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MODERATING EFFECT OF STRATEGIC FACTOR ON ORGANIZATIONAL PERFORMANCE

Kowo Solomon Akpoviroro*
Department of Business Administration
Global Humanistic University,
Curacao, South America
ORCID 0000-0002-0504-2248

Sabitu Olalekan Owotutu
Department of Business Administration
Ogun State Institute of Technology Igbesa,
Nigeria
ORCID 0000-0001-9928-9534

Popoola Mufutau Akanmu
Department of Business Administration
Federal Polytechnic Ayede Oyo State Nigeria
ORCID 0000-0002-4529-0721

**Corresponding author email: kowosolomon@gmail.com*

Abstract. Strategic factor plays an important role in determining firm's performance even though it's not clear whether firm size affect organizational performance. Therefore; an investigation is required to assess the effect firm size, location and structure will have on firm's performance. For the purpose of this study primary data was used. The ex-post facto method was employed. The population consists of the members of staff of Guinness International PLC Plant, Lagos Nigeria. Yamane formula was adopted to determine the sample size. The data was analyzed using manual and electronic based methods through the data preparation grid and statistical package for the social sciences, (SPSS). Linear regression analysis method which also makes use of ANOVA was employed to test the hypothesis. The findings of this study have shown a positive relationship between Firm Size and competitive advantage such that competitive advantage is affected by Firm Size. A finding from the study also shows that there is significant relationship between organizational structure and firm performance. It was concluded that Strategic factors cannot be overemphasized in determine the size, structure and performance of firm. This study has made us understand the effect of strategic factor on firm performance and also revealed immense benefit to both local and international firms as well as useful to students for further research. More so, there was a positive relationship between Location and Profitability such that Location does not affect Profitability in the organization. This study will make organizations to understand the effect of strategic factor on firm performance and it will also be of immense benefit to both local and international firms as well as useful to students for further research. It will help management and manager to identify the effect of strategic factors on firm performance. For academician, the study will give more insight into the relationship between strategic factors and firm performance.

Keywords. Strategic factor, Firm Size, Structure, Location, Organizational Performance.
JEL Classification: L10, L12, L21.

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INTRODUCTION

The world is becoming very competitive and firms are faced with environment which has increased complexity, globalization, and dynamism (Fererrero et al, 2014). Daft (2013) posit that it is generally confirmed that a value is achieved by improving firm performance persistently leads to dynamism in the organization field, for decades, researchers argue that performance is discovery and exportation at the same time. Hence strategic factors are those things that an organization or business unit needs to get right in order to succeed with firm key stakeholders that is, firm consumers, supplier's employees, owners and any organization, business unit or individual that you depend on for success (Abdullah et al, 2013). Strategic factor are also concerns with any issues which regards gaining competitive advantage in the market place, strategic factors are usually determined or identified by top management because they are differ from operational issues which are directed by middle level or first line mangers because they focus on the daily function of the business or firm at shop floor (Luttmer, 2010; Akinlo, 2010).

However, the concept of strategic factors is stretched to encompass several themes. In today's Nigeria, firms and industry operate under various conditions and constraints, which stand on their way to the achievement of organizational performance; these are, high cost and shortage of raw materials, shortage of funds, inability to recruit competent staff. Others include firm size, location, organizational structure, speed of growth, irregular power supply, and the gender of owner. Also, a section of the organized private sector contends that the various policies, incentives and strategies, so far put in place for the firm and industrial sector, have either not been implemented or have been inconsistent or are inappropriate, to stimulate growth and address the problems of firm performance. (Ojo et al, 2006; Okoye, 2013; Kowo, Sabitu & Adegbite, 2018). Daft (2013) showed that in order to achieve a desired level of organizational firm performance and improve it, we must reinforce different strategic capabilities. They stated that abilities and capacities must be created, integrated, and configured. This requires integration of some strategic factors and capabilities including individual dominance, transformational leadership, common ideals, reactiveness, and environment. According to Powell (2014) strategic factor lead to deal with rapidly changing environment, increase competitive advantages, and improve firm performance.

The stakeholders use these criteria to evaluate you. Strategic Factors provide not only a pathway to success but also a common currency that links the way in which strategic planning and performance measurement are undertaken. The key word is link, and Strategic Factors form that link. Strategic Factors across Sectors, Strategic Factors also provide the tools to be able to address the needs not just of private sector profit-seeking organizations, but also of nonprofit organizations from both the public and private sectors. Here again Strategic Factors act as integrators because all organizations have them at their core. Firms' idiosyncrasies intangible assets, offer superior explanatory value for performance differentials irrespective of sectors (Busienei, 2013; Fan & Scott, 2003; Machuki & Aosa, 2011). Strategic factors are critical to firm and organizational performance. However, this can only be possible in a situation whereby those selected strategic factors are well implemented. Strategic factors are often considered as a possibility for large enterprises especially multinational organizations than small businesses because of variations in size and ability to overcome challenges in the business environment. Well implemented strategic factors are an essential part of firm performance.

Statement of Problem

Ling, Zhao and Baron (2007) urged that organizational structure assessment has helped companies in the alignment between their strategy and performance. Freeman and Mcvea (2014) extended that organizational structure is a key element in establishing and managing the link between strategy analysis and firm performance. Link between strategy analysis and firm performance using organizational structure has actually led to strategic success or added firm's value. Even though it is not clear weather organizational structure affect firm performance indicated by increased profit, revenue and growth, this research will examine the problem). This research

seeks to answer the following questions (i) what extent does firm size affect firm performance? (ii) What influence does organizational structure have on firm performance?

