

Full Length Research Paper

Strategic alertness and organisational health: A study of the manufacturing Industry in Rivers State

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Organisational health of the manufacturing industry in Rivers State was assessed through strategic alertness. Five testable null hypotheses were formulated. Out of the entire registered and licensed manufacturing firms in Rivers State, only 15 were studied. The sample size amounted to 86, while the population size is 107. Meanwhile, Bowley's proportional allocation technique was used to allocate responders for the sample size for each of the firm. In testing the hypotheses, the data were collected and analyzed using the non-parametric method, Kendall's τ . The concluded that, the environment of business today is characterized with changes, complexities, and challenges. As recommendations; organisations should work to improve vigilance with regards to the environment of business and come up with new insight or ideas on how to appropriately allocate available resources and exhaustively utilize same to the benefit of the organisation. Again, strategic flexibility enables organisations to react sufficiently and suitably to changes, complexities, and challenges in the business environment. This could be applied by organisations as a defense mechanism, depending to the nature of changes that occurs. Lastly, organisational dynamism should be sought after by manufacturing organisations as it enhances the ability to increase productivity, profit, and ensure organisational health.

Key words: Strategic Vigilance, Strategic Flexibility, Resource Utilization, Goal Focus, and Environmental Dynamism.

INTRODUCTION

A disposition that depicts the knack of an entity to function magnificently, cope sufficiently, adjust appropriately and develop from within is a demonstration of sound health. Such entity, be it a person, an organisation, an industry, or any other phenomena, has the potential to succeed at a higher rate. In the case of any industry, sound organisational health could cause the needed change. Organisational health could enhance various organisations to blend with (their) environment thereby establishing certain form of harmony and good working relationship among its stakeholders (Mohsen, Mohammad, Naghi and Afsouran, 2014). To the manufacturing industry, organisational health could create a harmonious working relationship among workers therein. A healthy organisation has a greater probability or potential to growing sustainably, irrespective of the

turbulence and dynamism encountered in the industry (Aydan, Burcu and Didem, 2013). The need for organisational health in the manufacturing industry cannot be overemphasized, no wonder, Yiannis and Kyriakos (2014) noted that organisational health is a key elements needed for an organisation to thrive. One of the ways in which an organisation could achieve sound health is to be strategically alert.

Strategic alertness on the other hand, tend to give a supportive base for competitive advantage by capitalizing on new innovations. When new technological advancement is made, an industry that exhibit high level of strategic alertness, especially the manufacturing industry is able to quickly take advantage of such change. Strategic alertness endears the various firms to strategically respond to modifications in the business environment. One major significance of strategic alertness to manufacturing industry is empowering various manufacturing firms produce goods at lesser production costs using latest innovation to their andvant-

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-age. Kwon, Ryu and Park (2018) stated that, strategic alertness is what keeps firms ahead of its competitors. As the name suggests, it alerts firms of changes in the industry; such as change in customer taste, activities of competitors, market trends. Thus, preparing the organisation for future contingencies (Saed and Khaled, 2017).

Taking this down to the Nigeria economy, over the past few years, the manufacturing industry has been the strategic industry responsible for significantly improving the economy's Gross Domestic Product (GDP). The manufacturing industry was fast becoming the backbone of the Nigerian economy, creating job opportunities, infrastructural facilities, and general increase in the standard of living. However, a recent trend observed in the manufacturing industry has left the economy in a consistent deteriorating state (Abdullah, 2009). Today, the manufacturing industry has been under continuous pressure to reduce its operating cost and improve product delivery speed, at the same time sustaining its quality. The manufacturing cost, which was thought to be excellent, just few years ago, is just not good enough now. The Nigerian manufacturing industry is saddled with poor infrastructural development which has slowed down the production of certain goods (Oyewole, 2004). As argued by Sangosanya (2011), the inadequate government support for industrializing small and medium enterprises in the manufacturing business has created an obstacle for the manufacturing industry to thrive. Notwithstanding the high cost of acquiring industrial machine and equipment, the government still give so little or no assistance to manufacturing industry. As a result, the industry is burdened by the need to provide its own finance, equipment as well as the raw materials needed. Nevertheless, these may be quite expensive or not readily available for the continuous operations of the manufacturing activities based on which many manufacturing firms in Nigeria came to a closure between the years of 2000 and 2008. The problems confronting the Nigeria manufacturing industry has also risen from the incessant demand of Nigerians for imported products. It is difficult to continue production even when there is no market for the produced goods. Business only enjoys continuity when there are constant sales. Thus, it becomes frustrating for manufacturers when production is in process but they experience no returns from sales. This same scenario has manifested in the manufacturing industry in Rivers State.

