

## **Relationship between Globalization and Organizational Performance in Nestle Nigeria Plc, Lagos State of Nigeria**

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### **Abstract**

*Arising from the fact that globalization is gaining momentum in the world economy, this study considers the relationship between globalization and organizational performance in Nestle Plc. Lagos state. The sample of the study consists of 204 respondents drawn from the employees and managers of Nestle Nigeria Plc, within Lagos State. The convenience sampling method was used in selecting participants for the study. This method was found appropriate because it gives the researcher the opportunity to use his discretion or judgment in selecting the participants of the study. The five-point Likert Scale questionnaire instrument was used for data collection.. The sets of the questionnaire were then distributed to both the managers and the employees of the company. The sets of the questionnaire received were tabulated and presented using tables and frequencies and the stated hypotheses were tested using the spearman rank correlation analysis. The findings of the study show that there were positive and significant relationship between technology, branding, product standardization and communication and organizational performance in Nestle Nigeria Plc. Lagos State. Based on the outcomes of the research effort, the study concludes that globalization improves organizational performance. Arising from the outcomes and conclusions of the research work, the researcher recommends that Nestle Nigeria Plc should play key roles in globalization by improving on its technology, branding, product standardization and communication system, as these will propel company to be more effective and efficient and hence provides quality products that customers cherished at a reduced cost.*

**Keywords:** *Globalization, Organizational performance, Technology, Branding, Product Standardization & Communication*

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## **1. Introduction**

Globalization is seen as means of encouraging organizational performance. It has presented a lot of opportunities for many organizations. Organizations today are working at a competitive environment and as such, there is need for them to attain global standards so its overall performance would be sustained for it to survive. One of the most important components that help human and financial resources is globalization. Every organization practices some standards which help in defining the performance in their business environment.

Globalization has thus become a common feature of world economics which effect is felt by governments, firms and individuals the world over. While organizations in developed countries have embraced Globalization in their business endeavors with its subsequent advantages, however it is doubtful if organizations in developing countries have fully integrated globalization with its attending benefits into their business operations. Pangestu (2001) posits that developing economies must balance globalization's benefits and costs. Increased competition can lead to better distribution and productivity, but benefits are not shared equally, because some sectors or regions grow faster than others.

Globalization is seen as the extent of improving social-cultural connections, political, economic, financial and market interconnections. Globalization represents the interconnections of global social relations among the international communities far-away into one single market. It is a process that encourages political, economic, cultural unifications in the global arena. This unification positively influences the external business environment such as the political, cultural, economic progress and indeed societies in the world.

In a study, Klein, (2000), concludes that Globalization has come with numerous positive effects. Although there are few literatures available which suggest that studies have been carried on the relationship between globalization and organizational performance in Nigeria. For example Ozuoma, Onyemaechi and Ikpeazu (2017) investigated the effect of globalization on the Nigerian financial sector and to ascertain the contribution of globalization on the Nigerian stock exchange and commercial banks. Ezeh (2020) examined the impact of Globalization on organizational performance in selected Manufacturing Organizations in South East Nigeria, also Ogbonna, Adudu and Thomas (2021) studied Globalization and Organizational Performance in Nigerian Deposit Money Banks. Similarly, Oluyemisi (2012) carried out a study on effect of globalization

on Performance of the Nigerian Banking Industry. As shown above, it could be observed that many studies have been carried out on globalization and organizational performance in different segments of the economy. However, there are few evidences to show that such studies on globalization were done on the food and beverage Industry in Nigeria. Moreover most studies in Nigeria and in developing countries were limited to globalization external dimensions such as economic, political, and social cultural dimensions. Therefore, the study departs from other studies by emphasizing on other globalization dimensions such as technology, branding, standardization and communications, which serve as gap to fill in the literature. Therefore, the main objective of this research work is to examine the relationship between globalization and organizational performance in Nestle, Nigeria Plc. However, the specific objectives of the study are: to investigate the relationships between technology and organizational performance, branding and organizational performance, product standardization and organizational performance, as well as communication and organizational performance in Nestle, Nigeria Plc, Lagos State, Nigeria . Based on the above stated objectives, the following hypotheses were drawn and investigated in this study:

H<sub>0</sub>: There is no significant relationship between technology and organizational performance in Nestle Nigeria Plc, Lagos State

H<sub>0</sub>: There is no significant relationship between branding and organizational performance in Nestle, Nigeria Plc, Lagos State

H<sub>0</sub>: There is no significant relationship between product standardization and organizational performance in Nestle Plc, Lagos State of Nigeria

H<sub>0</sub>: There is no significant relationship between communication and organizational performance in Nestle Nigeria Plc. Lagos state.