LITERATURE REVIEW

Conceptual Review

Concept of Strategic Factors

Strategic factors are critical to firm and organizational performance. However, this can only be possible in a situation whereby those selected strategic factors are well implemented. Strategic factors are often considered as a possibility for large enterprises especially multinational organizations than small businesses because of variations in size and ability to overcome challenges in the business environment. Well implemented strategic factors are an essential part of firm performance. Strategic Factors are those things that your organization or business unit needs to get right in order to succeed with your key stakeholders, that is, your customers, suppliers, employees, owners and any other organization, business unit or individual that you depend on for success. The stakeholders use these criteria to evaluate you. Ojo et al, (2006) pointed out that strategic factor includes the size of a Firm, New Entrants, Technological and knowledge contribution, Location of the firm, Speed of growth, Investment sector, Equity Base, Working Capital, Tariff Policy and Organizational Structure (Ojo, 2006; Ongeti, 2014, Kowo, Akinbola & Akinriola, 2019)..

Firm Size and Firms Performance

It has always been the objectives of the firms to multiply in size in order to have an edge over their competitors (Esteban, Yancy & Christian, 2010; Akhtar et al, 2012; Mufudza et al, 2013). The positive relation between size and performance is theoretically explained by economies of scale. However, many firms while increasing in size are having poor performance on yearly basis (Hall, 2013; Kinnu, 2014; Ramadan, 2011; Nameda et al, 2014). Generally the firm's size, performance, and survival differ from firm to firm in the market economy (Luttmer, 2010). The firm size means that the ability of a firm possesses and the variety and number of production capability or the quantity and multiplicity of services a firm can be offered concomitantly to its customers. The firm's performance has vital role in running businesses and, measuring performance helps to identify firms' position in a given time. Firm can optimize its capability through understanding the determinant factors of its performance. In this way finding the relationship between Firm's size and profitability is valuable to the industry (Luthans et al, 2008; Yip et al, 2009; Combs, Crook & Shook, 2003; Dogan, 2013).

Organizational Structure and Firm Performance

The traditional view of organizational structure describe structure as the way an organization is configured into work groups relationship that link them seamlessly, together (Bhayani, 2010; Ilian & Yasuo, 2005). Organizational structure and processes should fit/match its environment in order to achieve to achieve its desired performance. There is empirical evidence that firms with good structural organization fit perform better than those without good fit (Powell, 2014; Accaoucaou, Merce & Castan, 2009). Many empirical studies have advanced the findings that higher degree of formalization leads to lower performance and that centralized decision making may only work better in stable public sector conditions (Donaldson, 2001; Kala & Guanghua, 2010). However there are various assumptions to these conceptualizations. First, enormity in size leads to formalization, bureaucracy and more mechanistic mode, and also that this style is suited to a stable environment (Burns & Stalker, 1961). Secondly, in a more dynamic environment, centralized and mechanistic structure may be unable to change and make timely and relevant decisions. It is imperative to note that even large organizations today need to be dynamic and centralized. Strategic decision making is almost impossible in an organization with hundreds or thousands of people in different cultures, time zones and business units. Therefore even in a relatively stable and standardized environment, it is essential to decentralize decision making for

quality in order to inspire customer loyalty and spur business success and hedge the firm against any contingencies (Porter, et al.1980; World Bank, 2014).

Theoretical Review

Contingency Theory

Contingency theory is based on the original works of (Burns and Stalker, 1961) and was later amplified by (Lawrence and Lorsch, 1967), who emphasized the need to examine the role of contingencies or situations on organizations and their behavior. The theory argues that organizations have to be integrated and differentiated to an extent of optimality, contingent upon the level of environmental uncertainty (Okeyo, 2013;Miller & Cardina, 1994; Al- Dubai et al, 2014). The contingency theory underscores the role of strategic alignment which enhances the fit between an organization strategic priorities and its environment, which in turn leads to support organizational performance (Morton & Hu, 2008; Okeyo, 2013). The underlying construct of strategic fit is fundamental as it leads to a higher level of organizational consensus associated with improved coordination and cooperation in the strategy and ultimately with organizational performance (Walter et al., 2013; Ling et al (2007). It is imperative to note that effectiveness in contingency theory has a wide range of meaning that includes, but is not limited to, efficiency, profitability worker satisfaction and ultimately culminating better firm. Hence, good structural co-alignment matched with prudent strategic choice and successful implementation usually leads to superior performance. In the current study, the use of contingency theory is an endeavor to explain how a strategy factor enhances better firm performance.

Empirical Review

Not too many studies have been conducted on the effect of strategic factors on firm performance both in Nigeria and other economy of the world. However, in most researches carried out, it has been established that strategic factors has had some significant effect on firm's performance. Some of their findings will be discussed below. (Ojo et al, 2006) Another study by Ongeti (2014) found that structure plays a crucial determinant role in the expansion of firms and industries. Based on the above argument, it is evidenced that structure factor plays important role in the entrepreneurship development. Thus, this study commences to examine the effect of structure as the moderator to the relationship between individual determinant, external factor and firm characteristics with firm performance. It is visualized that the structural factor strengthens the relationship between individual determinant, external factor and firm characteristics with firm performance.

Gap in Literature

Very few studies have been conducted on the effect of strategic factors on firm performance, most researches focus on the effect of selected strategy variables on firm yet it is still of great disappointment that these problems still continue to occur in everyday business function. This may be as a result of the fact that, something essential is not paid attention to. Several literature reviews reveal that various seminars and conferences has been held in order to stimulate and enhance strategic factors and their performance on firms, by performing some roles such as; the persuasion of top management to enforce some strategies that would stimulate performance in their organization, encouraging the use of strategic factors for firms benefit, and educating the top management on the benefit of adopting some useful strategic instrument for firms performance.

METHODOLOGY

The ex-post facto method which involved the use of secondary data from the internet, journals, articles, and so on was also used (Cooper & Schindler, 2001). For this research project, the quantitative research design was used. A cross-sectional design was adopt as well. The aim and objective of the study is to know the effect of firm size and structure on organizational performance. The population consists of the members of staff of Guiness PLC Plant, Lagos Nigeria. For this study, it is determined using Yarmane formula.

