

IMPACT OF ENVIRONMENTAL DYNAMISM ON ORGANIZATIONAL PERFORMANCE

(A CASE STUDY OF NESTLE NIGERIA PLC)

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HND/23/BAM/FT/214

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, INSTITUTE OF FINANCE AND
MANAGEMENT STUDIES (IFMS), KWARA STATE POLYTECHNIC,
ILORIN

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN
BUSINESS ADMINISTRATION, KWARA STATE POLYTECHNIC,
ILORIN**

JUNE, 2025

CERTIFICATION

This project has been read and approved by the undersigned on behalf of the Department of Business Administration, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin as meeting the requirement for the Award of Higher National Diploma in Business Administration.

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TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
CHAPTER ONE	
1.0 INTRODUCTION	1
1.2 STATEMENT OF PROBLEM	3
1.3 RESEARCH QUESTIONS	4
1.4 OBJECTIVES OF THE STUDY	4
1.5 RESEARCH HYPOTHESES	5
1.6 SIGNIFICANCE OF THE STUDY	5
1.7 SCOPE OF THE STUDY	5
1.8 DEFINITION OF TERMS	5
CHAPTER TWO; LITERATURE REVIEW	
2.0 INTRODUCTION	7
2.1 CONCEPTUAL REVIEW	7
2.2 THEORETICAL REVIEW	16
2.3 EMPIRICAL REVIEW	18
CHAPTER THREE; METHODOLOGY	
3.0 INTRODUCTION	19
3.1 RESEARCH DESIGN	19
3.2 POPULATION OF THE STUDY	19
3.3 SAMPLING TECHNIQUE AND SAMPLE SIZE	19
3.4 METHOD AND SOURCES OF DATA COLLECTION	20
3.5 INSTRUMENT USED FOR DATA COLLECTION	20
3.6 METHOD OF DATA ANALYSIS	21

CHAPTER FOUR; *DATA PRESENTATION AND ANALYSIS*

4.1	INTRODUCTION	22
4.2	RETURNED RESPONSE RATE	22
4.3	PRESENTATION OF DATA	22
4.4	TEST OF HYPOTHESIS	26
4.5	DISCUSSION OF FINDINGS	28

CHAPTER FIVE; *SUMMARY, CONCLUSION AND RECOMMENDATION*

5.1	SUMMARY	29
5.2	CONCLUSIONS	29
5.3	RECOMMENDATIONS	30
	REFERENCES	

CHAPTER ONE

1.0 INTRODUCTION

Business environment faced rapid transformations had positive and negative effects on the business organizations according to their responsiveness, adaptation and competitiveness capabilities. Through this situation, organizations need to strategic management approach based on managerial philosophies and non-traditional strategies to address environmental dynamism aiming to achieve superior performance via more interest in external environment variables to bring added value for customer, high uniqueness, in another context Interest more on environmental dynamism. Therefore, environmental dynamism is a widely-explored construct in organization theory/strategic management literature. It has growing importance according to the degree of instability/turbulence of such key operating concerns as market/industry conditions as well as more general technological, economic, social, political forces. An organization's ability to adapt to changing environmental circumstances is key to survival. The environmental dynamism has to be an essential factor for strategy development and source of profitability. Researchers in the strategic management and organization theory field realized the importance of environmental dynamism to enhance strategy (Luo & Park, 2001). One stream of research shown that managerial perceptions of the exogenous business environment influence firm strategy which in turn influences firm performance (Verdu-Jover et al. 2006).

Environmental dynamism represents the rate of change in an environment. For example, Wijnbenga and van Witteloostuijn (2007) defined environmental dynamism as the rate at which the preferences of consumers and the services of organizations change over time. (Akgün et al. 2008; Gül, 2011) linking environmental dynamism directly with performance. Verdu-Jover et al. (2006) has also been suggested that the resource and capability theory, and competitiveness literatures stressed that perception the external business environment opportunities Business

environment faced rapid transformations had positive and negative effects on the business organizations according to their responsiveness, adaptation and competitiveness capabilities. Through this situation, organizations need to strategic management approach based on managerial philosophies and non-traditional strategies to address environmental dynamism aiming to achieve superior performance via more interest in external environment variables to bring added value for customer, high uniqueness, in another context Interest more on environmental dynamism. Therefore, environmental dynamism is a widely-explored construct in organization theory/strategic management literature. It has growing importance according to the degree of instability/turbulence of such key operating concerns as market/industry conditions as well as more general technological, economic, social, political forces. An organization's ability to adapt to changing environmental circumstances is key to survival. The environmental dynamism has to be an essential factor for strategy development and source of profitability. Researchers in the strategic management and organization theory field realized the importance of environmental dynamism to enhance strategy (Luo & Park, 2001). One stream of research shown that managerial perceptions of the exogenous business environment influence firm strategy which in turn influences firm performance (Verdu-Jover et al. 2006).

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organizational activities in Nestle Nig. Plc toward the major role to play in Nigerian national economy.

However, since environmental dynamism are vital components in strategy formulation success, therefore, the lack of interest Nestle Nig Plc in alignment between environmental dynamism and their strategies weaker levels of satisfaction among its customers. In addition, through the researchers were investigating the studies related to the Environmental Dynamism and organizational activities, they could not find any previous study that has been applied in the Nestle environment. Since this study and their variables is the first study in Nestle generally, and in the Cellular Communications industry companies specifically.

1.2 STATEMENT OF PROBLEM

In current business activities, the success or failure of any business organization hinge on how best such organization can fulfill its customers and this act places huge task and responsibility by way of marketing on any organization intending to excel at satisfying their customers and clients. The duty involves identifying the precise needs of their customers/clients and deciding on how best to handle their products and services so as to satisfy the wants of both prospective buyers and sellers (as represented by clients/customers).

