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**GROUP DYNAMICS AND SALES PERFORMANCE OF NIGERIA BOTTLING COMPANY  
ENUGU, ENUGU STATE, NIGERIA**

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**ABSTRACT**

This study focused on effects of group dynamic on sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria. The study was carried out to identify the contributions of groups to organizational sales improvement. The design adopted was survey; questionnaire was used as an instrument of data collection. The data collected were presented in tables and analyzed using Simple Percentages, Mean Statistics and Pearson Product Moment Correlation Coefficient (at 0.05% level of significance) through SPSS version 21.0. It was discovered that there is significant relationship between group size and brand loyalty; there is significant effect of group size on brand awareness; there is significant effect of group norms on brand loyalty; and there is significant relationship between group norms on brand awareness. The study concludes that work groups should have good group norms and size so as to achieve performance. It was recommended that there is need to make sure that sales group are within small numbers (2-9) so as individual employee could work hard for brand loyalty and awareness. Again, there is need for groups to have norms and adheres to it so as to achieve improve organisational good in both the group and the organisation.

**Key Words:** Group Dynamics, Sales Performance, group size, brand loyalty, brand awareness, group norms.

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**Introduction**

Organizations are made up of different categories of people or groups. They include the owner(s), the management, the employees, the creditors, the debtors, the customers, and many other stakeholders that directly or indirectly influence the organizational efforts for success. For that, Emani (2021) asserts that the contributions of groups to

organizational sales performance cannot be neglected. One of the basic issues which add value to a group is group dynamic. Group dynamics is a set of behavioural and psychological processes that occur within a social group or between groups. It refers to the "nature of groups, the laws of their development, and their interrelations with individuals, other groups, and larger institutions". For Ugwu (2017), group dynamics refers to the attitudinal and behavioral characteristics of a group. Group dynamics concern how groups form, their structure and process, and how they function. Group dynamics are relevant in both formal and informal groups of all types. In an organizational setting, groups are a very common organizational entity and the study of groups and group dynamics is an important area of study in organizational behavior.

The following sections provide information related to group dynamics. Specifically, the formation and development of groups is first considered. Then some major types or classifications of groups are discussed. Then the structure of groups is examined. The nature of group dynamic in marketing business will determine the extent of sales performance (Jensen & Torben, 2016). Performance can be measured using brand loyalty and brand awareness. In marketing sections of the Nigeria bottling company, the staff in different groups have to be very effective and committed in performing the functions of the groups in the organization. If that is very effective customers will be very loyal to the specific brand the staff (group) represents. More so, the customers will be very aware of the organizational products, its prices and where to purchase it (Ayodele, 2019). The possibility of the above (brand loyalty and brand awareness) depends on the dynamic nature of staff groups in the business. Based on that, this work focused on effects of group dynamic on sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria.

### **Statement of the Problem**

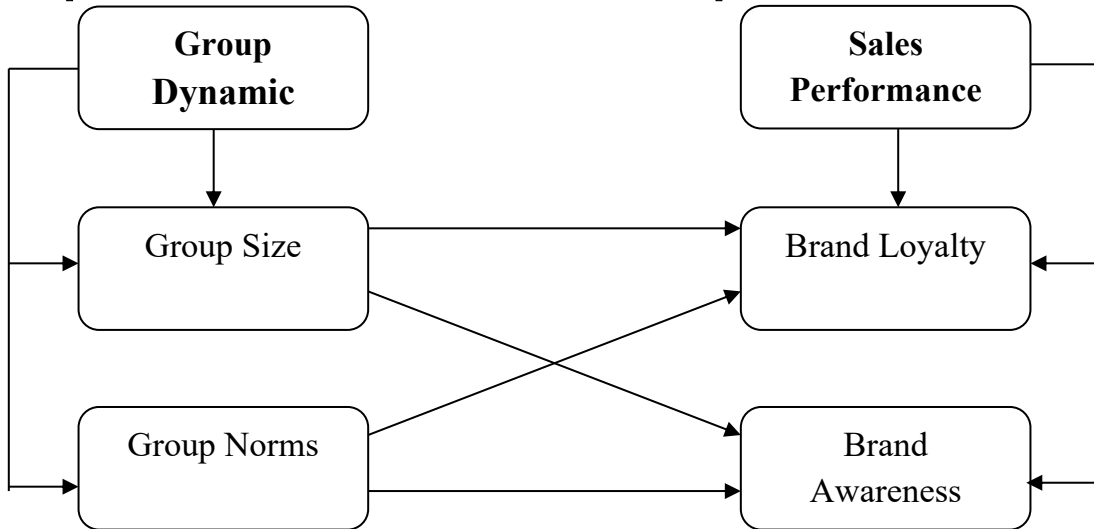
The extent to which group dynamic influence performance using Nigeria Bottling Company Enugu, Enugu State has in the past, been a rare research area. the closest studies include impact of group dynamic on collectivist families' meal and social interaction behaviour in Sierra Leone, by Sheku (2018); influence of reference group indicators to the image of modern retail (case in Indonesia), by Sugito, Arlina, Endang and Yeni (2018); influence of group dynamic on buying behavior, a comparative study of working and non working women in Bangalore - a pilot study analysis, by Fernandes and Londhe (2020). As we can see above, most of these studies were done outside, Nigeria in general and Enugu in particular. The methodologies most of the studies used differ from the present study. The use of survey was not emphasized. For that, and to the best knowledge and search of the researcher, there had not been a study on group

