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Task Environmental Factors and Organizational Performance

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Abstract

This study is aimed at examining task environmental factors and organizational performance. To achieve this, the research objectives, questions as well as hypotheses were formulated. The essence of the formulation is to determine the relationship between the dependent variables and the independent variables. Data for the study was generated mainly from the primary sources. The questionnaire was the major instrument used to generate the data. The Spearman rank correlation coefficient (r) was used to calculate the reliability index to determine the reliability index, the value of r = 0.789 was obtained. This implies that the correlation co-efficient is explained by 79%, this suggest a strong reliability of the instrument. The researcher used simple linear regression model based on the Statistical package for Social Sciences (SPSS) computer software (version 20.0) to test the hypotheses. In the first hypothesis, the slope (0.581) in the model is positive; it implies that competitors have positive and significant relationship on market value. The R-square of 0.542 suggests that variation in market value is explained by competitors by 54.2%. In the second hypothesis, the slope (0.897) in the model is positive; it implies that suppliers have a positive and significant relationship with customer satisfaction. The R-square of 0.777 suggests that variation in customer satisfaction is explained by suppliers by 77.7% while the remaining 22.3% is explained by other factors outside the model. In the third hypothesis, the null hypothesis is rejected implying that there is a significant relationship between labour and productivity. The study recommends among others that organizations should access its competitive position to improve its chances of designing strategies that optimize its environmental opportunities.

Keywords: Environmental Factors, Performance, Suppliers, Creditors, Labour, Organizational productivity, Customer satisfaction, Market share.

Introduction

The extent to which the businesses thrive depends on the manner in which it interacts with its environment. A business, which continually remains passive to the relevant changes in the environment, is destined to gradually fade-away in oblivion. To be successful, business has not only recognized different elements of the environment but also respect to or have to manage and influence them. The business must continuously monitor and adapt to the environment if it is to survive and prosper. Disturbances in the environment may spell extreme threats or open up new opportunities for the firm. A successful business has to identify, appraise, and respond to the various opportunities and threats in its environment.

According to Madu (2011) the task environment is made up of those factors that have close relationship with organizations. Alugbuo, *et. al.* (2007) as well defined task environment as external micro environment of the firm which is made up of the competitors, labour union, suppliers, creditors, government agencies and regulations and others. Competitors are other organizations in the same industry or types of business that provide goods or services to the same customers. Unique competitive issues, entry difficulty etc are key issues to be addressed here. Labour refers to the number of workers that are willing and able to work in a particular job or industry at a given wage rate. It is also the availability of suitable human resource in a particular labour market. Suppliers on the other hand are parties that supplier goods and services to the organization. Creditors are persons or companys to whom money owes. A creditor may be a banker, supplier or person that has provided credit to a company. In other words, a company owes money to its creditors the amount owes to creditors are reported to the companies balance sheet as liabilities.

According to Agulanna (2014) task environment includes the external stakeholders and forces that directly affect the organization. Agulanna (2014) classified task environment on the basis of complexity and dynamism, which include homogenous, heterogenous, homogenous and heterogenous. The need for studying business environment became important considering the fact that business organization do not operate in vacuum and effective management in complex and dynamic society such as Nigeria, requires the assessment of strengths and weaknesses of the organization and the opportunities and threats posed and the challenges of the external environment . For survival and growth, organization must adapt to these changes.

According to Alugbuo, Ojiegbe, Ibekwe, Irono, Inyanga, Chukwu, Otiwu, Udokwu (2015) business as a living and existing

entity is affected by certain conditions and factors that affect its growth and development. It means that business does not grow or develop in a vacuum. These conditions and factors surrounding and affecting the business are collectively known as the environment of business. The owner or manager of a business must be aware of these conditions and factors that can affect business and devise ways of adapting, and overcoming the conditions so that the business can survive on a day to day basis and over a long period of time. The manager has to understand first, the immediate environment of the business and the organic framework of the business before he can be familiar with the external environment. The understanding of the immediate and external environment are crucial to the survival of the business and translate to the strategic process through which the business competes with other forms, interacts with suppliers, customers and other stakeholders of the business. (Alugbuo, *et. al* 2007).

According to Madu (2011) the extent to which any external factor has impact on an organization tells weather that factor is direct-action/task environment or indirect-action/general environment This is because the same elements have different relationship with different organizations. The task environments and general environments are regarded as external stakeholders. This is because the individuals that makes up these environments affects organistion's activities from its external environments.