The main concern of every business organization is to maximize profit and to achieve this objective; it befits the marketing manager of any rational business organization to plan and implement policies which will maximize the income per unit of capital employed in the business. It is said that understanding of consumer needs and wants is important to successful marketing just as competition is significant at influencing how successful an organization's business enterprise can be. It is imperative to note that it is not simply a matter of producing a good product or service alone that meet the customers' wants and needs that give customer satisfaction, but how well the product or service is introduced to them. In one way or the other, some

firms and companies are able to do this but some are more successful in the market place than others.

The general trend in the business environment nowadays is to shorten the product's life and business model cycle. Because of this, future profit streams from existing operations are uncertain, and companies have to seek new opportunities all the time. With the change in the range of products, internal assets and the environment outside, original strategies and key resources may not be strong enough to support companies, which move forward, or they even become obstacles to further development. For this reason, companies should modify, reject or obtain the resources and redesign the business models. The scientific literature brings the examples of different arguments (not) confirming the possibilities of using organizational skills, which may renew their present strategies and the bases of their resources in order to adapt to a new environment, which may be worth mentioning here [Li, Liu 2014, pp. 2793-2799]. This may be considered a premise to learn about the existing theoretical findings and the descriptions of the results of empirical research on the role of environmental dynamism (ED) as a potentially important contextual variable for the effects of operational capabilities (OCs) and dynamic capabilities (DCs).

Extreme situations of environmental dynamism result in conditions of 'hyper competition', where the benefits derived from almost all form of competitive advantage are short-lived (Bierly and Daly, 2007). Iansity (1995) suggests that emergent levels of environmental dynamism lead to more uncertainty in product development, which also reduces the predictability and effects of change the changes.

1.3 RESEARCH QUESTIONS

- i. To what extent does rate of change improves the level of work in Nestle Company.
- ii. Is there any significant relationship between technological dynamism and performance of Nestle company?

- iii. What is the relationship between legal dynamism and performance of Nestle?

1.4 OBJECTIVES OF THE STUDY

The main objective of the study is to examine the effect of environmental dynamism on organizational activities in Nestle Nigeria Ltd. Other specific objectives of the study are:

- To examine the degree at which rate of change improves the level of organizational activities.
- To know the effect that significant relationship between technological dynamism and performances of Nestle company?
- To determine the relationship between legal dynamics and performance of Nestle Nigeria Limited.

1.5 RESEARCH HYPOTHESES

Based on the proposed research problem, research question and the research objectives above, the following null hypotheses are postulated to guide the study

H0: There is no significant relationship between rate of change and organizational performance in Nestle Nigeria plc.

Hi: There is significant relationship between rate of change and the organization performance in Nestle Nigeria plc.

H0: There is no positive on effect of technological dynamism on organizational performance.

Hi: There is positive on effect of technological dynamism on organizational performance.

H0: There is no significant relationship between legal dynamics and organizational performance in Nestle Nigeria plc.

Hi: There is significant relationship between legal dynamics and the organization performance in Nestle Nigeria plc.

1.6 SIGNIFICANCE OF THE STUDY

This study is carried out because it was intended to help in solving a problem(s), and if the problem is solved, it will benefit those who are affected by it.

It is then hoped that this study will help the company to adopt better environmental dynamism that will improve the overall activities to increase performance of products and equally enable them to realize their business objectives as well as utilize all their opportunities.

In addition to this, the recommendations made would provide initial steps in major decision areas facing the company, such areas includes; decision on the determination of the present marketing strategies that can be used by Nestle to improve the performance.

1.7 SCOPE OF THE STUDY

The study looks at the effect of environmental dynamism on organizational activities. However, it is limited to a manufacturing firm, Nestle Nigeria Limited.

1.8 DEFINITION OF TERMS

Economic: is the study of scarcity and its implications for the use of resources, production of goods and services, growth of production and welfare over time and a great variety of other complex issues of vital concern to society.

Legal: Is something you have to do by law or if you are not allowed to do something by law, the law states that you have to do it or that you are not allowed to do it.

Technological: Is the resulting from improvements in technical process that increase productivity of machines and eliminate manual operations done by other machines technologically.

Environment; The aggregate of surrounding things, conditions, or influences; surroundings; milieu. The air, water, minerals, organisms, and all other external factors surrounding and affecting a given organism at any time

Dynamism; The quality of being characterized by vigorous activity and progress.

Activities; The condition in which things are happening or being done

Strategy; PETER AND DONAELLY (1992) defined strategy as all activities aimed at getting product into all activities aimed at getting product into the dealers pipeline and accelerating sales by offering inducement to dealers, retailers and sales people.

Selling; Selling simply means asking prospect customers to buy more to the point, goods sales membership is selling goods that will not come back to people who will.

Product; A product can be defined as a set of tangible physical attributes assembled in an identifiable form e.g apple, orange, shoes, table etc. product attributes that appeal to consumer motivation and / or buying pattern are insignificant in this narrow meaning.

Performance: The action of carrying out or complete an action or function.

Organization: This is a group of people working together to achieve a special purpose which cannot be achieved by an individual working alone.

Organizational Performance: The comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This Chapter reviews the related literature that forms the basis of the current study. Specifically, relevant theories that relate to work life balance such as role theory and spillover theory are reviewed. The chapter also presents what other scholars have studied concerning the area of study and a conceptual framework.

2.1 CONCEPTUAL REVIEW

Concept of Environment Dynamism

Generally, refers to the rate of change in environmental factors over time, including technologies, markets, competitors, suppliers, and customers. The higher the rate of change in the environment, the more dynamic the environment becomes. Furthermore, the rate of change in the environment comes from the speed and strength of change in the environment, depending on how fast and strong environmental change is. As such, Volberda and Van Buggen define environmental dynamism as the frequency and intensity of change in the environment. In addition, environmental dynamism makes it difficult for firms to predict the environment due to environmental instability and uncertainty.

