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EFFECT OF MARKETING COMMUNICATION ON THE ORGANISATIONAL PERFORMANCE OF ASO SAVINGS AND LOANS PLC, ABUJA, NIGERIA

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Abstract

Despite strategic reforms and investments in service delivery, Aso Savings and Loans Plc continues to struggle with low public awareness, weak customer engagement, and limited competitiveness in Abuja's financial sector. This study examined the effect of marketing communication, proxied by advertising and personal selling, on the organisational performance of Aso Savings and Loans Plc in Abuja. The study adopted a survey research design whereby a structured 5-point Likert scale questionnaire was administered to a sample of three hundred and fifty (350) customers of Aso Savings and Loans Plc operating within its various branches in Abuja, drawn using the Cochran (1977) sample size determination formula and a stratified random sampling technique. Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed to test the hypotheses formulated, and the study found that advertising positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja ($\beta = 0.383$, $p = 0.000$), while personal selling also had a positive and significant effect on the organisational performance of Aso Savings and Loans Plc in Abuja ($\beta = 1.071$, $p = 0.000$). The study recommends that Aso Savings and Loans Plc should sustain and further strengthen its advertising strategy by ensuring that promotional campaigns across television, radio, print, and digital media remain consistent, appealing, and trustworthy, in order to enhance brand visibility, build customer trust, and positively influence patronage decisions. The study also recommended that Aso Savings and Loans Plc should continue investing in the training and development of its sales and customer-facing staff to enhance their product knowledge, responsiveness, and interpersonal skills, thereby strengthening customer relationships, improving retention, and boosting organisational performance.

Keywords: Advertising, Personal Selling, Organisational Performance, Marketing Communication, Aso Savings and Loans Plc

1. Introduction

Organizational performance is widely recognized as a critical indicator of an institution's ability to achieve its strategic objectives, remain competitive, and sustain long-term growth. In an increasingly dynamic and competitive business environment, organizations are continuously seeking effective strategies to improve performance outcomes. Among the various factors that contribute to organizational success, marketing communication has emerged as a vital tool for enhancing customer engagement, strengthening brand positioning, and improving overall business performance (Sorescu et al., 2023). Organizational performance extends beyond financial results to include operational effectiveness, customer satisfaction, market share growth, and the ability to respond to changing market conditions (Kaplan & Norton, 2020). Consequently, organizations that effectively communicate their value propositions to target audiences are more likely to achieve superior performance and maintain competitive advantages.

Across developed economies such as the United States, the United Kingdom, and Germany, organizations devote substantial resources to integrated marketing communication initiatives in order to create consistent brand messages and strengthen customer relationships (Kotler et al., 2021). These communication efforts enable firms to align their products and services with customer expectations while responding effectively to evolving market trends. Evidence from previous studies suggests that organizations with robust marketing communication strategies often enjoy higher levels of brand recognition, customer loyalty, and market performance than their competitors (Grönroos, 2022). As a result, marketing communication has become an essential component of strategic management and organizational success.

The significance of marketing communication has also become increasingly evident in developing economies, particularly within Sub-Saharan Africa, where organizations operate in highly competitive and rapidly changing environments. In such settings, customer awareness, brand visibility, and stakeholder engagement play crucial roles in determining organizational success. However, many firms continue to struggle with ineffective communication practices, including unclear promotional messages, weak media presence, and inadequate customer engagement strategies, which often result in reduced product awareness and declining customer loyalty (Omotayo & Adegbuyi, 2023). In Nigeria, these challenges have been intensified by rapid technological advancement, increased digitalization, widespread social media adoption, and changing consumer preferences, making effective marketing communication more important than ever before (Okoro et al., 2024).

Despite the growing importance of marketing communication, numerous Nigerian organizations continue to experience difficulties in reaching their target audiences through appropriate communication channels and delivering messages that effectively influence customer behaviour (Olajide & Ojo, 2021; Eze et al., 2022). This challenge is particularly evident in the financial services sector, where customer trust, awareness, and relationship management are essential for organizational success. Aso Savings and Loans Plc, a private mortgage bank located in Abuja, provides a suitable context for examining this phenomenon. Although the institution offers competitive financial products and services, its performance has been constrained by limited public awareness and inadequate brand engagement efforts (Adeola et al., 2024). Customers have frequently expressed concerns regarding the clarity of the bank’s promotional messages and the limited visibility of its products and services across both conventional and digital media platforms (Aluko et al., 2021; Cialdini, 2021). Such challenges suggest the need for a more effective marketing communication strategy capable of enhancing customer awareness and strengthening organizational performance.