To this extent the sample size is determined by $\left[n = \frac{N}{1+N_e^2}\right]$

Where: n = the sample size
N = population
= the limit of tolerance

Therefore, $n = \frac{280}{1+280(0.05)^2}$

$= \frac{280}{1+280(0.0025)}$

$= \frac{280}{1+0.7}$

$= \frac{280}{1.7}$

= 165 respondents

A sample size of one hundred and sixty-five (165) employees out of the two hundred and eighty (280) employee population of Guiness PLC Plant, Lagos Nigeria. All members of the population had equal chances to be chosen as part of the sample because one hundred and sixty-five (165) questionnaires were administered randomly to the entire employee population. The instrument used for this research work is questionnaire and it valid because it is designed in such a way to deduce information in the variables of the research problem. The data was analyzed using manual and electronic based methods through the data preparation grid and statistical package for the social sciences, (SPSS). The utilization of structured grids allows specific responses to be located with relative ease and facilitate the identification of emerging patterns (Hair et al, 2006). In this research work, linear regression analysis method which also makes use of ANOVA was employed to test the hypothesis. Other methods of data analysis which was also used in this study include parametric and non-parametric measurement such as trend analysis.

RESULTS AND DISCUSSION

Table 1

Analysis of Response Rate

Questionnaire	Respondents	Percentage (%)
Returned	300	88.7
Not Returned	38	11.3
Total Distributed	338	100

Source: Author's Fieldwork Computation, 2024

Table 2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
FIRMSIZE	300	1.25	4.00	2.7108	.54128
LOCATION	300	1.50	5.00	2.8500	.62421
ORGANISATION STRUCTURE	300	1.50	4.50	2.8842	.63592
COMPETITIVE ADVANTAGE	300	1.50	4.25	2.8250	.60809
PROFITABILITY	300	1.00	4.25	2.8658	.57552
CORPORATE CULTURE	300	1.00	4.25	2.8658	.57552
Valid N (listwise)	300				

Source: Author's Fieldwork Computation, 2024

Data Analysis Based on Hypotheses

The hypotheses of the study are: (1) firm size, location, and organisation structure does not significantly affect competitive advantage; (2) There is no significant effect of firm size, location, and organisation structure on profitability; (3) There is no significant effect of firm size, location, and organisation structure. To test these hypotheses and achieve the objectives of the study, multiple regression analysis was used. Multiple regression is based on correlation but allows a more sophisticated exploration of the interrelationship among a set of variables. It makes a number of assumptions about the data which are

1. Normality: It is assumed that the dependent variable is normally distributed (i.e. Learning and Development Outcomes).
2. Multicollinearity: It is assumed that the independent variables (Operation Budget, Cashflow Budget, and Static Budget) are not highly correlated.
3. Homoscedasticity: It is assumed that the variation among observations is even.
4. Linearity: It is assumed that the relationship between dependent and independent variables is linear.

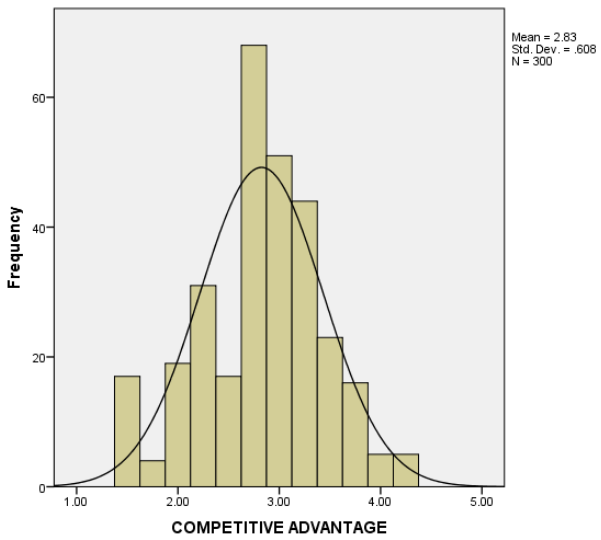


Fig 4.4.1.1: Histogram of Perceived Competitive Advantage Scores
Source: Author's Fieldwork Computation, 2024