Therefore, as the environment becomes more dynamic, firms tend to experience more unpredictable, unstable, and uncertain environments. For this reason, the literature tends to view environmental dynamism as being equivalent to environmental instability, variability, and turbulence. Based on the literature, we define environmental dynamism as the rate of change in the environment over time in terms of its speed and strength.

Environmental dynamism, along with environmental change and environmental uncertainty, serves a significant role in organizations. The definition of environmental dynamism is the “degree to which important environmental components change” (Griffin & Moorehead, 2012). The dynamics of an environment

can influence the types of environment, leadership styles, and management controls of organizations. Therefore, it is important to understand how organizations are impacted by environmental dynamics in order to ascertain the most effective ways for organizations to perform. The dynamics of an environment are influenced by two types of environments: stable environments and unstable environments. Environmental stability occurs when “competitive forces within each country’s economic system vary, each economy remains strong” (Griffin & Moorehead, 2012). Stable environments are found in “many cultures...[such as] the economies of Sweden and the United States” (Griffin & Moorehead, 2012,). On the other hand, environmental instability occurs when “far-reaching changes in the economic and management philosophies of [certain] countries make their environments far more dynamic” (Griffin & Moorehead, 2012,). Unstable environments are found in “other countries [which] are much more dynamic... [such as] France [whose] policies on socialism versus private enterprise tend to change dramatically with each election” (Griffin & Moorehead, 2012,). Stable environments and unstable environments impact certain aspects of organizations. For instance, the performance of organizations is dependent on the stability, or instability, of the environment. In an article written about organizational performance it was found that perform...

Environmental Dynamism and Innovation Performance

Environmental dynamism refers to the rate of change of various environmental factors over time. Under a dynamic environment, firms will encounter a shift in technology and the market, a shorter product life cycle, unexpected competitor behavior, and other factors. In this circumstance, firms will be faced with the threat of the obsolescence of their existing products and markets, thereby requiring them to develop new products, markets, and technologies to cope with the threat.

Thus, when operating in a dynamic environment, firms are likely to focus on the innovation process of developing new products and markets, through which they can achieve improved innovation performance. Besides, prior studies have shown that environmental dynamism has a positive impact on innovation performance. Therefore, it is expected that environmental dynamism is positively associated with innovation performance.

Environmental Dynamism and Strategic Planning

Strategic planning helps achieve firms' goals and objectives by efficient and effective allocation of firms' limited resources (Blackerby, 2003). For strategic planning to be effective, firms need to understand and align its strategic planning with the business environment (Porter, 1980). Specifically, Rudd et al. (2008) argue that firms can improve their performance with strategic planning by coping with the dynamic and volatile business environment. These benefits include devising better strategies (David, 1997), gaining competitive edge over competitors (Dansoh, 2005; Veskaisri, Chan, & Pollard, 2007), and staying more focused on achieving of firms' goals and objectives (Arasa & K'Obonyo, 2012). However, researchers have not given much attention to study the influence of uncertain environment on firms' strategic planning and ultimately on firms' performance (Marn et al., 2016). According to Agbim, Oriarewo, and Zever (2014) micro enterprises benefit from the implementation of strategic planning in a volatile and uncertain environment. Similarly, Chin, Hamid, Rasli, and Tat (2014) noted that SMEs are more influenced than large firms by environmental uncertainty. In this connection, Owolabi and Makinde (2012) noted that SMEs acknowledged that external environmental forces were out of their control but found that SMEs appreciated the role of strategic planning. For the reasons, SMEs tended to do strategic planning to cope with the rapid environmental uncertainties.

Organizational strategy

Wijbenga and van Witteloostuijn (2007) argued that an internal locus of control in leaders might be beneficial in dynamic, but not in stable, environments. Specifically, in dynamic environments, innovation is an appropriate strategy. Innovative leaders can respond flexibly to changes in the market. That is, firms thrive if they often change their products or services, refine their processes and procedures, seek markets they have not pursued before, and spend considerable money on research and development.

In stable environments, this innovation is not as effective. Changes are not desired, and thus innovation can be inefficient. Instead, inexpensive strategies are more effective, such as incremental changes rather than strategic shifts, reduction in advertising, and low prices.

Generally, leaders who adopt an internal locus of control, in which they feel they can influence outcomes, tend to prefer an innovative, entrepreneurial approach, which Porter (1985) calls differentiation. Nevertheless, in dynamic environments, they inhibit this innovative strategy. Specifically, in these dynamic environments, they do not experience their usual capacity to control the outcomes. Their usual inclination towards innovation dissipates (Wijbenga & van Witteloostuijn, 2007). Conversely, leaders who adopt an external locus of control prefer to diminish costs. To diminish costs, routines and procedures need to be followed--an orientation that individuals with an external locus of control prefer. That is, individuals with an external locus of control, who ascribe outcomes to factors they cannot govern, do not like to rely on their own initiative or ingenuity. They will, therefore, feel motivated to adhere to procedures.

Nevertheless, in stable environments, leaders who adopt an external locus of control may not always prefer to diminish costs, which Porter (1985) calls cost leadership. In dynamic environments, individuals with an external locus of control might feel especially stressed. In this state, they might resort to their preferred

orientation, which is to curb costs rather than promote innovation (Wijbenga & van Witteloostuijn, 2007).

Consistent with these propositions, internal locus of control in leaders was positively related to innovation strategies, but only when the environment was stable. External locus of control in leaders was positively related to low costs strategies, but only when the environment was dynamic (Wijbenga & van Witteloostuijn, 2007). This finding is quite disconcerting: Leaders with an internal locus of control may tend to demonstrate undue levels of innovation in stable environments & leaders with an external locus of control may tend to demonstrate undue levels of cost leadership in dynamic environments.

