

## INFORMATION SHARING AND PERFORMANCE OF SMES IN THE HOSPITALITY INDUSTRY IN PORT HARCOURT, RIVERS STATE

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### **Abstract**

*This article evaluates the effects of information sharing on performance of SMEs in the hospitality industry in Port Harcourt, Rivers State. Data were sourced through primary and secondary sources. The article adopted a survey design involving the use of structured questionnaire that was administered by mail, telephone and personal interview on a population of 159 staff of various hotels in Port Harcourt. The data collection instrument was the Customer Relations management and Performance of SMEs (CRMPSMES) questionnaire structured on the likert scale ranging from: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1), to measure the independent and the dependent variables. The research instrument was subjected to content validity by giving a copy of the questionnaire to an expert in measurement to validate the instrument. To ensure the reliability of the instrument, 10 copies of the questionnaire was administered to students of university of Port Harcourt. The results so obtained yields Cronbach's Reliability Alpha of 0.72 and above for each of the variables, implying that the instrument has a strong internal reliability. The multiple linear regressions were adopted to determine the relationships between the cause and the effect of the variables. In conclusion, the analysis reveals that a significant positive relationship exists between information sharing and performance of SMEs in the hospitality industry in Port Harcourt. The implication of this result is that effective information sharing mechanism would bring about effective performance of SMEs in the hospitality industry in Port Harcourt, and as such, it was recommended that SMEs in the hospitality industry in Port Harcourt should evolve an effective information sharing mechanism to boost their performance.*

### **Introduction**

Information sharing describes the exchange of data between various organizations, people and technologies. There are several types of information sharing:

- Information shared by individuals (such as a video shared on Facebook or YouTube)
- Information shared by organizations (such as the RSS feed of an online weather report)
- Information shared between firmware/software (such as the IP

addresses of available network nodes or the availability of disk space)

The advent of wide distributed networks, intranets, cross-platform compatibility, application porting and standardization of IP protocols has all facilitated the huge growth in global information sharing. When it comes to personal information however, no matter how easy it is to port the actual data, there are laws in most countries prohibiting the sharing of personal data without explicit permission being granted. In the U.S. and Europe it is a criminal offense to share any personal data about anyone without such

explicit permission. There is plenty of other information sharing that does not fall under the law and information sharing is increasing as more networks and organizations connect and information becomes easier to share across the internet.

### **Techopedia explains Information Sharing**

Data was formerly frequently kept in silos and often not shared among other entities due to its proprietary, non-portable format or the inability to import/export data. Even simple items such as dates were stored in a whole range of different formats, making the sharing of such a simple field a potential nightmare. The same applied to a whole range of data, and even if it was compatible, it was often not possible to physically transfer the data from one platform to another.

Today these problems have all been coded out and information sharing is common between computer networks; information sharing has become especially prevalent due to social networking. These 21st century network models actively encourage the sharing of information across social networks. Social networking sites and applications have established between them a sharing network of over a billion people. In terms of information sharing, this is a global proportion with almost 10 percent of the world's population sharing information across common networks regularly.

After the terrorist attacks of September 11th, information sharing became one of the United States government's goals in developing their resources to try to avert such atrocities. It was mandated among government agencies and departments that personnel create a methodology for regularly sharing relevant information. The U.S. needed information sharing improvements to respond to various

threats more effectively. The lesson was learned that when information is hoarded instead of shared, those needing it may not be able to react in a timely manner.

Using information sharing intelligently has been shown to be a more effective way to manage any organization: a government or a business. Information sharing is crucial to many businesses, helping to promptly meet customer and client needs through customer relationship systems which share information about products and services and improve access to their customers. Information sharing has also allowed easy availability of credit history details, which helps consumers access more services. Consumers can have access to banking, financial and credit products from across the nation and even internationally where appropriate. Hospitals sharing medical records (under stringent conditions) about people so that their medical personnel can make better decisions are a good example of how organizations can share information for productive purposes. Overall, when used intelligently, information sharing is a useful way of lowering costs, improving overall accuracy of public data and allowing organizations and individuals alike to have access to information that they might need and entertainment that they want to experience. In this research work, our focus shall be anchored on ascertaining the extent to which information sharing affects the performance of SMES In Port Harcourt, South-South, Nigeria.