According to Ogbojafor (2008) the word "Environment" does not necessarily mean physical surroundings, but is used to describe all those influences that bear upon the individual organizations. Business environment is used to mean anything, which surrounds the business organization. It affects the decisions, strategies, process and performance of the business. Since business makes demand on the society and the society makes demands on the business, managers in any organization must interact with and respond to environmental factors internal or external to their organizations. The sum of these interrelationships within the business and between the business and the society is what is the management regarded as business environment.

Organizations survival and success depend on the appropriate adoptions to a complex and over changing environment. Therefore, any organization should look or search its environment continuously (Oghojafor, 2008). Organizational performance involves using of resources wisely to avoid wastage. Given by the interaction between organizations and environment, it follows that performance relates to how an organization reacts, understands and influence to certain environmental changes.

Derek (2010) defined performance as the willingness of an individual to carry out the goals and objectives of an organization. Organization performance is the ability of group of individual to achieve certain specific goals. It is to be noted that the identified organizational performance in this study are market value, customer satisfaction, productivity and market share. Market Value is considered as a possible variable and it represents the external assessment and expectation of future performance of firms.

Customer Satisfaction is a measure of how products and services, supplied by a company, meet or surpass customer expectation. It is seen as a key performance indicator within business. Customer satisfaction provides a leading indicator of consumer purchase intentions and loyalty. Productivity is used to describe an ever-increasing range of performance. Productivity is the unit output per a given unit of input. This journal therefore examines the relationship between task environmental factors and organizational performance. The operational conceptual diagram is stated as follows to enable us understand the objectives, research questions and hypotheses.

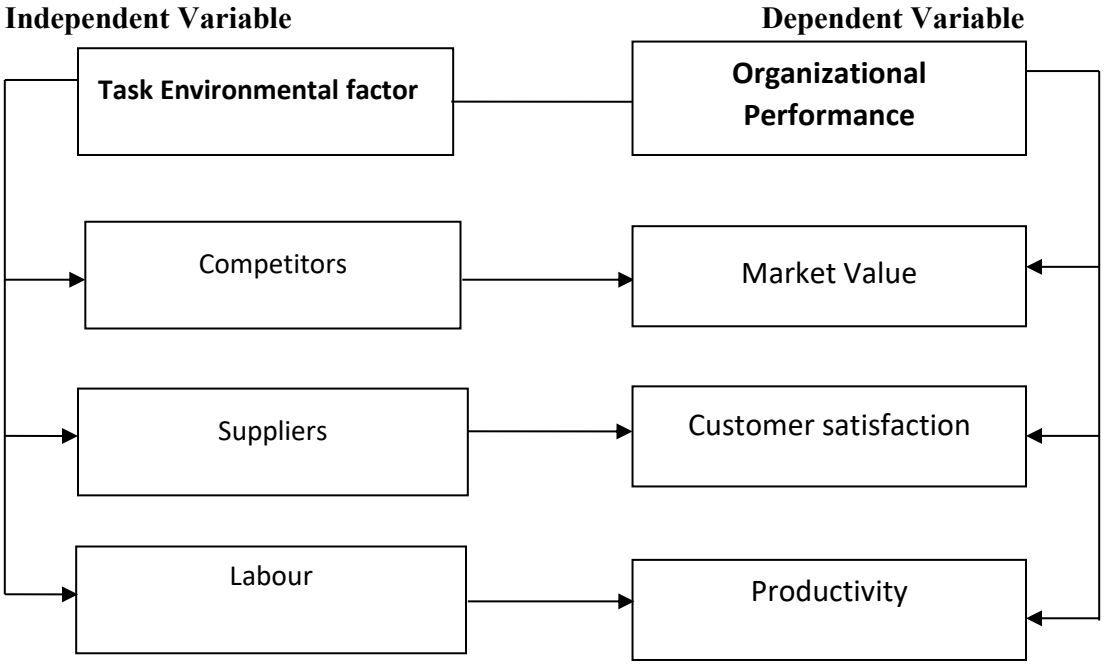


Fig 1: Operational Conceptual Diagram
Source: Researchers Desk (2025)

Statement of the Problem

The success or failure of any business can be determined by these selected task environmental factors such as suppliers, competitors, labor and creditors. Organizations are faced with challenges that are generated by suppliers. These challenges have to do with the suppliers prices competitiveness, materials, information and equipment. The inability of most organisations to enforce tougher quality standards from its suppliers, better prices for goods and service, and more cooperative relationship with its suppliers may have affected the performance of Nigeria breweries. Organisations should be abreast with the activities of its competitors. It is often seen that most organizations do not concern themselves with who their competitors are, thus having a negative effect on their market share, product line, advertising and product quality.