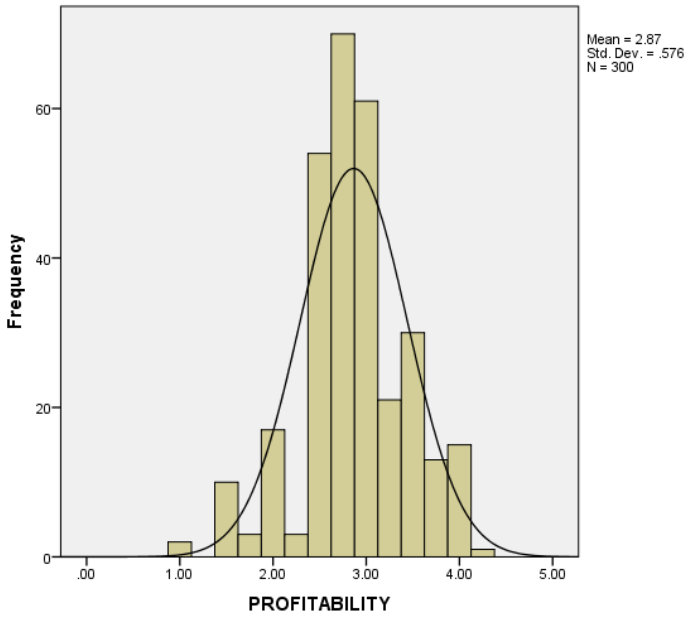


Fig 4.4.1.2 Histogram of Perceived Profitability Scores

Source: Author's Fieldwork Computation, 2019

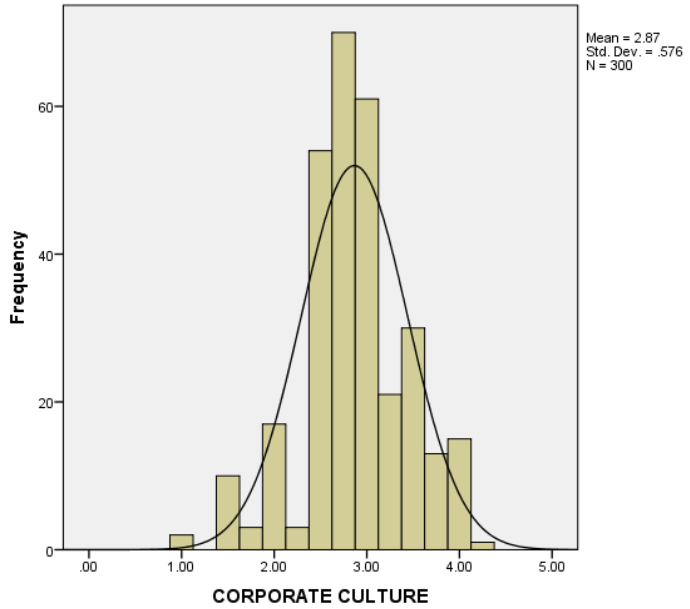


Fig 4.4.1.3 Histogram of Corporate Culture Scores

Source: Author's Fieldwork Computation, 2024

Test of Multicollinearity

Multicollinearity exists when the independent variables are highly correlated (that is r = .7 and above). Tabachnick et al (2001) suggested that you 'think carefully before including two variables with a bivariate correlation of, 0.7 or more in the same analysis'. There is need to consider omitting one of the variables. To check for multicollinearity, bivariate correlation was conducted in Table 4.4.2.1 below. In the table, the highest correlation was 0.470. It shows low multicollinearity problem among Training Budget variables (Firm Size, Location, and Organisation Structure). Therefore, all the variables are retained.

Table 3

Correlation among Training Budget Variables

Correlations				
		FIRM SIZE	LOCATION	ORGANISATION STRUCTURE
FIRMSIZE	Pearson Correlation	1	.642**	.504**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
LOCATION	Pearson Correlation	.642**	1	.702**
	Sig. (2-tailed)	.000		.000
	N	300	300	300
ORGANISATION STRUCTURE	Pearson Correlation	.504**	.702**	1
	Sig. (2-tailed)	.000	.000	
	N	300	300	300
****. Correlation is significant at the 0.01 level (2-tailed).***				

Source: Author's Fieldwork Computation, 2024

Test of Homoscedasticity and Linearity for Hypothesis 0ne

A scatter plot could be drawn to test for homoscedasticity and linearity of the relationship between dependent variables (i.e. Competitive Advantage, Profitability and Corporate Culture) and independent variables (i.e. Firm Size, Location and organization structure). Fig 4.4.3.1, 4.4.3.2 and 4.4.3.3 present the output of scatter plots. From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by Firm Size, Location and organisation Structure experience high levels of Learning and development outcomes which include Competitive Advantage, Profitability and Corporate Culture.

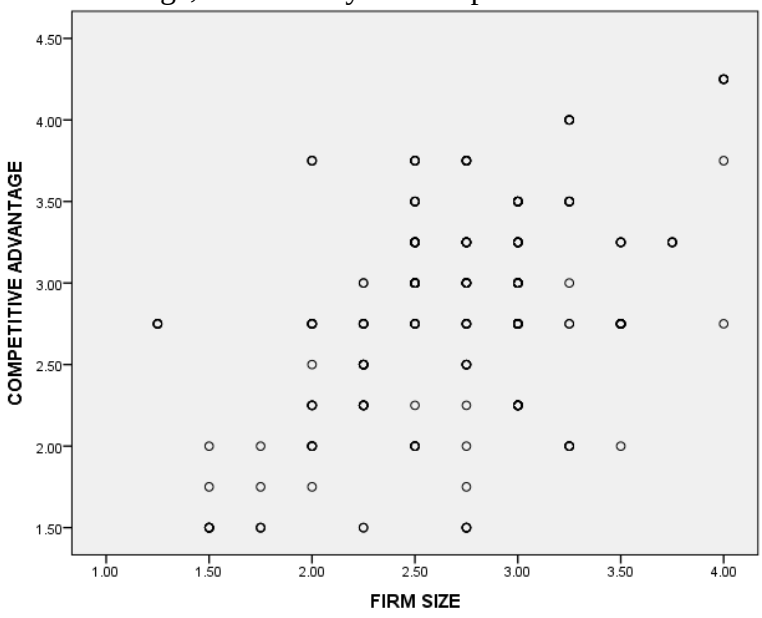


Fig 4.4.3.1: Scatter Plot of Perceived Firm Size and Competitive Advantage Scores
Source: Author's Fieldwork Computation, 2024

