

harm are to be kept to the barest minimum. Likewise, the research instrument utilized in this study is free from manipulation from the researcher and therefore valid and reliable to a significant extent to carry out the objective of this study.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.0 Introduction**

In chapter three, the research methods, process and sample size was discussed in detail. It is on the basis of the methods described in chapter three that this chapter presents the data generated in the study and analysis and interpretation of the data obtained. This chapter also presents the empirical testing of the hypothesis raised in the study with the interpretation of each of them. Questions relating to personal data of the respondents were dealt with before questions that relate to the theme of the study were discussed.

#### **4.1 Rate of Response to Questionnaire**

**Table 4.1 Present the details of the number of questionnaires returned or not returned.**

| <b>Questionnaires</b> | <b>Number</b> | <b>Percentage</b> |
|-----------------------|---------------|-------------------|
| Administered          | 100           | 100%              |
| Returned              | 96            | 96%               |
| Not- returned         | 4             | 4%                |

Source: Field survey 2023

The table above shows that one hundred questionnaires were distributed and ninety-six (96) were filled and returned, making a percentage of 96%; making valid for analysis.

#### **4.2 Data Analysis**

##### **4.2.1 Social-Demographic Characteristics of Respondents**

**Table 4.2 AGE**

|              | Frequency | Percent | Valid Percent |
|--------------|-----------|---------|---------------|
| 20 to 29     | 31        | 32.3    | 32.3          |
| 30 to 39     | 40        | 41.7    | 41.7          |
| 40 and above | 25        | 26.0    | 26.0          |
| Total        | 96        | 100.0   | 100.0         |

Source: Field survey 2023

The table above shows the respondent's age distribution; respondents that are between the age of 20 and 29 makes up 32.3% of the population, respondents that are between the age of 30 and 39 makes up 41.7% of the population, respondents that are between the age of 40 and above makes up 25.0% of the total population; this implies that majority of the respondents are between the age of 20-39 making 74.0% of the population.

**Table 4.3 Educational Qualification**

|         | Frequency | Percent | Valid Percent |
|---------|-----------|---------|---------------|
| SSCE    | 29        | 30.2    | 30.2          |
| OND/NCE | 51        | 53.1    | 53.1          |
| HND/BSC | 15        | 15.6    | 15.6          |

|               |    |       |       |
|---------------|----|-------|-------|
| MSC and above | 1  | 1.1   | 1.1   |
| Total         | 96 | 100.0 | 100.0 |

Source: Field survey 2023

The table above shows the respondent's educational qualification; 30.2% of the respondents have SSCE, 53.1% of the respondents have OND/NCE, 15.6% of the respondents have HND/BSC and only 1.1% of the respondents have MSC and above; this implies that majority of the respondents (98.9%) have SSCE, OND/NCE or HND/BSC with only 1.1% having MSc and above.

**Table 4.4 Years Of Experience**

|             | Frequency | Percent | Valid Percent |
|-------------|-----------|---------|---------------|
| 1 to 3      | 19        | 19.8    | 19.8          |
| 4 to 6      | 61        | 63.5    | 63.5          |
| 7 and above | 16        | 16.7    | 16.7          |
| Total       | 96        | 100.0   | 100.0         |

Source: Field survey 2023

The table above shows the respondent's years of experience; 19.8% of the respondents have one to three years of experience, 63.5% of the respondents have four to six years of experience and 16.7% of the respondents have seven years of experience and above; this implies that majority of the respondents (63.5%) have four to six years of experience.

### 4.2.2 Test of Questionnaire Questions

Table 4.5 Diversification of products by Indomie Noodles gives the organization an edge over their competitors.

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | 61        | 63.5    | 63.5          |
| Agree             | 32        | 33.3    | 33.3          |
| Undecided         | 3         | 3.2     | 3.2           |
| strongly disagree | -         | -       | -             |
| Disagree          | -         | -       | -             |
| Total             | 96        | 100.0   | 100.0         |

Source: Field survey 2023

The table above shows that diversification of products by Indomie Noodles gives the organization an edge over their competitors, 63.5% strongly agree, 33.3% agrees and 3.2% are undecided; this implies that majority of the respondents (96.8%) believe they that diversification of products by Indomie Noodles gives the organization an edge over their competitors.

