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Business Strategy and Performance of Selected Consumer Goods Firms in Enugu State

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Abstract

Research Objectives: The study examined the impact of business strategy on organizational productivity of selected consumer goods companies in Enugu State. Business strategy is a combination of all decisions and actions taken by an organization to achieve set objectives and gain competitive advantage.

Methodology: This research employs the descriptive survey research design with the use of questionnaires. This entails the use of frequency distribution and percentages to determine the various objectives of the study and to answer the research questions posed by the study. Also, the hypotheses of the study were analyzed using the Ordinary Least Squares (OLS) regression analysis. All these analyses were performed using Statistical Package for Social Sciences (SPSS 22.0) and statistical significance will be accepted at 5% level of significance.

Findings: Corporate strategy has significant influence on productivity of selected organizations in Enugu State ($\beta = 0.161$; $p<0.05$). Organizational strategy has significant influence on effectiveness of selected organizations in Enugu State ($\beta = 0.297$; $p<0.05$). Motivational strategy has significant influence on engagement of selected organizations in Enugu State ($\beta = 0.181$; $p<0.05$). Managerial strategy has significant influence on efficiency of selected organizations in Enugu State ($\beta = 0.145$; $p<0.05$).

Conclusion: Business strategy has significant impact on organizational performance of consumer goods companies in Enugu State with respect to efficiency, effectiveness, engagement and productivity.

Recommendations: For every organization to succeed whether big or small, it must have a valid and strong plan which will serve as a form of compass for the business. When formulating strategies, management of organizations are advised to take necessary steps accordingly and very religiously. Management of organizations, especially small and medium-sized ones should take all the necessary steps to embark on strategy formulation and implementation because the quality and strength of firms' competitive advantage relates to how effective the internal resources of the firms are utilized. Organizations should continuously analyze their strengths, weaknesses, opportunities and threats for an enduring adaptation to the dynamic environment characterized by political instability, government interference, corruption, and sharp practices.

Key words: *Business, Strategy, Firms, Performance, Goods.*

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1.0 Introduction

The concept of organizational performance is increasingly gaining momentum in a business organization context in that it explains the level and quality of organizations in terms of product and service delivery in an organization (Aremu & Lawal, 2012). Organizational performance is a strategic approach to the management of business administration as a quest for efficiency and effectiveness of organizations in terms of the production of goods and services, all over the world especially in developed countries like France, Italy, Belgium, Canada and in the United Kingdom, the strategic plan to every business in those country is a measure of organization performance because business strategies as conceptualized is an approach that has become a statutory measure to delivering quality services in a dynamic and diverse environment One reason for this is that research relating to both large, medium, small and micro sized firms constantly emphasized a positive relationship between business strategies and organizational performance, because it is often detailed that best business strategies produce outstanding organizational performance (Aremu & Lawal, 2012).

In Africa, it has become an evolving phenomenon, as each nation develops its own pattern of business strategy and model and pattern. Performance management in the public service has become almost ubiquitous over the past three decades and has been a central concern of elected officials, public administrators and citizens for decades. Managing performance has been one of the key drivers in the reform of the public sector in recent years and one of the central planks of the reinventing government movement. No wonder, McCourt and Minogue argued that the past two decades have seen a process of almost continuous reform in managing public services through importation of market-type managerial practices into the public sector. The reforms have all aimed at improving the quality of performance in public services, creating new forms of relationship between public and private sector organizations, and new types of regulation and accountability.

Conversely, these public management reforms have, in a variety of ways, been transferred to the state systems of developing and transitional economies. Thus, there has been a significant increase in the use of performance management systems in the public sector. The overall aim of performance management is to establish a high-performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and for their own skills and contributions within a framework provided by effective leadership. So, the objective of performance management is to develop the capacity of organizations so that the performance of every individual can be improved. In fact, the purpose of the outcome performance system is not limited to measuring outcomes and outputs. Business is understood as the organized efforts of enterprises to supply consumers with goods and services for a profit (Zayol, Agaregh & Eneji, 2017). Businesses vary in size, as measured by the number of organizations or by volume of sales but all businesses share the same purpose which is to earn profits (Owolabi & Makinde, 2012). Strategies in business are to aid excellent performance in business organizations. This is of great importance to all kinds of establishments in the world and in all business environments. One reason for this is that research relating to both large, medium, small and micro sized firms constantly emphasized a positive relationship between business strategies and organizational performance, because it is often detailed that best business strategies produce outstanding organizational performance (Aremu & Lawal, 2012).