dynamic and sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria. It is because of these gaps that this study was carried out, hence focusing on effects of group dynamic on sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria.

**Conceptual Review**

**Independent Variable**

**Dependent Variable**



**Fig. 1: Operational Conceptual Framework**  
Source: The Researcher’s Desk, 2023

**Objectives of the Study**

The main objectives of this study focused on effects of group dynamic on sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria. The specific objectives are to:

1. examine the relationship between group size and brand loyalty.
2. assess the effect of group size on brand awareness.
3. examine the effect of group norms on brand loyalty.
4. assess the relationship between group norms on brand awareness.

**Research Questions**

Base on the objectives the study, the following research questions were posed for the study.

1. What is the relationship between group size and brand loyalty?
2. What are the effects of group size on brand awareness?
3. What are the effects of group norms on brand loyalty?
4. What is the relationship between group norms on brand awareness?

### **Research Hypotheses**

Based on our research objectives and research questions, the following hypotheses guided the study.

**Ho1:** There is no significant relationship between group size and brand loyalty.

**Ho2:** There is no significant effect of group size on brand awareness.

**Ho3:** There is no significant effect of group norms on brand loyalty.

**Ho4:** There is no significant relationship between group norms on brand awareness.

### **Group Dynamic**

According to Escalas and Bettman (2016), a group is a set of people who have the same interests or [aims](#), and who [organize](#) themselves to work or act together. In other words, a group is defined as two or more individuals, interacting and are interdependent, who have come together to achieve particular objectives. Based on that, Akpotu and Ginah (2021), group dynamics refers to the basic attitudinal and behavioral characteristics of a group through which they operate. It covers how the groups form, their structure and process, and how they function. According to Zikizi (2018), group dynamics is a phenomenon that occurs in groups that affects how tasks and responsibilities are carried out. The definition of group dynamics is the patterns or trends that take place when individuals work together in groups. The psychology of group dynamics theory states that certain types of people will become leaders, and others will become workers, etc. Furthermore, there are certain relationships and interactions that occur among members in certain circumstances. There are many types of groups, and different structures of groups are best suited to perform certain functions. The different group types include command, task, functional, interest, and friendship groups. There are many roles that an individual can play in a group, including that of a leader, a worker, or a supervisor (Bamidele, 2018). Group dynamics explains the how and the why of the functionality of certain groups and their members. It is an extension of systems. Group dynamics states that all groups go through a cycle of states that contribute or prevent the completion of their goals. Certain processes are carried out between group members at various stages of this cycle (Kotler & Keller, 2011). Group dynamic states that the actions of group members should not be interpreted and judged on their own merits but should be examined as a part of a larger system, a network of individuals with a common goal.

For Ohaegbu (2016), group dynamics as a term can be used as a means for solving any sort of problem, [influencing teamwork](#), and to become more innovative and productive as an organization. This concept of group dynamics will provide you with the strengths, success factors and measures of it, along with other professional tools. Group influence concerns how groups form, their structure and process, and how they function.