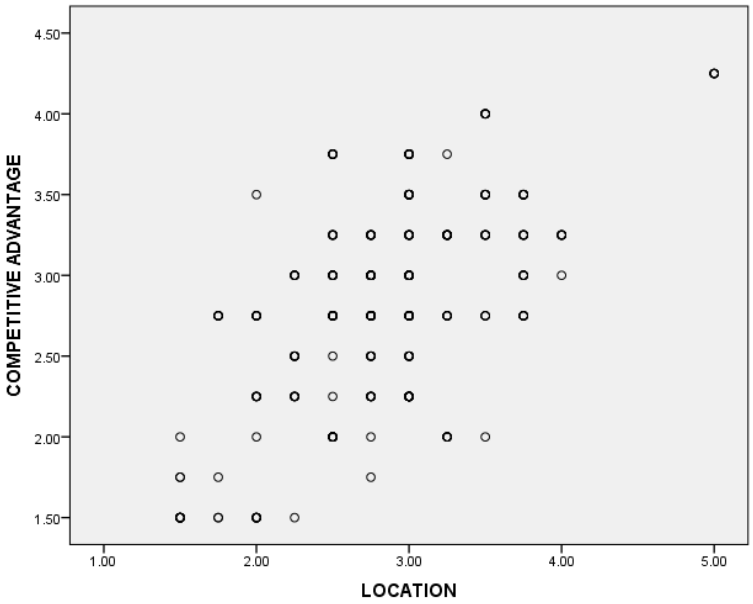


Fig 4.4.3.2: Scatter Plot of Perceived Location and Competitive Advantage Scores

Source: Author's Fieldwork Computation, 2024

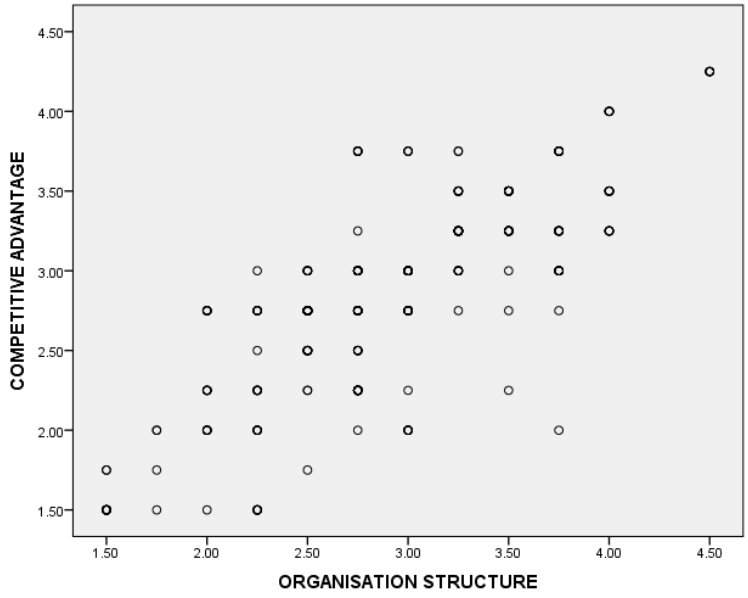


Fig 4.4.3.3: Scatter Plot of Perceived Organisation Structure and Competitive Advantage Scores

Source: Author's Fieldwork Computation, 2024

Test of Hypothesis One

Ho1: Firm Size, Location and organisation structure do not significantly affect. Standard multiple regressions were used to explore the effects of Firm Size, Location and Organisation Structure does not significantly affect Competitive Advantage. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity,

homoscedasticity and linearity. The result of regression as contained in Table 4.4.3.1: ANOVA, shows that the F-test was 166.312, significant at 1 percent [p<.000]. This showed that the model was well specified.

Table 4.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.394	3	23.131	166.312	.000[b]
	Residual	41.169	296	.139		
	Total	110.562	299			

a. Dependent Variable: Competitive Advantage
b. Predictors: (Constant), Organisation Structure, Firm Size, Location
Source: *Author's Fieldwork Computation, 2024*

Hypothesis One

Also, the result of regression as contained in Table 4.4.3.2: Model Summary, shows that the R Square gave a large value of 62.8 per cent. This means that the model (which includes Firm Size, Location and Organisation Stricture) explained about 62.8 per cent of the variance in perceived Competitive Advantage.

Table 5.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792[a]	.628	.624	.37294

a. Predictors: (Constant), Organization Structure, Firm Size, Location
Source: Author's Fieldwork Computation, 2024

Specifically, the result of regression as contained in Table 4.4.3.3 Regression Coefficients, tests the first hypothesis of this study. From the output below, there was positive relationship between perceived Firm Size and perceived Competitive Advantage such that a unit increase in Location scores caused about. 212unit increases in perceived Competitive Advantage scores which was statistically significant at 1 per cent with the aid of the p value (0.004). Based on the result, the null hypothesis is rejected; thus, there was positive relationship between Competitive Advantage and Firm Size. Also, there was positive relationship between perceived Location and perceived Competitive Structure such that a unit rise in perceived Location scores induced about .033-unit increase in perceived Learning Effectiveness scores which was statistically not significant at 1 per cent going by the p value (0.129). Based on the result, the null hypothesis is accepted; thus, Competitive Advantage is not affected by Location. Furthermore, there was positive relationship between perceived Organization Structure and perceived Competitive Advantage such that a unit rise in perceived Organization Structure scores induced about .677-unit rise in perceived Competitive Advantage scores which was statistically significant at 1 per cent going by the p value (0.001). Based on the result, the null hypothesis is rejected; thus Organization Structure affected Competitive Advantages.

Table 6.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.516	.122		4.243	.000
	FIRM SIZE	.043	.052	.039	.830	.407
	LOCATION	.084	.055	.086	1.521	.129
	ORGANISATION STRUCTURE	.677	.048	.708	14.151	.000

a. dependent variable: Competitive Advantage

Source: Author's Fieldwork Computation, 2024

Test of Homoscedasticity and Linearity for Hypothesis Two

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by Firm Size, Location and Organisation Structure experience high levels of Profitability experience. On the other hand, firms that are less affected by Firm Size, Location and Organisation Structure have less levels of Profitability. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).