Theoretical Framework

In building a framework for this study, the theory of the firm is adopted to strengthen this paper and provide a foundation upon which this study could be conducted. The organisation is designed to meet stated objectives by

maximizing profits and create value. Pagano and Schivardi (2003) gave an idea that we can really distinguish the organisation only by taking consideration of administrative structure compensations as well as expenses. Pagano and Schivardi (2003) seminal contribution gives thought that organisations are established because of friction in the price mechanism. The survival prospects of new organisation's will depend on their learning ability with regards to the environment, strategic choices, and available resources. Pagano and Schivardi (2003) created a representation in which organisations is made up of a number of individuals making a decision; many of the decision makers will have various objectives. The organisation as a connection: the boundaries of the organisation fall solely on the kind of activities it carries out and how these activities fit with other organisation.

The theory does not make a difference between general public and organisation-level transactions (Pagano and Schivardi, 2003), because the theory says that the general public and the organisation only differ in the nature of the agreement. The object to the notion that things done within the organisation are handled or control by authority, and correctly lay out the role of agreements as a vehicle for voluntary exchange. Michael and William (1976) maintained that, the theory of organisation growth is an opportunity to bring together innovative approaches in a bid to pave way for the needed technological change. They noted that a firm is seen as the ownership of or the property rights to a firm. This theory pin-points that those former post transaction costs (costs of monitoring, measuring), which can be reduced by ex-ante statements (Pagano and Schivardi, 2003). (subject to) Constant improvement in size is therefore an extremely vital events in firm demography (Wissen, 2002).

Strategy Alertness

Strategy refers to a pattern of decisions in the acquisition, retention, and utilization of information that serves to meet certain objectives, i.e., to insure certain forms of outcome and to insure against certain others. Njeru, Bwisa and Kihoro (2012) opined that strategic alertness could add value to any business substantially. In an exact manner, strategic alertness shows to recognize opportunity as the ability to pinpoint the market changes and their impact in the establishment. Alertness as a process helps entrepreneurs to be aware of modifications and fluctuations that happen around them (Njeru, Bwisa and Kihoro, 2012). Strategic alertness represents the capability of managers to produce previously unrealized potential worth in the procedure of identifying and developing brand new ideas (Jintong, Michele and Lowell, 2012). They argue that strategy alert people have standout preparedness and readiness to explore an

opportunity ahead of other persons. Gaglio and Katz (2001) opined that entrepreneurial alertness includes distinctive information-processing skills that aid the utilization of any form of business models designed to make the business grow.

Kirzner (2008) is of the opinion that, strategic alertness can potentially aid entrepreneurs to be aware of changes within where they operate. Strategic alertness and the development of creative - cognition to enable any individual to organise and interpret statistics in various industries of knowledge linked to the development of new opportunities say's (Jintong, Michele and Lowell, 2012). Strategic alert people have more known fact on mental models (Gaglio and Katz, 2001). McMullen and Shepherd (2006) argue that strategic alertness is fast becoming an entrepreneurial behaviour in which a person who is conscious of his environment act to seize and utilize opportunities. Strategic alertness is defined as an ability to notice, without search, opportunities that have hitherto been overlooked. Strategic alertness can be seen as a sense to uncover the events and trends in the industry (Kirzner, 2008). Strategic alertness provides managers or producers with a maximum aptitude to make use of knowledge to pinpoint and interpret facts in different knowledge domains linked to the creation of new opportunities (Jintong, Michele and Lowell, 2012). Strategic alertness includes creative and artistic action and may impact the type of dealings for the future (Tang, Kacmar and Busenitz, 2012; Kirzner, 2008).