Strategy is a subject that has exercised the minds of political, military and business leaders for centuries (Kapellas & Siougle, 2017). As business organizations continue to find proper avenues of achieving competitive edge, they also endeavour to achieve competence in every valuable area of their businesses to boost business operations which mostly improve business performance (Adebiyi, 2017).

Long et al. (2012) defined Strategy as large-scale action plans for interacting with the environment in order to achieve long-term goals. Pushpakumari & Wijewickrama (2008) posit that Strategy is a pattern of actions and resource allocations designed to achieve the goals of the organization. Long et al. (2012) views Strategy as the determination of long-term goals and objectives, the adoption of courses of action and associated allocation of resources required to achieve goals. Strategy is the direction and scope of a firm over the long-term which gains the advantage in changing the environment through its configuration of resources and competences with the aim of fulfilling stakeholder's expectations. Armstrong & Barron (2002) refers to Strategy as a set of decision-making behavior in an organization for the purpose of achieving a predetermined objective. Thompson et al. (2004) see Strategy as a game plan which management of an organization adopts to stake out market position, attract competent organizations and please customers, compete successfully, conduct operations and achieve organizational goals. Strategy can therefore be viewed as a means by which a particular goal of an individual or organization is attained. Business strategy has become an important tool globally for any organization to remain in a competitive market environment and be stronger. In addition, Pushpakumari and Wijewickrama (2008) reported the same outcomes that link organizational strategies, management operations and organizational performance.

Business strategy starts with market research, in which needs and attitudes and competitors' products are assessed and continues through into advertising, promotion, distribution and where applicable, customer servicing, packaging, sales and distribution. The acceptance of such practices based on the application of quality control ideology and instruments by management will result in a progressive enhancement in business performance (Prajogo & Sohal, 2003). The fact that the world around us is constantly changing requires that change must be studied by every business organization and the various ways in which it presents itself to successfully handle and be able to move ahead of it (Crittenden & Crittenden, 2008). The levity of handling business operations in the past will no longer be applicable to the future. The events of globalisation and the development of new areas of economic and consumer activities will lead organizations to seize different opportunities globally and still be able to meet local requirements. Dezember et al. (2005), believed that management must create a future where strategic management is seen by an organization as a going concern and for constant progress in the activities of the organization and its significance in the marketplace. This leads to product innovation, service innovation, new processes, and new business opportunities (Ajagbe, et al, 2012a).

Statement of the Problem

Without effective implementation, no business strategy can succeed (Jones & George, 2011). According to Peter Mills (2018) many organizations overly rely on structural change to execute strategy. While changing structure has its place, it is only part of the requirement for successful strategy implementation. In the past decade, the issue of organizations performance has attracted the attention of scholars in behavior of organization and have ignited a lot of discussions and arguments. Organizational performance has an objective to achieve and this is only realizable through the coordinated efforts of organizations. Cole & Kelly (2011) most managers know more about developing strategy than they know about executing it because making strategy work, executing or implementing throughout the organization is even more difficult than the other stages of managing a strategy. The structure of an organization which is the framework within which the goals of business strategy are carried out is very fundamental to the realization of better organization performance.

Many researchers have studied the success factors and failure factors of consumer goods firms to gain competitiveness. Some researchers suggest that the key determinant of firms to gain competitiveness is the ability of a firm to develop unique products, and their flexibility in adopting new strategies (Williams & Hare, 2012). Due to increased competition and accelerated product development cycles, business strategy and the management of technology is becoming crucial to the success of an organization. Research found the most important driver of corporate value for both durable and nondurable companies to be business.