The inability to attract, motivates, and retains the human resources necessary to provide competitive products and services are a crucial variable for most organizations. Also the accessibility of the creditors in the area of financial and material resources in the right price quality and quantity are crucial and paramount to an accurate evaluation of an organization's operating environment. Organizations inability to access its creditors is as well a major challenge. Several empirical works have been conducted on task environmental factors with limited studies on the specific indicators that this study posed. This study examines the task environmental factors and organizational performance in Brewery firms in Abia and Anambra state.

Objectives of the Study

The general objective of this study is to examine the effect of task environmental factors and organizational performance. Specifically, the objective of study is to;

1. examine the relationship between competitors and market value.
2. ascertain the significant relationship between suppliers and customer satisfaction.
3. determines the relationship between labour and productivity.

Research Questions

Based on the objectives stated above, the following questions were formulated;

1. What is the relationship between competitors and market value?
2. To what extent does relationship exist between suppliers and customer satisfaction?
3. What is the relationship between labour and productivity?

Hypotheses

In other to bring this work to fruition, the following null hypotheses were derived from the above research questions. The following null hypotheses are formulated;

Ho_1: There is no significant relationship between competitors and market value.

Ho_2: There is no significant relationship between suppliers and customer satisfaction.

Ho_3: There is no significant relationship between labour and productivity.

Scope of the Study

The scope of this study is subdivided in to the content scope, geographic and unit scope. The content focuses on the task environmental factors which are the competitors, suppliers, and labor and organizational performance variables in the area of market value, customers' satisfaction, and productivity. The geographic scope comprises of breweries in Abia and Anambra state.

The Unit scope covers both the senior and junior staff members in the administrative, marketing, financial and production department of the study organizations.

Conceptual Review

Organizational performance is heavily influenced by external elements, particularly those classified as task environmental factors. These factors are immediate forces that directly affect the organization's ability to achieve its goals and include competitors, suppliers, labor, market value, customer satisfaction, and productivity.

Competition is a key component of the task environment and significantly impacts strategic decision-making. According to Porter (1980), the intensity of rivalry among existing competitors determines industry profitability. Competitive pressure drives innovation, cost control, and quality improvements (Hitt, Ireland, & Hoskisson, 2012). Organizations that actively monitor and adapt to competitive actions perform better in volatile markets. Suppliers influence cost structure, input quality, and operational efficiency. Strong supplier relationships can enhance flexibility and innovation (Monczka et al., 2015). Conversely, dependency on few suppliers may expose firms to supply chain disruptions, affecting performance.

Labor as a factor entails the availability, skill level, and motivation of employees. Barney (1991) posits that human capital is a source of sustainable competitive advantage. Effective human resource management leads to higher productivity and organizational success (Becker & Huselid, 1998).Market value reflects investor perceptions of the firm's future performance and competitiveness. Tobin’s Q and stock price performance are commonly used to assess market value. Market perception is shaped by strategic positioning, operational efficiency, and stakeholder relations (McWilliams & Siegel, 2000).

Customer satisfaction is directly tied to repeat business, brand loyalty, and positive word-of-mouth. Anderson, Fornell, and Lehmann (1994) found that customer satisfaction leads to better financial outcomes and competitive advantage. It is a key predictor of long-term firm performance. Productivity relates to the efficiency with which inputs are transformed into outputs. High productivity contributes to cost savings, competitive pricing, and profitability. Research by Syverson (2011) emphasizes that productivity variations explain much of the performance differences across firms and industries.

Task environmental factors exert significant influence on organizational performance. Effective management of these factors especially competitors, suppliers, labor, market value, customer satisfaction, and productivity determines a firm's ability to survive and thrive in competitive landscapes. Organizations that anticipate and strategically respond to these forces are better positioned to achieve sustained performance.