Among the various dimensions of marketing communication, advertising and personal selling have been identified as particularly relevant to the financial services industry. These elements form part of the broader marketing communication mix, which also includes sales promotion, public relations, and direct marketing (Kotler & Keller, 2016; Belch & Belch, 2018). Advertising enables organizations to create awareness, communicate value, and establish trust among existing and potential customers. This function is especially important in the banking and mortgage sector, where customer confidence significantly influences purchasing decisions and long-term patronage (Percy & Elliott, 2016). Through effective advertising, financial institutions can enhance their visibility, reinforce their brand image, and communicate the benefits of their products and services to a wider audience.

Similarly, personal selling plays a vital role in facilitating direct interaction between organisational representatives and customers. Unlike mass communication approaches, personal selling allows organisations to build relationships, address customer concerns, provide tailored information, and encourage informed decision-making. Within the Nigerian financial services environment, where interpersonal relationships and trust significantly influence customer behaviour, personal selling remains an indispensable marketing communication tool for customer acquisition and retention (Ogbuji et al., 2012). By fostering stronger customer relationships, personal selling can contribute significantly to improved organisational performance.

As Nigeria's administrative and commercial capital, Abuja presents a highly competitive business environment in which organisations must continuously differentiate themselves through effective communication and customer engagement. Organisations that fail to communicate effectively with their stakeholders risk losing customers and market share regardless of the quality of their products or services (Ezenwoke & Sulaimon, 2023). Consequently, improving marketing communication through effective advertising and personal selling strategies can serve as a catalyst for enhanced organisational performance, particularly within the financial services sector.

Against this backdrop, this study seeks to examine the effect of marketing communication on the organisational performance of Aso Savings and Loans Plc, Abuja, with particular emphasis on advertising and personal selling. The study is expected to provide valuable insights for managers, marketing practitioners, policymakers, and other stakeholders seeking to improve communication effectiveness and organisational outcomes within Nigeria's financial services industry.

Aso Savings and Loans Plc, like many private financial institutions in Nigeria, has continuously implemented various strategic initiatives aimed at improving service delivery and enhancing organisational performance (Adeola et al., 2024; Aluko et al., 2021). These initiatives include investments in product innovation, employee capacity development, customer service enhancement, and digital transformation programmes designed to strengthen customer relationships and improve market competitiveness (Eze et al., 2022; Kotler & Keller, 2016). The organisation has also adopted various advertising platforms and customer engagement mechanisms intended to increase public awareness, attract new customers, and strengthen its market position within the financial services industry (Olajide & Ojo, 2021; Cialdini, 2021). Despite these efforts, Aso Savings and Loans Plc continues to experience low public awareness of its services, weak customer patronage, and declining competitiveness within Abuja's highly competitive financial sector (Adeola et al., 2024).

According to the Central Bank of Nigeria (CBN, 2023), non-commercial financial institutions, including mortgage banks such as Aso Savings and Loans Plc, accounted for less than 1.2% of the financial sector's contribution to Nigeria's Gross Domestic Product (GDP) in 2023, compared to approximately 2.5% in 2020. Similarly, the Financial Institutions Training Centre (FITC, 2024) reported that inadequate market visibility and limited customer engagement remain significant challenges confronting many mortgage institutions in Nigeria. These challenges are often associated with insufficient advertising efforts and ineffective personal selling activities, which reduce customer awareness and weaken customer relationships.

Although several studies have examined the relationship between marketing communication and organisational performance, most existing studies have concentrated on commercial banks and large multinational corporations (e.g., Okonkwo & Adeyemi, 2023; Nwankwo, 2024). Consequently, empirical evidence relating to mortgage banks remains relatively scarce, particularly within the context of Abuja's financial services environment. While some researchers (e.g., Chukwuma & Adeola, 2022; Eneh, 2021) have reported a positive relationship between marketing communication activities and organisational performance, others (e.g., Sule & Bassey, 2023) contend that communication efforts alone may not significantly influence performance unless supported by effective customer engagement and relationship-building strategies.