Management of an organization has an obligation to not only encourage new product development, but also to develop a system to ensure that technology is being used most effectively with the consumer in mind. Most products are seen as old as they were without some forms of development for consumers' attraction. Apart from the above, evidence holds that research on business and organizations performance in Nigeria has not received much attention. This is a motivation for this study, to look into the importance of business to organizations in Nigeria. However, this study seeks to examine the effect of business strategy on organizations' performance consumer goods firms in Enugu State, Nigeria.

Objectives of the Study

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The general objective of this study is to examine the effect of business strategy and organizational performance of consumer goods firms in Enugu State, Nigeria. The specific objectives are;

1. examine the effect of corporate strategy on organizational productivity of consumer goods firms in Enugu State, Nigeria.
2. establish the impact of organizational strategy on organizational effectiveness of consumer goods firms in Enugu State, Nigeria.
3. determine the extent to which motivational strategy affects organizational engagement of consumer goods firms in Enugu State, Nigeria.
4. examine the effect of managerial strategy on organizational efficiency of consumer goods firms in Enugu State, Nigeria.

Hypothesis of the study

H_{01}: corporate strategy has no significant influence on organizational productivity in consumer goods firms in Enugu State, Nigeria.

H_{02}: Organizational strategy has no significant influence on organizational effectiveness in consumer goods firms in Enugu State, Nigeria.

H_{03}: Motivational strategy has no significant influence on organizational engagement in consumer goods firms in Enugu State, Nigeria.

H_{04}: Managerial strategy has no significant influence on organizational efficiency in consumer goods firms in Enugu State, Nigeria.

Operationalisation of Variables

Y = Organizational Performance

X = Business strategy

$Y = f(X)$

$Y = (y_1, y_2, y_3, y_4)$

$X = (x_1, x_2, x_3, x_4)$

$y_1 = f(x_1)$

$y_2 = f(x_2)$

$y_3 = f(x_3)$

$y_4 = f(x_4)$

Equation to be investigated by the study

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$y_1 = \alpha + \beta_1 x_1 + \mu_i$ -------------(i)

$y_2 = \alpha + \beta_1 x_3 + \mu_i$ ------------(ii)

$y_3 = \alpha + \beta_1 x_3 + \mu_i$ -----------(iii)

$y_4 = \alpha + \beta_1 x_4 + \mu_i$ -----------(iv)

Where; α is the constant of the equation, β is the coefficient of X the independent variable and μ is the error or stochastic term in the equation.

y_1 = Organisational Productivity (OP), y_2 = Organisational Effectiveness (OE), y_3 = Organisational Engagement (OE), y_4 = Organizational Efficiency (OE).

x_1 = Corporate Strategy (CS), x_2 = Organizational Strategy (OS), x_3 = Motivational Strategy (MS), x_4 = Managerial Strategy (MS).

Scope of the Study

This study focuses on business strategy and organizational performance of consumer goods firms in Enugu State, Nigeria using consuming goods companies which are Aqua Rapha Investment, Enugu, Dalex Paints (Dalex Chemical Industries) Nig. Ltd and Juhel Nigeria Limited, Enugu.

2.0 Literature Review

Conceptual Review

Corporate Strategy

Corporate strategy is defined as a companywide plan to choose and develop particular markets in which to compete while improving the various divisions or units of the business. (Vicki A. Benge 2017). Corporate strategy is the direction an organization takes with the objective of achieving business success in the long term. It is also important that the strategy of the organization be considered to yield favorable organizational performance. Presently, there is an increasing insistence on the need for organizations to be well structured to be the organization's goal (Aduda, Chogii & Magutu, 2017).

Organizational strategy

An organizational strategy is the sum of the actions a company intends to take to achieve long-term goals. Strategic plans take at least a year to complete, requiring involvement from all company levels. Top management creates the larger organizational strategy, while middle and lower management adopt goals and plans to fulfill the overall strategy step by step. (*S*ophie Johnson, 2019). For any business to survive, it must grow. This could mean gaining more customers, increasing sales of existing products, adding new products, broadening your geographical market or buying out a competitor (Jim Woodruff 2018).

Motivational Strategy

Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction.