### **Measuring Group Dynamic**

The effectiveness of group dynamic can be measured using size and group norm.

1. **Group size:** According to Chukka (2018), group size can vary from 2 people to a very large number of people. Small group of two to ten are thought to be more effective because each member has ample opportunity to participate and become actively involved in the sales function. Large groups may waste time by deciding on processes and trying to decide who should participate next. Group size will affect not only participation but satisfaction as well. Evidence supports the notion that as the size of the team increases, satisfaction increases up to a certain point. In other words, a team of six members has twice as many opportunities for interaction and participation as a team of three people beyond 10 or 12 members, increasing the size of the team results in decreased satisfaction (Judeh, 2019). It is increasingly difficult for members of large teams to identify with one another and experience cohesion.
2. **Group norms:** According to Agulanna and Madu (2009), norms are acceptable standards of behaviour within a group that are shared by the members of the group. Norms define the boundaries of acceptable and unacceptable behaviour. They are typically created in order to facilitate group survival, make behaviour more predictable, avoid embarrassing situations, and express the values of the group. Each group will establish its own set of norms that might determine anything from the appropriate dress to how many comments to make in a meeting (Sheku, 2018). Groups exert pressure on members to force them to conform to the group's standards. The norms often reflect the level of commitment, motivation, and performance of the group. Performance norms determine how quickly members should work and how much they should produce. They are created in an effort to determine levels of individual effort (Norman, 2018). They can be very frustrating to managers because they are not always in line with the organization's goals. Members of a group may have the skill and ability to perform at higher levels but they don't because of the group's performance norms. For example, workers may stop working a production machine at 20 minutes before quitting time in order to wash up, even though they produced fewer items that day than management intended.

### **Sales Performance**

Sales performance is concerned with the overall sales increase in an organization in terms of stock turnover, customer base, sales turnover and market share. Ayodele (2019) argued that the extent to which organizations that directly or indirectly involve in sales achieve their objectives as it concerns number of products sold, number of new customers attracted to the organizational fold and extent of revenue made from such sales determine the level of sales performance in an organization. When the above issues are favourable and they continue to grow for the benefits of the organization and its stakeholders; it means improved sales performance. However, when the reverse is the case, such indicate the inability of the organization to achieve its sales objectives; hence

low level of organizational performance. The concept of sales performance is core to businesses because the major objective of businesses is to make profits. 'Sales performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors'. For Norman (2018), high sales performance includes the way and manner the organization achieves its sales objectives.

The variables used in measuring organizational sales performance include patronage, customer acquisition, customer retention, stability, growth and development. Njoku (2017) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Ifediba (2019) highlights sales performance in terms of four perspectives which are the financial, customer, internal processes and innovativeness. The financial perspective identifies the key financial drivers of enhancing performance which are profit margin, asset turnover, leverage, cash flow, and working capital. The customer focus describes performance in terms of brand image, customer satisfaction, customer retention and customer profitability. Internal processes involve the efficiency of all the systems in the organization while innovativeness is concerned with the ease with which a firm is able to adapt to changing conditions.

### **Measuring Sales Performance**

In this study, sales performance of firms are measured using brand loyalty and brand awareness.

- 1. Brand loyalty:** The American Marketing Association in Gunu (2017) defines brand loyalty as "the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category" or "the degree to which a consumer consistently purchases the same brand within a product class". According to Investopedia (2017), brand loyalty is "a pattern of consumer behavior where consumers become committed to brands and make repeat purchases from the same brands over time. Loyal customers consistently purchase products from their preferred brands, regardless of convenience or price. Urde (1999) define brand loyalty as an approach in which the customer do his best to promote, protect, and encourage the use of a particular product brand instead of going for other competing products. Merrilees (2015) see brand loyalty as the extent to which the brand becomes a central preference for a customer notwithstanding the market situation. Loyalty is a prime component of brand equity. It describes the emotional bonding and attachment to a brand. It is linked to repeated purchases over time and shows a commitment to continue to buy the brand and denotes patronage on which this study dwells on.
- 2. Brand awareness:** This is the extent of customer or public knowledge about a particular organizational brand. The need for brand awareness is informed best on the fact that patronage of a brand can only be possible or high depending on