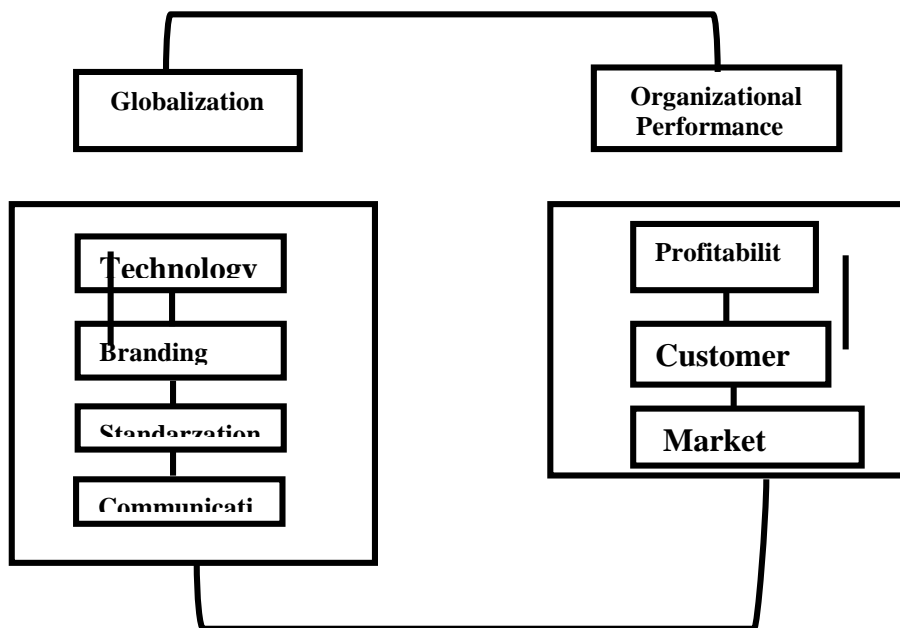
This study would be significant to the management of Nestle Nigeria Plc and indeed other food and beverage companies in Nigeria. The study would guide policy makers to formulate policies that would help such companies and enhance their performance in the face of globalization. Moreover, it adds to the existing knowledge in the current literature on globalization and organizational performance.

In the rest of this paper, the researcher discusses in detail the literature review, methodology of the study, the analysis of the data and lastly the findings, conclusions and recommendations of the study are discussed.

## 2. Literature Review

### Conceptual Framework

Conceptual framework showing the effect of globalization on organizational performance in Nestle Nigeria Plc. Lagos State, Nigeria



Source: Conceptualized by the Author 2021

### Conceptual definitions

#### Globalization

Many academic researchers and other professionals have attempted, to an extent with success, to define the term globalization in their own ways, but without an agreed definition of the term. In this paper, the study attempts to provide some definitions by different authors and offers its own definition of the term. According to Faridi and Afrif (2012), Globalization refers to the process of integration across

societies and economies. The phenomenon encompasses the flow of products, goods and services, labor, ideas and information moving across national borders.