### **Statement of the problem**

Hospitality industries are on the increase in Rivers State, Nigeria, yet the level of failure in their services indicates that in effective relationship with their customers seem to be pronounced. Evidence from the literature suggests that employee's

compensation plays a key role in any organization because it is at the heart of employment relationship and of critical importance to both employees and employers. Employees typically depend on wages, salaries and so forth to provide a large share of their income and benefits to provide health care and security.

Relying on Vroom (1999) expectancy theory, several researches have confirmed positive relationship between reward system and performance. However, a recent study by Aberdeen Group (2008) reveals there is still much confusion on how to do it right observing a general lack of visibility into many compensation programs being created, and a lot of bad habits being brought into the process. Empirical evidence as to the perceived influence of compensation plan on the performance of hospitality industry in a developing economy like Nigeria becomes imperative. This study remains germane by investigating the

influence of compensation plan on the performance of selected employees in the hospitality industry in Port Harcourt, Rivers State of Nigeria.

### Research Objective

To ascertain the extent to which Information sharing affect the performance of SMEs in in the hospitality industry in Port Harcourt, Rivers, Nigeria.

### Research question

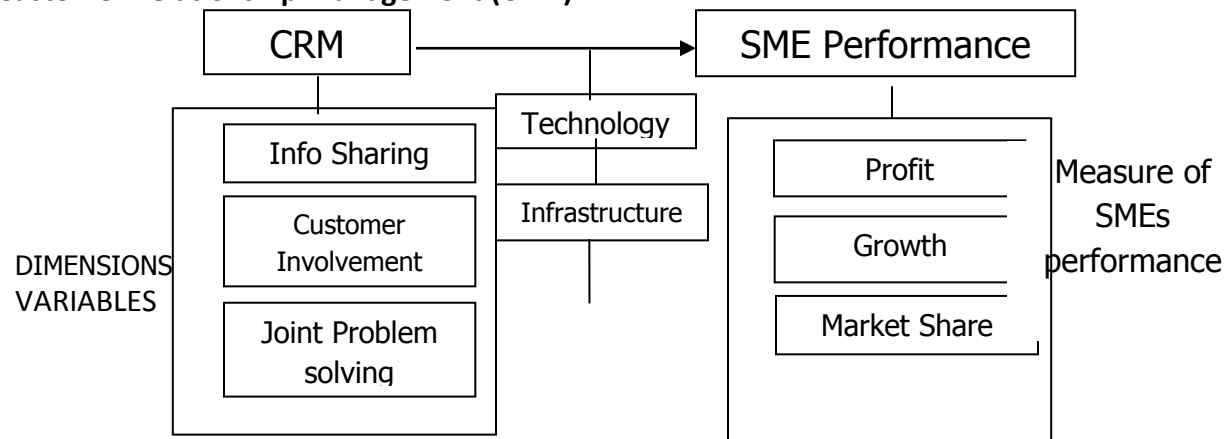
To what extent does Information sharing affect the performance of SMEs in the hospitality industry in Port Harcourt, Rivers State?

### Research hypothesis

$H_{01}$ : Information sharing does not have significant relationship with performance of SMEs in the hospitality industry in Port Harcourt, Rivers State.

## Conceptual Frame Work

### Customer Relationship Management (CRM)



Source; Jasper; 2009

This conceptual framework by Jasper (2009), provides a broad insight into major aspects of customer relationship management but the present article shall focus on information sharing and its impact on the performance of SMEs in the

hospitality industry in Port Harcourt. However, a brief analysis of CRM shall be conducted to show that information sharing as part of CRM plays a positive role in effective performance of firms generally.

CRM complements the relationship marketing perspective. It is defined by Bull (2003) as a combination of business processes and technology that seeks to understand a company's customers from the perspective of whom they are, what they do and what they like. Chaming (2002) pointed out that customer relationship management is a normal and expected extension of how marketing and sales have evolved over the years. In the past, the door-to-door salesperson was the other face of the company and the personal relationships established by the salesperson were the key to success. The age of mass marketing then replaced the intimacy of a direct sales force in many organizations. This put pressure on the relatively inefficient door-to-door models.

Customer relationship management is therefore the subsequent stage in the evolution, and it moves us back into the direction of developing intimacy with today's customers. According to McDonald (2002), definition of customer relationship management includes:

- a) A continuous performance initiative to increase a company's knowledge of its customers and
- b) Consistent high quality customer support access across all communication channels.