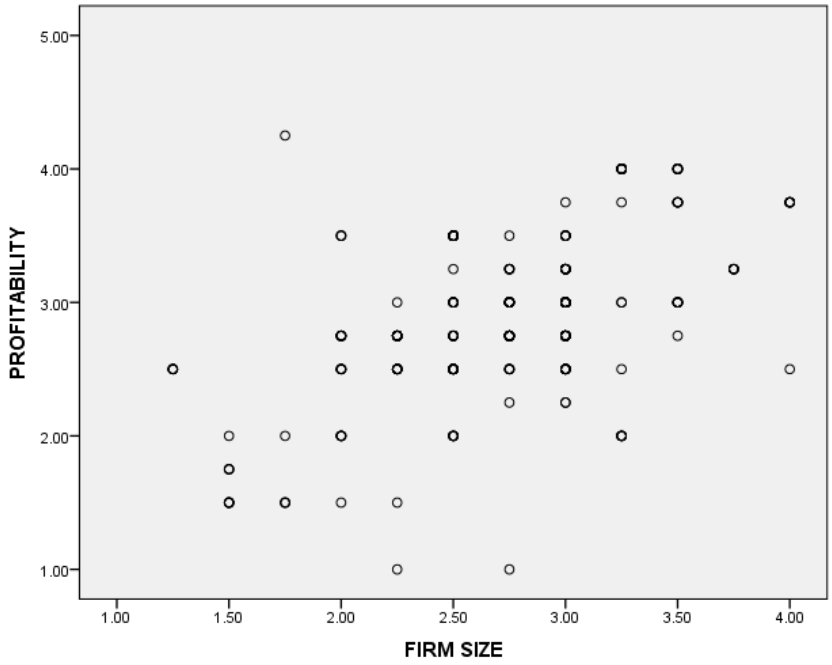


Fig 4.4.4.1: Scatter Plot of Perceived Firm Size and Profitability Scores

Source: Author's Fieldwork Computation, 2024

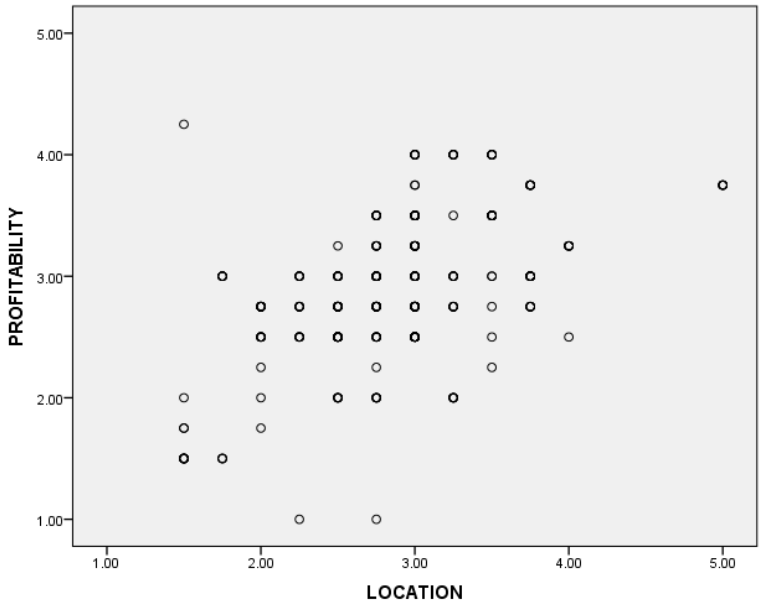


Fig 4.4.4.2: Scatter Plot of Perceived Location and Profitability Scores
Source: Author's Fieldwork Computation, 2024

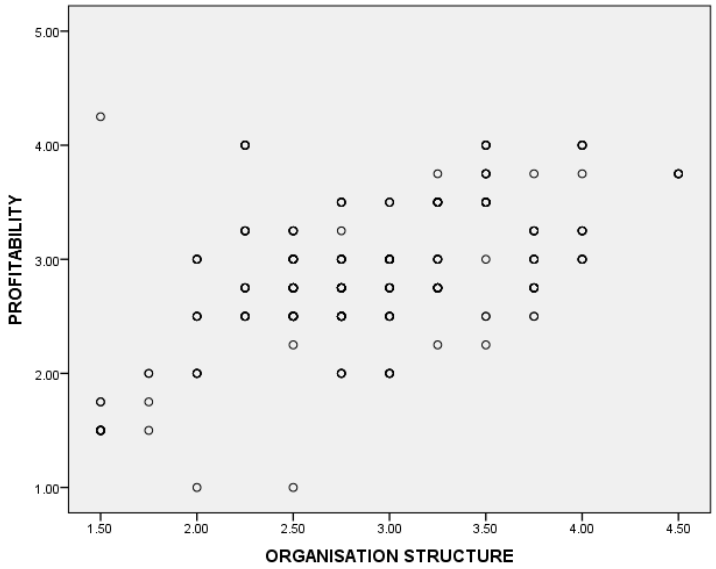


Fig 4.4.4.3: Scatter Plot of Perceived Organisation Structure and Profitability Scores
Source: Author's Fieldwork Computation, 2024

Test of Hypothesis Two

H_{o2}: Firm Size, Location and Organisation Structure do not significantly affect Profitability. Standard multiple regression was used to explore the effects of Firm Size, Location and Organisation Structure on Profitability. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in Table 4.4.4.1: ANOVA, shows that the F-test was 64.884, significant at 1 percent [$p<.000$]. This showed that the model was well specified.

Table 7.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.290	3	13.097	64.884	.000[b]
	Residual	59.747	296	.202		
	Total	99.037	299			
a. Dependent Variable: Profitability						
b. Predictors: (Constant), Organisation Structure, Firm Size, Location						

Source: Author's Fieldwork Computation, 2024

Also, the result of regression as contained in Table 4.4.4.2: Model Summary, shows that the R Square gave a value of 39.7 per cent. This means that the model (which includes Firm Size, Location and Organisation Structure) explained about 39.7 per cent of the variance in perceived Employees Performance.