Furthermore, much of the existing literature has examined marketing communication as a broad construct without adequately investigating the specific contributions of advertising and personal selling as distinct dimensions. This limitation has created a gap in the literature regarding how these critical elements of marketing communication influence organisational performance, particularly within private mortgage banks operating in urban centres such as Abuja. To the best of the researcher's knowledge, no known empirical study has specifically examined the effect of advertising and personal selling on the organisational performance of Aso Savings and Loans Plc, Abuja. It is against this background that this study seeks to fill this gap by investigating the effect of marketing communication, operationalised through advertising and personal selling, on the organisational performance of Aso Savings and Loans Plc, Abuja.

The general objective of the study is to examine the effect of Marketing Communication on the Organisational Performance of Aso Savings and Loans Plc in Abuja. The specific objectives are to:

i. Examine the effect of Advertising on the organisational performance of Aso Savings and Loans Plc in Abuja; and

ii. Investigate the effect of personal selling on the organisational performance of Aso Savings and Loans Plc in Abuja.

2. Literature Review

2.1 Conceptual Issues

Marketing Communication

According to Kotler and Keller (2021), marketing communication refers to the means by which firms attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. This definition highlights the persuasive and informative nature of marketing communication, as well as its role in influencing customer decisions. Belch and Belch (2022) define marketing communication as a coordinated promotional effort that integrates all communication tools, avenues, and sources within a company into a unified program designed to maximize the impact on customers and other stakeholders. This emphasizes the integrated and strategic nature of the communication process. According to Fill and Turnbull (2023), marketing communication involves managing and integrating all organizational messages and media used to inform and influence the company's stakeholders. The definition focuses on integration, consistency, and alignment of communication tools to reinforce the brand message.

This study adopts the definition by Kotler and Keller (2021), who define marketing communication as the means by which firms attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. This definition is relevant as it captures the core function of marketing communication informing and influencing consumer behavior which directly impacts the organisational performance of Aso Savings and Loans Plc in Abuja.

Advertising

According to Kotler and Keller (2021), advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor through various media channels. This definition emphasizes the planned and sponsored nature of advertising as a tool for creating awareness and influencing consumer behaviour.

Belch and Belch (2022) define advertising as a structured and persuasive communication process designed to inform, persuade, and remind target audiences about products, services, or organizations through mass media platforms. This definition highlights advertising's role in shaping consumer perceptions and purchase decisions. Moriarty et al. (2021) describe advertising as a strategic communication activity that employs paid media to deliver messages to selected audiences with the objective of building brand awareness, creating positive attitudes, and stimulating customer action. This definition underscores the strategic importance of advertising in achieving marketing and organisational objectives.

This study adopts the definition by Kotler and Keller (2021), who define advertising as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor through various media channels. This definition is considered appropriate because advertising serves as a major tool through which Aso Savings and Loans Plc creates awareness of its products and services, enhances brand visibility, and influences customer patronage, thereby contributing to organisational performance.

Personal Selling

According to Kotler and Keller (2021), personal selling refers to direct interaction between a company's sales representative and prospective customers for the purpose of making presentations, answering questions, and securing customer patronage. This definition emphasizes the interpersonal nature of personal selling in influencing customer decisions.

Belch and Belch (2022) define personal selling as a person-to-person communication process through which sales personnel identify customer needs, provide relevant information, and persuade customers to purchase products or services. This definition highlights the consultative and relationship-building aspects of personal selling. Fill and Turnbull (2023) describe personal selling as an interactive marketing communication tool that enables organizations to establish long-term relationships with customers through direct contact, personalized communication, and continuous customer support. This definition underscores the importance of personal interaction in fostering customer trust and loyalty.

This study adopts the definition by Kotler and Keller (2021), who define personal selling as direct interaction between a company's sales representative and prospective customers for the purpose of making presentations, answering questions, and securing customer patronage. This definition is relevant to the present study because personal selling enables Aso Savings and Loans Plc to build customer trust, address customer concerns directly, and strengthen relationships that enhance customer acquisition, retention, and overall organisational performance.

