



# STRUCTURAL PATTERNS AND BUSINESS STRATEGY IMPLEMENTATION IN MANUFACTURING FIRMS IN RIVERS STATE

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Article history:	Abstract:
<b>Received:</b> 2 <sup>nd</sup> March 2023 <b>Accepted:</b> 18 <sup>th</sup> March 2023 <b>Published:</b> 26 <sup>th</sup> March 2023	This study investigated structural patterns and business strategy implementation in manufacturing firms in River State. Four Hypotheses were formulated and tested in this study. Descriptive research design was used. A sample size of five hundred and fifty seven employees (557) was derived from the total population of 1,240 employees using Freund and Williams formula. The research instrument was the questionnaire which was designed by the researcher. 557 copies of the questionnaire were distributed, while 17 520 were used. Analysis of data was done through SPSS and spearman rank order correlation. The result of the study revealed that there is a significant relationship between the dimensions of structural patterns and the measures of business strategy implementation. Based on the findings, it was concluded that structural patterns significantly influence business strategy implementation. It was recommended that the strategic managers in manufacturing firms should develop structural patterns that will be in alignment with strategy implementation.

**Keywords:** business strategy implementation, structural pattern, structural pattern strategy implementation

## 1.1 INTRODUCTION

Business strategy implementation spanned all the eras of early influence before 1750, industrial evolution that started in Great Britain in 1750, scientific, management movement of Fredrick Winslow Taylor of 1911, and the modern era typified by American management, Japanese, management and Nigerian management (Fredrick Wislow Taylor 1911). Koontz and Weihrich (2005) maintained that business strategy implementation is the sum total of all the activities and choices required for the execution of a plan. It is the process by which objectives, strategies and policies are put into action through the development of programs, budget and procedure. (Wheelen and Hunger 2010) asserted that for strategy implementation to take place, it must go beyond allocation of resource to achieve organizational objectives. It must be accompanied by strategic thinking that also includes designing an appropriate organizational structure which brings about change. Business strategy implementation is a complex and dynamic process involving the communication of the strategy, the deployment of the strategic plan to functional areas of the business, leadership implementation and structural considerations (Peter Drucker 2010). According to Harvard Business School Press 2000, business strategy implementation is centred on implementing strategies for business units, with their unique customers, competitors' technologies and workforce. David Garvin (2000) proclaimed that successfully implementing and executing strategy involves influencing the functioning of key processes from strategic planning to business development and budgeting. Structural pattern according to (Chandler (1962), has been supplemented through studies of environmental and organizational contingencies for strategies.

Structural patterns are concerned with how classes and objects can be composed, to form larger structures. They enable you to create a system without rewriting or customizing the code because these patterns provide the system with enhanced usability and robust functionality. (Cole 2005) Structural patterns are the different arrangements of words in one accepted style or the other. (Kripak Gautan 2005) opined that structural pattern is based on the belief that language consists of structures and for acquisition of vocabulary. The influence of structural pattern on Business strategy implementation is that there are relationships among selected dimensions of structure (centralization and specialization) and measures of strategy implementation (budgetary program implementation and resource control implementation).

### Purpose Of the Study

The purpose of this study was to examine the relationship between structural pattern and business strategy implementation in the manufacturing sector in Rivers State.

### **Research question**

What is the relationship between structural pattern and business strategy implementation of Manufacturing firms in Rivers State?

### **Research hypothesis**

There is no significant relationship between structural pattern and business strategy implementation of manufacturing firms in Rivers State

### **Significance of the Study**

This research work is significant because it will provide information on how structural patterns will aid strategy implementation in the manufacturing firms.

### **Unit of analysis**

The unit of analysis was at the organisational level

## **REVIEW OF RELATED LITERATURE**

### **Concept of Strategy Implementation:**

Koontz & Weihrich (1994) asserted that strategy concerns the direction in which human and materials resources will be applied in order to increase the chance of achieving selected objectives. It is managing the interests and is formulated to meet the goals of a particular business. Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan. Strategy implementation is the sum total of activities and choices required for the execution of a strategic plan It is the process by which objectives. Strategies and policies are put into action through the development of programs, budgets and procedure (Wheelen and Hunger, 2010) for strategy implementation to take place, it must go beyond allocation of resources to achieve organizational objectives. It must be accompanied by strategy thinking which also must include designing an appropriate organisational structure which brings about change. Strategy implementation is a complex and dynamic process involving the communication of the strategy, the deployment of the strategic plan to functional areas of the business, leadership implementation and structural considerations. Rainhard and Stavin (2010) also maintains that strategy implementation heavily depends on the interpersonal skills of administrative managers and on the way they get the job done. There is a duty of an administrative manager to also be an effective strategy implementer by creating suitable action plans and taking the right approach to push the change Robert (2014).