Nayef (2006) define Globalization “as a process that incorporates the causes, course, and consequences of transcontinental and international cultural grouping of human and non-human activities”. According to Marginson (2006) ‘Globalization’ is the improvement of the international or pan-European domains of action. It has positively influenced countries around the world. Ezeh (2020) noted that Globalization refers to the expansion and expanding of connections of inner economies into a global market for goods and services, and specifically capital. It denotes increasing economic connections of countries globally through the growing capacity and variability of international dealings in goods and services and worldwide capital. Iheriohanma (2008) posits that globalization is a process that links economic dependence, political and social and cultural relations across the world. Oyedele, Kareem and Akambi, (2016) define globalization as the economic integration and interdependence of national economies across the globe, through a rapid increase in cross-border movement of goods, services, technology, financial and human resources, facilitated by economic liberalization and information technology. According to Mohammad (2005) globalization is a process of rapid economic, cultural, and institutional integration among countries. Globalization is primarily an economic process of interaction and integration that is associated with social and cultural aspects. According to Rajnoha, Dobrovič & Slivková (2014) Globalization is a spontaneous, uncontrolled process involving still more intensive integration of countries of the world into a single global economic system. This concept should also include a number of other political, social, cultural, security and other relations directly related to globalization.

In this study the researcher defines Globalization as a unifying process of improving business performance worldwide through effective technological application, effective communication, improve standards and branding.

### **Technology**

MacKenzie and Wajcman (1985) define technology as the integration of the physical objects or artifacts, the process of making the objects and the meaning associated with the physical objects. According to Mascus (2003) technology is defined as ‘the information necessary to achieve a certain production outcome from a particular means of combining or processing selected inputs which include production processes, intra-firm organizational structures, management techniques,

and means of finance, marketing methods or any of its combination'. Tepstra and David (1985) suggest that technology as a cultural system is concerned with the relationships between humans and their environment. From the systems perspective Afriyie (1988) defines technology as encompassing: 1) the basic knowledge sub-system; 2) the technical support system (software); and 3) the capital-embodied technology (hardware). This perspective views that technology recognizes the need to identify the different elements of a particular country's technology that are complementary and mutually reinforcing.

### **Branding**

According to Tanya (2015), a brand can be defined as a set of tangible and intangible attributes designed to create awareness and identity, and to build the reputation of a product, service, person, place, or organization. The objective of branding strategy is to create brands that are differentiated from the competition, thereby reducing the number of substitutes in the marketplace. Branding is the process of giving a meaning to specific organization, company, products or services by creating and shaping a brand in consumers' minds. It is a strategy designed by organizations to help people to quickly identify and experience their brand, and give them a reason to choose their products over the competition's, by clarifying what this particular brand is and is not.

### **Standardization**

Standardization is the process of creating protocols to guide the creation of a good or service based on the consensus of all the relevant parties in the industry. The standards ensure that goods or services produced in a specific industry come with consistent quality and are equivalent to other comparable products or services in the same industry. Furthermore, standards cover product and even more process characteristics, which is less the case for patents (Cohen et al. 2000). Finally, standards address not only innovative technological aspects, but more and more services (Blind 2006a, Wakke et al. 2015). Furthermore, standards are an element of the national regulatory framework (e.g. European Commission 2016) and consequently technical barriers to trade (TBT) in international trade in case of heterogeneous national solutions, e.g. a crucial challenge to the negotiations about the Transatlantic Trade and Investment Partnership TTIP (Egan & Pelkmans 2015)

### **Communication**

Lunenberg (2010) posits that communication has its root in Latin from the word 'communis'. However, he asserts that it means 'common', which suggests that there must be a common understanding of the message between the source and the receiver concerning the message being communicated. Giffin and Patten (1976) define communication as the process of creating meaning as well as ascribing it. It is the exchange of ideas and interaction among group member. Daniel (2016) asserts that it is when feedback, which involves the receiver responding to the signal by initiating another circle of meaning exchange, it has been sent to the sender (source) that the communication process has gone full circle and become complete. Oxford Advanced Learner's Dictionary of Current English (2004) defines communication as the activity or process of expressing ideas and feelings or of giving people information.