Theoretical Review

For a study on **Task Environmental Factors and Organizational Performance**, several established **anchored theories** can be used to provide a solid theoretical foundation. Below are the most relevant theories and how they relate to the key variables in your work:

1. **Contingency Theory:** Organizational performance depends on the fit between internal structures and external environmental conditions. This theory supports the idea that no single organizational strategy is universally effective. Rather, success is contingent on how well the organization aligns with its **task environment**, including competitors, suppliers, and labor conditions.
2. **Resource-Based View (RBV):** Organizations gain a competitive advantage through valuable, rare, inimitable, and non-substitutable resources. Human capital (labor), supplier relationships, and productivity are resources that can drive superior performance.
3. **Porter's Five Forces Framework:** Industry structure and competitive forces shape organizational strategy and profitability. Directly supports analysis of **competitors**, **suppliers**, and **customers** as key environmental factors.
4. **Stakeholder Theory:** Organizations must consider the interests of all stakeholders, not just shareholders, for long-term success. Emphasizes the role of **customers**, **employees (labor)**, and **suppliers** as stakeholders whose satisfaction and engagement affect performance.
5. **Systems Theory:** Organizations are open systems that continuously interact with their environment. The organization's performance is a result of dynamic interactions with external elements such as **market conditions**, **labor supply**, and **customer demands**.
6. **Market-Based View (MBV):** External market positioning and industry forces are the primary drivers of firm performance. **Market-Based View (MBV)** highlights the role of **market value**, **competition**, and **customer satisfaction** in determining strategic success.

Empirical Review

Task Environmental Factor	Key Findings	Source
Competitors	Competitive strategies positively influence organizational performance.	Kpurunee et al. (2023)
Suppliers	Supplier partnerships significantly predict operational performance.	Al-Tit (2017)
Labor	Employee management and development enhance quality performance and operational efficiency.	Asian Manufacturers Study
Market Value	Economic environment changes significantly impact organizational performance.	Food and Beverage Industry Study (Nigeria)
Customer Satisfaction	Customer partnerships are critical for operational performance.	Al-Tit (2017)
Productivity	Employee development leads to improved production flexibility and cost efficiency.	Asian Manufacturers Study

Literature Gap

Although existing literature has explored various task environmental factors affecting organizational performance, there remains a significant gap in integrated, context-specific research—especially within developing economies. Moreover, the lack of longitudinal and sector-specific studies limits our understanding of how these factors influence firm performance over time. This study addresses these gaps by examining the collective impact of task environmental elements in the Nigerian SME sector using a multi-theoretical approach

METHODOLOGY

The section presents detail of methods adopted in this study and is presented under the following sub-headings: research design, area of the study, population of the study, sample and sampling techniques, instrument for data collection, validation and reliability of the instrument, Method of data collection and analysis.

Research Design: The study made use of survey method. This helps in drawing a better concrete conclusion and recommendation. This survey design used in this work ensures that plan and procedure are critically examined objectively and the instrument used is suitably implemented.

Population of the Study: The population of the study consists of the selected brewery in Aba and Anambra. The population of 700 is targeted to have an objectives fact to task environmental factors and organizational performance. This population as well is made up of the Top management, middle level management, and lower level management of the three organizations.

Sample Size Determination: Alugbuo (2005), defined sample size as the optional number of sampling unit or elements that should be sampled, interviewed or those who can be useful in the study. They researcher will use the Taro Yamene method to determine the sample size. The formula is given as;

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

Where n = Sample

N = Population of study

$(e)^2$ = Square of the level of significance

Brewery in Aba

$$n_1 = \frac{700}{1+700(0.05)^2}$$

$$\frac{700}{1+700(0.0025)} = \frac{700}{1+2.75}$$

$$\frac{700}{2.75} = 200 \text{ staff}$$

Brewery in Anambra

$$n = \frac{300}{1 + 300\,(0.05)^2}$$

$$n = \frac{300}{1 + 300\,(0.0025)}$$

$$n = \frac{300}{1 + 0.75}$$

$$n = \frac{300}{1.75}$$

= 171 staff

The total sample size therefore is 200 +171= 371 staff

Sampling Technique: In determining those that make up the sample size, the researcher used simple random sampling. This is to ensure that all the member of staff were given equal opportunity of been selected into the sampled unit.

Sources of Data: The data used in this study was generated from primary sources.

Validity of the Instrument: The questionnaire was subjected to face and content validation. In doing that, the initial drafts of the instruments was given to the research experts in the field of research.

Reliability of the Instrument: To guarantee the consistency of the result generated from this study, a pilot test was first conducted with a separate group who is not but possesses similar characteristics with the respondents. The Spearman rank correlation coefficient (r) was used to calculate the reliability index to determine the reliability index. The value of r = 0.789. This implies that the correlation co-efficient is explained by 79%, this suggest a strong reliability of the instrument.