Strategic Vigilance

Balwinder in 2006, pointed out that, strategic vigilance as an activity of management is not carried out alone, as it is a component of the structure, strategy, and process, designed to prevent leakages which badly affect productivity and profitability. On a similar note, Breckel, Giessing and Thiel (2011) agreed that strategic vigilance tends to represents the ability to sustain observable attention to the environment over a period of time long enough to make predictions of the trends in the industry. Strategic vigilant is a decision making component in which one is required make painstakingly searches for relevant information, assimilates same, and makes careful decisions with it (Balwinder, 2006). Strategic vigilance is a common behavioral means where more vigilant employers are less likely to fall victim to predation than less vigilant individuals (Balwinder, 2006). When vigilance is increased, it could result in hypervigilance which is a defensive skill for coping with any situation, and taking the right decisions (Ruckstuhl et al., 2003). In reality, strategic vigilance enhances the potential of any organisation by equipping it against both internal and external anomalies such as fraud, corruption, and other forms of malpractices.

Strategic vigilance when coordinated among business levels keeps a calm on routine inertia, which assists the firms to break down its institutionalized technological procedures and explores new alternatives. Strategic vigilance could be seen as many opportunities used by several firms for its own interests and acknowledge the difficulties and assess them and, the firm's ability to act toward limiting them. Strategic vigilance shows a particular type of dynamic ability that allows firms to realize a competitive advantage in turbulent markets. Strategic vigilance has been generally applied by strategy scholars to reduce firm's abilities to give answers to plenty demands from dynamic competitive environments. Organisations aspire to achieve strategic vigilance, most often defined as the ability to identify innovation opportunities, commit resources to new courses of action, or reverse unproductive resource deployment.

Strategic Flexibility

Grewal and Tansuhaj (2001) explained flexibility as the firm's strength to respond to steady movement in general demand and to take in brand new products quickly to a flexible specialization strategy. Worren, Moore and Cardona (2002) noted that, flexibility is the ability to act swiftly to trends or happenings in any situation. Strategy flexibility in its allocation of resources and packages designs allows the firm to make use of new technologies and experiment with various product variations. Strategic flexibility in its capability as a firm is to respond and successively adapt to change in its surroundings. Zhou et al. (2008), Shimizu and Hitt (2004) Uhlenbruck (2003); Worren et al., (2002) explains strategic flexibility as the capability of firms to respond the different demands coming from the flexible competitive surroundings. Strategic flexibility is an exact kind of complementary organisational capability that can assist the firm to achieve the full utilization of its vital resources when it's at a combination (Gilbert, 2005; Zhou et al., 2008).

Grewal and Tansuhaj (2001) in their own words gave their opinions that marketing capabilities are of a distance and different from the abilities for their strategic flexibility. Strategic flexibility is an ability of an organisation to respond to unknown happenings with the physical help of the knowledge and skills it has, via a non-stop development of their aims (Eisenhardt and Martin, 2000). Upton (1994) defines strategically flexible organisation as one that have the ability to move their operational activities into a new section of business, even if it (is)largely (separate)separates from the previous one. Strategic flexibility can give any firm a complete separate competitive advantage, because of its internal ability to generate decision options, and hence various forms of strategic flexibility to deal with evolving

and changing surroundings, making it probably difficult for other businesses to create an exact copy (Worren, Moore and Cardona, 2002). Strategic flexibility can be explained as acting in a fast growing way to switch the conditions of its competition and responding capabilities by determining how any organisation's aims devoted to make profit and maintain competitive advantage over changes in their evolving surroundings (MacKinnon, Grant, and Cray, 2008; Worren, Moore and Cardona, 2002).