The characteristics of customer relationship management are suggested as follows by Change (2007). A customer relationship perspective aimed at the long term retention of selected customers. Gathering and integrating information on customers use of dedicated software to analyze this information. Segmentation by expected customer lifetime value or Micro-segments facilitated by details, integrated customer profiles. A shift in emphasis from

managing product portfolios to managing portfolios of customers, necessitating change to working practices and sometimes to organizational structure.

### **Literature Review**

#### **INFORMATION SHARING AND GROWTH:**

Information sharing can be operational or strategic, and appears through internal or external flows of information and with various types of content. Research also shows that it should be aligned with business objectives and market orientation so that all parties can make profitable use of information sharing (Tiedemann, Van Birgele and Semeijn 2009; Tai and Ho 2010; Kolekofski and Heminger 2003). Therefore, information sharing is significant both to organizational suppliers and to organizational customers, and adds value to both the product/service and relationships.

The paths of information sharing and customer perceived value are conceptualized in a manner similar to that for corporate reputation. If a company is open towards its clients and offers all important information in order to create a better relationship, it is establishing more trust in their relationship (Tai and Ho 2010; Zaheer, McEvily and Perrone 1998) and therefore helping to increase perceived benefits. Frequent and relevant information sharing also decreases the costs for the client to collect such information on its own (Lee, So and Tang 2009).

All businesses have access to an extensive pool of knowledge - whether this is their understanding of customers' needs and the business environment or the skills and experience of staff.

The way a business gathers, shares and exploits this knowledge can be central to its ability to develop successfully. This

doesn't just apply to huge multinational companies. Knowledge management can benefit everyone from a local newsstand to a manufacturing firm.

This guide explains the basic sources of knowledge available to your business, how you can best harness and exploit this information and how to create a knowledge strategy for your business.

### **What is knowledge in a business?**

Using knowledge in your business isn't necessarily about thinking up clever new products and services, or devising ingenious new ways of selling them. It's much more straightforward.

### **Information Sharing and Market Shares:**

To begin with there are two important things that must be mentioned. Firstly, the concept of a perfectly competitive market is built on the idea of all market participants (e.g. buyers and sellers) having complete access to information. On this premise, information exchanges are considered essential for competitors to actively participate in a competitive market place. Increased transparency in the market also leads to benefits for consumers by reducing search costs and helping consumers to choose products more effectively.

Secondly, although fundamental for competitive markets, information exchanges can have either pro-competitive or anti-competitive consequences, depending on specific circumstances. Pro-competitive outcomes occur when the exchange of information among competing suppliers enhances economic efficiency and consumer welfare in a product market. Information sharing that leads to more intense competition among rival firms, the diffusion of technological knowledge, innovation, and the promotion of product standardization or benchmarking in a product market, are

generally perceived as pro-competitive. As a result of their overall welfare increasing attributes pro-competitive information sharing are not investigated by competition agencies.

In contrast, anti-competitive market outcomes arise when information sharing leads to collusion among rival firms. Collusion involves competing companies working together to limit competition in a product market for their own benefit. Collusion may take several forms including price fixing, the artificial dividing up of markets or restricting to supply sources, and bid-rigging. If essential information is exclusively shared by only a few competitors, these companies could use that information to foreclose other rival firms (or potential entrants) in the market that are not participating in the information sharing system. This lessening of competition can ultimately lead to harm to consumers in the form of high prices. In this regard, competition authorities across the globe have become increasingly concerned about anti-competitive information sharing that leads to collusive behaviour. Structure of the Market and the Nature of the Product Competition authorities rely on a number of factors when deciding whether communications among competitors may constitute a restriction of competition. One factor considered is usually the structure of the market and the nature of the product or service in question.

In general, the fewer the firms competing in the market, the easier it is to collude. If a market only has a few firms on the supply-side, the ability to coordinate will be easier. Conversely, in markets with many suppliers, coordination is much more difficult as firms will have greater incentives to deviate from any collusive understanding in order to try and gain market shares over

their competitors. Emphasis on the structure of the market has led many competition authorities to 1 See OECD Policy Roundtables (2010). “Information Exchanges between Competitors under Competition Law” 2 carefully review information exchanges in markets with only a few suppliers. In the UK Agricultural Tractor Registration Exchange case<sup>2</sup>, for example, the European Commission prohibited the exchange of information in a market where four suppliers (Ford, Case, Massey Ferguson and John Deere) had a combined market share of almost 80 percent. Price collusion is also much easier to achieve if the agreements concern homogenous products, i.e. if the products are the same in terms of attributes and quality. In differentiated product markets, access to detailed sensitive information about competitors may not be useful to predict future behavior of competitors and therefore may not lead to an increase of coordination among them.