Output of the SPSS for the Pre-Test Retest Reliability of the Instrument

Correlations

			VAR00001	VAR00002
Spearman's rho	VAR00001	Correlation Coefficient	1.000	.789*
		Sig. (1-tailed)	.	.012
		N	21	21
	VAR00002	Correlation Coefficient	.789*	1.000
		Sig. (1-tailed)	.012	.
		N	21	21

*. Correlation is significant at the 0.05 level (1 tailed).

Method of data Analysis

The researcher used simple linear regression model based on the Statistical package for Social Sciences (SPSS) computer software (version 20.0) to test the hypotheses.

The hypothesis was tested using product moment coefficient correlation is represented by the equation=n summation of xy – summation of x multiplied by summation of Y divided by the square root of number of observed items multiply by the summation of X^2 less the summation of Y^2 multiplies by the number of items observed multiply by summation of Y^2 less summation of Y^2.

Statistically represented:

$$r = \frac{N\sum xy - (\sum xy)(\sum y)}{[(\sum X^2) - (\sum x)^2][(N\sum y^2 - (\sum y)^2]}$$

Where r = product moment correlation coefficient

N= number of pairs of scores

$\sum X$ = sum of the products of paired scores.

$\sum X$ = sum of X scores

$\sum y$ = sum of Y scores

$\sum X^2$= sum of squared X scores

Decision rule using product moment coefficient correlation Tested calculated hypothetical statement that gives value between 0.4 to 0.6 is regarded as having a positive relationship and value between 0.6 to 1.0 is accepted as having strong positive correlation. More calculated values falls between -1.0 to -0.6 imply strongly negative correlation and a value that falls between -0.6 to 0.4 implies negative correlation.

Decision Rule:

The null hypothesis (H_0) is rejected once the calculated value is greater than the critical/table value, at the specified degree of freedom, otherwise H_0 is accepted.

Result

Table 1: Distribution and Return of Questionnaire

S/N	Categories	Questionnaire Distributed	Questionnaire received	%	Questionnaire not received	%
1	Top management	121	120	33.5	1	7.69
2	Senior staff	146	138	38.5	8	61.5
3	Junior staff	104	100	27.9	4	30.8
	Total	371	358	100	13	100

***Source*:** Field Survey 2025

The data presentation above shows how questionnaire were distributed and how they were retrieved with their corresponding percentage. The researcher distributed 371

questionnaires, but 358 representing (96.5%) were returned, and non return questionnaire is 13 with (3.5%). Top management (120) representing (33.5%), senior staff (138) reflecting (38.5%), and junior staff as (100) representing (27.9%).

Test of Hypotheses

Hypothesis One

The null and alternative hypotheses are stated below;

Ho_1: There is no significant relationship between competitors and market value.

The researcher used simple linear regression model based on the Statistical Package for Social Sciences (SPSS) computer software (version 20.0) to test the hypothesis. The data in Appendix II for the independent variable (Competitors) was regressed on the data for market value. This was aimed at establishing the relationship between competitors and market value (MV). The SPSS output regarding to hypotheses one is displayed below;

Descriptive Statistics

	Mean	Std. Deviation	N
MV	12.4707	1.69688	358
Compt	12.1089	2.14903	358

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.736[a]	.542	.541	1.14968	.542	421.698	1	356	.000

a. Predictors: (Constant), Competitors

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	557.390	1	557.390	421.698	.000[a]
	Residual	470.552	356	1.322		
	Total	1027.942	357			

a. Predictors: (Constant), Competitors

b. Dependent Variable: EPS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.430	.348		15.595	.000
	Competitors	.581	.028	.736	20.535	.000

a. Dependent Variable: MV

Decision Rule

Since the p-value (0.000) in the ANOVA table is less than the level of significance (0.05), the null hypothesis is rejected implying that there is a significant relationship between competitors and market value. Since the slope (0.581) in the model is positive, it implies that there is a significant relationship between competitors and market value. The R-square of 0.542 suggests that variation in EPS is explained by Competitors by 54.2% while the remaining 45.8% is explained by other factors outside the model.

Hypothesis Two

The null and alternative hypotheses are stated below;

Ho_2: There is no significant relationship between suppliers and customers satisfaction.