Organisational Health

Accordingly, the ideology behind organisational health, was first put forward in 1969 by Matthew Miles, in which a simulation was established in the environments of schools (Miles, 1969). Organisational Health has the capability of any firm to blend to its surroundings, establish a certain amount of balance and harmony among its employers and realize its set goals (Korkmaz, 2006; Turingan, 2002). Organisational health is defined as the capability of an organisation to have a regular impact with its surroundings and cite certain improvement of such capabilities (Sharifi and Agasi, 2010). A healthy organisation is a context in which employees tend to stay with and show effective presence (Mahmoudi, 2005). Any firm or establishment with a certain level of organisational health has a surrounding that seeks to encourage organisational performance and assist its employee well-being to enable the firm to achieve its goals (Bevans, Bradshaw, Miech and Leaf, 2007).

Organisation health is explained as a connection with the health and wellbeing of the workers and the system entirely. Scholars have arrived at a conclusion that organisational health is the ability of an organisation to keep a certain amount of balance and calmness for the expansion of organisational health (Hoy and Miskel, 2005). Organisational health has been explained as, the organisation's ability to successfully adapt to their surroundings, and establish harmony among its employers and to achieve its set target (Chauvin, 2010). Organisational health is an organisation's ability to function effectively, to cope adequately, to change appropriately and to grow from within (Hill, 2003). Organisational health perspective acknowledges that a worker's well-being and organisational performance are determined by both individual and organisational performance (Murphy and Cooper, 2003).

In particular, organisational health looks at a certain concept that studies the worker's welfare and organisation effectiveness together. If any of the employers of the social system are left out of the entire procedure, unhappiness will be present, resulting in a decreasing of the organisational health of the institution (Hoy and Miskel, 2005). Organisational health has

considerable effect on each system in terms of physical, psychological, safety, belonging, valuing the wisdom, exert, and personality of shareholders' aspects (Hoy and Miskel, 2005). An organisation that is healthy overcomes the treats pose from external forces and directs its forces to main realization of target of the organisation (Mirkalamli and Malekinia, 2008). Miles (1969) noted that. health organisations supports the development of individuals, values communication, strengthens the flow of information, establishes a culture that is open to change, supports specialized skills.

Resource Utilization

Armstrong (2005) lay's out that management of human resource is composed of procedures that promote mutuality in terms of goals, influence, respect, rewards and responsibility. It is geared towards providing quality service and to optimize the profitability (Tezera and Yadesa, 2017). They observed that resources should be utilized in such an exact manner that workers obtain the greatest possible compensation from their capabilities and the workers receive both materials and psychological rewards. Resource utilization involves creating the structure of any organisation by ensuring the positions given match the skills of people hired for the task (Torrington, 2005). Aswathapa (2008) on a similar note, opined that, an employee's personal objectives are to be met if employers are to be held down, retained and encouraged. Raymond (2003) noted that, it is quite very important to realize the set goals of the organisation with not just acquisition but also the utilization of the proper quality and quantity material resource used to achieve service.

Torrington (2005) insisted that, handling of resourceful people, requires a non-stop re-balancing between attaining the human aspiration of the employees and reaching the strategic and financial wants of the set business. Material resource management is always there to all types of organisation, it is normal, because no organisation can exist or survive without it (Tezera and Yadesa, 2017). Keitany, Daniel and Salome (2014) have their opinions that resources management is an instrument to optimize performance in reaching client service requirements at the same time ensuring to gain profitability by reducing costs and making the proper use of available resources. Resource utilization is a managerial function that provides assistance for managers to hire, pick from the best, educate them on the culture of the firm, and develop members for the firm (Aswathapa, 2008). Material resource management is identified to be that, procedure of management, which coordinated, supervises and excites the assignments associated with the continuous movement of materials to, though, and exit of an organisation in a combined fashion

(Datta, 2004). Attention mostly is given to resources department then important issues arise with salary shortages, excess freight, and physical inventory losses.

Goal Focus

A goal should be attainable, which means that an individual has a realistic chance of achieving the goal (Sebastian, 2015). A goal either personal or the organisation's own can be explained as the intellectual representation enveloping the linking of means to required outcomes. Process focus is the extent to which an individual attends to the sections of the goal that are linked to the means, whereas goal focus is the level to which a worker attends to the sections of outcomes and ramification of goal pursuit (Freund et al., 2012). Mussweiler and Strack (2000) found that providing an individual a challenging goal going against an easy goal on an attention duties or an intelligence test enhances production, but left other individuals questioning their concentration capabilities and in general intelligence. Performance goal is an object that refers to the pleasure of reaching an exact standard of proficiency on a given assignment, usually within a range set time. Barsky (2007) argues that goal focus setting interfere with honorable decision making by trying to make it harder for workers to recognize honorable problems and easier for them to rationalize behaviors that are not honorable.