the extent of public knowledge of the brand. Keller (2013) avers that brand awareness is the capability of the customer to remember and identify the brand and is demonstrated by their been able to specifically pick out the brand irrespective of the surrounding circumstances and to connect the brand name, signs or logo to related association in memory. Keller (2013) avers that the brand recall describes the customer's ability to bring back that particular product brand from memory as occasion necessitates. For effective competitiveness it is indispensable to measure brand awareness. Chang and Liu (2014) suggested the following as means of promoting brand awareness through avenues such as employing a slogan or jingle, by using and exposing a symbol until well known, by intensive publicity and advertisements, by event sponsorships, by using cues especially through packaging.

### **Theoretical Framework**

#### **Group Information Theory**

This theory was developed by Pui in 1991. The theory states that the effectiveness of the group depends on the information it shares among its members and public. Here, we have informational influence. The group is used as an informational source in the different stages of the decisional process to (Hsiung, Lin, Wells and Chein, 2013). This type of influence appears when an individual uses the behaviors and opinions of the reference group members as reliable informational sources. This influence is based either on the similarity of buyer's desires and preferences with the ones of the group members or on the recognition of the group recommendations' quality. Informational influence occurs when an individual uses the behavior and opinions of reference group members as a useful contribution of information. We also have normative influence (utilitarian influence). The group establishes the level of norms, values and aspirations of an individual in the process of consuming products and services (Pui, 1991).

It is obvious when a person respect the rules and expectations of a group in order to gain a reward or to avoid a sanction. The normative influence is used in the ads that promise the social acceptance or popularity in consequence to using a certain product or suggests disapproval or rejection from the group if a certain product is not used (usually hygiene products). We also have Identification influence (value-expressive influence). The group is used to validate, by comparison, the consumer's opinions, attitudes, norms and actual behavior. The individual behaves in a manner consistent with the group's values because the individual's values and the group's values are the same. Identification influence, also referred to as Value-Expressive influence, occurs when individuals have experienced internal values and norms (Al-Azzam, 2014). This theory was used because the level of patronage and organizational performance depends on the extent to which the people have information about the organizational product or services. Here, if people have good and reliable information, it could lead to high patronage of the organizational product.

#### **Empirical Reviews**

Ojiaku, Aghara and Ezeoke (2017) examined the relationship between group dynamics and performance of service organizations. Regression analysis is used to test the model based on data obtained from a sample of 354 customers of pension service firms from

Awka, Anambra State. The results provide evidence to support group dynamic as significantly affecting customer retention.

Bamidele (2018) focused on reference group and purchase decisions in Benin City Edo State. Three objectives, three research questions were used for the study. Theory of group conflict was used for the study. The researcher used a sample size of 75 which covers 50 families from Benin City. Data were collected using questionnaire as survey research method was used. The analyses of data were based on T-Test statistics. It was discovered reference group enhance purchase decisions.

Sugito, Arlina, Endang and Yeni (2018) studied the influence of group indicators on the image of modern retail: A case of Indonesia. The research population is the modern retail consumers in Medan. The sample in this study were consumers who shop at Indomaret, Alfa Mart and Alfa Midi modern retailers in Medan City, Indonesia and the sample size obtained was 204 by the fraction sample method. The analysis was with Structural Equation Modeling (SEM). It was found that groups have a significant effect on the modern retail images.

Zikizi (2018) examined the effect of group peer group on patronage on consumable product in Kenya. The researcher employed descriptive survey research design and questionnaire served as the instrument of data collection. The data collected were subjected to statistical test using simple percentage and analysis of variance (ANOVA). The result indicated that there is no significant relationship between peer groups on patronage on consumable product in Kenya.

Akpotu and Ginah (2021) carried out a research on an analysis of the influence of informal grouping dynamics on organizational performance in the Nigerian telecommunication sector. The study is focused on behavioural dynamics of informal grouping and its connection with performance in the telecommunications subsector of the Nigerian economy. The survey instrument was used in generating data from a sample of 112 sample subjects. From the inferential analysis, a strong positive and significant relationship exists between informal group dynamics and performance. Value reinforcement behavior dimension has more weight with  $p = 0.412$  amongst other dimensions of informal group dynamics.

