholars.

Benchmarking is now an organizational improvement tool that has come to be regarded as an essential component of internationally respected business excellence programs and good management practice. The simple concept of improvement based on observed or perceived exemplary performance elsewhere is not at all novel as it is observably a universal human trait. What is remarkable is the degree to which benchmarking has become associated with organizational improvement in the post modern era. In this context, it is also important to confine the locus of benchmarking to 'organizations' since there are other field, such as computer science, surveying and geology, where the terms 'benchmark' and 'benchmarking' may not always convey exactly the same meaning or sense of purpose (Alstete, 2012). Fierce competition, globalization and the development of new information and communication technologies have forced organizations to continuously search for and adopt new process and structures by which to exist. In other words, organizations are undergoing changes to evolve, survive and compete in their respective industries.

Benchmarking , has proved to be valuable in various sectors in both developing and developed economies. It would therefore be vital to examine the prospects of benchmarking process in developing countries with a view to helping individual companies evaluate their competitive position relative to their competitors. The Xerox Corporation was one of the first companies to develop and apply benchmarking techniques a as legitimate aspect of their organizational quality Programme. To this day, Xerox, along with many other organizations are still applying and developing benchmarking in order to learn competitive practices from the rich diversity of organizations that exist.

Lee et al. (2013) opined that benchmarking is recognized as an essential tool for continuous improvement of quality. There are numerous definitions that have been proposed for benchmarking by different authors. Modern benchmarking practice is aimed at importing and implementing best practices across organizations (Sarkis, 2010). Kyro (2014) held the view that, a benchmarking is classically seen as a tool to improve organization's performance and competitiveness in business environment. Benchmarking is a multifaceted technique that can be utilized to identify operational and strategic gaps, and to search for best strategies that would eliminate such gaps. In this context, benchmarking has both internal and external dimensions in an attempt to examine and identify the best practices in their environment (Yasin, 2010).

According to Gani (2012), benchmarking is about establishing company's objectives using practices of best in class, and as such in an effective performance management instrument. These characteristics need proper communication on the objectives, and the success of implementing of a benchmarking system relies on employees performing with the view of meeting those objectives. In the late 1990s, research based on case study in USA have been reported that all fortune 500 companies were using benchmarking on a regular time basis (Kumar and Chandra, 2012).