A goal-focused manager lays out the goals and explains the province responsibilities for his or her followers (Colbert and Witt, 2009). They discovered that goals anticipate both result and provides a better satisfaction than a measure of wants for achievement. Consequently, goal-focus provides a citation point against which employers can live up to their satisfaction (utility) by dividing their performance into gains, when the target goal is realized, and losses, when performance falls below the set goals (Falk and Knell, 2014; Koch and Nafziger, 2011; Gómez-Miñambres, 2012). As goal-focus setting increases acquired motivation, it can harm fundamental motivation – appealing in a task for its own sake (Freund et al., 2012). Goal focus are made up of means and ends, they sometimes act as channels for new knowledge and arrange its information in terms of means and ends (e.g., Woike, Lavezzary, and Barsky, 2001). The act of goal setting is a needed competency section for individuals associated with the learning-to-learn talents, individuals need to interact in close-up learning (William and Flora Hewlett Foundation, 2013). We define goal-focused leadership as leaders who manifest practices and policies to communicate the organisational goals and align followers' effort with these goals (Colbert and Witt, 2009).

Sebastian (2015) pointed to the issue of management theorists and practitioners broadly agree that goals

should be specific, measurable, attainable, relevant, and timed (SMART). Locke and Latham (2006) claim, so long as a person is committed to the goal, has the requisite ability to attain it, and does not have conflicting goals, there is a positive, linear relationship between goal difficulty and task performance. Goals have been regarded as building blocks for the realization of a variety of developmental duties and their realization is most likely to booster long-term patterns of successful development (Freund and Riediger, 2006). Schunk (2003) explains that individuals make use of goals to show explicit their actions, and assess their growth, and push their own learning over time. The goal-focused leader also sets the direction and clarifies the goals for the employee which allows the employees to perform well (Colbert and Witt, 2009).

By setting goals, leaders may produce a decadent treadmill in which workers are encouraged by external means (targets, compensation, etc.) and not by the intrinsic importance of the job itself (Garcia-Zamora, Gonzalez-Benito and Munoz-Gallego, 2013). Goals ingrain life with understanding and administer structure and direction. Employers work harder and carry out duties better because they are more encourage with those difficult goals. Workers responded to the goals by increasing their output and decreasing their on-the-job leisure activities (Sebastian, 2015). Locke and Latham (2006), when the goals are specific, it provides a clear, unambiguous, and objective means for assessing the employee performance.

Environmental Dynamism

Environmental dynamism is made up of the perceived range of change and turn-over in the marketing forces of the external/task surrounding. Garcia-Zamora, Gonzalez-Benito and Munoz-Gallego (2013) explained environment from organisational decision making; he stated the very important physical and social factors within the external boundary of any organisation. Environmental dynamic capabilities, entails the creation of new operational abilities and are resulting as a very important source of sustainable advantage competitively (Zahra et al., 2006). Perez-Luno, Wiklund, Cabrera (2011) defined the environmental dynamism as the extent of unpredictability or environmental uncertainties surrounding a business enterprise. Environmental dynamism is defined as the extent of frequency of change in technology, demand and competition (Freel, 2005). He suggested that environmental dynamism is made up of continuous upgrade in technology, general public desire and other firms regarded as competitors and is a surrounding condition underlying uncertainty and more risk. Firms operating in dynamic environments are most likely to make a profit from creation of a new product

innovation than firms operating in constant surroundings (Zahra et al., 2006). Freel (2005) noted that, environmental dynamism is a reaction gotten by the elaboration and fluctuation of the exchange in the environment. He opined that a large level of degree of disturbance in the surroundings will bring out innovation by creating an organisation more alert of 'cues' to innovate. However environmental dynamism is seen to be the uncertainty of future advancement or occasions (Seyed, 2012). Environmental dynamic capabilities are resting extensively on brand new knowledge rather than on existing knowledge as environmental dynamism increases (Eisenhardt and Martin, 2000).