**Table 4.6 Indomie Noodles would have made more sales and profit if they had remained with a single product**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | -         | -       | -             |

|                   |    |       |       |
|-------------------|----|-------|-------|
| Agree             | -  | -     | -     |
| Undecided         | 5  | 5.2   | 5.2   |
| strongly disagree | 64 | 66.7  | 66.7  |
| Disagree          | 27 | 28.1  | 28.1  |
| Total             | 96 | 100.0 | 100.0 |

Source: Field survey 2023

The table above shows respondents' opinion on the possibility of Indomie Noodles making more sales if they had remained with a single product, 5.2% were undecided, 66.7% strongly disagreed and 28.1% disagreed; this implies that majority of the respondents (94.8%) believe that Indomie Noodles would not have made more sales and profit if they had remained with a single product.

**Table 4.7 Bringing new products and repacking existing ones influences new and old customers negatively.**

|  | Frequency | Percent | Valid Percent |
|--|-----------|---------|---------------|
|--|-----------|---------|---------------|

|       |                   |    |       |      |
|-------|-------------------|----|-------|------|
|       | strongly agree    | -  | -     | -    |
|       | Agree             | -  | -     | -    |
| Valid | Undecided         | 15 | 15.6  | 15.6 |
|       | strongly disagree | 40 | 41.7  | 41.7 |
|       | Disagree          | 41 | 42.7  | 42.7 |
| Total |                   | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether bringing new products and repacking existing ones influences new and old customers negatively; 15.6% of the respondents were undecided, 41.7% strongly disagreed and 42.7 disagreed. None of the respondents agreed or strongly agreed; this implies that majority of the respondents (84.4%) believe that bringing new products and repacking existing ones does not influence new and old customers negatively.

**Table 4.8 There is no effect of brand differentiation on competitive advantage.**

|  | Frequency | Percent | Valid Percent |
|--|-----------|---------|---------------|
|--|-----------|---------|---------------|

|       |                   |    |       |      |
|-------|-------------------|----|-------|------|
|       | strongly agree    | 2  | 2.1   | 2.1  |
|       | Agree             | 5  | 5.2   | 5.2  |
| Valid | Undecided         | 4  | 4.2   | 4.2  |
|       | strongly disagree | 48 | 50    | 50   |
|       | Disagree          | 37 | 38.5  | 38.5 |
| Total |                   | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether there is no effect of brand differentiation on comparative advantage; 2.1% of the respondents strongly agreed that there is no effect of brand differentiation on competitive advantage, 5.2% agreed, 4.2% of the respondents were undecided, 50% of the respondents strongly disagreed and 38.5% of the respondents disagreed; this implies that majority of the respondents (88.5%) are of the opinion that brand differentiation has an effect on competitive advantage.

**Table 4.9 Brand differentiation appeals to consumer's taste and emotion and keeps them coming for more.**



|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | 47        | 49.0    | 49.0          |
| Agree             | 45        | 46.9    | 46.9          |
| Valid Undecided   | 3         | 3.1     | 3.1           |
| strongly disagree | 1         | 1.0     | 1.0           |
| Disagree          | -         | -       | -             |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether brand differentiation appeals to consumers' taste and keeps them coming for more or not; 49.0% of the respondents strongly agreed that brand differentiation appeals to customers' taste and keeps them coming for more, 46.9% agreed, 3.1% of the respondents were undecided and 1.0% of the respondents disagreed; this implies that majority of the respondents (95.9%) are of the opinion that brand differentiation appeals to consumers' taste and emotion and keeps them coming for more.

**Table 4.10 Customers are drawn to innovations, packing and new products.**

|  | Frequency | Percent | Valid Percent |
|--|-----------|---------|---------------|
|--|-----------|---------|---------------|

|       |                   |    |       |      |
|-------|-------------------|----|-------|------|
| Valid | strongly agree    | 55 | 57.3  | 57.3 |
|       | Agree             | 41 | 42.7  | 42.7 |
|       | Undecided         | -  | -     | -    |
|       | strongly disagree | -  | -     | -    |
|       | Disagree          | -  | -     | -    |
| Total |                   | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows that customers are drawn to innovations, packing and new products; 57.3% of the respondents strongly agreed that customers are drawn to innovations, packing and products and 42.7% agreed. None of the respondents disagreed; this implies that all of the respondents (100.0%) are of the opinion that customers are drawn to innovations, packing and new products.