### **Knowledge management**

In today's competitive world, knowledge is considered as one of the competitive factors in global economy. It is necessary to consider the customer as another important factor in order to enter today's dynamic market successfully. Consumer knowledge management refers to acquiring sharing and developing the consumer knowledge among employee for making profit to the organization and customers. In order and effectiveness insure from delivering desirable products and services to the customer and acquire.

### **Technology**

Development of every organization in information technology area improves its capability in collecting, saving, analyzing and sharing knowledge about customers. This leads to increase the organization capability

in responding the customer's needs and maintaining them. The customer value analysis and services personalization, that are the results of advances in information technologies revolting from traditional approach to the integrated marketing system, can be accessible through customer information system and automation of customer relationship management refers to the information based technologies that utilize information technologies for creating relationships with customers. These enable the organization to personalize its services with high quality and low cost and help employees in conducting customers (Lansiti & Clark, 1994).

## **Research Methodology**

### **Research design**

The study adopted survey design in the collection of data needed for the research work. It is one of the most widely used methods in gathering primary data because of its flexible nature. It generally involves the use of structured questionnaire that can be administered either by mail, telephone or personal interview.

### **Population of the study**

Forty three hotels were chosen to represent the population within Port Harcourt metropolis. The breakdown is as follows:

- i. 3 – star hotels – 30
- ii. 2 – star hotels – 10
- iii. 1 – star hotels – 3

Four people were chosen from 3-star hotel. Three people were chosen from 2-star hotel and 1-star hotel respectively. The sample size becomes 159.

### **Sampling procedure and sample size determination**

The sampling size to be used in this study is drawn from the thirty (30) hotels

selected within Port Harcourt metropolis and selecting three persons from each hotel to represent the sample size.

### Data collection techniques

Primary data were gotten from answers provided by the respondents that formed the sample for the study. Copies of the questionnaire were self-administered to them and collected for analysis.

Secondary sources are basically published and unpublished already existing data and information that were collected during the study.

### Research Instrument

The data collection instrument was the Customer Relations management and Performance of SMEs (CRMPSMES) questionnaire. This questionnaire will be made up of questions with closed-ended structured statements based on the likert scale ranging from: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1), which asked customers to indicate a degree of agreement or disagreement with each of the object as seen in the questionnaire. This questionnaire designed using the five point likert scale is the instrument used for measuring the independent variables and the dependent variable.

### Validity of the instrument

The research instrument is subjected to content validity by giving a copy of the questionnaire to an expert in measurement to validate the instrument. The instrument will be modified and approved by the supervisor saying that content of the research instrument contained population of the property under study.

### Reliability of the instrument

To ensure the reliability of the instrument, 10 copies of the questionnaire

will be administered to students of university of Port Harcourt. The results so obtained yields Cronbach's Reliability Alpha of 0.72 and above for each of the variables, implying that the instrument has a strong internal reliability. This is obtained using the Cronbach Alpha Reliability Co-efficient which is calculated thus;

$$\alpha = \left( \frac{K}{K-1} \right) \left( 1 - \frac{\sum_{i=1}^K \sigma_i^2}{\sigma_t^2} \right)$$

Where:

$\alpha$  = Cronbach's Alpha Reliability Co-efficient,

K = number of items in the scale,

$\sigma_i^2$  = variance of scores on item i across subjects, and,

$\sigma_t^2$  = variance of total scores across subjects where the total score

For each respondent represents the sum of the individual item scores.

The following table shows the Cronbach Alpha Reliability Co-efficient for each of the variables in the reliability test.

### Data analysis techniques

The multiple linear regression is adopted because it helps to determine the relationships between the cause and the effect of the variables.