Eisenhardt and Martin (2000) also found that environmental dynamism controlling effect is outsourcing and organisation performance. Environmental dynamism highlights the rate and unpredictability of evolving in an organisation's external surroundings (Freel, 2005). García-Zamora, González-Benito and Muñoz-Gallego (2013) discovered that environmental dynamism can control the strategic decision procedure and firm performance. Eisenhardt and Martin (2000) regarded environmental dynamism as a speed of package adapting, the evolving frequency of client's preference and operational surroundings. Environmental dynamism is regarded as the rate of change (Freel, 2005). García-Zamora, González-Benito and Muñoz-Gallego (2013), classified environmental dynamism into: exactly which is made up of hostility and rivalry in regards to competition; and general which focuses on market, competition and technological turbulence. Thus, a fast moving change in the outer surroundings advocates for uncertainty in package development, a concept that is made up of the extent of its high rate of prediction in regards with the changes and their impacts on product development.

METHODOLOGY

Quasi-experimental research design was employed because it is appropriate as it permits the independence of the responders. While the cross sectional research design was used since the research has to do with diverse locations and because the study is a descriptive study, and being a detailed analysis of a selected number of cases involving the analysis of interrelationships among several variables.

The target population for the study comprises of managers, supervisors, and foremen of all the manufacturing firms in Rivers State. Out of the entire registered and licensed manufacturing firms in Rivers State, only 15 were studied which makes up our accessible population. Hence the accessible population is 107 managers, supervisors, and foremen drawn from the 15 manufacturing firms. The sample size (S) was

determined using the Krejcie and Morgan table, which amounted to 86 managers, supervisors, and foremen as the minimum sample size (S) from a population size (N) of 107 managers, supervisors, and foremen which was selected using probability sampling. Meanwhile, Bowley's (1926) proportional allocation technique was used to allocate responders for the sample size for each of the firm.

In testing the hypotheses, the data were collected and analyzed using the non-parametric method, Kendall's_tau. This was used since the investigation involves relationship testing for binary variables (Zikmund, 2003). Construct and content validity was adopted to ascertain the potency of the research questions.

Hypotheses

Ho₁ There is no significant relationship between strategic vigilance and resource utilization of the manufacturing industry in Rivers State.

Ho₂ There is no significant relationship between strategic vigilance and goal focus of the manufacturing industry in Rivers State.

Ho₃ There is no significant relationship between strategic flexibility and resource utilization of the manufacturing industry in Rivers State.

Ho₄ There is no significant relationship between strategic flexibility and goal focus of the manufacturing industry in Rivers State.

Ho₅ Environmental dynamism does not significantly motivate the relationship between alertness and organisational health of the manufacturing industry in Rivers State.

Hypotheses Testing

Distribution and Retrieval of Questionnaire

Questionnaire	Number Distributed	Number Returned and Used
Frequency	86	100%
Percentage	81	94%

Source: Research Survey, 2020.

A total of 86 (100%) were distributed and retrieval of distributed copies recorded a success of 81 (94%) copies; thereafter, copies were examined and cleaned for errors, missing values and blank sections.

Bivariate Data Analysis

In this section, data results for the analysis and tests for

Correlations

			Strategic Vigilance	Resource Utilization
Kendall's tau_b	Strategic Vigilance	Correlation Coefficient	1.000	.295
		Sig. (2-tailed)	.	.001
		N	81	81
	Resource Utilization	Correlation Coefficient	.295	1.000
		Sig. (2-tailed)	.001	.
		N	81	81

Source: SPSS Output, 2020.

Correlations

			Strategic Vigilance	Goal Focus
Kendall's tau_b	Strategic Vigilance	Correlation Coefficient	1.000	.276
		Sig. (2-tailed)	.	.001
		N	81	81
	Goal Focus	Correlation Coefficient	.276	1.000
		Sig. (2-tailed)	.001	.
		N	81	81

Source: SPSS Output, 2020.