Table 8.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630[a]	.397	.391	.44927
a. Predictors: (Constant), ORGANISATION STRUCTURE, FIRM SIZE, LOCATION				

Specifically, the result of regression as contained in Table 4.4.4.3 Regression Coefficients, tests the second hypothesis of this study. From the output below, there was positive relationship between perceived Firm Size and perceived Profitability such that a unit increase in Firm Size scores caused about .869 unit increases in perceived Profitability scores which was statistically significant at 1 per cent with the aid of the p value (0.000). Based on the result, the null hypothesis is rejected; thus, Profitability is affected by Location. More importantly, there was positive relationship between perceived organisation Structure and perceived Profitability such that a unit rise in perceived Location scores induced about .066-unit increase in perceived Profitability scores which was statistically not significant at 1 per cent going by the p value (0.128). Based on the result, the null hypothesis is accepted; thus, Profitability is not affected by Location. Lastly, there was positive relationship between perceived Organisation Structure and perceived Profitability such that a unit rise in perceived Organization Structure scores induced about .295-unit increase in perceived Profitability scores which is statistically significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is rejected; thus, Profitability is affected by Organisation Structure.

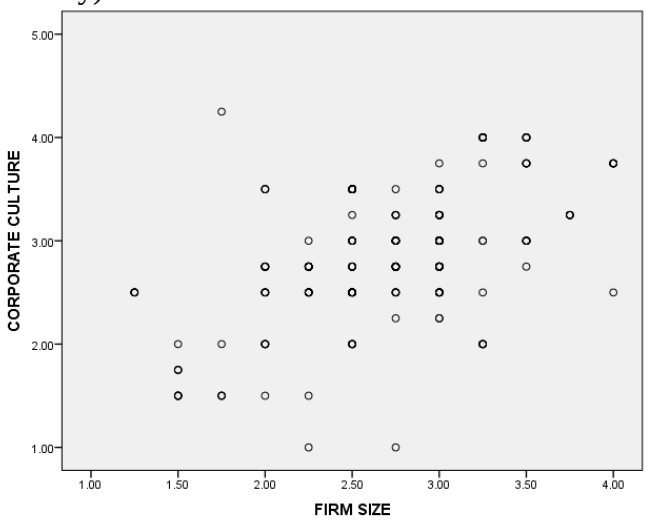
Table 9.

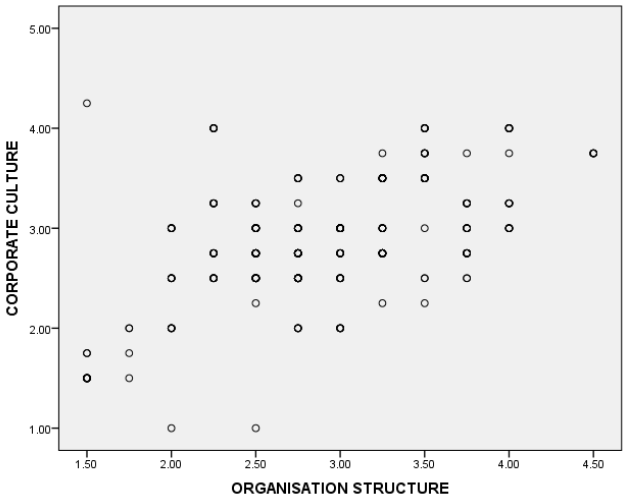
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.869	.146		5.933	.000
	FIRM SIZE	.316	.063	.297	5.022	.000
	LOCATION	.101	.066	.110	1.528	.128
	ORGANISATION STRUCTURE	.295	.058	.326	5.123	.000
a. Dependent Variable: PROFITABILITY						

4.4.5. Test of Homoscedasticity and Linearity for Hypothesis Three

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by Firm Size, Location and Organisation experience low levels of Corporate Culture. On the other hand, firms that are less affected by Firm Size, Location and Organisation have high levels of Corporate Structure. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).





Test for Hypothesis Three

Ho1: Firm Size, Location and Organisation does not significantly affect Corporate Culture. Standard multiple regression was used to explore the effects of Firm Size, Location and Organisation on Corporate Culture. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in Table 4.4.5.1: ANOVA, shows that the the F-test was 6.884, significant at 1 percent [*p<.011*]. This showed that the model was well specified

Table 10.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	39.290	3	13.097	64.884	.000[b]
	Residual	59.747	296	.202		
	Total	99.037	299			
a. Dependent Variable: CORPORATE CULTURE						
b. Predictors: (Constant), ORGANISATION STRUCTURE, FIRMSIZE, LOCATION						

Also, the result of regression as contained in Table 4.4.5.2: Model Summary, shows that the R Square gave a value of 3.9 per cent. This means that the model (which includes Firm, Location and Organisation Structure) explained about 3.9 per cent of the variance in perceived Corporate Culture.

Table 11

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630[a]	.397	.391	.44927
a. Predictors: (Constant), ORGANISATION STRUCTURE, FIRM SIZE, LOCATION				

Specifically, the result of regression as contained in Table 4.4.5.3 Regression Coefficients, tests the third hypothesis of this study. From the output below, there was no positive relationship between perceived Firm Size and perceived Corporate Culture such that a unit increases in Location scores caused about .214-unit decrease in perceived Corporate Culture scores which was statistically not significant at 1 per cent with the aid of the p value (0.000). Based on the result, the null hypothesis is accepted; thus, Firm Size did not affect Corporate. Also, there was positive relationship between perceived Location and perceived Corporate Culture such that a unit rise in perceived Location scores induced about .063-unit increase in perceived Corporate Culture scores which was statistically significant at 1 per cent going by the p value (0.128). Based on the result, the null hypothesis is accepted; thus, Corporate Culuture is not affected by Location. Lastly, there was negative relationship between perceived Organization Structure and perceived Corporate Culture such that a unit rise in perceived Organisation Stucture scores induced about .295-unit decrease in perceived Corporate Culture scores which is statistically not significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is accepted; thus, there was no relationship between Static Budget and Corporate Culture.