Emani (2021) carried out a research on group influence and organizational effectiveness using selected families in Johannesburg, South Africa. The work used ex-post facto method through secondary data. The data was analyzed using means. The findings revealed that family has a significant influence on patronage and organizational good.

### **Research Gap**

Research gaps exist on several aspects of the literature reviewed. They include:

- a) **Subject scope gap:** Past studies already covered related issues but did not exactly effects of group dynamic on sales performance of Nigeria Bottling Company Enugu, Enugu State, Nigeria. Some covered the group as independent in variable



with other dependent variables, not sales performance. Some other studies used performance as the independent variable with other dependent variables.

- b) **Geographical gap:** Most of the past studies were not done within South-East Nigeria and they did not use the firm which is Nigeria Bottling Company Enugu, Enugu State, Nigeria. Some covers firms in other regions in Nigeria and others used organization and people outside Nigeria.
- c) **Gap on the indices in the objectives:** Past studies did not exactly cover the relationship between group size and brand loyalty; the extent group size enhances brand awareness; the impact of group norms on brand loyalty and the relationship between group norms on brand awareness.

## **Research Method**

### **Research Design**

In this study, the survey research design was employed in order to collect first hand information from the study population.

### **Population of the Study**

The population of this study is made of the entire 160 sales staff of Nigeria Bottling Company, Enugu State. The sales staff was used because they are in position to give information on sales performance.

### **Sample Size**

Since the population of this study is not large and the population is also assessable, the researcher used census enumeration method so as to study the entire 160 staff.

### **Instrument for Data Collection**

A structured questionnaire was used as primary source.

### **Validity of the Instrument**

Content and face validity were used to validate the instrument.

### **Reliability of the Instrument**

In order to determine the consistency of the instrument, test/retest exercise was carried out by the researcher.

### **Method of Data Analysis**

The data collected in this study were analyzed using mean statistics.

More so, the hypotheses were tested using Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS version 21.0).

### Data Analyses and Presentation of Results

It should be noted here that out of 160 copies of questionnaire distributed to the sampled population, only 152 were properly filled, returned and used.

#### Data Presentation and Analysis

##### Testing of Research Hypotheses

##### Restatement of Hypothesis One

**Ho1:** There is no significant relationship between group size and brand loyalty.

To test the hypothesis one, data in table 1 was used.

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<b>H1</b>	<b>There is significant relationship between group size and brand loyalty</b>	<b>Pearson Correlation = 0.83</b>	<b>Very strong</b>
		<b>Sig = 0.05</b>	
		<b>N = 152</b>	
		<b>Grand mean = 3.0</b>	

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From the table above, the Pearson correlation is 0.83. It means that there is significant relationship between group size and brand loyalty.

##### Restatement of Hypothesis Two

**Ho2:** There is no significant effect of group size on brand awareness.

To the test the hypothesis two above, data in table 2 was used.

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<b>H2</b>	<b>There is significant effect of group size on brand awareness</b>	<b>Pearson Correlation = 0.85</b>	<b>Very strong</b>
		<b>Sig = 0.05</b>	
		<b>N = 152</b>	
		<b>Grand mean = 3.2</b>	

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From the table above, the Pearson correlation is 0.85. It means there is significant and positive relationship. The significance result which is 0.05 is lower. This means that there is significant effect of group size on brand awareness.

##### Restatement of Hypothesis Three

**Ho3:** There is no significant effect of group norms on brand loyalty.

For the test of hypothesis three, data in table 3 were used.

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<b>H3</b>	<b>There is significant effect of group norms on brand loyalty</b>	<b>Pearson Correlation = 0.84</b>	<b>Very strong</b>
		<b>Sig = 0.05</b>	
		<b>N = 152</b>	
		<b>Grand mean = 3.2</b>	

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From the table above, the Pearson correlation is 0.84. It means there is significant and positive relationship. The significance result which is 0.05 is lower. We conclude that there is significant effect of group norms on brand loyalty.

**Restatement of Hypothesis Four**

**Ho4:** There is no significant relationship between group norms on brand awareness.

For the test of hypothesis four, data in table 4 was used.