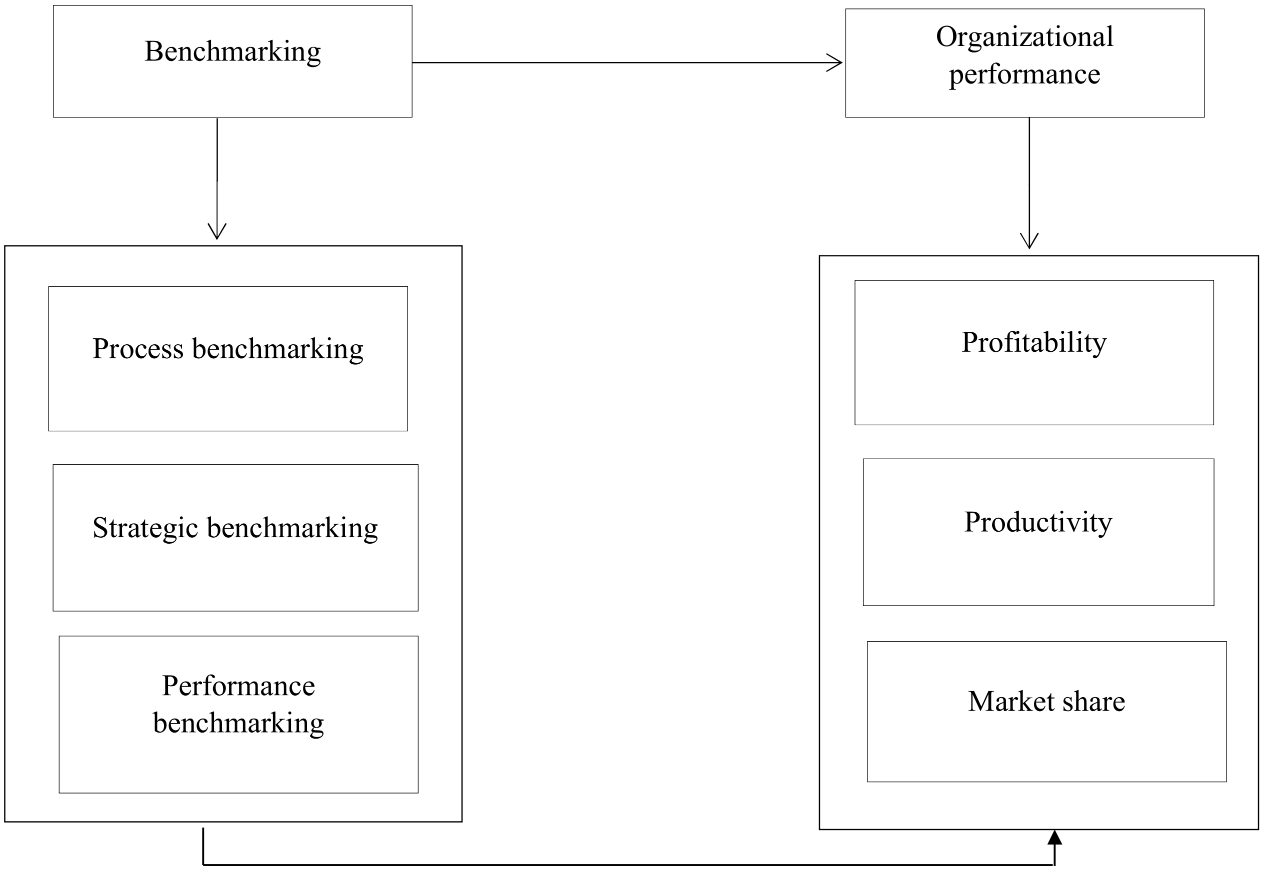
Today, benchmarking is more popular and its measured by the extent to which practitioners of benchmarking have attained their objectives, justified costs by the benefits attained from benchmarking and their perception of the overall success of the process. This is also desirable in the paint manufacturing industry, of which Berger Paint Plc is a key player

Berger Paints Nigeria Plc which commenced operation in Nigeria on the 9th January 1959 has grown to be a leader in the coating and allied industry in Nigeria. The company has a reputation for being the first in setting standards in the paint industry in Nigeria, evidenced by its scorecard as presented. It has pioneered a wide range of specialty products that are much sought after in the Nigerian market. The company is operating in 5 business segments namely: decorative and architectural finishes, industrial coatings, marine & protective coatings, automotive refinishes, wood furnishing and preservers.

Statement of the Problem

Some authors now believe that benchmarking process has been an abject failure and that it may result in high cost with little return (Leatt, 2010). Others have found a gap between promise and performance while some have gone as far as suggesting that benchmarking process can result in serious adverse outcomes. Benchmarking like many management innovators continues to have its supporters who claim that its principles are sound that the problems are in the method of its application to business problem. Each of these reports however is based on only single case or small sample and none includes comparative evidence. The ability of organizations to adapt to new customer requirement on a global market is of vital importance for long-term success. During the last decade, this has influenced many banks to work with quality issues on a strategic level and benchmarking process has frequently been used as a management strategy to develop the banking quality strategies and initiative. However, many firms do not realize that the implementation of benchmarking process in most cases is a comprehensive organizational change as a consequence, of which several banks have not succeeded as expect. Therefore, this study is an attempt to fill this gap, by finding the impact benchmarking on Berger Paints in Port Harcourt, Rivers State.

Conceptual Framework



Source: Researcher's conceptualization, 2022

Objectives of the Study

The general objective of this study was to examine the impact of benchmarking on organizational performance. The specific objectives are:

1. To examine the relationship between process benchmarking and profitability
2. To examine the relationship between strategic benchmarking and productivity
3. To examine the relationship between performances benchmarking and market share.

Research Questions

The following research questions were asked to guide the researcher.

1. To what extend does process benchmarking affect profitability?
2. To what extend does strategic benchmarking affect productivity?
3. To what extend does performance benchmarking affect market share?

Research Hypotheses

The following hypotheses were formulated in this study.

Ho_1: There is no significant relationship between process benchmarking and profitability.
Ho_2: There is no significant relationship between strategic benchmarking and productivity.
$H0_3$: There is no significant relationship between performance benchmarking and market share.