Marketing Strategy

Marketing strategy is the fundamental goal of increasing sales and achieving a sustainable competitive advantage (Silva, 2006). Marketing strategy includes all basic, short-term, and long-term activities in the field of marketing, that deal with the analysis of the strategic initial situation of company and the formulation, evaluation and selection of market oriented strategies and therefore contributing to the goals of the company and its marketing objectives. Market penetration strategy is also called the concentrated growth strategy because a firm thoroughly develops and exploits their knowledge and expertise in a specific market with known products (Sallowe, 2009). One of the goals is to increase present customers rate of use. This can be achieved through increasing the size of the purchase, maximizing the rate of product obsolescence, finding new users for the product, advertising other uses and offering incentives for increased use.

Product development is due to changes in consumer preferences, increase in competition and advances in technology. These can be products that have never been introduced in the market, product innovations on new products or existing products that have been modified and improved.

Successful product development strategies are as a result of leveraging three internal elements, technical advantage and experience marketing savvy and better understanding of the customer (Ungvari 1999). Marketing strategy allows firms to develop a plan that enables them to offer the right product to the right market with the intention of gaining competitive advantage.

A marketing strategy provides an overall vision of how to correctly position products in the market place while accounting for both internal and external constraints. Marketing strategies and organizational performance has been grounded on marketing mix theory and theory of push and pull. Marketing mix theory is still used today to make important decisions that lead to the execution of a marketing plan. The idea of a marketing mix theory is to organize all aspects of the marketing plan around the habits, desires and psychology of the target market (McCarthy, 2004). The theory of push and pull is applied in today's market: pushing solutions are sometimes seen by the customer as intrusive or overlooked by the customer as the solution gets lost due to information overload.

PROMOTION STRATEGY

Promotion is an attempt by marketers to inform, persuade, or remind consumers and B2B users to influence their opinion or elicit a response. Most firms use some form of promotion. Because company goals vary widely, so do promotional strategies. The goal is to stimulate action from the people or organizations of a target market. In a profit-oriented firm, the desired action is for the consumer to buy the promoted item. Mrs. Smith's, for instance, wants people to buy more frozen pies. Not-for-profit organizations seek a variety of actions with their promotions. They tell us not to litter, to buckle up, to join the military, or to attend the ballet. (These are examples of products that are ideas marketed to specific target markets.)

Promotional goals include creating awareness, getting people to try products, providing information, retaining loyal customers, increasing the use of products, and identifying potential customers, as well as teaching potential service clients what is

needed to “co-create” the services provided. Any promotional campaign may seek to achieve one or more of these goals:

1. ***Creating awareness:*** All too often, firms go out of business because people don’t know they exist or what they do. Small restaurants often have this problem. Simply putting up a sign and opening the door is rarely enough. Promotion through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product. Large companies often use catchy slogans to build brand awareness. For example, Dodge’s wildly successful ads where a guy in a truck yells over to another truck at a stoplight, “Hey, that thing got a Hemi?” has created a huge number of new customers for Dodge trucks. Hemi has become a brand within a brand. Now, Chrysler is extending the Hemi engine to the Jeep brand, hoping for the same success.
2. ***Getting consumers to try products:*** Promotion is almost always used to get people to try a new product or to get nonusers to try an existing product. Sometimes free samples are given away. Lever, for instance, mailed over two million free samples of its Lever 2000 soap to targeted households. Coupons and trial-size containers of products are also common tactics used to tempt people to try a product. Celebrities are also used to get people to try products. Oprah Winfrey, for example, recently partnered with Kraft Heinz to launch a new line of refrigerated soups and side dishes made with no artificial flavors or dyes. Kate Murphy, director of strategic partnerships at the social marketing platform Crowdtap, weighed in on the strategy. “Celebrity endorsements can provide immense value to a product/brand when done right,” Murphy said. “If a celebrity aligns with a product, they bring a level of trust and familiarity to the table.”
3. ***Providing information:*** Informative promotion is more common in the early stages of the product life cycle. An informative promotion may explain what

ingredients (for example, fiber) will do for a consumer's health, describe why the product is better (for example, high-definition television versus regular television), inform the customer of a new low price, or explain where the item may be purchased. People typically will not buy a product or support a not-for-profit organization until they know what it will do and how it may benefit them. Thus, an informative ad may stimulate interest in a product. Consumer watchdogs and social critics applaud the informative function of promotion because it helps consumers make more intelligent purchase decisions. StarKist, for instance, lets customers know that its tuna is caught in dolphin-safe nets.

4. ***Keeping loyal customers:*** Promotion is also used to keep people from switching brands. Slogans such as Campbell's soups are "M'm! M'm! Good!" and "Intel Inside" remind consumers about the brand. Marketers also remind users that the brand is better than the competition. For years, Pepsi has claimed it has the taste that consumers prefer. Southwest Airlines brags that customers' bags fly free. Such advertising reminds customers about the quality of the product or service. Firms can also help keep customers loyal by telling them when a product or service is improved. Domino's recently aired candid advertisements about the quality of their product and completely revamped their delivery operations to improve their service. This included advertisements highlighting a Domino's pizza being delivered by reindeer in Japan and by drone in New Zealand. According to University of Maryland marketing professor Roland Rust, "delivery" stands out in how Domino's has broadly improved its quality, and "the customized delivery vehicles are a competitive advantage."
5. ***Increasing the amount and frequency of use:*** Promotion is often used to get people to use more of a product and to use it more often. The National Cattlemen's Beef Association reminds Americans to "Eat More Beef." The most

popular promotion to increase the use of a product may be frequent-flyer or -user programs. The Marriott Rewards program awards points for each dollar spent at a Marriott property. At the Platinum level, members receive a guaranteed room, an upgrade to the property's finest available accommodations, access to the concierge lounge, a free breakfast, free local phone calls, and a variety of other goodies.