Correlations

			Strategic Flexibility	Resource Utilization
Kendall's tau_b	Strategic Flexibility	Correlation Coefficient	1.000	.398
		Sig. (2-tailed)	.	.000
		N	81	81
	Resource Utilization	Correlation Coefficient	.398	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

Source: SPSS Output, 2020.

Correlations

			Strategic Flexibility	Goal Focus
Kendall's tau_b	Strategic Flexibility	Correlation Coefficient	1.000	.328
		Sig. (2-tailed)	.	.000
		N	81	81
	Goal Focus	Correlation Coefficient	.328	1.000
		Sig. (2-tailed)	.000	.
		N	81	81

Source: SPSS Output, 2020.

all previously hypothesized bivariate relationships are presented. The section examines the relationship between the dimensions of the predictor variable (Strategic alertness) and the measures of the criterion (Organisational health) which constitutes the objective of the study. A total of five null (hypothesis one to hypothesis five) bivariate relationships are tested in this section using the Kendall's tau statistical technique at a 95% confidence interval. The decision rule is set at a

critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Relationship between strategic vigilance and resource utilization

Ho₁ There is no significant relationship between strategic vigilance and resource utilization - data (table 4.2)

Correlation

Control Variables			Strategic Alertness	Organisational Health
-none ^a	Strategic Alertness	Correlation	1.000	.269
		Significance (2-tailed)	.	.038
		df	0	79
	Organisational Health	Correlation	.269	1.000
		Significance (2-tailed)	.038	.
		df	79	0
Environmental Dynamism	Strategic Alertness	Correlation	1.000	.352
		Significance (2-tailed)	.	.040
		df	0	78
	Organisational Health	Correlation	.352	1.000
		Significance (2-tailed)	.040	.
		df	78	0

a. Cells contain zero-order (Pearson) correlations.

reveals that there is a significant relationship between strategic vigilance and resource utilization (where $\rho = .295$ and $p = 0.001$) hence we find that strategic vigilance is associated with resource utilization and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between strategic vigilance and resource utilization.

Relationship between strategic vigilance and goal focus

Ho₂ Strategic vigilance has no significant relationship with goal focus— data (table 4.3) reveals that there is a significant relationship between strategic vigilance and goal focus (where $\rho = .276$ and $p = 0.001$) hence we find that strategic vigilance is associated with goal focus and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between strategic vigilance and goal focus.

Relationship between strategic flexibility and resource utilization

Ho₃ There is no significant relationship between strategic flexibility and resource utilization - data (table 4.4) reveals that there is a significant relationship between strategic flexibility and resource utilization (where $\rho = .398$ and $p = 0.000$) hence we find that strategic flexibility is associated with resource utilization and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between strategic flexibility and resource utilization.

Relationship between strategic flexibility and goal focus

Ho₄ Strategic flexibility has no significant relationship with

goal focus – data (table 4.5) reveals that there is a significant relationship between strategic flexibility and goal focus (where $\rho = .328$ and $p = 0.000$) hence we find that strategic flexibility is associated with goal focus and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between strategic flexibility and resource utilization.

Multivariate Data Analysis

In this section, the result for the multivariate analysis; this examines how Environmental dynamism moderates the relationship between Strategic alertness and Organisational health; is presented with analysis based on the partial correlation technique. The decision rule is to accept the null hypothesis where $p > 0.05$ significant level and reject the null hypothesis where $p < 0.05$ significant level.

Environmental dynamism and the relationship between strategic alertness and organisational health

Ho₅ Environmental dynamism does not significantly moderate the relationship between strategic alertness and organisational health – data (table 4.6) reveals that environmental dynamism significantly moderates the relationship between strategic alertness and organisational health (where $\rho = .352$ and $p = 0.040$). Hence we find that environmental dynamism further enhances the influence of strategic alertness on organisational health and based on the decision rule, we therefore reject the null hypothesis and restate that culture significantly moderates the relationship between strategic alertness and organisational health.

DISCUSSION ON FINDINGS

Ho₁ There is no significant relationship between strategic

vigilance and resource utilization of manufacturing industry in Rivers State

1. It was found that strategic vigilance has the potential to significantly influence an organisation's resource utilization.