Review of Related Literature
Conceptual Review
Concept of Benchmarking
Benchmarking is defined as a standardized test or set of test used for Comparing alternatives. A benchmark has three components, a Motivating comparison, a Task Sample, and Performance Measures. This definition was developed by looking at existing Definitions and case histories of benchmarks. A general definition is used to ensure wide applicability of the theory. In this section,

Attempt has been made to make clarification on concepts considered to be relevant to the study. Gaining and maintaining a competitive edge is the key to success in all walks of life.

John (2011), opined that benchmarking is a well-used modern term associated with a broad range of human endeavor. It is increasingly found to be an essential contributor to any serious organizational improvement Process- where a current state of affairs is deemed temporary until Replaced by a more desirable state of affairs – based on some Evidence or expectation that such a state is attainable either in whole or in part. The locus of benchmarking lies between the current and more desirable state of affairs. It contributes to the Transformation processes that realize these improvements.

Factors Affecting Benchmarking
The following are some of the factors that affect benchmarking

1. Involvement of Senior Management

It is the responsibility of senior management to create a culture within an organization where benchmarking forms an integral part of its activities. The involvement of senior management provides the attribute of transparency to a project (Zaria & Leonard, 2015: 2018). The public image of a company can be destroyed if certain of its actions are labeled as industrial espionage. According to Bogan and English (2010:2012), involvement of senior management will also raise the motivation of the team members of the project, since this should assure that sufficient resources will be allocated to the project and that it will not be abandoned after months of hard work.

2. Focus on Critical Success Factors

Critical success factors are those few key areas where things "must go right for the company to flourish" (Lincoln & Price, 2010:14). These factors will differ amongst companies and include customers, competitive advantages, financial stability and strategy. To stress these factors during a benchmarking process, will ensure that information is collected in areas with the greatest influence on the company's success

3. **Performing a Cost-Benefit Analysis**

A benchmarking project should only be undertaken if the expected advantages outweigh the expected costs. Although it is often difficult to express increased client satisfaction, productivity, market share and quality in monetary terms, the estimated value of these advantages should be compared to the best estimate of the costs of the project.

4. **The Length of the Project**

According to Lincoln and Price (2010) it is not uncommon for a Benchmarking project to last from nine to twelve months. Team members might leave a company or be transferred to another department during such a long Period, whilst changes in management can lead to the abandonment of a project after months of hard work. Furthermore, circumstances might change within the area that is the focus of the project, thus causing recommendations to become obsolete.

Dimensions and Types of Benchmarking

1. Process Benchmarking

This type of benchmarking is concerned with comparing your organization internal processes against those of other companies on the market, particularly successful one with a long-running streak of positive results. This can sometimes be made challenging by the lack of publicly available information about those processes, requiring you to carefully pick your sources and ensure that you are only working with accurate data sets that might have been polluted. In some cases, you may also find yourself dealing with legal issues that could prevent you from getting the full picture about the way other organizations are operating. (Karimu, 2011)

2. Strategic Benchmarking

You will also need to adapt your high level strategy to the way the market currently works just because you are managing things correctly on a micro level dose not that the organization is working as smoothly as it could with regards to the pursuit of a longer-term goal. It is important to see what other companies on the market are doing in this regard, and what their strategy is. Then, compare that to your own and see how you can adapt your goals to be more realistic with regards to the current market situation. The three types of benchmarking are actually tightly connected and should rarely be treated as separate entities it as important that you develop a deep understanding of what exactly is being compared and evaluated with each type of benchmarking process, you will need to figure out how you can use the results of the three different type of benchmarking and combine them in order to build a more complete data set. (Karimu. 2011)

3. Performance Benchmarking

According to Karimu (2011), Performance benchmarking is similar to process benchmarking. Performance benchmarking is concerns the specifications of different processes occurring in your organization. However, in this case, you are looking to compare them against pre-existing, known data sets instead of measuring against your competition. This might be easier to perform since you already have the relevant information available, however it might also make your analysis slightly less accurate, depending on that information was obtained and how accurate it is at the moment.

Benefits of Benchmarking

Given the considerable effort and expenses required for effective Benchmarking, one might then ask why organizations embark on Such effort. The answer may be justified by the following reasons and benefits.