Organisational Performance

According to Kaplan and Norton (2020), organisational performance refers to how well an organisation achieves its strategic goals and objectives, typically measured through financial outcomes, customer satisfaction, internal processes, and learning and growth. This definition emphasizes a balanced, multidimensional view of performance. Griffin (2021) defines organisational performance as the ability of a company to effectively utilize its resources to generate profitability, sustain competitive advantage, and satisfy stakeholder expectations. This highlights resource efficiency and stakeholder focus as key elements. Richard et al. (2022) describe organisational performance as a broad construct encompassing financial performance (profits, return on assets), product market performance (sales, market share), and shareholder return (total shareholder return, economic value added). This provides a detailed framework for evaluating corporate success.

This study adopts the definition by Kaplan and Norton (2020), who define organisational performance as how well an organisation achieves its strategic goals and objectives, typically measured through financial outcomes, customer satisfaction, internal processes, and learning and growth. This definition aligns with the focus of this study, as it reflects both tangible and intangible outcomes affected by marketing communication efforts at Aso Savings and Loans Plc in Abuja.

2.2 Empirical Review

Advertising and Organisational Performance

Eze and Nwosu (2025) examined the effect of advertising expenditure on organisational performance of selected commercial banks in Enugu State, Nigeria. The study adopted a descriptive survey design, with a sample of 240 employees drawn from ten banks using proportionate stratified sampling. Data were collected using structured questionnaires and analyzed using multiple regression analysis. The findings revealed that advertising expenditure has a significant positive effect on organisational performance, particularly in terms of customer acquisition, profitability, and market share growth. However, the study was limited to commercial banks in Enugu, which may not fully reflect the operational realities of mortgage institutions in Abuja.

Akinwale and Bello (2024) investigated the relationship between advertising intensity and sales performance of manufacturing firms in Oyo State, Nigeria. A total of 180 marketing and sales personnel from eight manufacturing companies participated in the study. The study employed a quantitative research design, and data were analyzed using Pearson correlation and regression techniques. The results showed that higher advertising intensity significantly improves sales growth and brand awareness. Nevertheless, the study focused on manufacturing firms, which operate under different market dynamics compared to financial service institutions such as Aso Savings and Loans Plc.

Personal Selling and Organisational Performance

Usman and Mohammed (2025) assessed the influence of personal selling on organisational performance in selected microfinance banks in Kano State, Nigeria. The study used a survey research design, with data collected from 200 employees and customers using structured questionnaires. Regression analysis revealed that personal selling has a significant positive effect on customer retention, service uptake, and overall organisational performance. However, the findings may have limited applicability to mortgage banks operating in more urban and competitive environments such as Abuja.

Okoro and Nwachukwu (2024) examined the effect of personal selling strategies on sales performance in the insurance sector in Rivers State, Nigeria. The study adopted a mixed-method approach involving 150 sales agents and managers. Data were analyzed using SPSS for quantitative responses and thematic analysis for qualitative insights. The findings indicated that effective personal selling improves customer trust, policy subscription rates, and long-term client relationships. Despite these contributions, the study's focus on insurance firms limits its generalizability to financial institutions with different product structures, such as mortgage banks.

2.3 Theoretical Framework

Integrated Marketing Communications (IMC) Theory

Integrated Marketing Communications (IMC) Theory, developed and popularized by Schultz et al. (1993), emphasizes the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless programme to maximize the impact on consumers and other stakeholders. Unlike traditional marketing models that often operate in silos where advertising, sales promotion, public relations, and digital efforts function independently, IMC theory stresses a unified strategy that promotes consistency in messaging, brand voice, and visual identity across multiple channels. According to Kitchen and Burgmann (2015), IMC enhances organisational performance by creating synergy across all communication activities, improving customer understanding, strengthening brand equity, and fostering customer loyalty, while Belch and Belch (2022) similarly argue that the adoption of IMC ensures that all communication efforts work together in harmony to produce a unified effect on the target audience, increasing the likelihood of customer engagement and business success.

IMC Theory was adopted for this study because it provides a comprehensive framework for understanding how coordinated, multi-channel communication efforts such as advertising and personal selling can significantly influence organisational performance. This theory is particularly valuable to service-based firms like Aso Savings and Loans Plc, which rely heavily on public trust, brand clarity, and communication efficiency; by integrating IMC into its communication strategy, the firm can ensure that its advertising and personal selling efforts are strategically aligned to enhance visibility, customer acquisition, retention, and overall competitiveness in Abuja's financial sector.