<b>H4</b>	<b>There is significant relationship between group norms on brand awareness</b>	<b>Pearson Correlation = 0.87 Sig = 0.05 N = 152 Grand mean = 3.1</b>	<b>Very strong</b>
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From the table above, the Pearson correlation is 0.87. It means there is significant and positive relationship. The significance result which is 0.05 is lower. We state that there is significant relationship between group norms on brand awareness.

**Concise Table Result for Hypotheses Testing**

S/N	Hypotheses	Statistical Tools Applied (Software R studio)	Result
<b>H1</b>	There is significant relationship between group size and brand loyalty	Pearson Correlation = 0.83 Sig = 0.05 N = 152 Grand mean = 3.0	<b>Very strong</b>
<b>H2</b>	There is significant effect of group size on brand awareness	Pearson Correlation = 0.85 Sig = 0.05 N = 152 Grand mean = 3.2	<b>Very strong</b>
<b>H3</b>	There is significant effect of group norms on brand loyalty	Pearson Correlation = 0.84 Sig = 0.05 N = 152 Grand mean = 3.2	<b>Very strong</b>
<b>H4</b>	There is significant relationship between group norms on brand awareness	Pearson Correlation = 0.87 Sig = 0.05 N = 152 Grand mean = 3.1	<b>Very strong</b>

**Discussion of Findings**

Test of hypothesis one discovered that there is significant relationship between group size and brand loyalty. For Eze (2020), the size of the group can determine the roles performed and goals achieved.

Test of hypothesis two discovered that there is significant effect of group size on brand awareness. Most times business organizations achieve patronage through the effective functions of smaller groups who members who are very committed (Irefin, 2022).

Test of hypothesis three discovered that there is significant impact of group norms on brand loyalty. According to Ohaegbu (2016), the nature of group norm can influence brand sales and customer based.

Test of hypothesis four discovered that there is significant relationship between group norms on brand awareness. Most organizations that achieve market effectiveness and brand awareness through different sales group (Emani, 2021).

### Conclusion

The history of group dynamics (or group processes) has a consistent, underlying premise: A social group in sales organization has to effectively perform its functions well so as to achieve the major goals of the organization. Based on that, brand loyalty and brand awareness can be achieved through the dynamic nature of a particular group. The work concludes that work groups should have good group norms and size so as to achieve performance.

### Recommendations

Based on the findings and conclusions of this study, the following recommendations could be made:

1. There is need to make sure that sales groups are within small numbers (2-9) so as individual employee could work hard for brand loyalty and awareness.
2. Sales group should advocate for the customer awareness of their product brands
3. There is need for groups to have norms and adheres to it so as to achieve improve organisational good in both the group and the organisation.
4. Sales group should be made to understand the need to follow acceptable norms/standards so as to make their customers have preference for their products.

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**QUESTIONNAIRE ITEMS**

**Instruction:** Please Tick [√] in the box below any item that represents your choice of response.

**Research question one:** What is the relationship between group size and brand loyalty?

S/N	Group size and brand loyalty	SA	A	D	SD
1	Group size influence brand loyalty				
2	Small group are basis in forming the social nature of the consumers				
3	The contributions of smaller group size on brand loyalty and patronage of the consumers is high				
4	Smaller sales group work hard as team to deliver good functions and enhance brand awareness				

**Research question two:** To what extent does group size enhance brand awareness?

S/N	Group size and brand awareness	SA	A	D	SD
1	The dynamic nature of group influence brand awareness				
2	The buying behaviour of consumers could be positive based on work group dynamic				
3	Small group size enhance brand awareness				
4	Large group size can help to improve public knowledge of brand				

**Research question three:** What are the effect of group norms on brand loyalty?

S/N	Group norms and brand loyalty	SA	A	D	SD
1	Group norm can enhance brand loyalty				
2	The rules in group will enhance product promotion				
3	The dynamic nature of group laws can promote brand effectiveness/sales				
4	Adherence to group rules can promote more sales and make team members to be effective.				

**Research question four:** What is the relationship between group norms on brand awareness?

S/N	Group norms and brand awareness	SA	A	D	SD
1	Group rules can enhance brand awareness				

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- 2 The ethics can encourage brand sales.
  - 3 The dynamic nature of group norms can promote brand effectiveness/patronage
  - 4 The nature of group dynamic can promotes product awareness
-