The linear regression model is given as

$$Y = a + bx$$

When

$$Y = f(x)$$

Y = dependent variable

a = constant

b = intercept

x = independent variable

(a, b1, b2, b3 = 0)

### Assumptions for using multiple linear regressions

- i. Multiple linear regressions assume that the residuals are normally distributed.
  - ii. Multiple linear regressions assume that the independent variables are not highly correlated with each other.
- The assumption is tested using variance inflation factor (VIF) values

### Results and Discussion

The data were obtained from employees of fifteen Small Businesses in the hospitality industry in Rivers State. It

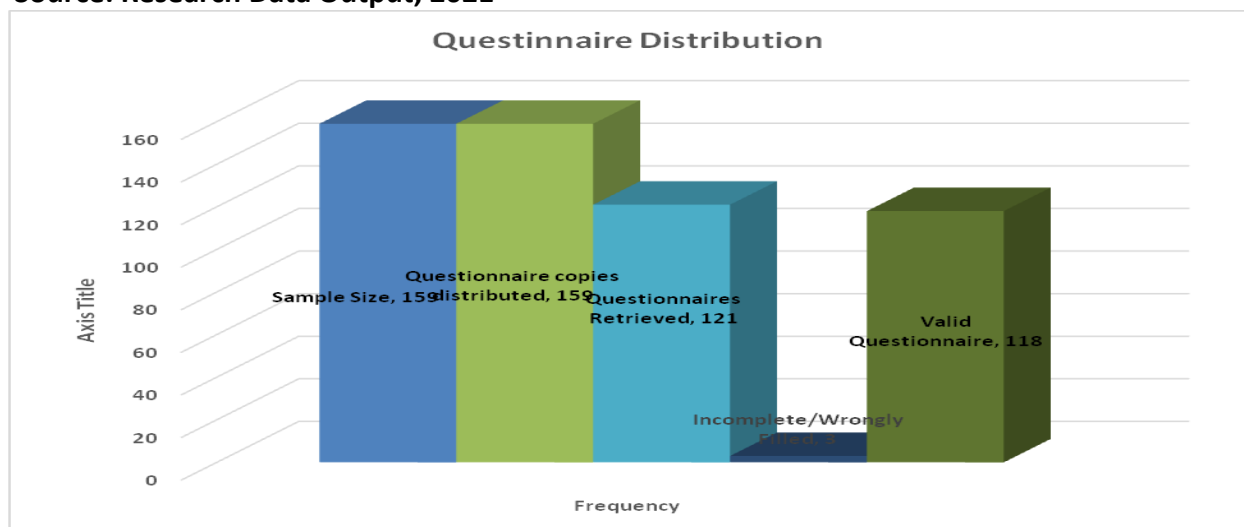
contains the presentation of data generated from the field study through copies of structured questionnaire distributed to our respondents, data analysis and discussion of findings of the results obtained. The data analyses include both descriptive and inferential statistics as the variables were described using tables depicting frequencies of occurrence, afterwards tests of associations were conducted to reach valuable conclusions about the variables studied, thus analyses are shown under four main categories, namely; demographics of respondents, univariate analyses, bivariate level analyses and multivariate level analysis.

### Data Analysis

**Table 1 Distribution and Retrieval Frequency of Questionnaire**

	Frequency	Percentage (%)
Sample Size	159	-
Questionnaire copies distributed	159	100%
Questionnaires Retrieved	121	76%
Incomplete/Wrongly Filled	3	2%
Valid Questionnaire	118	74%

Source: Research Data Output, 2021



**Figure 1 Distribution and Retrieval Frequency of Questionnaire**

Source: Research Data Output, 2021

Table 1 and figure 1 illustrate the frequency and percentile rate of the

questionnaire distribution and retrieval. A total of 159 copies of the questionnaire were



distributed, out of which 121 (76%) copies were retrieved. From the total 121 copies retrieved, 3(2%) were invalid, only 118 (74%) were suitable for analysis.