3. Methodology

The study adopted a **survey research design** to investigate the *effect of marketing communication on the organisational performance of Aso Savings and Loans Plc in Abuja*. This design is appropriate for studies that seek to gather quantifiable data directly from a defined population, allowing for the evaluation of relationships among variables in a real-world setting.

The population of the study comprises the customers of Aso Savings and Loans Plc operating within its various branches in Abuja, as these customers are the direct recipients of the institution's marketing communication efforts and are best placed to evaluate their effectiveness on organisational performance. Given the large and infinite nature of the customer population, the Cochran (1977) sample size determination formula for infinite populations was applied to obtain a sample size of three hundred and fifty (350) respondents. The study adopted a stratified random sampling technique, with the sample proportionately distributed across the bank's branches in Abuja, to ensure adequate representation of customers across all locations, enhance the generalisability of the findings, and minimise sampling bias.

The study utilised primary data**.** This approach was chosen to ensure the collection of reliable and firsthand information directly from respondents using a method that is both time-saving and efficient. A **well-**structured, close-ended questionnaire designed on a five-point Likert scale (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1) was used to elicit responses from employees of Aso Savings and Loans Plc. The data collected were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS 3 software. This method was appropriate given the need to test both the measurement and structural models, and to assess the relationships among the constructs of advertising, personal selling, and organisational performance.

Model Specification

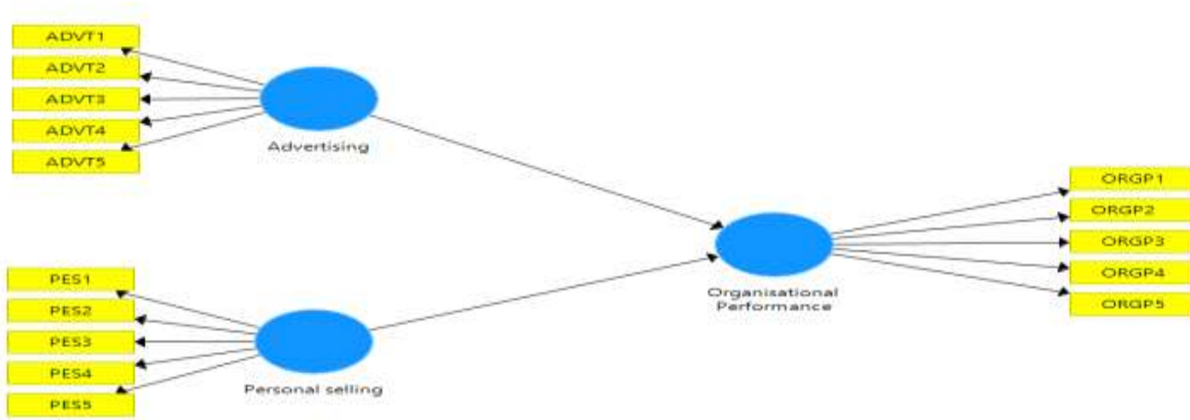

Figure 1: Structural model for direct relationship between marketing communication and organisational performance

4. Results and Discussion

A total of 350 copies of questionnaire distributed, only seventy-one (291) was retrieved giving a response rate of 83%. All further analyses were carried out using 291 responses.

Advertising

Table 1: Advertising

Item	1	2	3	4	5
Aso Savings and Loans Plc regularly advertises its products and services through television, radio, and print media.	7(6%)	9(8%)	16(13%)	44(37%)	44(36%)
The advertisements by Aso Savings and Loans Plc create awareness about the institution's products and services.	8(7%)	10(8%)	14(12%)	43(36%)	45(37%)
The advertising content of Aso Savings and Loans Plc builds my trust and confidence in the institution.	9(7%)	11(9%)	17(14%)	42(35%)	41(35%)
I find the advertisements of Aso Savings and Loans Plc appealing and memorable.	8(7%)	10(8%)	15(13%)	45(38%)	42(34%)
The advertising campaigns of Aso Savings and Loans Plc influence my decision to patronise the institution.	7(6%)	12(10%)	16(13%)	43(36%)	42(35%)