1. Performance Assessment Tool

Benchmarking defined as the process of identifying and learning from the best practices in the world. By identifying the best Practice, organizations know where they stand in relation to other companies. It is an ideal way to learn from more companies that are successful. The other companies can point out problem areas and provide possible solutions. Benchmarking allows organizations to better understand their administrative operations, and target areas for improvement. In addition benchmarking can eliminate waste and improve a company's market share (McMair et al, 2012).

2. Continuous Improvement Tool

Benchmarking is increasing in population as a tool for Continuous improvement. Organizations that faithfully use Benchmarking strategies achieve a cost saving of 30 to 40 Percent or more. Benchmarking establishes methods of measuring each area's units of output and cost. In addition, benchmarking supports the process of budgeting, strategic planning and capital planning. Benchmarking is an excellent vehicle for developing a Kaizen culture in a company. It is a continuous process of evaluating current performance, setting goals for the future, and identifying areas for improvement and change. It is a dynamic, ongoing effort by management and worker alike (Kathleen, Leibfried and McMair, 2010).

3. Strategic Tool

Leapfrogging competition is another reason to use benchmarking as a strategic tool. Company competitors may be stuck in the same rut. With benchmarking, it is possible to get a jump on competitors by using newfound strategies. Therefore, organizations utilizing the differing facets of benchmarking stand to gain both operationally and strategically which has positive implications for customer service and Satisfaction (Yasin, 2013).

Concept of Organizational Performance

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian & Demsetz, 2012). The value creation, as defined by the resources provider, is the essential overall performance criteria for any organization.

Measures of Organizational Performance

Many consultants maintain that various initiatives and programs improve the performance of organizations. Nevertheless, many of these assertions have been assessed; indeed, even the optimal definitions o measures of performance remain controversial.

1. Profitability

Profitability is the efficiency of a company or industry at generating earnings, profitability is expressed in terms of several popular numbers that measures on how much an organization make with what they take in, small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit emery year in order to accommodate the increased expenses that develop overtime.

2. Productivity

Although elated to profit, some researchers instead compute the productivity of employees. Roughly, productivity is the avenue divided by the total number of employees. Many researchers, however, prefer to compute the natural log of revenue divided by the total number of employees.

3. Market Share

Sales is often used to gauge the performance of organizations, nevertheless, several variants of sales have been utilized. In one study, for example, conducted by salamom and Rebinson (2012) sales relative to targets was calculated, that is senior management had estimated the sales target of each site, depending on the product line, characteristics of the clientele, and other factors. To compute sales performance, actual sales was divided by target sales, and multiplied by the value.

Impact on Benchmarking and Organizational Performance

1. Training Needs

While accurate evaluation is most often recommended for its role in marking good employees better, it has a valuable remedial use as well. Evaluation can spot employees who need training and not all of them will be recent hires. It is usually assumed that when an employee has completed the normal training sequence, he or she is trained, but that is not always the case.

2. Motivation

All the organization's employees as well as supervisors and managers should be more highly motivated. Objectives performance appraisal will identify those who are outstanding, and management applying promotion, transfer, and other policies will reward them. Every employee will realize that the organization reward achievement and many will be encouraged to improve their performance.

3. Morale and Retention

More highly motivated employees are likely to be more loyal, as well, so that management will have better success retaining valuable employees even as the nation's workforce becomes more mobile. I addition, morale should improve, making the workforce more pleasant, and output per hour worked should increase, cutting labor cost.

4. Consistency

The selection of employees for promotion, transfer, or other action should be more consistent. The right person or a right person should be matched with the right job more often.

Empirical Review

A number of similar studies have focused on the relationship between benchmarking and organizational performance in developed and developing countries like Nigeria.

Joy, Gomam and Teresa (2017), in their study investigated the effects of benchmarking and organizational performance of UACN, Plc. The objective of the study was to determine how profits and sales affect organizational performance of manufacturing companies in Nigeria. The study used secondary sources of data collection with actual profit and sales of the company from 2010 – 2014. The hypotheses were tested using Independent t-test statistics. The findings revealed there is no significant difference between benchmark and sales as well as profitability in UACN. Based on the findings, the study recommended that. There is need for the financial managers of the company to be more conscious of financial information availability. The company can improve in training staff on how to gather information from other companies with best practices for the purposes of benchmarking.