6. ***Teaching the customer:*** For service products, it is often imperative to actually teach the potential client the reasons for certain parts of a service. In services, the service providers work with customers to perform the service. This is called "co-creation." For example, an engineer will need to spend extensive time with team members from a client company and actually teach the team members what the design process will be, how the interaction of getting information for the design will work, and at what points each part of the service will be delivered so that ongoing changes can be made to the design. For services products, this is more involved than just providing information—it is actually teaching the client.

PRICING POLICY

Pricing is one of the major elements of the marketing plan. It enables to differentiate a product or service from another one of similar characteristics. Pricing decisions derive from the underlying objectives and best-suited strategies. The elements of pricing objective include profit maximization, revenue maximization, quality leadership, quantity maximization and survival (Roth, 2007). Pricing objective is focused on three factors, i.e. nature, the desired level of attainment and the associated time horizon. Pricing objectives of service organizations are profit maximization, sales maximization, market share maximization, market share increase, return on investment (ROI), price differentiation, price stability in the market, sales stability in the market, discouragement of new competitors, maintenance of existing customers, long term survival(Avlonitis & Indounas,

2005). The underlying factors that determine a company's price decisions can be categorized as internal factors and external factors. Internal factors include company's marketing objectives, marketing mix strategy, and costs; whereas external factors consist of market environment, demand, competition (Khosro, Ahmed, & Ahmed, 2014).

The most common price strategies are high and low price strategies, and adjustable strategy. The high price strategy entails price setting on the basis of the value of the product as perceived by customers. Adjustable strategy identifies strategies like price discrimination strategy, price skimming, discount strategy, penetration pricing and yield management. Market segmentation or price discrimination strategy depends on customers' different levels of needs and their purchasing ability. Among the other popular pricing methods, discount strategy indicates discount sale which states that a set of items are sold for a limited period. Another popular pricing strategy is price skimming, where a product is sold at a high price initially but is lowered with time. On the contrary, penetration pricing refers to a setting where initial price is lower than later as this type is focused on cost reduction over time and discouragement of competitors' entry. Lastly, yield management or revenue management focuses on sales anticipation as well as competitors' behavior in order to generate revenue (Dolgui & Proth, 2010). Other less popular pricing methods include general pricing approaches like cost-plus pricing, break even pricing, value-based pricing, and competition based pricing. There are other strategies like product mix pricing strategy and price adjustment strategy. Product mix pricing strategy can further be distinguished into many types like product line pricing, optimal product pricing, captive product pricing, byproduct pricing, product bundle pricing. Finally, price adjustment strategies can take various forms like discount and allowance pricing, segmented pricing, psychological pricing, reference prices and promotional pricing (Khosro et al., 2014). Two types of pricing strategies, limit pricing and predatory pricing are used by firms in a competitive market. The

former is used in the early stages of a product to competitive entry and the latter is executed after the entry. These two types of pricing are based on signaling theory through which it is understood that in limit pricing, the cost structure of the product or service is low and it intends to protect the market through sacrifice (Uslay, 2005).

Marketing Strategy and Organizational Performance

The most influential studies on standardization argue that world markets have been harmonized and the customers from distant parts of the world increasingly demand and prefer similar products through low-cost positioning. Low prices and high-quality offerings (Dain 1989, Ohmae 1985). In the perspective of standardization, for the firm pursuing local and global marketing strategy, marketing processes and programs have been standardized across different national borders in regard to the product offering, promotional mix, pricing strategy and distribution structures. However, as for studies that favours the concept of adaptation in pursuing the global marketing strategy toward advancing firm performance calls for the differentiated approach of marketing strategy.

The fundamental tenet of marketing strategy is that marketing process and program of foods and beverages manufacturing organizations should be either standardized or adapted to markets depending on the Customer requirements. There are two concepts to which marketing strategy components such as product offering, pricing, promotional mix and channels of distribution should be based on to achieve firm performance. The two concepts are standardization and adaptation to which local and global marketing strategy is streamlined toward the scope of the organizational performance regarding sales, financial and custom.

2.2 THEORETICAL REVIEW

Theory of Environmental Dynamism

Environmental dynamism is a widely-explored construct in the organization theory and strategic management literatures. It refers to the degree of instability or

turbulence of such key operating concerns as market and industry conditions as well as more general technological, economic, social, and political forces (Dess and Beard, 1984). Empirically Keats and Hitt (1988) linked Dynamism to organization environment as strategic diversification and organizational "postures" toward innovation (Zahra and Pearce, 1990). These studies and others indicate the importance of the environmental dynamism construct in explaining firm-level phenomena.

Dynamic business environments may be characterized by changes in various market elements, such as customer the external environment within which firms continue to interact for their survival and success has become more dynamic in the context of the Fourth Industrial Revolution.

Theory of Innovation Performance

According to the literature, innovation can be defined as an interactive process of generating new products, knowledge, and technologies by utilizing capabilities and knowledge inside and outside a firm. Such innovation can play a significant role in helping firms to achieve sustainable growth in response to their uncertain environment. In addition, innovation performance refers to the outcome of innovation, and it may appear in the form of the development of new products, gaining new market opportunities, and gaining competitive advantage through innovation activities. In other words, innovation performance can include patents, product development, product launches, and increases in sales, profits, or market shares due to product launches. In a similar vein, innovation performance can also be conceptualized as the degree of success of a firm's new product development program in achieving its objective. Furthermore, the literature reveals that innovation performance can be measured based on the various definitions above. For example, innovation performance can be measured either by new technology development, new product development, and new product launches, by the sales or profit contribution of new products, or by how successful a firms' new product

development program is from an overall profitability standpoint. In accordance with the existing literature, innovation performance is defined as the degree of success of a firm's new product development program in terms of achieving its objectives in this study.