Source: Field Survey, 2026

Table 1 presents the distribution of responses regarding advertising at Aso Savings and Loans Plc. The findings show that only 6% of respondents strongly disagreed and 8% disagreed that the organisation regularly advertises its products and services through television, radio, and print media, while 13% were undecided. However, a larger proportion of 37% agreed and 36% strongly agreed, indicating that the organisation maintains a noticeable advertising presence across traditional media platforms. With respect to whether advertisements create awareness about the institution's products and services, 7% strongly disagreed and 8% disagreed, while 36% agreed and 37% strongly agreed, suggesting that the organisation's advertisements are largely effective in creating product and service awareness among customers.

The table also reveals that 7% strongly disagreed and 9% disagreed that the advertising content builds trust and confidence in the institution, whereas 35% agreed and 35% strongly agreed, implying that advertising plays a meaningful role in shaping customer trust. Regarding the appeal and memorability of the advertisements, 7% strongly disagreed and 8% disagreed, while 38% agreed and 34% strongly agreed, confirming that most customers find the organisation's advertisements engaging and easy to recall. Lastly, on whether advertising campaigns influence customers' decisions to patronise the institution, 6% strongly disagreed and 10% disagreed, while a majority of 36% agreed and 35% strongly agreed, indicating that advertising has a positive and significant influence on customers' patronage decisions toward Aso Savings and Loans Plc.

Personal Selling

Table 2: Personal Selling

Item	1	2	3	4	5
The staff of Aso Savings and Loans Plc engage with customers directly to explain the institution's products and services.	9(8%)	11(9%)	15(13%)	43(36%)	42(34%)
The sales representatives of Aso Savings and Loans Plc are knowledgeable about the products and services they offer.	8(7%)	10(8%)	16(13%)	45(38%)	41(34%)
I receive personalised attention from the staff of Aso Savings and Loans Plc when making enquiries.	7(6%)	12(10%)	17(14%)	42(35%)	42(35%)
Face-to-face interactions with the staff of Aso Savings and Loans Plc have positively influenced my relationship with the institution.	8(7%)	9(7%)	14(12%)	44(37%)	45(37%)
The sales staff of Aso Savings and Loans Plc are responsive in addressing my concerns and needs.	7(6%)	11(9%)	16(13%)	43(36%)	43(36%)

Source: Field Survey, 2026

Table 2 presents the distribution of responses regarding personal selling at Aso Savings and Loans Plc. The results show that 8% of respondents strongly disagreed and 9% disagreed that the staff engage with customers directly to explain the institution's products and services, while 13% were undecided. However, 36% agreed and 34% strongly agreed, indicating that direct staff engagement with customers is a common practice within the organisation. Regarding the knowledge level of sales representatives, 7% strongly disagreed and 8% disagreed, while 38% agreed and 34% strongly agreed, suggesting that customers generally perceive the sales staff as knowledgeable about the institution's offerings.

The table further reveals that 6% strongly disagreed and 10% disagreed that they receive personalised attention from staff when making enquiries, whereas 35% agreed and 35% strongly agreed, implying that personalised customer attention is fairly well established. On the influence of face-to-face interactions on customer relationships, 7% strongly disagreed and 7% disagreed, while 37% agreed and 37% strongly agreed, indicating that direct interactions have strengthened the relationship between customers and the institution. Lastly, regarding staff responsiveness in addressing customer concerns, 6% strongly disagreed and 9% disagreed, while a majority of 36% agreed and 36% strongly agreed, confirming that personal selling efforts at Aso Savings and Loans Plc are largely effective in fostering positive customer relationships.