### Demographic Analysis

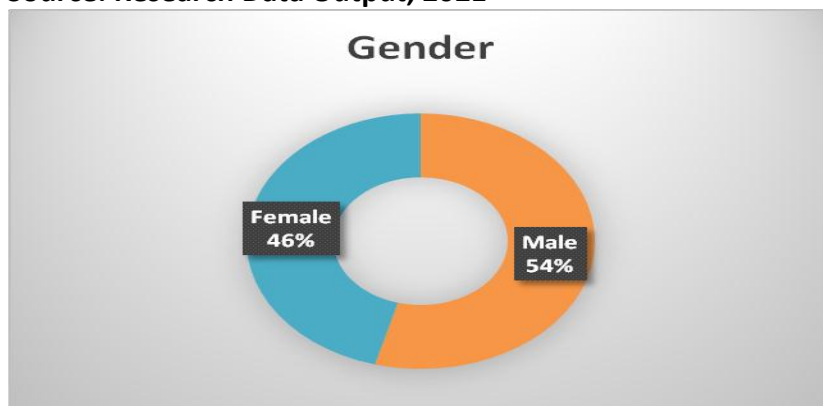
Data on the demography was examined on five characteristics: Gender, Age, Marital Status, Educational Qualification and Duration under the employ of business.

**Table 2 Gender Distribution of Respondents**

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	64	54.2	54.2	54.2
Female	54	45.8	45.8	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021



**Figure 2 Gender Distributions of Respondents**

Source: Research Data Output, 2021

Table 2 and Figure 2 show the gender characteristics of the respondents. The respondents comprised of more males than female participants. The male candidates make up 54.2% (64 respondents) of the

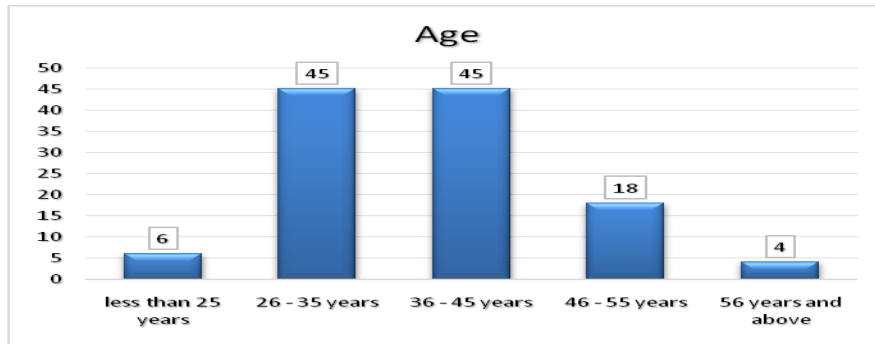
population, while the female participants make up 45.8% (54 respondents) of the population. This implies that most workers in small hospitality businesses in Rivers State are men.

**Table 3: Age Distribution of Respondents**

AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 25 years	6	5.1	5.1	5.1
26 - 35 years	45	38.1	38.1	43.2
36 - 45 years	45	38.1	38.1	81.4
46 - 55 years	18	15.3	15.3	96.6
56 years and above	4	3.4	3.4	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021.



**Figure 3: Age Distribution of Respondents**

Source: Research Data Output, 2021

Table 3 and Figure 3 show the age distribution of the respondents. Most of the respondents comprised of people within the ages of 26 years – 35 years and 36 years – 45 years occupying 38.1%, each, of the population. Those between the ages of 46

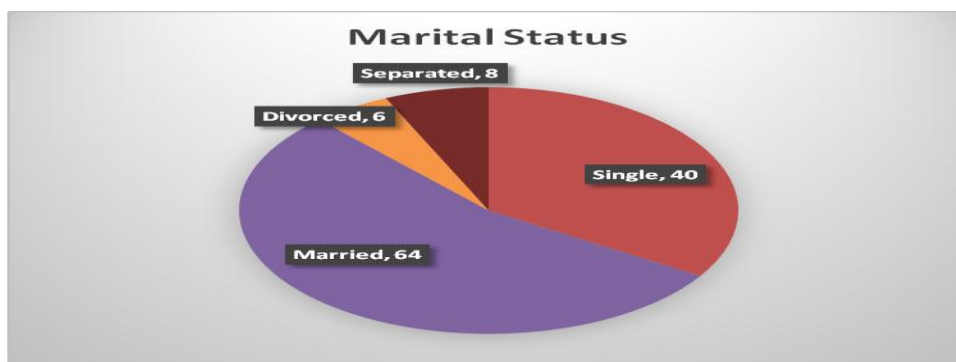
years – 55 years make up 15.3%, respondents less than 25 years occupy 5.1%, while the least fraction of the population (3.4) was made-up by those above 55 years. This implies that most of the respondents are between ages 26 years to 45 years.