The SPSS output used for the data in the appendix regarding to hypotheses two is displayed below

Descriptive Statistics

	Mean	Std. Deviation	N
C.S	12.4595	2.18709	358
suppliers	12.1089	2.14903	358

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.881[a]	.777	.776	1.03424	.777	1240.474	1	356	.000

a. Predictors: (Constant), suppliers

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1326.869	1	1326.869	1.240E3	.000[a]
	Residual	380.794	356	1.070		
	Total	1707.663	357			

a. Predictors: (Constant), suppliers

b. Dependent Variable: CS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.597	.313		5.097	.000
	Suppliers	.897	.025	.881	35.220	.000

a. Dependent Variable: CS

Decision Rule

Since the p-value (0.000) in the ANOVA table is less than the level of significance (0.05), the null hypothesis is rejected implying that there is a significant relationship between suppliers and Customer Satisfaction. Since the slope (0.897) in the model is positive, it implies that there is a significant relationship between suppliers and customers satisfaction. The R-square of 0.777 suggests that variation in customer satisfaction is explained by suppliers by 77.7% while the remaining 22.3% is explained by other factors outside the model.

Hypothesis Three

The null and alternative hypotheses are stated below;

Ho_3: There is no significant relationship between labour and productivity.

The SPSS output used for the data in the appendix regarding to hypotheses three is displayed below;

Descriptive Statistics

	Mean	Std. Deviation	N
Prod.	11.8547	1.72512	358
labour	12.1089	2.14903	358

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.657[a]	.432	.430	1.30225	.432	270.495	1	356	.000

a. Predictors: (Constant), labour

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	458.721	1	458.721	270.495	.000[a]
	Residual	603.726	356	1.696		
	Total	1062.447	357			

a. Predictors: (Constant), labour

b. Dependent Variable: Prod.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.468	.394		13.863	.000
	Labour	.527	.032	.657	16.447	.000

a. Dependent Variable: Prod.

Decision Rule

Since the p-value (0.000) in the ANOVA table is less than the level of significance (0.05), the null hypothesis is rejected implying that there is a significant relationship between labour and return on productivity. Since the slope (0.527) in the model is positive, it implies that there is a significant relationship between labour and productivity. The R-square of 0.432 suggests that variation in productivity is explained by labour by 43.2% while the remaining 56.8% is explained by other factors outside the model.

Discussion of Findings

In the first hypothesis, the null hypothesis is rejected implying that Competitors have significant relationship on market value. Since the slope (0.581) in the model is positive, it implies that Competitors have positive and significant relationship on market value. The R-square of 0.542 suggests that variation in market value is explained by Competitors by 54.2% while the remaining 45.8% is explained by other factors outside the model.

In the second hypothesis, the null hypothesis is rejected implying that there is a significant relationship between suppliers and customers satisfaction. Since the slope (0.897) in the model is positive, it implies that suppliers have a positive and significant relationship with customer satisfaction. The R-square of 0.777 suggests that variation in customer satisfaction is explained by suppliers by 77.7% while the remaining 22.3% is explained by other factors outside the model.

In the third hypothesis, the null hypothesis is rejected implying that there is a significant relationship between labour and productivity. Since the slope (0.527) in the model is positive, it implies that labour has a positive and significant relationship with productivity. The R-square of 0.432 suggests that variation in productivity is explained by labour by 43.2% while the remaining 56.8% is explained by other factors outside the model.

The findings are all in agreement with the study conducted by Kpurunee et al. (2023) which says that Competitive strategies positively influence organizational performance as well with the study by Al-Tit (2017) that says that Supplier partnerships significantly predict operational performance.

Conclusion

Based on the findings, the study therefore made the following conclusions

(a) Competitors have a significant relationship on market value.
(b) There is a significant relationship between suppliers and customers satisfaction.
(c) There is a significant relationship between labour and productivity.

Recommendations

Based on the information derived from the tested hypotheses, findings and conclusion, the following recommendations were made;

1. Organizations should access its competitive position to improve its chances of designing strategies that optimize its environmental opportunities. The development of the competitors profile will enable a firm to more accurately forecast both its short and long term growth, thus increase organizations market value.
2. Organizations should maintain a cordial relationship between it and its suppliers for a long-term survival and growth. This is because when suppliers in an organization are not reliable on the components they supply to the organization, the overall objective of the business could as well be jeopardized.
3. Organizations should need to attract and hold capable employees. This starts from the recruitment and selection process to actually employ the right staff. This improves the overall performance of the organization.

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