Managerial Strategy

Managerial strategies are techniques that are used to direct and control an organization to achieve a set of goals. They include strategies for leadership, administration and business execution. (John-Spacey 2015). Management strategies exist because, in the long-run, organizations can only achieve top performance if they have a clear strategy in place and the strategy is anchored throughout the company. Otherwise, the ship would be driving forward with no clear direction, potentially toward the iceberg. (Jayne-Thompson 2019)

Organizational Performance

A good performance by employees is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment. Employee's performance is related to organization who did their tasks and goals up to the standard as in the exact way the organization and they are appraised on the basis of their performance against defined performance standards (Stoner, 2001). Darden & Tessin (2008), employee performance is a rating system used in many organizations to evaluate the capabilities and efficiency of an organization. Kalyini (2016) identifies that highly trained organizations are a greater source of attaining high performance and productivity and also make the organization to gain competitive advantage. Ojo (2016), for every organization employee performance is important, meanwhile organization success is dependent on employee creativity, loyalty and training.

Organization Productivity

Organizational productivity is concerned with the overall production in an organization in terms of stock turnover, customers, profitability and market share. Fwaya (2006) views productivity as a formula for the assessment of the functioning of an organization under certain parameters such as employee morale and effectiveness. Nzuve & Nyaega (2012) opined that productivity management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance. Awino (2011) 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.

Organization Effectiveness

Organizational effectiveness aptly defined is the extent to which an employee achieves its predetermined objectives given the amount of resources and means without placing undue strain

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on its members. Since an organization cannot function without the human element, it becomes very expedient for the organization to give more attention to its employees and ensure they are given the right environment to operate. If the workforce is ineffective it will have an overall effect on the production capacity of the organization (Armstrong, 2010). Several factors contribute to an organization's efficiency level, and the most important among them is management. Those in management must be well trained to deal with diversity in the workforce. They also must be ready to coordinate their efforts for better efficiency. (Julie Davoren, 2018**).**

Organizational Engagement

Chandhok &Bhavet, (2014) perceived engagement as a passion and commitment of the willingness to devote oneself and expand one's discretionary effort to contribute towards achieving the goals and objectives of the organization as a whole. Thus, employee engagement is the extent to which an organization thinks, feels and acts in ways that represent high levels of commitment to their organization.

Herzberg Hygiene Theory

Ejiogu (1990) reported that the motivational-hygiene hypothesis of Herzberg came to be due to a study carried out on the causes of job satisfaction and dissatisfaction of some engineers and accountants in the United States of America. The researcher found that there is a qualitative difference between those factors which are related to a person's job satisfaction and those associated with job dissatisfaction. However, Peretomode (1991) affirmed certain variables known as dissatisfiers negatively impact on staff's efficiency, productivity and performance. In other words, the satisfiers are those variables that impact motivation and job satisfaction, they are: workers achievement, promotion, responsibility, the work itself, possibility of personal growth while factors such as workers salary, status, job security, working condition, company policy and administration, supervision, interpersonal relationships with superiors, subordinates and peers; if these are negatively applied can cause dissatisfaction among the personnel and negatively impact productivity.

3.0 Methodology

Research Design

This research study employs descriptive survey research design with the use of questionnaires to elicit responses on the effect of business strategy on organisational performance of consumer goods firms in Enugu State because of its strengths.

Population of the Study

Aqua Rapha Investment Nigeria	Organizational	291
Dalex Paints (Dalex Chemical Industries) Nig. Ltd.	Organizational	198

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Juhel Nigeria Limited	Organizational	247
Total		**736**

Source: Human Resources of various firms, 2025

Sample and Sampling Technique

The study adopted the Taro-Yamane formula to determine the sample size which is appropriate for the study population. The formula is applied at 95% confidence level and 5% error of margin. The Taro-Yamane formula is mathematically expressed as:

$$n = \frac{N}{(1+Ne)^2}$$

$$n = \frac{736}{1+736\,(0.05^2)}$$

$$n = \frac{736}{1+1.84}$$

$$n = \frac{736}{2.84}$$

$$n = 259$$

Method of Data Collection

The procedure and instrument for data collection was through questionnaires administered randomly. To ensure reliability of the instrument, the questionnaire was pre-tested at Nigeria Brewery Plc and B.O. MBA Industrial Food Chemicals in Enugu State, using consistency reliability and Cronbach's alpha as an index of reliability were also used.