Mohammed, Hassan and Rushami (2016), conducted a study on mechanism of benchmarking and its impact on organizational performance. The objective of study was to investigate the importance of benchmarking as a tool that can enhance organizational performance. The studies adopt theoretical method. The study found that benchmarking has spread fast and become one of most used competitive technique that improve the performance of an organization by identifying, understanding, and adapting good practices from other organizations. The study conclude and recommended that an attempt to review published studies in the literature and to pave the road for future empirical studies in different contexts.

In the context of India, Panwar, Nepal, Jain and Prakash Yadav (2013), studied the adoption and implementation of benchmarking in automotive companies. They conducted a survey for 300 respondents. The results revealed that benchmarking is an effective approach to raise performance and gain knowledge of competitors.

In a study of the same caliber, Boniface (2014), examined the relationship between benchmarking and process improvement mechanism, and its impacts on performance improvement of municipalities in the Eastern Cape Province. A questionnaire was used as an instrument to collect data from 100 respondents. The findings showed that benchmarking positively affects performance of the municipalities in the Eastern Cape Province.

Carlos and Mahmoud (2011), conducted a study on a systematic benchmarking perspective on performance management of Global Small to Medium-sized organizations: An implementation-based approach. The methodology of the study was based on literature review. The study capitalizes on the literature review to offer a conceptual framework aimed at improving the performance measurement approach utilized by small to medium-sized organizations. The advocated approach stresses performance measurement, benchmarking, and effective implementation. The study findings show that the conceptual approach offered in this study represents the main outcome of this applied research. The advocated approach integrates several frameworks in an effort to address practical concerns related to performance measurement, management, and improvement.

Theoretical Review

This study was focused on the Resource Based Theory.

Resource-Based Theory

In Resource Based theory (RBV), the resources possessed by a firm are the primary determinants of its performance. The theory was coined by Werner felt (1984), who proposed it as an efficiency approach to achieving efficiency and effectiveness in organizations. The resources may remain latent until the firm deploy its capabilities, with these may contribute to a sustainable competitive advantage (Mweru & Muya, 2015). Pankaj (2010) noted that RBV theory based on internal resources and capabilities determine strategic choices made by firms while competing in their external business environment. Firm's abilities also allow some firms to add value in customer value chain, develop new products or expand in new marketplace. The RBV draws upon the resources and capabilities that reside within the organization in order to develop sustainable competitive advantages.

RBV considers the firm as a set of resources and capabilities, where such resources are classified into tangible and intangible resources

Oliver (2010) and Matador (2012) considered the intangible resources as the most important for sustaining competitive advantage due their nature. Intangible resources can include employee's skills, reputational assets, social and culture, knowledge and information. According to RBV, not all the resources of firm will be strategic and hence, sources of competitive advantage. Competitive advantage occurs only when there is a situation of resource heterogeneity and resource immobility. Thus, it can be stated that benchmarking contains all previous advantages that can comprise the basis of sustainable competitive advantage. Two main assumption of the theory includes the followings.

The first assumption of the resource-based theory suggests that all firms within an industry or a strategic group or cluster may be heterogeneous as regards the stock of resources available to them (Barney, 1991).

Secondly, the theory assumes that a firm's resource may reflect heterogeneity persistently over a period of time based on the fact that the stock of resource employed to gain strategic edge are not perfectly transferable or mobile across competing firms (Black & Boal, 1994). This implies that a firm's resources cannot be traded in factory markets and are not easy to amass and replicate. Hence, the uniqueness or distinctiveness of a firm's resource is regarded as a pre-condition for the stock of resources to effectively gain competitive advantage

METHODOLOGY

Research design is a framework that is being used as a guide in collecting and analyzing data for the study (Baridam, 2018). This adopted the descriptive survey research design with a respondent population of 260 staff of Berger Paints and a sample size of 158 derived by the Taro Yamene formula for sample size determination. Data was collected through the use of modified four point likert scale and the instrument was validated in line with the research questions and objectives of the study. The Test Retest method use to test for reliability and it showed 75% reliability. The hypotheses where tested using the Chi Square statistics.