### **Organizational Performance**

According to Jones and George (2006), organizational performance is a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. Daft (2000) posits that organizational performance is the process in which an organization attains its goals through effective and efficient use of resources. It will be necessary to throw more light on Daft's definition at this point. Effective is the process whereby an organization is able to produce the desired goods or services, which customers desire and are ready to patronize the organization. While efficient is the ability of an organization to achieve its goal at a reduced cost and time. An effective organization performs credibly well by delivering its products and services to its customers. While an efficient organization is able to reduced costs and time which is likely to result into profitability and return on investment. Effectiveness is often measured as the quality of the desired result (Frøkjær, Hertzum & Hornbæk, 2000). According to Armstrong (2009), Performance is "a means of getting better results from a whole organization, or teams and individuals within an agreed framework of planned goals. Hameed and Anwar, (2017) posit that Organizational performance is an organization's ability to accomplishing standards and sustainability, profitability, pleasing the group, and willingness to deal with environmental changes. Adudu, Asenge, and Torough,(2020) define Organizational performance as how an enterprise is doing in terms of the level of its profit, market share and product quality in relation to other enterprises in the same industry. According to Anwar & Ghafoor (2017) the various standards used in measuring Organizational performance including sustainability, profitability, pleasing the group, and willingness to deal with environmental changes.

In this study, organizational performance is defined as the ability of an organization to produce the desired output that customers are willing to buy at a reduced cost. An organization is said to have performed when it produces the right goods or services through its members and at the same time improves the profitability, return on investment and market share of the organization. Organizational performance is measured using profitability, customer satisfaction and market share.

### **Profitability**

According to Adudu, Asenge and Torough (2020) profitability is the capability of a company to make sustainable profit. It is a measure of how successful a business has improved its operations over a period of time. Net profit is total revenues minus expenses during the accounting year. The firm is profitable if its total expenses are less than total revenues. Davis, Schoorman, Mayer and Tan (2000) posit that Profitability is an important financial indicator of the efficiency of an organization's ability to increase sales while keeping the variable costs down. They maintained that the net profit or income is an indicator of the firm's profitable operations, which is the surplus of total revenues over total expenses during the accounting year.

### **Customer Satisfaction**

According to Chang, Wang and Yang (2009) customer satisfaction is the psychological reaction of the customer with respect to his or her prior experience with the comparison between expected and perceived performance. The literature identifies two types of satisfactions: transactional and cumulative satisfaction' (Spiteri & Dion, 2004). Transactional C.S. can be defined as a specific purchase evaluation upon its implementation (cf. Oliver, 1993) and it is short-term, based on the evaluation of a single purchase.

Cumulative C.S. may be defined as the overall purchasing experience (cf. Fornell, 1992; Johnson & Fornell, 1991). It can be seen as long-term, based on repeated purchases and on overall customer experience with the product, including the evaluation of the selling or supplying party, meaning not only the manufacturer, but also the retailer.

### **Market share**

According to Farris, Neil, Phillip and David (2010) market share is a key indicator of market competitiveness, i.e., how well a firm is doing against its competitors. Firms with market shares below a certain level may not be viable. Kennard (2020) posits that within a firm's product line, market share trends for individual products



are considered early indicators of future opportunities or problems. Market share competition drives companies to support climate change policies with a view to imposing costs on domestic competitors.

### **Empirical Review**

According to Faridi and Afrif (2012) Globalization is useful in improving the economic conditions of a nation in both developed and developing countries. In a study in the Nigeria Money Banks on the impact of globalization on organizational performance by Ogbonna, Adudu, and Thomas, (2021), the outcomes of the study showed that globalization positively and significantly improves organizational performance. Important aspects of globalization considered in the study include economic, cultural, social, technology and political. Adei (2004) posits that technology is useful in improving international social environment. Ezeh (2020) states that information technology plays an important role in globalization. He further argues that globalization is informational. Wani (2011) found that globalization is a double-edged sword that has impacted both positively and negatively on the Nigerian cultures. Georgiou (2011) found a positive impact of globalization (as measured by total trade to GDP) on company profitability (as measured by net return on equity) for Europe. Fadzlan and Fakurudin (2016) in their studies found that banks operating from the relatively more economically globalized countries tend to perform better, while banks headquartered in countries with greater social and political globalizations tend to exhibit lower profitability levels. According to Stefko and Sojka (2015), Globalization has its positive and negative effects on the macroeconomic level and on the level of the individual companies. Undoubtedly, it contributes to increased efficiency, better financial remuneration of middle and lower management, as well as ordinary employees. Among the negative aspects of the globalization process, however are deterioration of employees and relations between senior management and lower and middle management. Akinola (2012) in his study found that globalization improves the performance of Nigeria Banks, as measured by profit before tax. Karadagli (2012) findings indicate that globalization improves firm performance and value though the result for economic globalization is insignificant at conventional levels. The findings also reveal that the most promising dimension of globalization seems to be the political globalization and the social globalization seems to provide another important source of improved firm performance. Torelli et al, (2017) show how consumer feelings of cultural distinctiveness in foreign locations can lead to consumer preferences for more culturally aligned brands, even if those brands may be deficient in other ways. In a desire to connect with home and not feel as