Method of Data Analysis

The study employed descriptive statistical techniques using Ordinary Least Squares (OLS) regression analysis, using Statistical Package for Social Sciences (SPSS 22.0) and statistical significance was accepted at 5% level of significance.

A-Priori Expectation

Models	**A priori expectations IF:**

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$Y= \alpha_0+\beta_{1X1} + \mu$.....................1 $P<0.05$; H_{01} will be rejected.

$Y= \alpha_0+\beta_{2X2} + \mu$.....................2 $P<0.05$; H_{02} will be rejected

$Y= \alpha_0+\beta_{3X3} + \mu$.....................3 $P<0.05$; H_{03} will be rejected

Table 1: Summary Statistics of Respondents' Opinions on Corporate Strategy

	Item	N	Mean	Standard Deviation	Remark
1.	Cost management	245	4.60	1.02	Agree
2.	Product differentiation	245	4.80	0.40	Agree
3.	Waste reduction	245	5.04	0.35	Agree
4.	Brand differentiation	245	5.20	0.98	Agree
	Cluster		**4.91**	**0.69**	**Agree**

Source: SPSS output, 2025

Table 1 showed the summary statistics of respondents' opinions on corporate strategy, which encompasses a firm's corporate actions with the aim to achieve company objectives while gaining competitive advantage. All the respondents generally agreed that their organizations have cost management strategy; product different strategy; waste reduction strategy and brand differentiation strategy as the mean of each item was above the benchmark mean of 4.00. The cluster mean and standard deviation stood respectively at 4.91 and 0.69, indicating that respondents cohesively agreed that their respective organizations have corporate strategies.

Table 2: Summary Statistics of Respondents' Opinions on Organizational Strategy

	Item	N	Mean	Standard Deviation	Remark
1.	Improvement of sales	245	5.20	0.98	Agree
2.	Product and service delivery	245	5.40	0.49	Agree
3.	Research and Development	245	4.40	0.80	Agree
4.	Marketing steps	245	4.60	0.80	Agree
	Cluster		**4.90**	**0.77**	**Agree**

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Source: SPSS output, 2025

Table 2 presented the summary statistics of respondents' thoughts on organizational strategy, which is the sum of the actions a company intends to take to achieve long-term goals. The respondents generally agreed that their organization had a strategy pertaining to sales growth, product & service delivery, marketing and research & development as the mean of each item was above the benchmark mean of 4.00. The cluster mean and standard deviation stood respectively at 4.90 and 0.77, indicating that respondents cohesively agreed that their respective organizations have organizational strategies.

Table 3: Summary Statistics of Respondents' Opinions on Motivational Strategy

	Item	N	Mean	Standard Deviation	Remark
1.	Wages and salary	245	5.19	0.88	Agree
2.	Fringe benefit	245	5.26	0.69	Agree
3.	Reward system	245	5.47	0.70	Agree
4.	Incentive packages, bonuses and commissions.	245	5.65	0.56	Agree
	Cluster		**5.39**	**0.71**	**Agree**

Source: SPSS output, 2025

Table 3 contained the summary statistics of respondents' opinions on motivational strategy, which refers to tactics, techniques, or approaches to remunerate and encourage employees in an organization. The respondents generally agreed that their organization has a motivational strategy with respect to wage & salary, fringe benefit, reward system and incentive packages as the mean of each item was above the benchmark mean of 4.00. The cluster mean and standard deviation stood respectively at 5.39 and 0.71, indicating that respondents coherently agreed that their respective organizations have motivational strategies.