Work Environment

As the work environment becomes more dynamic day by day, it is important that employers both in private and public sector ensure there are better work life balances to ensure employee performance. Globalization and advancement in technology have led to increased competition among organizations (Evans, Pucik and Barsoux 2002), prompting organizations to focus on work life balance initiatives to enhance employee performance. Employees are an important resource in any organization; hence, it is prudent for human resource managers to optimize their contribution to the company's goals and objectives as a way of sustaining effective employee performance by minimizing work life conflicts (Afshan, Sobia, Kamran and Nasir 2012).

Therefore, both private and public organization must treat their employee well by ensuring their welfares are considered to enhance their performance. The UK government has been at the forefront in campaigning for better work life balance to enhance the employees' performance. A Research commissioned by the UK government revealed that inflexible and working long hours leads to poor health, poor family life, and lower employee's productivity (Arrowsmith, 2001). Developed countries like the UK have gradually embraced work life balance initiatives, but most developing countries, especially in Africa are yet to embrace them fully despite evidence of a statistical positive correlation between work life balance and employees' performance.

In Lagos, some large private organizations have established work life balance facilities to reduce the work family conflicts that may negatively affect the employee's performance. Some of the facilities include day care facilities, health facilities for men

and women, prayer rooms, and Flexi time for lactating mother. Some organizations like ECO Bank, Britam, and the standard chartered bank have instituted work life balance facilities to mitigate employee stress, and enhance their performance. This is crucial for performance in the modern competitive business environment. Frese (2002) observed that Organizations need high performance of their employees to meet their goals and attain a competitive advantage.

2.3 EMPIRICAL REVIEW

Strategic marketing as seen as a process consisting of: analyzing environmental, market competitive and business factors affecting the corporation and its business units, identifying market opportunities and threats and forecasting future trends in business areas of interest for the enterprise , and participating in setting objectives and formulating corporate and business unit strategies. Selecting market target strategies for the product-markets in each business unit, establishing marketing objectives as well as developing , implementing and managing the marketing program positioning strategies in order to meet market target needs” (Drucker 2015).

Obiageli, Uzochukwu and Ngozi (2015) defined Leave as a number of days or hours staff of an entity are allowed to be away from their duties within a period without consequences. Some of the leave policies in most organizations include study leave, Paid Family, Career’s leave, Medical leave, sick leave, Parental Leave, and annual leave.

A study conducted by Obiageli, Uzochukwu, and Ngozi (2015) about “Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State “revealed that there exist a strong correlation between leave policy and service delivery by the employees. 19.45% of the respondents strongly agreed, 40.21% agreed that service delivery improves after leave grants. This indicates that there is a general agreement that employee performance can relate to company's leave policy.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter reviews the various processes to be undertaken for the successful completion of the work. A survey method was adopted to obtain data from the respondent. In order to ensure the accuracy of this method the researcher used questionnaire personally administered, oral interview, and observation method on the respondents.

3.1 RESEARCH DESIGN

The researcher employed the survey descriptive research design in gathering information for this study. The survey descriptive design is a method of gathering information about human population in which the direct contact is made with the unit of study through the means of instrument such as questionnaire, interview and guides. (Adeoye, 2003).

3.2 POPULATION OF THE STUDY

Research population describes the total number of employees within the scope of the study, which would enhance the collection of the most relevant data needed for this research work.

However, the targeted population of this study comprises of the management and staff of NESTLE PLC of an estimated population of (133) one hundred and thirty three staff as at the time of this research.

3.3 SAMPLING TECHNIQUE AND SAMPLE SIZE

In a view to gathering the primary data for this study, the researcher decided to use quota sampling method of the (Non-probability sampling) to get the basic information needed to carry out the research work, and some selected departments is been used to get these done.

SAMPLE SIZE

Base on the proposed population of this study which is 133 staff strength. However, the fact that the entire population cannot be studied because of some constraints. A Taro Yamane formula was used to arrive at the sample size:

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

Where n= sample size

N=total population size

e=margin of error (5%)

1=constant

$$n = \frac{133}{1 + 133(0.05)^2}$$

$$133$$

$$n = \frac{133}{1 + 133(0.0025)}$$

$$133$$

$$n = \frac{133}{1.3325}$$

$$= 99.8$$

$$= 100$$

3.4 METHOD AND SOURCES OF DATA COLLECTION

The researcher made use of two types of data. These include primary and secondary sources of data.

Primary Source of Data: This includes all methods adopted by the researcher together relevant information through interview, personal observation and questionnaire administration.

Secondary Source of Data: The secondary data were sourced from relevant text books, government annual publications, official records, magazines and journals. In general, the questionnaire was the primary data collection instrument, the questionnaire was administered through drop and pick method to the people. The

questions were designed to collect qualitative and quantitative data. Also personal interview which involves face to face conversation between the interviewer (researcher) and the interviewee (respondent) was also used.

3.5 INSTRUMENT USED FOR DATA COLLECTION

To make this research work a successful one the following research instrument were used for data collection.

- a. **Observation:** The researcher also observed political activities and its environment both locally and global using this as a supplement for other information used.
- b. **Personal Interview:** The researcher also used personnel interview method of data collection to gather information. Personal interview is probably the most popular in surveys. This entails a face-to-face contact with the respondents by the researcher who asks question that can aid the research work.