distinctive, consumers broaden how they actually think of “home.” By expanding their in-group boundaries in that way, they exhibit preferences to include culturally related brands that are merely similar in geographic proximity or socio-historical or cultural roots. Shen and Sengupta (2018) found that when consumers communicate about brands to others by speaking versus writing, they develop deeper self-brand connections. Rubio, Villasenor and Oubina (2015) in their study, found that the brand, at least in sales of food products, has an impact on Customer Satisfaction.

### **3. Research Methods**

#### **Research design**

This study adopts the survey research design. This design aims at investigating the conditions and relationships that exists between globalization and organizational effectiveness in Nestle Nigeria Plc, Lagos State, Nigeria. This method was adopted in that it suits the nature of the study, it also saves time and cost as the data for the study were obtained just once for the analysis.

#### **Population of the Study**

The population of the study is five hundred (500) which is the total number of employees and managers of Nestle Nigeria Plc in Lagos State.

#### **Sampling and Sample Size**

The study adopted a convenient sampling technique. This method of sampling was adopted because it is easier for the researcher to reach out to the respondents. To determine the sample size, YemaneTaro formula for determining sampling size was adopted.

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

Where:

n = Sample Size

N = Population of the study

0.05 = Confidence level.

Computing the population size into the formula

$$\begin{aligned} &= \frac{500}{1+500(0.0025)} \\ &= \frac{500}{2.25} \end{aligned}$$

n = 222  
Sample size is **222**

### **Methods of Data Collection**

The data from this research work were obtained through a questionnaire instrument found to be reliable to enable the researcher measure and evaluate the research hypotheses/variables. The questionnaire administered comprises of two Part of A and B. Part A provide items of demographic data like age, gender, qualification and staff position in the organization with no score attached to it and which was not considered for analysis. Part B explored the knowledge and perceptions of respondents on the relationship between the globalization and organizational performance. Section B is measured on five-point Likert scales ranging from strongly agree to strongly disagree. The sets of the questionnaire were administered to the respondents by the researcher himself and some research assistants who are students of National Open University of Nigeria in Lagos State.

### **Validity and Reliability of the Research Instruments**

To ensure reliability of the questionnaire instrument the researcher adopted a test-retest approach. To achieve this, some sets of the questionnaire were distributed to a small group of the employees of Nestle Nigeria Plc for them to react for two occasions and when their responded were found to be consistent in the two occasions, the researcher accepts the research instrument to be reliable. More over the questionnaire was subjected to the Cronbach's alpha test analysis. The analysis of the test proved that all the items were within the range of 0.7 and above which is proved that the questionnaire is reliable. The table below summaries the result of the test

Table 1: Cronbach's alpha Test

<b>Variable</b>	<b>Alpha</b>
Technology	0.7419
Branding	0.7648
Standardization	0.8521
Communication	0.7864

***Field Survey, 2021; Computed with SPSS 24***

In this study, the levels of alpha values were all above the 0.70, which is the accepted level, suggesting a high level of internal consistency.

## **4. Data Presentation and Analysis**

### Data Analysis and Results

A total of 222 were distributed to the respondents, out of which 204 sets of the questionnaire were returned back and used for the analysis. Below is the testing of the hypotheses.

### Test of Hypotheses

The hypotheses stated were subjected to testing using regression analysis. The tests and the results are presented below.

### Hypotheses One

H<sub>0</sub>: There is no significant relationship between technology and organizational performance in Nestle Nigeria Plc, Lagos State

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.873	31.105		1.425	.591
	Technology	.745	.8571	.236	.743	.004

The outcome of data analysis performed above shows that a moderate relationship between Technology and Organizational performance in Nestle Nigeria Plc, Lagos State ( $r = .591$ ,  $P = .004 < .005$ ).