**Table 4 Marital Status Distribution of Respondents**

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	40	33.9	33.9	33.9
Married	64	54.2	54.2	88.1
Valid Divorced	6	5.1	5.1	93.2
Separated	8	6.8	6.8	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021



**Figure 4 Marital Status Distribution of Respondents**

Source: Research Data Output, 2021.

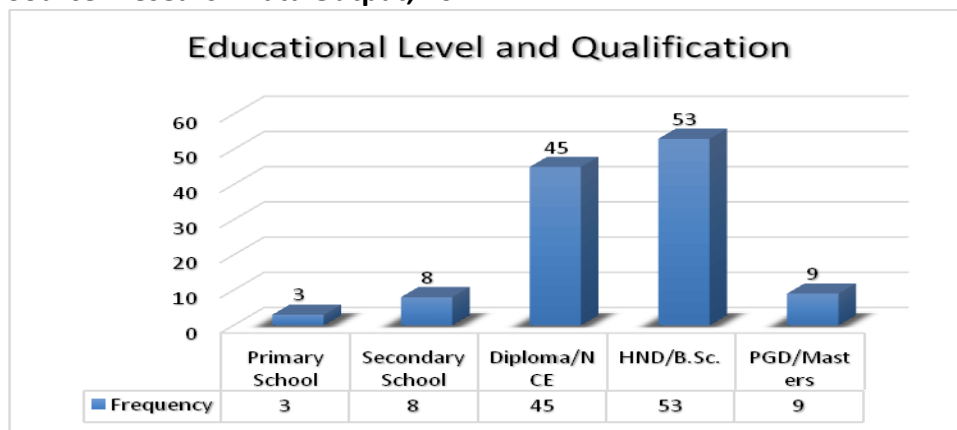
Table 4 and Figure 4 show the distribution according to the marital status of the respondents. Majority of the

respondents are married (64 respondents), 40 respondents are single, 8 are separated, while 6 are divorced.

**Table 5 Educational Level and Qualification****Educational Level and Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Primary School	3	2.5	2.5	2.5
Secondary School	8	6.8	6.8	9.3
Diploma/NCE	45	38.1	38.1	47.5
HND/B.Sc.	53	44.9	44.9	92.4
PGD/Masters	9	7.6	7.6	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021

**Figure 5 Educational Level and Qualification**

Source: Research Data Output, 2021

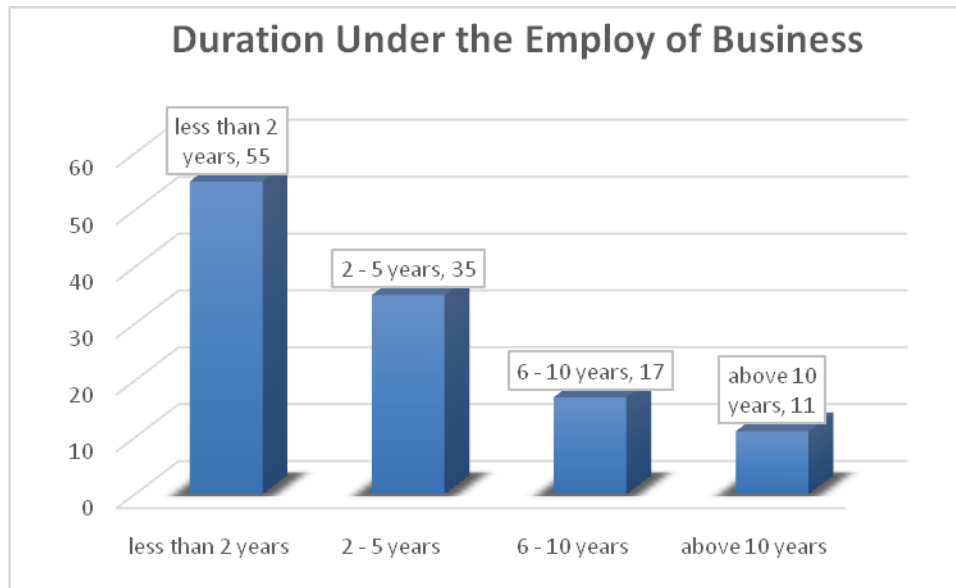
Table 5 and Figure 5 show the educational level and qualification of the respondents. The illustration shows that most respondents have HND/B.Sc. (53 respondents), followed by respondents

having Diploma/NCE (45 respondents), then PGD/Masters (9 respondents), then SSE (8 respondents), and finally those who stopped at the primary school level (3 respondents).