Organisational Performance

Table 3: Organisational Performance

Item	1	2	3	4	5
The organisation consistently meets its performance targets and strategic goals.	7(6%)	9(8%)	16(13%)	43(36%)	45(37%)
There is noticeable improvement in customer satisfaction over the past year.	8(7%)	10(8%)	15(13%)	44(37%)	43(35%)
Our services are delivered efficiently and on time.	9(8%)	11(9%)	16(13%)	42(35%)	42(35%)
Aso Savings and Loans Plc is competitive within the financial industry in Abuja.	7(6%)	9(7%)	17(14%)	42(35%)	45(38%)
Employee productivity has contributed significantly to overall organisational success.	8(7%)	10(8%)	13(11%)	46(38%)	43(36%)

Source: Field Survey, 2026

Table 3 presents the distribution of responses regarding organisational performance at Aso Savings and Loans Plc. The findings indicate that only 6% of respondents strongly disagreed and 8% disagreed that the organisation consistently meets its performance targets and strategic goals, while 13% were undecided. However, 36% agreed and 37% strongly agreed, indicating that the organisation performs effectively in achieving its objectives. With respect to customer satisfaction, 7% strongly disagreed and 8% disagreed that there has been improvement over the past year, whereas 37% agreed and 35% strongly agreed, suggesting that customer satisfaction has improved considerably.

The table also shows that 8% strongly disagreed and 9% disagreed that services are delivered efficiently and on time, while 35% agreed and 35% strongly agreed, implying that service delivery performance is generally satisfactory. Regarding the institution's competitiveness within the financial industry in Abuja, 6% strongly disagreed and 7% disagreed, while 35% agreed and 38% strongly agreed, indicating that the organisation maintains a strong competitive position. Lastly, only 7% strongly disagreed and 8% disagreed that employee productivity has contributed significantly to organisational success, while a majority of 38% agreed and 36% strongly agreed, confirming that employee performance has a strong positive influence on organisational outcomes. Overall, the findings suggest that organisational performance at Aso Savings and Loans Plc is positive and has shown notable improvement over time.

Indicator Reliability

When evaluating the measurement model, we initiate the process by examining the item outer loadings. Generally, it is recommended to consider loadings above 0.708, as they signify that the construct accounts for more than 50 percent of the variance in the indicator, ensuring acceptable item reliability (Hair et al., 2019). However, Hair et al. (2019) also suggest that low but statistically significant indicator loadings (below 0.50) may be included. Conversely, outer loadings below 0.4 should be eliminated, and in exploratory research, loadings between 0.4 and 0.7 may be retained if the average variance extracted is satisfactory (Hair et al., 2014). This justifies the decision not to exclude indicators with loadings below 0.70 and above 0.40 from the model.

Table 4: Factor Loadings of the Constructs

Variables	Advertising	Organisational Performance	Personal selling
ADVT1	0.769		
ADVT2	0.751		
ADVT3	0.873		
ADVT4	0.855		
ADVT5	0.780		
ORGP1		0.702	
ORGP2		0.714	
ORGP3		0.824	
ORGP4		0.846	
ORGP5		0.848	
PES1			0.686
PES2			0.688
PES3			0.773
PES4			0.785
PES5			0.742

Source: SMARP-PLS Output, 2026

Convergent Validity

Convergent validity assesses how well a construct explains the variance among its associated items. For convergent validity to be established, the average variance extracted (AVE) must be greater than 0.5. As shown in Table 5, all constructs have AVE values exceeding 0.5, confirming that they satisfy the requirement for convergent validity. This indicates that each construct captures at least 50 percent of the variance in its respective measurement items.

Table 5: Construct Reliability and Validity of the Indicators

Varaibles	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Advertising	0.871	0.888	0.903	0.651
Organisational Performance	0.847	0.850	0.892	0.623
Personal selling	0.792	0.803	0.855	0.542

Source: SMART PLS Output, 2026

Test of Hypotheses

The table below showed the path coefficients, t-values and p-values used to test the first two null hypotheses of the study:

Table 6: Path Coefficient of the Model

Variables	Beta	T Statistics (|O/STDEV|)	P Values	Decision	F2 value
Advertising -> Organisational Performance	0.383	7.679	0.000	Rejected	0.144
Personal Selling -> Organisational Performance	1.071	22.388	0.000	Rejected	1.121

Source: SMART-PLS Output

Hypothesis One

Ho1: Advertising has no significant effect on the organisational performance of Aso Savings and Loans Plc in Abuja.

The result of the test as shown in table 6 revealed that advertising positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja, with $\beta = 0.383$ and $p = 0.000$. Thus, hypothesis one was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore concludes that advertising positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja.

Hypothesis Two

Ho2: Personal Selling has no significant effect on the organisational performance of Aso Savings and Loans Plc in Abuja.