Analysis of Questionnaire Administered

Class of Respondents	No. of Questionnaire Distribution	No. of Questionnaire Retrieved	No. not Retrieved	Percentage Rate
Management	96	88	8	61.11
Employee	62	56	6	38.89
Total	158	144	14	100%

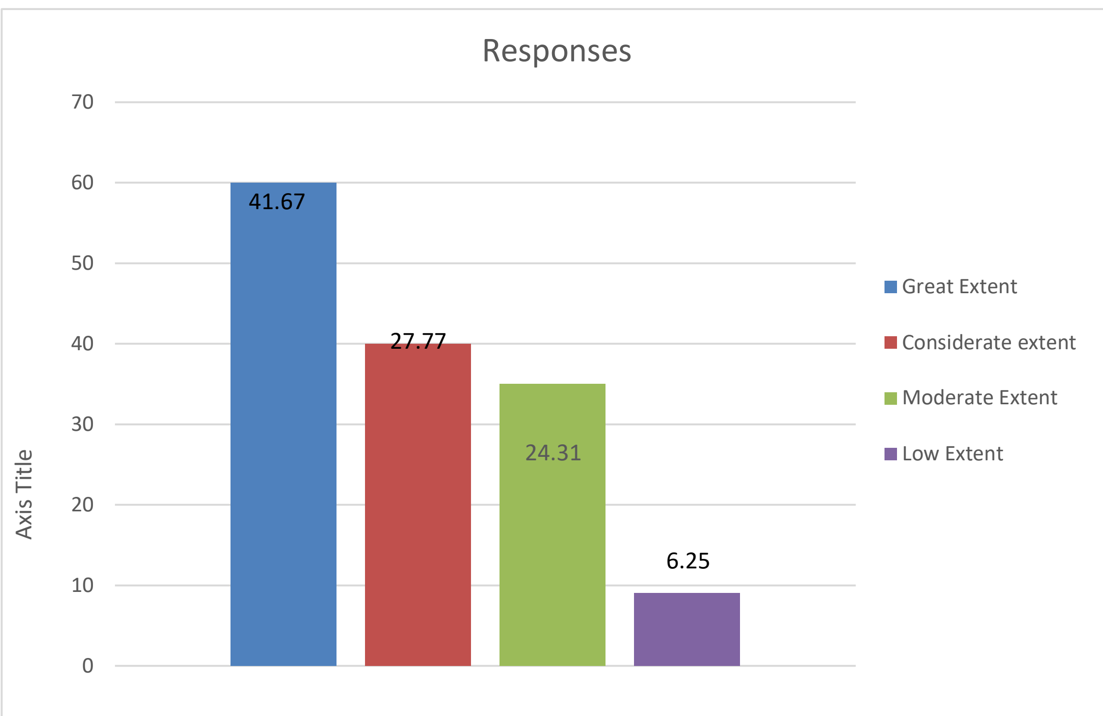
Source: Survey Data, 2022

The table above depicted the analysis of questionnaire distributed and retrieved among management and employees in Berger Paints, Port Harcourt.
Out of the total number of 158 questionnaire distributed 1,444 questionnaire were successfully completed and retrieved, here it was acceptable for the researcher to analyze data in the basis of the research question as formulated in chapter one. Out of 96 questionnaires distributed to management staff and rated at 61.11% was successfully completed and retrieved. Out of 62 distributed to employees 38.89% was retrieved.

Research Question1: To what extent does process benchmarking affect profitability?

Response rate	**Frequency of Response**	**% Reponses**
Great Extent	60	41.67
Considerate extent	40	27.77
Moderate Extent	35	24.31
Low Extent	9	6.25
Total	**144**	**100%**

Source: Survey Data 2022
The extent to which process benchmarking affects profitability
Source: Survey Data 2022Table and figure above showed that 60 (41.67%) respondents out of 144 responded to a great extent, 40 (27.77%) respondents out of 144 responded to a