3.6 METHOD OF DATA ANALYSIS

Data related to this research work were analyzed using percentage and simple statement as referred to the information collected from respondents through research questionnaire delivered as represented in SPSS.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This research study is focus on the "effect of environmental dynamism on organizational activities". In this chapter, the test of hypotheses focuses on the data extracted from returned questionnaires using the statistical tools already discussed in chapter three. All the analyses were carried out at 5% level of significance with the aid of a computer using the Statistical Package for the Social sciences (SPSS) version 25.0.

The number of people sampled for the data collection analysis and interpretation consisted of the staffs of NESTLE PLC which amounts to the total of hundred staff.

4.2 RETURNED RESPONSE RATE

In the course of this study (100) hundred questionnaire was administered and (80) were recovered, Ten (10) was badly filled and 10 (10) was not returned.

	Frequency	Percent	Valid percent	Cumulative percent
Valid Returned	80	80.0	80.0	80.0
Not returned	20	20.0	20.0	100.0
Total	100	100.0	100.0	

The above table shows the level of response received from the questionnaire distributed . A total of hundred (100) questionnaire were distributed, Eighty (80) were filled correctly and returned, while Twenty (20) were not returned because they were badly filled or damaged.

4.3 PRESENTATION OF DATA

Table 1: *Shows the Gender*

	Frequency	Percent	Valid percent	Cumulative Percent
Male	50	62.5	62.5	62.5
Female	30	37.5	37.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The above shows that 62.5% of the respondents are male, while 37.5% are female. This shows that, the organization has more male staff than that of the female.

Table 2: *Shows the Age*

	Frequency	Percent	Valid percent	Cumulative Percent
Below 25	5	6.25	6.25	6.25
Valid 26-35	40	50	50	56.25
36 and Above	35	43.75	43.75	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The table above shows that majority of the respondents are between below 26-35 years of age, which represent 50% while respondents below 25 years represent 6.25%, 36 years and above are represented by 43.75%.

Table 3: *Shows the Level of Worker*

	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Level	15	18.75	18.75	18.75
Valid Middle Level	40	50	50	68.75
Lower Level	25	31.25	31.25	100.0

Total	80	100.0	100.0	
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Source SPSS Computation 2025

The above table shows that 15 respondents representing 18.75% senior level worker, 40 respondents representing 50% and middle level workers, while low level worker occupies 31.25% of the responses given.

Table 4: *Shows Educational Qualification of Respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
FSLC	-	-	-	-
SSCE	15	18.75	18.75	18.75
ND/NCE	20	25	25	43.75
Valid HND/B.SC	40	50	50	93.75
PGD/M.SC	5	6.25	6.25	100.0
PHD and	-	-	-	
Above	80	100.0	100.0	
Total				

Source SPSS Computation 2025

The table shows that none are FSLC Certificate holders, 15 (18.75%) are SSCE certificate holders, 20 (25%) are ND/NCE certificate holder, k40 (50%) are HND/B.SC certificate holders, 5 (6.25) respondents are PGD/M.SC certificate holders.

Table 5: Religion of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Islam	30	37.5	37.5	37.5
<i>Valid</i> Christianity	50	62.5	62.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The above state that majority of the workers 50 (62.5) are Christians while few 30 (37.5) are Muslims by religion.

Table 6: Promotional strategy influences the sales volume and activities in Nestle industry.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	50	62.5	62.5	62.5
<i>Valid</i> No	30	37.5	37.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The above table shows that 50 respondents representing 62.5% chose Yes, while 30 (37.5%) said No.

Table 7: Does strategies used by Nestle Nigeria Ltd helped to increase the sales of its products and activities in the work environment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	70	87.5	87.5	87.5
<i>Valid</i> No	10	12.5	12.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The above response convinced the researcher that strategies used by Nestle Nigeria Ltd helped to increase the sales of its products and activities in the work environment of 70 respondents representing (87.5%) of the total response.

Table 8: What effect does organizational environment has on Nestle Nigeria Ltd

	Frequency	Percent	Valid Percent	Cumulative Percent
Low	25	31.25	31.25	31.25
Valid High	45	56.25	56.25	87.5
Very High	10	12.5	12.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The table above shows that 25 (21.25) says environmental dynamism in Nestle Company has low, 45 (56.25) indicated its high, while 10 (12.5) indicates Very High.

Table 9: Does environmental dynamism improves the level of work in Nestle Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	35	43.75	43.75	43.75
Valid No	35	43.75	43.75	87.5
Undecided	10	12.5	12.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

The table above indicates that 35 respondents representing 43.75 said Yes, 35 (43.75) also said No, while 10 (12.5) were undeceive in their opinions.

TABLE 10: Pricing strategies used by Nestle Nigeria Ltd helped to increase the sales of its products in the market place and also influence environmental activities.

	Frequency	Percent	Valid Percent	Cumulative Percent
Average	45	56.25	56.25	56.25
Good	25	31.25	31.25	87.25
Valid Poor	5	6.25	6.25	93.75
Undecided	5	6.25	6.25	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

From the analysis in the table above 45 (56.25%) respondents describe it as average, 25 (31.25) describe it as Good, 5 (6.25) described it as good, while 5 (6.25) could not decided their opinion.

4.4 TEST OF HYPOTHESIS

This section explains the outcome of statistical test employed for testing the hypothesis stated in chapter one.

H0: There is no significant relationship between environmental dynamism and the level of activities in an organization in Nestle Nigeria plc.

Hi: There is significant relationship between environmental dynamism and the level of activities in an organization in Nestle Nigeria plc

Table 10 Does environmental dynamism improves the level of work in Nestle Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	35	43.75	43.75	43.75
Valid No	35	43.75	43.75	87.5
Undecided	10	12.5	12.5	100.0
Total	80	100.0	100.0	

Source SPSS Computation 2025

Calculation

The hypotheses were tested and calculated with the using regression analysis.