**Table 4.11 We have comparative advantage over our competitors as a result of our ability to anticipate consumers' future needs and expectations and meet them.**

|  | Frequency | Percent | Valid Percent |
|--|-----------|---------|---------------|
|--|-----------|---------|---------------|

|       |                   |    |       |      |
|-------|-------------------|----|-------|------|
|       | strongly agree    | 23 | 23.9  | 23.9 |
|       | Agree             | 21 | 21.9  | 21.9 |
| Valid | Undecided         | 47 | 49.0  | 49.0 |
|       | strongly disagree | 2  | 2.1   | 2.1  |
|       | Disagree          | 3  | 3.1   | 3.1  |
| Total |                   | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether Indomie Noodles has comparative advantage over their competitors as a result of their ability to anticipate consumers' future needs and expectations and meet them; 23.9% of the respondents strongly agreed, 21.9% agreed, 49.0% were undecided, 2.1% strongly disagreed and 3.1% disagreed; this implies that majority of the respondents (49.0%) are undecided.

**Table 4.12 The products we have developed over the last five years were unique on the market at the time they were introduced.**

|  | Frequency | Percent | Valid Percent |
|--|-----------|---------|---------------|
|--|-----------|---------|---------------|

|       |                   |    |       |      |
|-------|-------------------|----|-------|------|
| Valid | strongly agree    | 44 | 45.8  | 45.8 |
|       | Agree             | 46 | 47.9  | 47.9 |
|       | Undecided         | 6  | 6.3   | 6.3  |
|       | strongly disagree | -  | -     | -    |
|       | Disagree          | -  | -     | -    |
| Total |                   | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether the products developed by Indomie Noodles over the last five years were unique on the market at the time they were introduced; 45.8% of the respondents strongly agreed, 47.9% agreed and 6.3% were undecided; this implies that majority of the respondents (93.7%) are of the opinion that the products developed by Indomie Noodles over the past five years were unique on the market at the time they were introduced.

**Table 4.13 Our brand only meet needs of children and does not cover the needs of all age brackets.**

|       |                   | Frequency | Percent | Valid Percent |
|-------|-------------------|-----------|---------|---------------|
| Valid | strongly agree    | -         | -       | -             |
|       | Agree             | -         | -       | -             |
|       | Undecided         | 5         | 5.2     | 5.2           |
|       | strongly disagree | 64        | 66.7    | 66.7          |

|          |    |       |      |
|----------|----|-------|------|
| Disagree | 27 | 28.1  | 28.1 |
| Total    | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether their brand only meet the needs of children and does not cover the needs of all age bracket; 5.2% of the respondents were undecided, 66.7% strongly disagreed and 28.1% disagreed; this implies that majority of the respondents (94.8%) are of the opinion that the brand meets the needs of not just children but that of all ages.

**Table 4.14 I consume our products mainly because I am a staff and not because of its taste and satisfaction made available by efficient brand differentiation.**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | -         | -       | -             |
| Agree                | -         | -       | -             |
| Undecided            | -         | -       | -             |
| strongly disagree    | 85        | 88.5    | 88.5          |

|          |    |       |      |
|----------|----|-------|------|
| Disagree | 11 | 11.5  | 11.5 |
| Total    | 96 | 100.0 | 100  |

Source: Field survey 2023

The table above shows respondents' opinion on whether they consume Indomie Noodles because they are staff and not because of the taste and satisfaction made available by efficient brand differentiation; 88.5% of the respondents strongly disagreed and 11.5% disagreed; this implies that all of the respondents (100.0%) are of the opinion that they consume their products not because they are staff but because of the taste and satisfaction made available efficient brand differentiation.