The result from table 6 shows that personal selling has a positive and significant effect on the organisational performance of Aso Savings and Loans Plc in Abuja, with $\beta = 1.071$ and $p = 0.000$. Thus, hypothesis two was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore concludes that personal selling positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja.

Discussion of Findings

Advertising positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja, implying that well-designed, consistent, and appealing advertising campaigns enhance customer awareness, build trust, and influence patronage decisions ultimately leading to improved brand visibility, customer engagement, and overall organisational effectiveness. The finding is in agreement with that of Okonkwo and Ibrahim (2025) who revealed a significant positive relationship between advertising and organisational performance, particularly in enhancing customer awareness and brand competitiveness.

Personal selling has a positive and significant effect on the organisational performance of Aso Savings and Loans Plc in Abuja, indicating that direct staff engagement, knowledgeable sales representatives, and personalised customer attention play a crucial role in strengthening customer relationships, building trust, and addressing customer needs effectively ultimately resulting in improved customer retention, satisfaction, and organisational performance. This finding agrees with the findings of Adesina and Usman (2024) whose study revealed that effective personal selling, particularly through direct customer interaction and responsive service, had a strong positive influence on customer loyalty and repeat patronage.

5. Conclusions and Recommendations

Based on the finding that advertising positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja, the study concluded that consistent, appealing, and trust-building advertising campaigns play a vital role in enhancing customer awareness, brand perception, and patronage decisions thereby driving improved organisational performance and competitiveness in the financial sector.

Based on the finding that personal selling positively and significantly affected the organisational performance of Aso Savings and Loans Plc in Abuja, the study concluded that direct, knowledgeable, and responsive staff engagement with customers significantly strengthens customer relationships and trust, leading to improved customer retention, satisfaction, and overall organisational performance.

Based on the findings and conclusion, the study recommends

i. Aso Savings and Loans Plc should sustain and further strengthen its advertising strategy by ensuring that promotional campaigns across television, radio, print, and digital media remain consistent, appealing, and trustworthy. By continuously refining its advertising content to resonate with its target audience, the organisation can enhance brand visibility, build customer trust, and positively influence patronage decisions ultimately improving overall organisational performance.

ii. Aso Savings and Loans Plc should continue investing in the training and development of its sales and customer-facing staff to enhance their product knowledge, responsiveness, and interpersonal skills. By prioritising personalised customer engagement and prompt resolution of customer concerns, the organisation can strengthen customer relationships, improve retention, and significantly boost organisational performance.

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Research Questionnaire

Key: SA= Strongly Agree, A= Agree, U= Undecided, D= Disagree, SD= Strongly Disagree

S/N	Statement	SA 5	A 4	U 3	D 2	SD 1
	Advertising					
ADV1	Aso Savings and Loans Plc regularly advertises its products and services through television, radio, and print media.					
ADV2	The advertisements by Aso Savings and Loans Plc create awareness about the institution's products and services.					
ADV3	The advertising content of Aso Savings and Loans Plc builds my trust and confidence in the institution.					
ADV4	I find the advertisements of Aso Savings and Loans Plc appealing and memorable.					
ADV5	The advertising campaigns of Aso Savings and Loans Plc influence my decision to patronise the institution.					
	Personal Selling					
PES1	The staff of Aso Savings and Loans Plc engage with customers directly to explain the institution's products and services.					
PES2	The sales representatives of Aso Savings and Loans Plc are knowledgeable about the products and services they offer.					
PES3	I receive personalised attention from the staff of Aso Savings and Loans Plc when making enquiries.					
PES4	Face-to-face interactions with the staff of Aso Savings and Loans Plc have positively influenced my relationship with the institution.					
PES5	The sales staff of Aso Savings and Loans Plc are responsive in addressing my concerns and needs.					
	Organisational Performance					
ORGP1	The organisation consistently meets its performance targets and strategic goals.					
ORGP2	There is noticeable improvement in customer satisfaction over the past year.					
ORGP3	Our services are delivered efficiently and on time.					
ORGP4	Aso Savings and Loans Plc is competitive within the financial industry in Abuja.					
ORGP5	Employee productivity has contributed significantly to overall organisational success.					