Formular:

$$y = a + bx$$

Where;

y = dependent variable (Organizational Activities)

x = independent variable (Effect of Environmental Dynamism)

$$a = \frac{(\sum y)(\sum x^2) - (\sum x)(\sum xy)}{n(\sum x^2) - (\sum x)^2}$$

$$b = \frac{n(\sum xy)(\sum x) - (\sum x)(\sum y)}{n(\sum x^2) - (\sum x)^2}$$

Computation Table

N	$\sum x$	$\sum y$	$\sum xy$	$(\sum x^2)$	$(\sum y^2)$
1	3	5	15	9	25
2	9	3	27	81	9
3	27	4	108	729	16
4	64	3	192	4096	9
5	80	2	160	25600	4
Total	183	17	502	30512	63

Source: SPSS Computation, 2025

$$\begin{aligned} a &= \frac{(17)(30512) - (17)(502)}{5(30512) - (33489)} \\ &= \frac{518704 - 8534}{152560 - 33489} \\ &= \frac{510170}{119071} \end{aligned}$$

$$= 4.28$$

$$b = \frac{5(502) - (183)(17)}{5(30512) - (33489)}$$

$$= \frac{2510 - 3111}{152560 - 33489}$$

$$= \frac{-601}{119071}$$

$$= -0.005$$

$$y = a + bx$$

$$y = 4.28 - 0.005x$$

Decision Rules:

Since the level of significant is 0.05 is greater than the p-value. It shows that there is significant relationship between environmental dynamism and the level of activities in Nestle Nigeria plc.

4.5 DISCUSSION OF FINDINGS

The objective of this research work was to examine the effect of environmental dynamism on organizational activities.

The findings based on the regression analysis earlier discussed shows that the employee commitment improve the motivation performance since the p-value is significant in every of the hypothesis tested.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This study has investigated the effect of environmental dynamism on organizational activities.

This research work is divided into five major chapters, the first chapter of the research deal with introduction of the research work. It also encompasses the general background information, objective of the study, statement of problems and hypothesis, this chapter also include the limitation of the study as well as definition of some key terms.

Chapter two focuses on literature review, conceptual meaning of different terms, the theoretical and empirical expression as regards further study.

Chapter three specifies on the methodology, how data is been analyzed, the design of the study, population of the study, sampling techniques and instrument used in carrying out this research.

Chapter four on the other hand deals with the presentation of data of table, hypothesis, while the hypothesis were tested using chi-square and at the tail of chapter four, discussion and conclusion were made respectively and appropriately.

The last chapter, which is chapter five is the concluding part of the whole research work. It comprise of the summary, conclusion and recommendations.

5.2 CONCLUSIONS

Organizations are established for specific purpose and objectives, people also join organizations to satisfy their needs, and in so doing they contribute to organizational performance to achieve the objectives of the organization. Specifically, based on theories of strategic management, we have identified strategic prospecting, absorptive capacity, and strategic prospecting-absorptive capacity as mediating mechanisms and examined their mediation effects on the relationship between environmental.

Dynamism and innovation performance. For this purpose, we first analyzed the total and direct effects of environmental dynamism on innovation performance and then analyzed the mediation effects of strategic prospecting, absorptive capacity, and strategic prospecting–absorptive capacity on that relationship.

Hence, arising from the findings of the hypotheses which were tested with chi-square statistical method, the study concludes that there is a positive impact of environmental dynamism on organizational activities.

5.3 RECOMMENDATIONS

This further suggests that, as a mechanism linking environmental dynamism to organization performance, strategic prospecting is primarily important, whereas absorptive capacity in conjunction with strategic prospecting is secondarily important. As such, assuming an interrelationship between the mediators, our study has developed two effective paths that connect environmental dynamism with improved innovation performance:

- (1) Facing a dynamic environment, firms can improve innovation performance through the pursuit of higher-level strategic prospecting, and
- (2) Facing a dynamic environment, firms can further improve innovation performance through the enhancement of absorptive capacity in support of higher-level strategic prospecting.
- (3) Step up efforts to promote more sustainable consumption patterns by adopting appropriate regulatory and economic instruments, and through adequate demand management;
- (4) Continue efforts to implement the principle of causality (the polluter pays and user pays principles);
- (5) Further improve the effectiveness and efficiency of environmental policies with improved monitoring of the environment and its interactions with the economy (environmental data and economic analysis), expanded use of

economic instruments and documentation of compliance with environmental legislation

- (6) Adopt strategies that are more highly integrated to manage natural hazards and technological risks, taking into account other sectoral policies (e.g. regional planning, transport, forests); accelerate completion of cantonal cadastres of contaminated sites and begin to decontaminate priority sites

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QUESTIONNAIRE

1. Gender Category: Male [☐] Female [☐]
2. Your Educational Qualification: FSLC [☐] SSCE [☐] ND/NCE [☐]
HND/B.SC [☐] PGD/M.SC [☐] PHD and above [☐]
3. Age distribution of respondents: Below 25 [☐] 26-35 [☐] 36 and above
[☐]
4. Level of Worker: Senior Level [☐] Middle Level [☐] Lower Level [☐]
5. Religion: Christianity [☐] Islam [☐]

SECTION B

6. Promotional strategy influences the sales volume and activities in Nestle industry.
Yes [☐] No [☐]
- 7 Does strategies used by Nestle Nigeria Ltd helped to increase the sales of its
products and activities in the work environment. Yes [☐] No [☐]
- 8 What effect does organizational environment has on Nestle Nigeria Ltd Yes [☐] No [☐]
9. Does environmental dynamism improves the level of work in Nestle Company
Yes [☐] No [☐]
- 10 Pricing strategies used by Nestle Nigeria Ltd helped to increase the sales of its
products in the market place and also influence environmental activities. Yes [☐] No [☐]