### **Structural Pattern**

Pattern of event is the way in which something happens, develops or is done. It is a regularly repeated arrangement of something in which each part is connected to the other (Longman contemporary Dictionary of English 2003). The concept of structural patterns concerns the organization structure and how things are done to achieve their goal and objectives. Structure has diverse meaning in this study. It is the way in which relationship between people or groups are organized in an organization. Organization is an association of two or more individual. It accomplishes objectives through the structure (Cole 2005) has seen the issue of structure facing modern organization and identifies the most important practical options available for senior management, while (Mintzberg p979), further maintain that structural pattern is the sum total of the way in which it divides its labour into distinct tasks and then achieves co-ordination between them. Ezigbo (2007) defines organizational structure as a formal system if tasks and reporting relationship the co-ordinate and motivate organizational members so that they work together to achieve organizational goal. (David 2004), maintain that it is a way an organization arranges people and jobs so that its work can be performed and its goal can be met. (Onwuchekwa 1993), explains that structural pattern is the framework through which an organization achieve its objectives. The tasks of organization are distributed among its component parts for people's performance to accomplish results in organizational structure. According to (Kazmi 2009) structure is the arrangement of tasks and sub-tasks required to implement a strategy.

### **Structural pattern and strategy implementation**

According to (Stoner 2005) successful implementation depends on how the organizations activities are divided organized and co-ordinated on the structure of the organization. He continued by saying that, not surprisingly, the chances that an organization strategy will succeed are far greater when its structure matches its strategy. By the same view, as its basic strategy changes over time, so must its structure. Over the years, as managers have tried to make structure fit strategy, this approach has resulted in manager's building larger and larger semi-permanent structures for their organization. Those structure logically followed strategy designed to make companies bigger and more dominant in the market place. Today many managers are experimenting with very different looking organizational structures because they are experimenting and succeeding with a radically different kind if organizational strategy.

## **RESEARCH METHODOLOGY**

### **Research design**

The research design adopted for the study is the quasi experimental design becomes it is the most appropriate in achieving the objective of the study.

### **Population for the study**

A total population of 1,240 upper, middle and lower level manager obtained from ten manufacturing firms in Rivers State was used for this study

### **Sampling technique.**

In this study the sampling technique adopted was the probability sampling technique which ensured that every member of the study unity had equal chances of being selected.

### **Date collection method**

This study adapted both questionnaire and oral interview for the collection of data.

### **Validity of Research Instrument.**

The research instrument was validated through content validity and approval given by research experts.

### **Reliability of Research Instrument**

The research instrument was reliable by using cronbach alpha test with a reliability coefficient value at 0.70 which indicated internal consistency

**Data analysis technique.** Spearman rank correlation coefficient was adopted which examined the extent of relationship between variable through SPSS 23.0 (statistical package for social sciences (SPSS) 23.0.

### **Data Presentation, Analysis and Discussion of Findings**

These presents the analysis of research findings on the relationship between structural pattern and business strategy implementation in manufacturing firms in Rivers State. The research sampled 557 managers from 10 selected manufacturing firms in Rivers State. The data collection instruments (questionnaires) were disseminated to the selected participants via hand delivery and were collected later

## **DISCUSSION OF FINDING**

The discussion of the finding in the study was related to the test of hypothesis that guided the study. The research sampled 557 top, middle and lower level managers from ten selected manufacturing firms in Rivers State. Copies of questionnaire were distributed, out of which 520 copies were returned which made a response rate of 93 percent. The hypothesis was stated in the null form and tested at 5 percent with a probability value of 0.000 to examine the relationship between structural pattern and business strategy implementation in manufacturing firms in Rivers State, and tested using Spearman rank order correlation coefficient. By adopting the significant value ( $p=0.000$ ) which is less than 0.05, the null hypothesis was rejected and the alternative hypothesis accepted, thus, concluding that there is a significant relationship between structural pattern and business strategy implementation in the manufacturing firms in Rivers State. The analysis revealed a spearman correlation of 0.921, which indicated a very strong linear relationship between the two variables. The coefficient of determination  $r^2=0.80$  i.e.  $r=0.921$  achieved indicates that 80 percent change in structural change can be explained by business strategy implementation.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATION.**

### **Conclusion**

This study on structural pattern and Business strategy implementation in the manufacturing firms in Rivers State basically addressed some major issues on the structure and strategy implementation in the manufacturing firms in Rivers State.

### **Recommendation**

It is recommended that the strategic managers of the manufacturing firms should design their structure that could dictate their strategies putting into consideration the changing nature of the competitive environment.

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