Table 4: Summary Statistics of Respondents' Opinions on Managerial Strategy

	Item	N	Mean	Standard Deviation	Remark
1.	Product and service delivery	245	5.34	0.59	Agree

2.	Quality of management	245	5.61	0.63	Agree
3.	Financial system and attributes	245	4.82	0.74	Agree
4.	Market competitiveness	245	5.10	0.96	Agree
	Cluster		**5.22**	**0.73**	**Agree**

Source: SPSS output, 2025

Table 4 contained the summary statistics of respondents' thoughts on managerial strategy, which refers to the overall estimation an organization is held by its internal and external stakeholders based on its past actions and probability of its future behavior. The respondents generally agreed their organization had a strategy pertaining to product and service delivery, management quality, financial system & attributes and market competitiveness as the mean of each item was above the benchmark mean of 4.00. The cluster mean and standard deviation stood at 5.22 and 0.73 respectively. This connotes that respondents were cohesive in their opinions that their respective organization have managerial strategies

Table 5: Summary Statistics of Respondents' Opinions on Organizational Productivity

	Item	N	Mean	Standard Deviation	Remark
1.	Level of revenue generated	245	4.58	1.02	Agree
2.	Level of goods produced	245	4.79	0.41	Agree
3.	Level of employees works	245	5.00	0.00	Agree
4.	Consumer/customer patronage	245	5.21	0.98	Agree
	Cluster		**4.90**	**0.60**	**Agree**

Source: SPSS output, 2025

Table 5 showed the summary statistics on organizational productivity, which is an evaluation of output of an organization in a specific period of time. The respondents generally agreed that their organization performed well with regards to revenue, output, employee productivity and customer patronage as the mean of each item exceeded the benchmark mean of 4.00. The cluster mean stood at 4.90 and the standard deviation at 0.60, which indicates that respondents unitedly agreed that their respective organization performed well with regards to productivity

Table 6: Summary Statistics of Respondents' Opinions on Organizational Effectiveness

	Item	N	Mean	Standard Deviation	Remark
1.	Nature of advertisement	245	5.21	0.98	Agree
2.	Demands of consumers	245	5.42	0.49	Agree
3.	Product expectation	245	4.38	0.81	Agree
4.	Mechanism of price	245	4.58	0.79	Agree
	Cluster		**4.89**	**0.77**	**Agree**

Source: SPSS output, 2025

Table 6 presented the summary statistics on organizational effectiveness, which is a strategic approach to the management of business administration as a quest for efficiency of organizations in terms of production of goods and services. The respondents generally agreed that their organization performed remarkably well with regards to advertisement, consumer demand, price mechanism and product expectation. The cluster mean stood at 4.89 and the standard deviation at 0.77, which indicates that the respondents harmoniously agreed that their respective organization performed well with regards to effectiveness.

Table 7: Summary Statistics of Respondents' Opinions on Organizational Engagement

	Item	N	Mean	Standard Deviation	Remark
1.	Production of goods	245	5.81	0.39	Agree
2.	Satisfaction of customers	245	5.00	1.11	Agree
3.	Contribution to national growth	245	5.40	0.81	Agree
4.	Job Satisfaction	245	5.02	0.63	Agree
	Cluster		**5.31**	**0.74**	**Agree**

Source: SPSS output, 2025

Table 8 presented the summary statistics on organizational engagement, which refers to the involvement of an organization in terms of product and service delivery in a specific period of time. The respondents generally agreed that their organization demonstrated satisfactory performance with regards to production, customer satisfaction, job satisfaction and contribution to economic growth. The cluster mean stood at 5.31 and the standard deviation at 0.74, which indicates that respondents harmoniously agreed that their respective organization performed well with regards to engagement.

Table 8: Summary Statistics of Respondents' Opinions on Organizational Efficiency

	Item	N	Mean	Standard Deviation	Remark
1.	Employees of involvement	245	5.40	0.49	Agree
2.	Rate of product delivery	245	5.60	0.49	Agree
3.	Consistency of production	245	4.79	0.74	Agree
4.	Payment of salary	245	5.04	1.04	Agree
	Cluster		**5.21**	**0.69**	**Agree**

Source: SPSS output, 2025

Table 9 presented the summary statistics on organizational efficiency, which is a level for checkmating the events on the part of the organizations towards product delivery. The respondents generally agreed that their organization performed well with regards to employee involvement, product delivery, production consistency and salary payment. The cluster mean stood at 5.21 and the standard deviation at 0.69, which indicates that the respondents harmoniously agreed that their respective organization performed well with regards to efficiency.

4.0 Test of Hypothesis

Hypothesis One

H_0: Corporate strategy has no significant influence on organizational productivity in consumer goods firms in Enugu State, Nigeria.