**Table 4.15 Market orientation does not have a significant direct impact on competitive advantage.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | -         | -       | -             |
| Agree             | 6         | 6.2     | 6.2           |
| Valid Undecided   | -         | -       | -             |
| strongly disagree | 67        | 69.8    | 69.8          |
| Disagree          | 23        | 24.0    | 24.0          |

|       |    |       |     |
|-------|----|-------|-----|
| Total | 96 | 100.0 | 100 |
|-------|----|-------|-----|

Source: Field survey 2023

The table above shows respondents' opinion on whether market orientation has any significant direct impact on competitive advantage; 2.4% agreed that market orientation does not have a direct impact on competitive advantage, while 69.8% strongly disagreed and 24.0% disagreed; this implies that majority of the respondents (93.8%) are of the opinion that market orientation does have a significant direct impact on competitive advantage.

**Table 4.16 Our organization often collects feedback from customers on their satisfaction level after consumption of your new products/brands.**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | 17        | 17.7    | 17.7          |
| Agree                | 21        | 21.9    | 21.9          |
| Undecided            | 4         | 4.2     | 4.2           |
| strongly disagree    | 25        | 26.0    | 26.0          |
| Disagree             | 29        | 30.2    | 30.2          |
| Total                | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether their organization often collects feedback from customers on their satisfaction level after consumption of new

products/brands; 17.7% of the respondents strongly agreed, 21.9% also agreed, 4.2% were undecided while 26.0% strongly disagreed and 30.2% disagreed; this implies that majority of the respondents (56.2%) are of the opinion that their organization rarely collects feedback from customers on their satisfaction level after consumption of new products/brands.

**Table 4.17 Communicating products and its value to consumers does not affect their taste for such products.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | 3         | 3.1     | 3.1           |
| Agree             | 5         | 5.2     | 5.2           |
| Valid Undecided   | 7         | 7.3     | 7.3           |
| strongly disagree | 47        | 49.0    | 49.0          |
| Disagree          | 34        | 35.4    | 35.4          |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether communicating products and its value to consumers affects their taste for such products or not; 3.1% of the respondents strongly agreed that communicating products and its value to consumers does not affect their taste for such products, 5.2% also agreed, 7.3% were undecided while 49.0% strongly



disagreed and 35.4% disagreed; this implies that majority of the respondents (84.4%) are of the opinion that communicating products and its value to consumers affects their taste for such products.

**Table 4.18 Positioning is only required by growing companies and not ours.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | 5         | 5.2     | 5.2           |
| Agree             | 8         | 8.3     | 8.3           |
| Valid Undecided   | 9         | 9.4     | 9.4           |
| strongly disagree | 40        | 41.7    | 41.7          |
| 96                | 34        | 35.4    | 35.4          |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether positioning is only required by growing companies and not theirs; 5.2% of the respondents strongly agreed, 8.3% also agreed, 9.4% were undecided while 41.7% strongly disagreed and 35.4% disagreed; this implies that majority of the respondents (77.1%) are of the opinion that positioning is required by both growing companies and grown companies (Indomie Noodles).

**Table 4.18 Positioning is only required by growing companies and not ours.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | 9         | 9.4     | 9.4           |
| Agree             | 7         | 7.3     | 7.3           |
| Valid Undecided   | 11        | 11.5    | 11.5          |
| strongly disagree | 30        | 31.3    | 31.3          |
| Disagree          | 39        | 40.5    | 40.5          |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether positioning is only required by growing companies and not theirs; 9.4% of the respondents strongly agreed, 7.3% also agreed, 11.5% were undecided while 31.3% strongly disagreed and 40.5% disagreed; this implies that majority of the respondents (71.8%) are of the opinion that positioning is required by both growing companies and Indomie Noodles.

**Table 4.19 There is high demand for our products from customers who have not bought it before. This high demand can be attributed to our strategic advertisement and marketing.**

|       |                   | Frequency | Percent | Valid Percent |
|-------|-------------------|-----------|---------|---------------|
| Valid | strongly agree    | 44        | 45.8    | 45.8          |
|       | Agree             | 43        | 44.9    | 44.9          |
|       | Undecided         | 5         | 5.2     | 5.2           |
|       | strongly disagree | 3         | 3.1     | 3.1           |
|       | Disagree          | 1         | 1.0     | 1.0           |
| Total |                   | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether there is high demand for their products from customers who have not bought it before and if such demand is attributed to their strategic advertisement and marketing; 45.8% of the respondents strongly agreed, 44.9% also agreed, 5.2% were undecided while 3.1% strongly disagreed and 1.0% disagreed; this implies that majority of the respondents (90.7%) are of the opinion that there is high demand for their products from customers who have not bought it before and such demand can be attributed to their strategic advertisement and marketing.