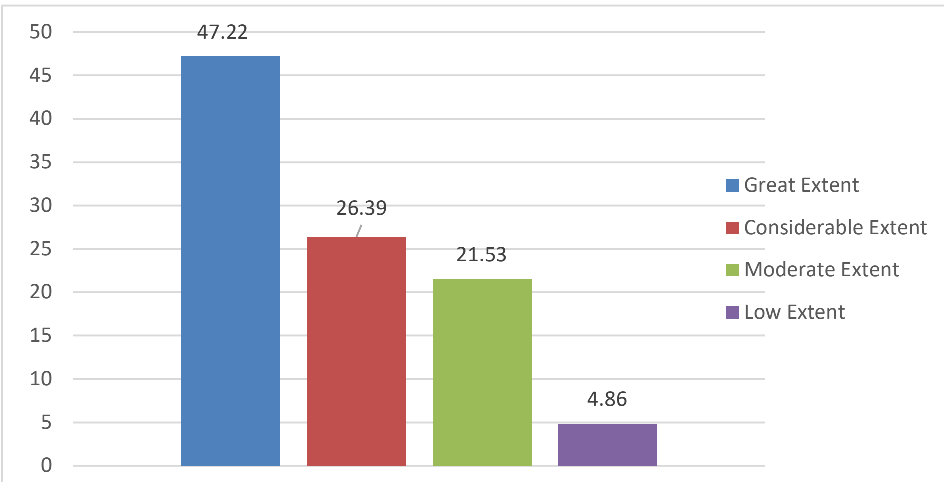
considerate extent, 35(24.31%) respondents out of 144 responded to a moderate extent while 9(6.25%) respondents out of 144 respondent to a low extent that process benchmarking affects profitability.

Research Question 2: To what extent does strategic benchmarking affect productivity?

Response Rate	Frequency of Response	% Response
Great Extent	68	47.22
Considerable Extent	38	26.39
Moderate Extent	31	21.53
Low Extent	7	4.86
Total	144	100

Source: Survey Data: 2022

Figure 4.2: The extent to which Strategic Benchmarking affect Productivity.



Source: Survey Data: 2021

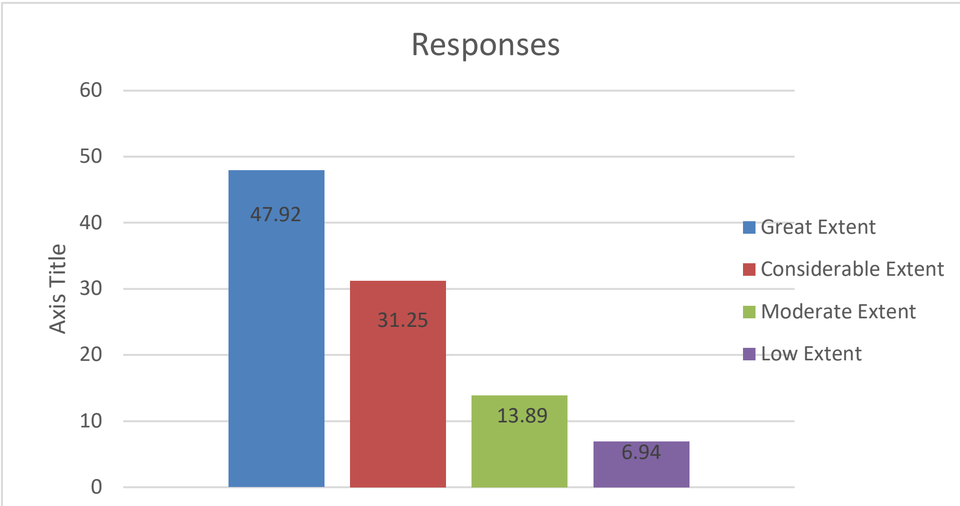
The table and figure above showed that out of 144 respondents sampled 68 which Represent (47.22%) agreed to a great extent, 38 which represent (26.39%) agreed to a considerable extent, 31 which represent (21.53%) agreed to a moderate extent while 7 which represent (4.86%) said to a low extent that strategic benchmarking affects productivity.

Research Question 3: To what extent does performance benchmarking affect market share?

Response Rate	Frequency of Response	% Response
Great Extent	69	47.92
Considerable Extent	45	31.25
Moderate Extent	20	13.89
Low Extent	10	6.94
Total	144	100

Source: Survey Data: 2022

The extent to which performance benchmarking affect market share.