H_1: Corporate strategy has significant influence on organizational productivity in consumer goods firms in Enugu State, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.183[a]	.033	.024	.52026

a. Predictors: (Constant), Corporate Strategy

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.046	1	3.046	8.414	.001[b]
Residual	87.969	243	.362		
Total	91.015	244			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Corporate Strategy

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.808	.222		17.134	.000
Corporate Strategy	.161	.048	.183	3.355	.001

a. Dependent Variable: Organizational Productivity

The estimated coefficient of corporate strategy is 0.161, implying that corporate strategy has a positive influence on organizational productivity. The coefficient of determination, which is 0.183, indicates that 18% of the total variation in organizational productivity is explained by corporate strategy. The probability value of corporate strategy is 0.001, is less than the critical value of 0.05, implying that corporate strategy has significant influence on organizational productivity. To this effect, the alternative hypothesis is accepted that corporate strategy has a positive impact on organizational productivity in selected consumer goods companies in Enugu State.

Hypothesis Two

H_0: Organizational strategy has no significant influence on organizational effectiveness in consumer goods firms in Enugu State, Nigeria.

H_1: Organizational strategy has significant influence on organizational effectiveness in consumer goods firms in Enugu State, Nigeria.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.383[a]	.147	.082	.57434

a. Predictors: (Constant), Organizational Strategy

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	18.468	1	18.468	41.860	.000[b]
	Residual	107.207	243	.441		
	Total	125.676	244			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Organizational Strategy

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.371	.169		19.967	.000
	Organizational Strategy	.297	.040	.383	7.482	.000

a. Dependent Variable: Organizational Effectiveness

The estimated coefficient of organizational strategy is 0.297, implying that organizational strategy has a positive influence on organizational effectiveness. The coefficient of determination, which is 0.383, indicates that 38% of the total variation in organizational strategy is explained by organizational effectiveness. The probability value of corporate strategy is 0.000, is less than the critical value of 0.05, implying that organizational strategy has significant influence on organizational effectiveness. To this effect, the alternative hypothesis is accepted

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that organizational strategy has a positive impact on organizational effectiveness in selected consumer goods companies in Enugu State.

Hypothesis Three

H_0: Motivational strategy has no significant influence on organizational engagement in consumer goods firms in Enugu State, Nigeria.

H_1: Motivational strategy has significant influence on organizational engagement in consumer goods firms in Enugu State, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.192[a]	.045	.021	.55069

a. Predictors: (Constant), Motivational Strategy

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.753	1	3.753	9.253	.000[b]
Residual	98.559	243	.406		
Total	102.312	244			

a. Dependent Variable: Organizational Engagement

b. Predictors: (Constant), Motivational Strategy

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.730	.223		21.253	.000
Motivational Strategy	.181	.051	.192	3.518	.000

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a. Dependent Variable: Organizational Engagement

The estimated coefficient of motivational strategy is 0.181, implying that motivational strategy has a positive influence on organizational engagement. The coefficient of determination, which is 0.192, indicates that 19% of the total variation in motivational strategy is explained by organizational engagement. The probability value of motivational strategy is 0.000, is less than the critical value of 0.05, implying that motivational strategy has significant influence on organizational engagement. To this effect, the alternative hypothesis is accepted that motivational strategy has a positive impact on organizational engagement in selected consumer goods companies in Enugu State.

Hypothesis Four

H_0: Managerial strategy has no significant influence on organizational efficiency in consumer goods firms in Enugu State, Nigeria.

H_1: Managerial strategy has significant influence on organizational efficiency in consumer goods firms in Enugu State, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.291[a]	.085	.079	2.887

a. Predictors: (Constant), Managerial Strategy

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.101	1	6.101	17.842	.000[b]
Residual	83.093	243	.342		
Total	1620.194	244			

a. Dependent Variable: Organizational Efficiency

b. Predictors: (Constant), Managerial Strategy

Coefficients

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Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	12.014	1.053		11.411	.000
Managerial Strategy	.145	.036	.291	4.056	.000

a. Dependent Variable: Organizational Efficiency

The estimated coefficient of managerial strategy is 0.145, implying that managerial strategy has a positive influence on organizational efficiency. The coefficient of determination, which is 0.291, indicates that 19% of the total variation in managerial strategy is explained by organizational efficiency. The probability value of motivational strategy is 0.000, is less than the critical value of 0.05, implying that managerial strategy has significant influence on organizational efficiency. To this effect, the alternative hypothesis is accepted that managerial strategy has a positive impact on organizational efficiency in selected consumer goods companies in Enugu State.