**Table 4.20 There has been a decline in the demand of our products due to inappropriate positioning of our market forces.**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | 6         | 6.3     | 6.3           |
| Agree                | 5         | 5.2     | 5.2           |
| Undecided            | 9         | 9.4     | 9.4           |
| strongly disagree    | 41        | 42.7    | 42.7          |
| Disagree             | 35        | 36.4    | 36.4          |
| Total                | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether there has been a decline in the demand of their products due to inappropriate positioning of their market forces; 6.3% of the respondents strongly agreed, 5.2% also agreed, 9.4% were undecided while 42.7% strongly disagreed and 36.4% disagreed; this implies that majority of the respondents (79.1%) are of the opinion that there has not been a decline in the demand of their products due to inappropriate positioning of their market forces.

**Table 4.21 Superior service coverage, product quality, customer care, and value added services are linked to competitive advantage. These are part of what has made us frontiers in the food market.**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | 45        | 46.9    | 46.9          |
| Agree                | 47        | 48.9    | 48.9          |
| Undecided            | 4         | 4.2     | 4.2           |
| strongly disagree    | -         | -       | -             |
| Disagree             | -         | -       | -             |
| Total                | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether superior service coverage, product quality, customer care and value added services are linked to competitive advantage, and if these are part of what has made Indomie Noodles frontiers in the food market; 46.9% of the respondents strongly agreed, 48.9% also agreed and 4.2% were undecided. None of the respondents strongly disagreed or disagreed; this implies that majority of the respondents (95.8%) are of the opinion that superior service coverage, product quality, customer care and value added services are linked to competitive advantage, and these are part of what has made Indomie Noodles frontiers in the food market.

**Table 4.22 Our pricing system has positioned us at an advantage over our competitors.**

|                      | Frequency | Percent | Valid Percent |
|----------------------|-----------|---------|---------------|
| Valid strongly agree | 45        | 46.9    | 46.9          |
| Agree                | 46        | 47.9    | 47.9          |
| Undecided            | 3         | 3.1     | 3.1           |
| strongly disagree    | -         | -       | -             |
| Disagree             | 2         | 2.1     | 2.1           |
| Total                | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether their pricing system has positioned them at an advantage over their competitors; 46.9% of the respondents strongly agreed, 47.9% also agreed, 3.1% were undecided while 2.1% disagreed; this implies that majority of the respondents (94.8%) are of the opinion that superior service coverage, product quality, customer care and value added services are linked to competitive advantage, and these are part of what has made Indomie Noodles frontiers in the food market.

**Table 4.23 We rarely research on new ways to improve our products and services.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | -         | -       | -             |
| Agree             | 7         | 7.3     | 7.3           |
| Valid Undecided   | 9         | 9.4     | 9.4           |
| strongly disagree | 65        | 67.7    | 67.7          |
| Disagree          | 15        | 15.6    | 15.6          |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether Indomie Noodles rarely research on new ways to improve their products and services; 7.3% of the respondents agreed, 9.4% were undecided while 67.7% strongly disagreed and 15.6% disagreed; this implies that majority of the respondents (83.3%) are of the opinion that Indomie Noodles always research on new ways to improve their products and services.

**Table 4.24 We barely invest on market survey, research and advertisement.**

|                   | Frequency | Percent | Valid Percent |
|-------------------|-----------|---------|---------------|
| strongly agree    | -         | -       | -             |
| Agree             | -         | -       | -             |
| Valid Undecided   | 2         | 2.1     | 2.1           |
| strongly disagree | 86        | 89.6    | 89.6          |
| Disagree          | 8         | 8.3     | 8.3           |
| Total             | 96        | 100.0   | 100           |

Source: Field survey 2023

The table above shows respondents' opinion on whether Indomie Noodles barely invest on market survey, research and advertisement; none of the respondents strongly agreed or agreed, 2.1% of the respondents were undecided while 89.6% strongly disagreed and 8.3% disagreed; this implies that majority of the respondents (97.9%) are of the opinion that Indomie Noodles always invest on market survey, research and advertisement.