### Hypotheses Two

H<sub>0</sub>: There is no significant relationship between branding and organizational performance in Nestle, Nigeria Plc, Lagos State

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	45.483	24.096		1.642	.614
	Branding	.659	.846	.263	.694	.004

The outcome of data analysis performed above shows that a positive and significant relationship between branding and Organizational performance in Nestle Nigeria Plc, Lagos State ( $r = .614$  and  $P = .004 < .005$ ).

### Hypotheses Three

Ho: There is no significant relationship between Standardization and organizational performance in Nestle Nigeria Plc, Lagos State

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.453	38.557		1.879	.754
	Standardization	.504	1.064	.190	.474	.004

The outcome of data analysis performed above shows that a positive and significant relationship between standardization and Organizational performance in Nestle Nigeria Plc, Lagos State ( $r = .754$  and  $P = .004 < .005$ ).

### Hypotheses Four

Ho; There is no significant relationship between communication and organizational performance in Nestle, Nigeria Plc, Lagos State

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.165	736.137		1.689	.735
	Communication	.842	1.274	.185	.542	.003

The outcome of data analysis performed above shows that a positive and significant relationship between communication and Organizational performance in Nestle Nigeria Plc, Lagos State. ( $r = .735$  and  $P = .003 < .005$ )

### **Discussion of Findings**

The findings of the study have shown that there were positive and significant relationships between the four dimensions of globalization namely technology, branding, standardization and communication and organizational performance in Nestle Nigeria Plc, Lagos State. The implications of this finding are that the more Nestle Plc Nigeria limited adopts up to date technology, rebrand these products, emphasis more on standards and communicates effectively, the more likely that the company will achieve its objectives of producing world class products that will meet customers satisfaction in the face of the ongoing globalization worldwide and as well improves on the profitability of the organization.

In the first hypothesis which was on the relationship between technology and organization performance, the test of the hypothesis shows that there was a positive and significant relationship between technology and organizational performance. The finding is in order, in that globalization entails meeting the world market where ever a company may be located. To achieve this effectively and be successful a company needs an up to date technology. This finding is in line with those of Ogbonna, Adudu and Thomas (2021), who found that technological globalization has positive and significant effect on organizational performance in Nigerian deposit money banks. Akinola (2012) in his study found that globalization improves the performance of Nigeria Banks as measured by profit before tax.

In the second hypothesis, the study also established that there is a positive and significant relationship between branding and organizational performance. Again, this finding is justified in that to standout in the market place, a company must have a brand name that protects its image in the market place. These finding supports previous recent findings for example, Rubio, Villasenor and Oubina (2015) in their study, found that the brand, at least in sales of food products, has an impact on Customer Satisfaction. The result of the third hypothesis further proved that there is a positive and significant relationship between standardization and organizational performance. To be successful in the market place, a company must maintain a clear standard that is unique and different from other competitors. . The findings correspond with the findings of Chen (2008), Chong (2007), and Watson and Wyatt (2010), that effective communication can enhance the performance of organizations.

## 5. Conclusions and Recommendations

Based on the findings of the study, the study concludes that globalization influences organizational performance. It therefore follows that the more a company is fully engaged in globalization the more likely that it become more effective in achieving its goals. Specifically, the more a country uses state of the art technology in its operations, the more it becomes more effective, as this will enable it to produce desired goods or services that will attract more customers. Also, if a company has a good brand, it will keep on attracting more customers to patronize its products or services provided it maintains a good standard and communicates clearly. Based on the findings of this study, the following recommendations are made:

1. Nestle Nigeria Plc should continue to improve on its technology by providing cute edge and up to date technology that will aid its production capacity
2. Nestle Nigeria Plc should improve on qualities of its products by ensuring clear quality control measures, and at the same time rebrand its products to protect its image in the market place.
3. Nestle Nigeria Plc should maintain standards by providing world class products to its numerous customers.
4. Moreover, the company must improve on its communication system by improving on its effective communication systems both in ward and out ward

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