Discussion of Findings

The findings upheld that of previous studies in empirical literature. For instance, the study corroborated Umar (2005)'s results from Nestle and Lever Brothers Plc that strategic management is instrumental to success, growth and survival of an organization particularly where merger determined the relationship between level of competition and formal strategic management. The findings align with the position of Dauda, et. al, (2010) that business strategy contributes to organizational performance of small and medium businesses based in Lagos with respect to profitability and market share. Drawing empirical evidence from selected manufacturing companies, Muogbo (2013) found that adoption of strategic management promotes competitiveness and organizational productivity. Evidence from studies conducted in Diaspora aligned with the findings of the study. For instance, the Gichunge (2007) found that businesses in Kenya with formal strategic management performed better than counterparts without formal strategic management. In addition, Askarany & Yazdifar (2012) discovered that strategic management tools aided organizational performance of manufacturing and non-manufacturing in New Zealand.

Implications of Findings

A business strategy contains several key principles that outlines how a company will go about attaining its set goals. For example, it explains how a business can deal with competitors, look at the needs and expectations of customers, and examines the long-term growth and sustainability of their organization. The reason having a strategy is important is because it gives business time to get a sense of how they are performing, what their capabilities are and if these capabilities are

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able to help them grow. The findings of the study have implications for management practices, industry and academic society. On management practices, the study provided evidence that business strategy is critical to organizational performance of consumer goods companies in Enugu State, and suggest that top management saddled with the responsibility of mapping out corporate strategies should design such strategies clearly and articulately to give vision and direction to an organization, without which set objectives cannot be achieved. In industry, the study discovered that organizations need a blend of internally and externally driven to be able to leverage its strengths and opportunities and mitigate risks and weaknesses. For the academic community, the study serves as a reference for future research undertakings on the subject matter at undergraduate and postgraduate level.

5.0 Summary of Findings

1. Corporate strategy has significant influence on productivity of selected organizations in Enugu State ($\beta = 0.161; p<0.05$).
2. Organizational strategy has significant influence on effectiveness of selected organizations in Enugu State ($\beta = 0.297; p<0.05$).
3. Motivational strategy has significant influence on engagement of selected organizations in Enugu State ($\beta = 0.181; p<0.05$).
4. Managerial strategy has significant influence on efficiency of selected organizations in Enugu State ($\beta = 0.145; p<0.05$).

Conclusion

Based on the findings, the study maintains that business strategy has significant impact on organizational performance of consumer goods companies in Enugu State with respect to efficiency, effectiveness, engagement and productivity. Nonetheless, business strategy has been identified as a veritable tool for improving competitiveness, performance levels and structural development of consumer goods companies in Nigeria.

Recommendations

The study put forward some recommendations that could help improve performance through adopting appropriate structures.

1. For every organization to succeed whether big or small, it must have a valid and strong plan which will serve as a form of compass for the business. Therefore, management should ensure they have a reason for a business (mission), what they hope to achieve within a period (vision), their goals and objectives and how they plan to achieve all these. However, strategies must be developed based on the current situation and condition.

2. When formulating strategies, management of organizations are advised to take necessary steps accordingly and very religiously. This is because the growth of any firm is secured with properly crafted and implemented strategies, especially the ones that greatly differ from that of competitors.
3. Management of organizations, especially small and medium-sized ones, should take all the necessary steps to embark on strategy formulation and implementation because the quality and strength of firms' competitive advantage relates to how effective the internal resources of the firms are utilized.
4. Organizations should continuously analyze their strengths, weaknesses, opportunities and threats for an enduring adaptation to the dynamic environment characterized by political instability, government interference, corruption, and sharp practices.

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