The outcomes led to the rejection of the null hypothesis, and the alternative stating that there is a significant relationship between strategic vigilance and resource utilization of manufacturing industry was accepted. Based on the result, it was concluded that strategic vigilance is a part of the overall risk management strategy involved in utilizing resources. The findings agree with that Aswathapa (2008) observed that resource utilization is a managerial function that provides assistance for managers to hire, pick from the best, educate them on the culture of the firm, and develop members for the firm. Thus, enhancing vigilance that will help utilize the resources required for this purpose.

Ho₂ There is no significant relationship between strategic vigilance and goal focus of manufacturing industry in Rivers State

2. It was found that strategic vigilance can significantly influence the goal focus of an organisation.

The outcomes led to the rejection of the null hypothesis, and the alternative stating that there is a significant relationship between strategic vigilance and goal focus of manufacturing industry was accepted. The result showed that strategic vigilance is a perfect pattern that enables organisations painstaking focus on its corporate goals. The outcome agrees with the study Woike, Lavezzary and Barsky (2001) which observed that goal focus is made up of means and ends that sometimes act as channels for new knowledge and arrange its information in terms of means and ends. Thus, a goal focused organisation is one that is vigilant about its strategies, policies and environment.

Ho₃ There is no significant relationship between strategic flexibility and resource utilization of manufacturing industry in Rivers State

3. It was found that strategic flexibility has the potential to significantly influence an organisation's utilization of resources.

The outcomes led to the rejection of the null hypothesis, and the alternative stating that there is a significant relationship between strategic flexibility and resource utilization of manufacturing industry was accepted. Based on the result, it was concluded that lack of reflexivity has been interpreted as a cause of underutilization of organisational resources. The outcome is in consonance with the study of Zhou et al. (2008) which pointed out that

strategic flexibility is an exact kind of complementary organisational capability that can assist the firm to achieve the full utilization of its vital resources.

Ho₄ There is no significant relationship between strategic flexibility and goal focus of manufacturing industry in Rivers State.

4. It was found that strategic flexibility can significantly influence the goal focus of an organisation.

The outcomes led to the rejection of the null hypothesis, and the alternative stating that there is a significant relationship between strategic flexibility and goal focus of manufacturing industry was accepted. The result concluded that goal focused organisations are those that can be flexible enough to incorporate environmental changes into the organisations developed strategy, focused on attaining its corporate goal. The outcome is in consonance with the study of Garcia-Zamora, Gonzalez-Bento and Munoz-Gallego (2013) which viewed that goal setting encourages managers to produce a decadent treadmill in which workers are encouraged by external means (targets, compensation, etc.) and not by the intrinsic importance of the job itself.

Ho₅ Environmental dynamism does not significantly motivate the relationship between alertness and organisational health.

5. It was found that environmental dynamism can significantly motivate the relationship between alertness and organisational health.

The outcomes led to the rejection of the null hypothesis, and the alternative stating environmental dynamism can significantly motivate the relationship between alertness and organisational health of manufacturing industry was accepted. Based on the result, it was concluded that environmental dynamism which is perceived as a range of change and turn-over in the marketing forces of the external/task surrounding can highly motivate and keep the alertness of an organisation at its peak. Thus improving organisational health. The outcome agrees with the study of Jintong, Michele and Lowell (2012) which observed that strategy alert organisations have standout preparedness and readiness to explore an opportunity ahead of other organisations.

CONCLUSION AND RECOMMENDATIONS

The environment of business today is characterized with changes, complexities, and challenges, therefore, organisations should work to improve vigilance with regards to the environment of business and come up with

new insight or ideas on how to appropriately allocate available resources and exhaustively utilize same to the benefit of the organisation. Again, strategic flexibility enables organisations to react sufficiently and suitably to changes, complexities, and challenges in the business environment. This could be applied by organisations as a defense mechanism, depending to the nature of changes that occurs. Lastly, organisational dynamism should be sought after by manufacturing organisations as it enhances the ability to increase productivity, profit, and ensure organisational health.

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