Source: Survey Data: 2022

Table and figure above showed that, out of 144 respondents sample 69 which represent (47.92%) agreed to 2 great extent, 45 which represent (31.89%) agreed to a considerable extent, 20 which represent (31. 89%) agreed to a considerable extent, 20 which represent (6.94%) said to agree to a low extent that performance benchmarking affect market share.

Test of Hypotheses 1

H_{O1}: There is no significant relationship between processes benchmarking and profitability in Berger Paints, Port Harcourt.

Chi-square (x2) estimations on relationship between process benchmarking and profitability in Berger Paints Port Harcourt Rivers State.

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^{2/Fe}$
50	44.58	5.42	29.37	0.65
30	29.72	0.28	0.07	0.02
20	26.00	-6.00	36.00	1.38
7	6.68	-0.32	0.10	0.01
10	15.11	-5.41	29.26	1.89
10	10.27	-0.27	0.07	0.06
15	8.99	6.01	36.12	4.01
2	2.31	-0.31	0.09	0.03
				X^2 = 8.05

Source: Data Survey 2022

Since X^2 calculated is greater than X^2 critical, we therefore reject the Ho_1 and accept the Ha_1 which states that there is a significant relationship between processes benchmarking on profitability in Berger Paints Port Harcourt, Rivers State.

Test of Hypotheses 2

$H0_2$: there is no significant relationship between strategic benchmarking and productivity

Chi-square (x2) estimations on relationship between strategic benchmarking on productivity.

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^2/Fe$
48	38.72	9.28	86.11	2.22
10	21.63	-11.63	135.25	6.25
20	17.65	2.35	5.52	0.31
4	3.98	0.02	0.04	0.01
20	29.27	-9.27	85.93	2.93
28	16.27	11.64	135.48	8.28
11	13.34	-2.34	5.47	0.41
3	3.01	-0.01	0.04	0.01
				$X^2 = 20.42$

Source: Data Survey 2022

Since X^2 calculated is less than X^2 critical, we therefore reject the Ho_2 and accept the Ha_2 which states that there is a significant relationship between strategic benchmarking on productivity in Berger Paints Port Harcourt, Rivers State.

Conclusion: It was concluded that strategic benchmarking has a significant relationship on organizational productivity.

Test of Hypotheses 3

Ho3:There is no significant relationship between performances benchmarking and market share in Berger Paints, Port Harcourt Rivers State.

Chi-square (x^2) Estimations on Relationship between Performance Benchmarking on Market Share in Berger Paints Port Harcourt Rivers State.

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$(Fo-Fe)^{2/Fe}$
48	35.45	12.55	157.50	4.44
12	23.12	-11.12	123.65	5.34
8	10.27	-2.27	5.15	0.50
6	5.13	0.87	0.75	0.14
21	33.54	-12.54	157.25	4.68
33	21.87	11.13	123.87	5.66
12	9.72	2.28	5.19	0.53
4	4.86	-0.86	0.73	0.15
				$X^2 = 21.44$

Source: Data Survey 2022

Since X^2 calculated is greater than X^2 critical, we therefore reject the Ho_3 and accept the Ha_3 which states that there is a significant relationship between performances benchmarking on market share in Berger Paints, Port Harcourt, Rivers State.

Discussion of Findings

The first hypothesis sought to investigate the relationship between process benchmarking practice and profitability. Data analyzed from the study revealed that there is a significant relationship between process benchmarking and organizational profitability. The second hypotheses sought to examine the relationship between strategic benchmarking on organizational productivity. It was revealing that there is a significant relationship between them. The third hypotheses sought to examine the relationship between performances benchmarking on market share. The result also showed a significant relationship between them.

CONCLUSION

Having investigated the effect of benchmarking and organizational performance in Berger Paints,, it was concluded that: Process benchmarking has a significant impact on organizational profitability, Strategic benchmarking has a significant impact on organizational productivity and Performance benchmarking has a significant impact on organizational market share.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1) Management of manufacturing firms and other organizations should adopt the strategies for effective implementation and evaluation 0f benchmarking Programme to ensure organizational success or industrial continuity. .
2) Management should recruit the most appropriate employees to participate in the benchmarking Programme for effective and efficient utilization of organizational resources, which will translate to organizational growth and performance in general.
3) Management should be able to identify potentials and competencies before engaging employees in duties related to benchmarking.

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