**Table 6: Duration under the Employ of Business****Duration Under the Employ of Business**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 2 years	55	46.6	46.6	46.6
2 - 5 years	35	29.7	29.7	76.3
6 - 10 years	17	14.4	14.4	90.7
above 10 years	11	9.3	9.3	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021



**Figure 6 Duration under the Employ of Business**

**Source: Research Data Output, 2021**

Table 6 and Figure 6 show how long the respondents have worked in the firm. Most of the respondents have worked between in less than 2 years (55 participants), 35 respondents have worked within 2-5 years, 17 respondents have worked within 6 – 10 years, and 11 respondents have worked in the firm for more than 10years.

#### Univariate Analysis

This section examines the distribution of the univariate data. The independent variable, dependent variable

and moderating variable are being assessed. Here, each variable is examined relative to their corresponding dimensions or measures as well as their relative indicators. The mean ( $\bar{x}$ ) and standard deviation of the responses were used in proffering answers to the research questions. The decision rule is to accept the  $\bar{x} \geq 2.5$  and to reject the  $\bar{x} < 2.5$ .

#### The contextual variable:

Information sharing is operationalized using 5-items instruments and scaled on the 4-point Likert scale.

**Table 7: Data Distribution for Information sharing**

#### Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
In my organization, any information we get we share across board for all to be armed.	118	1	4	2.86	.924	High
We don't seem to care about the way we share any information we have as organization.	118	1	4	2.86	.908	High
It is a routine in my organization to periodically verify if we have disseminated the information in our control.	118	1	4	2.70	1.024	High

Relevant or irrelevant, we share the information we have about every event, trend, and activities in our industry.	118	1	4	2.83	.766	High
We verify the information we share, so as not to share wrong, obsolete, or non-existent information.	118	1	4	3.06	.840	High
Valid N (listwise)	118					

Source: Research Data Output, 2021

**Table 8: Individual Responses to Items on Information sharing**

In my organization, any information we get we share across board for all to be armed.					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	10	8.5	8.5	8.5
	Disagree	29	24.6	24.6	33.1
	Agree	46	39.0	39.0	72.0
	Strongly Agree	33	28.0	28.0	100.0
	Total	118	100.0	100.0	
We don't seem to care about the way we share any information we have as organization.					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	5	4.2	4.2	4.2
	Disagree	43	36.4	36.4	40.7
	Agree	34	28.8	28.8	69.5
	Strongly Agree	36	30.5	30.5	100.0
	Total	118	100.0	100.0	
It is a routine in my organization to periodically verify if we have disseminated the information in our control.					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	10	8.5	8.5	8.5
	Disagree	54	45.8	45.8	54.2
	Agree	15	12.7	12.7	66.9
	Strongly Agree	39	33.1	33.1	100.0
	Total	118	100.0	100.0	
Relevant or irrelevant, we share the information we have about every event, trend, and activities in our industry.					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	6	5.1	5.1	5.1
	Disagree	28	23.7	23.7	28.8
	Agree	64	54.2	54.2	83.1
	Strongly Agree	20	16.9	16.9	100.0
	Total	118	100.0	100.0	
We verify the information we share, so as not to share wrong, obsolete, or non-existent information.					

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	7.6	7.6	7.6
Disagree	11	9.3	9.3	16.9
Valid Agree	62	52.5	52.5	69.5
Strongly Agree	36	30.5	30.5	100.0
Total	118	100.0	100.0	

**Source: Research Data Output, 2021**

Table 8 presents the outcome for the information appropriation for the items of Information sharing. The consequences of the examination demonstrate a high rate of respondents emphatically concurring with all the statements. The respondents agree that they are currently making use of the available technology in their business line and they have the technical know-how for them. They also affirmed that using the technology is better for business activities.

### **Conclusion and Recommendations**

The above analysis reveals that a significant positive relationship exists between information sharing and performance of SMEs in the hospitality industry in Port Harcourt. The implication of this result is that effective information sharing mechanism would bring about effective performance of SMEs in the hospitality industry in Port Harcourt, and as such, it is recommended that SMEs in the hospitality industry in Port Harcourt should evolve an effective information sharing mechanism to boost their performance.

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