Table 12

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.869	.146		5.933	.000
	FIRM SIZE	.316	.063	.297	5.022	.000
	LOCATION	.101	.066	.110	1.528	.128
	ORGANISATION STRUCTURE	.295	.058	.326	5.123	.000
a. Dependent Variable: CORPORATECULTURE						

Discussion of Findings

The findings of this study have shown a positive relationship between Firm Size and Competitive Advantage such that Competitive Advantage is affected by Firm Size. Firm Size is the annual budget of an activity stated in terms of budget classification code, functional categories and cost accounts. It contains estimates of the total value of resources required for the performance of operations (Myers, 2004). The findings have shown that operation budget affected the degree at which learning outcome is being achieved and the effectiveness of learning programs adopted by the organization. In other words, this research finding is tangential to past findings of scholars that have discovered that Firm Size has the tendencies to affect Competitive Advantage. The findings of hypothesis two further revealed a positive relationship between Location and Profitability such that Location does not affect Profitability in the organization. A Location is an estimation of the cash inflow and outflows for a business over a specific period of time (Shpak, 2018) and from findings Location does not affect the job related activities expected of an employee and how well those activities were executed. The findings of hypothesis three resonates with the views of Owens (2006) which emphasizes the fact whether organizations cut down training budget or maintains an organization structure, they still sponsor programs that are essential to recession and prepare for economic recovery which in turns does not affect their competitive advantage. Based on this finding, there is no relationship between organization Structure and competitive advantage that is whether the organizations increase or decrease the amount spent on learning and development or whether they maintain the same training budget as in the previous year, it does not affect affects the organizations competitive advantage.

CONCLUSION

Strategic factors that explain firm performance in an emerging economy can consist of both firm level and external factors. It is plausible therefore to argue that a misfit between the external moderating factors and the firm level factors could affect the degree of firm performance. In this study, in addition to the firm level factors (firm size and workforce productivity), type of industry and where a firm is located were significant. With regard to firm experience, the results imply that new and younger firms, in recognition of the challenges posed by their newness, could still position themselves with extra aggression from the start of trading, in order to compete side-by-side with their more established counter-parts. This is accounted for by the fact that in today's globalized world, because of easy access to national and international business information following the advancements in communication and transportation technologies, difference in firm age cannot disadvantage new and younger firms to a larger extent. Strategic factors cannot be overemphasized

in determine the size, structure and performance of firm. This study has made us understand the effect of strategic factor on firm performance and also revealed immense benefit to both local and international firms as well as useful to students for further research. This study is also significant from both application perspective of management as well as from an academic point of view. Strategic factors are something most people recognize when they see it in action, but find it difficult to define. This study will help management and manager to identify the effect of strategic factors on firm performance. For academician, the study will give more insight into the relationship between strategic factors and firm performance.

RECOMMENDATIONS

i. As a result it is recommended that the organizational strategy should be all inclusive and preferably a bottom up approach be adopted and although it might be expensive, its cost benefit analysis will suggest the approach.

ii. Secondly, the study found out that the innovation process in a firm is time and resource consuming. The process should not hurried much and beverage firms should adopt the most economical procedure offer less waiting time and a higher spatial convenience than traditional process and thus attractive to a large and quickly growing segment of customers.

iii. Thirdly, firm clustering should be more encourage by the government in other to bring about unity among competitive product.

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МОДЕРИРУЮЧИЙ ВПЛИВ СТРАТЕГІЧНОГО ФАКТОРА НА ДІЯЛЬНІСТЬ ОРГАНІЗАЦІЇ

Kowo Solomon Akpoviroro
Department of Business Administration
Global Humanistic University,
Curacao, South America

Sabitu Olalekan Owotutu
Department of Business Administration
Ogun State Institute of Technology Igbesa,
Nigeria

Popoola Mufutau Akanmu
Department of Business Administration
Federal Polytechnic Ayede Oyo State Nigeria

Стратегічний фактор відіграє важливу роль у визначенні результатів діяльності фірми, хоча не зовсім зрозуміло, чи впливає розмір фірми на результати діяльності організації. Тому необхідно провести дослідження, щоб оцінити вплив розміру, місцезнаходження та структури фірми на її діяльність. Для цілей цього дослідження були використані первинні дані. Було застосовано метод ex-post facto. Популяція складається з працівників заводу «Гіннес Інтернешнл ПЛС», Лагос, Нігерія. Для визначення обсягу вибірки було застосовано формулу Ямане. Дані були проаналізовані за допомогою ручних та електронних методів за допомогою сітки підготовки даних та статистичного пакету для соціальних наук (SPSS). Для перевірки гіпотези використовувався метод лінійного регресійного аналізу з використанням ANOVA. Результати цього дослідження показали позитивний зв'язок між розміром фірми та конкурентними перевагами, тобто на конкурентні переваги впливає розмір фірми. Результати дослідження також показують, що існує значний зв'язок між організаційною структурою та ефективністю фірми. Було зроблено висновок, що стратегічні фактори неможливо переоцінити при визначенні розміру, структури та результатів діяльності фірми. Це дослідження допомогло нам зрозуміти вплив стратегічного фактору на результати діяльності фірми, а також виявило величезну користь як для місцевих, так і для міжнародних фірм, а також є корисним для студентів для подальших досліджень. Більше того, було виявлено позитивний зв'язок між місцем розташування та прибутковістю, тобто місце розташування не впливає на прибутковість організації. Це дослідження допоможе організаціям зрозуміти вплив стратегічних факторів на результати діяльності компанії, а також буде дуже корисним як для місцевих, так і для міжнародних компаній, а також стане в нагоді студентам для подальших досліджень. Для науковців дослідження дасть більше розуміння взаємозв'язку між стратегічними факторами та результатами діяльності фірми.

Ключові слова: стратегічний фактор, розмір фірми, структура, місцезнаходження, організаційна ефективність.