### **4.3 Hypothesis Testing**

This section attempts to answer the issue raised in the hypothesis formulated in this study. The analysis of the data gathered has been carried out previously. One set of hypothesis was used for the purpose of this research; the hypothesis is both null and alternate hypothesis. In testing and analysis of the hypothesis, the statistical test adopted is regression analysis.



## Hypothesis One

H<sub>01</sub>: There is no significant positive relationship between brand differentiation and competitive advantage

H<sub>a1</sub>:• There is a positive relationship between brand differentiation and competitive advantage.

**Table 4.25**Correlations

|                                                                                  |                                                                                              |                                                                                                      |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|                                                                                  | Brand differentiation appeals to consumer's taste and emotion and keeps them coming for more | Diversification of products by Indomie Noodles gives the organization an edge over their competitors |
| My efficacy is greatly influenced by the people I have relationships with. N     | Pearson Correlation 1<br>Sig. (2-tailed) .000<br>96                                          | .585**<br>1<br>96                                                                                    |
| My organizational culture encourages human relation practices and interactions N | Pearson Correlation .585**<br>Sig. (2-tailed) .000<br>96                                     | 1<br>96                                                                                              |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

*Source: Researcher's field summary results (2023)*

### Coefficient of Determination (C.O.D)

The coefficient of determination is obtained by using the formula  $C.O.D = r^2 \times 100\%$

Where  $r$  = Pearson Correlation

Thus;

$$C.O.D = (0.585)^2 \times 100\%$$

$$= 0.3422 \times 100\%$$

$$= 34.2\%$$

The Pearson correlation on  $r = 0.585$  therefore implies 34.2% shared variance between brand differentiation and competitive advantage.

The significance level below 0.01 implies a statistical confidence of above 99%. The relationship between the variables (brand differentiation and competitive advantage) was investigated using Pearson correlation coefficient. The result from the table above shows that there is a significant positive correlation of (.585) between both variables at 0.05 level of significance. Thus, as obtained from the table ( $r = .585$ ,  $p < 0.01$ ,  $n = 96$ ). The result above shows that there is a significant positive coefficient.

## Decision Rule

This implies that there is a significant relationship between brand differentiation and competitive advantage. Therefore, the decision would be to reject the null hypothesis ( $H_0$ ), and to accept the alternative hypothesis ( $H_a$ ).

## Hypothesis Two

$H_{02}$ : There is no significant relationship between positioning and competitive advantage

$H_{a2}$ : There is a positive relationship between positioning and competitive advantage

**Table 4.26**Correlations

|                                                                                |                                                                                                                                                                     |                                                                            |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
|                                                                                | There is high demand for our products from customers who have not bought it before. This high demand can be attributed to our strategic advertisement and marketing | Our pricing system has positioned us at an advantage over our competitors. |
| My efficacy is greatly influenced by the people I have relationships with.     | Pearson Correlation<br>Sig. (2-tailed)<br>N                                                                                                                         | 1<br>.886**<br>.000<br>96                                                  |
| My organizational culture encourages human relation practices and interactions | Pearson Correlation<br>Sig. (2-tailed)<br>N                                                                                                                         | .886**<br>.000<br>96                                                       |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source: Researcher's field summary results (2023)*

Coefficient of Determination (C.O.D)

The coefficient of determination is obtained by using the formula C.O. D=  $r^2 \times 100\%$

Where  $r$ = Pearson Correlation

Thus;

$$\text{C.O.D} = (0.886)^2 \times 100\%$$

$$=0.7849 \times 100\%$$

$$=78.4\%$$

The Pearson correlation on  $r = 0.886$  therefore implies 78.4% shared variance between positioning and competitive advantage. The significance level below 0.01 implies a statistical confidence of above 99%. The relationship between the variables (positioning and competitive advantage) was investigated using Pearson correlation coefficient. The result from the table above shows that there is a significant positive correlation of (.886) between both variables at 0.05 level of significance. Thus, as obtained from the table ( $r = .886, p < 0.01, n = 96$ ). The result above shows that there is a significant positive coefficient.

### **Decision Rule**

This implies that there is a significant relationship between positioning and competitive advantage. Therefore, the decision would be to reject the null hypothesis ( $H_0$ ), and to accept the alternative hypothesis ( $H_a$ ).