

Strategies For Managing Environmental Factors In Business Organization In Selected Manufacturing Firms In Enugu State, Nigeria

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Abstract

This research work is aimed at determining the strategies for managing environmental factors in business organization in Enugu State, Nigeria. It was also aimed at finding out the right strategies and the appropriate time to apply them. Descriptive survey research design was used for the research work. 267 sample sizes were drawn from the total population of 800 using Taro Yameni formula. Questionnaire was the major instrument used in collecting data from the simple size of the population in conjunction with personal interviews, while the content of the questionnaires were presented and analyzed using simple table and percentages, the hypothetical questions were equally tested using the chi Square statistical tool. From the research work carried out, it was found that organizational performance is affected by environmental factors. Certainly, business environment has an impact on manufacturing firm, and also effective strategic planning is vital in the management of business environmental uncertainty, which hinders the organizational performance and productivities.

Key words: Strategies, Environment, Organisation, Performance, Productivity.

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The environment is a major source of uncertainty to a business manager and as such both influences the design of any organization and the configuration for organizational structures.

We ought to realize that organization is an integral part of its environment and that they are mutually interdependent where the environment plays the role of providing the resources and opportunities to the organization for its existence, and the organization in turn offers its goods and services to the inhabitant of the environment for survival and enlightenment.

Ogini (2010), no business organization can operate successfully in isolation without dependence on supportive institutions,

variables and factors. Business organizations exist and operate within an environment where there is complex interplay in terms of activities as well as networks of relationship between and among human resources, material resources and other system.

Mustapha (2013) opined that, to succeed and achieve organizational objectives, business organizations adopt strategies that align them properly with operating environment, the aim of which is to avoid any mismatch between the organization and its environment. So, for business firms in general and manufacturing firms in particular to succeed in their operating environments, both within and outside the organization, they must be mindful of the environment. Therefore without a thorough analysis of the environment, a manager finds it almost impossible to make

important operational decisions in his organization which are vital in the attainment of various business objectives.

Hence, it is important for a business to keep pace with the various changes in the environment in order to survive in the long run. (Adeoye, 2012) assert that the uncertainties prevailing in the Nigerian business environment today, managers and stakeholders must be poised and prepared to compete favorably under these rapidly shifting conditions. Akanji (2003) was of the opinion that the more complex, turbulent and dynamic an environment becomes, the greater the impact on human altitudes, business organizational structure, market and process as well as facilities. Therefore, there is need for all organization to direct their attention to the environmental policies in order to facilitate their survival, growth and profit motives. The basic functions of management such as planning, directing, coordinating and controlling, commanding and planning is the most important and yet the most difficult responsibilities to management. This is because when goals and objectives are been determined, the next step is to choose the methods, approaches and strategies of attaining them. All when and how this is to be done is for the planner.

However, plans alone cannot ensure success of an organization; this is because organization operates in an environment which has a vital role to play in the success of the organization. Stanner observed that the most important sole influence on organizational policy and strategy is the environment, both within and outside the organization.

1.2 STATEMENT OF PROBLEMS

There is a vital need to map out strategies which will enable a business organization to operate successfully in its ever-changing environment. The environment which business organization operates in is highly

complex, turbulence, dynamic, therefore for all organization, large or small to survival, they should pay more attention to their environment more than ever before when formulating and implementing organizational policies and strategies.

The Nigeria business environment in the last decade has witnessed unsatisfactory progress cumulating into retarded growth rate, high rate of unemployment, low industrial output coupled with poor demand in terms of services and tangible products. The relationship between industrial representatives keep nose-diving virtually on all matters, criminal activities increasing at alarming and uncontrollable rate, excessive control through plethora of rules and regulation with stringent condition, tax policies without adequate provision of infrastructural facilities to ameliorate business operations. In the face of all these challenges, how effectively can a business organization respond to its basic operational function of survival, growth and profit maximization hence the need to examine the environment factors in business environment of organization with implications on the survival and growth of business organization in Enugu metropolitan area of Nigeria'?

- The process of formulating policies and strategies for proper management of the environment.
- The right strategies and the appropriate time to apply them.

1.3 PURPOSE OF THE STUDY

This study will focus on the strategies adopted by manufacturing organization in Enugu State in managing environmental factor. The aims are as follows:

- a. Determine whether organizational productivity and performance is dependent on environmental factors
- b. Examine the relationship between strategic planning and environmental factors.

1.4 SIGNIFICANCE OF THE STUDY

The study will provide an insight into the problems of environmental factor uncertainly on manufacturing firms on strategies with which they manage the problem. The following benefits will be derived from the study:

- ✓ Thorough understanding of the environmental factors in which policies are made
- ✓ Knowledge of varieties of strategies and when to apply them in policy formation and implementation
- ✓ Insight into the problems, threats, opportunities, weaknesses and strength in competitive business environment.

1.5 RESEARCH QUESTIONS

The following research questions will help to draw your table:

- a. Does organizational productivity and performance is dependent on environmental factors?
- b. Is there any relationship between strategic planning and environmental factor?

1.6 RESEARCH HYPOTHESIS

Hypothesis I

Hi: Organizational productivity and performance is dependent on environmental factors

Hypothesis II

Hi: There is significant association between strategic planning and environmental factors.

1.7 SCOPE OF THE STUDY

This study is to examine the various activities of strategies for managing environmental factor in business organization in some selected manufacturing firm in Enugu State.

1.8 DEFINITION OF TERMS

Strategy: This is proposed action or sequence of action intended to enhance the attainment of a company's objectives.

Strategic: This is a pre-determined actions leading to attainment objectives in relation to tin external environment

Organizational Structure: This refers to fixed relationship, rule and tests to be performed in achieving organizational objectives.

Organizational environment: This is the aggregate of the social cultural, economic systems and physical conditions influence organizations.

Environmental scanning: This is the monitoring of current events in the business environment and the forecasting of future.

LITERATURE REVIEW

2.1 CONCEPTUAL FRAMEWORK

The word strategy is a derivative word from Greek (stratum), which means general. Its usage according to James (2019) dates back to 400BC. Unfortunately, there is no consensus about the meaning of the word strategy, either in management, literature and ••" or practice.

Oginni and Faseyiku, (2012) assert that "environment is expressed as the sum total of the external forces that influences individuals, businesses and communities". In the views of Adebayo, Ogunyomi and Ojodu(2005), "environment is summarized as the surrounding of a phenomenon which from time dictate and shape the direction". Business organization does not operate in vacuum strategies are of all practical purposes on and the same things. Churchman (2010) saw strategic management as encompassing all the decisions and actions leading the attainment of long term objectives, the entire organization is considered as a system with its interacting elements, which include its external environment. He went further to

say that without this system perspective, managers tend to see problems in isolation failing to recognize the dynamic inter-relationship among subsystems of the organization and with other external systems. These external forces include economic political cultural EPC, which affects the success of the organization.

Moreover, business policy have it that environment is something that lies outside the organization, the environment of the system is what exists outside of it and its environment partly determines the performance of this system. Onwuchekwa (2011) maintained that the environment is a fixed constraint for the organization and that manager cannot change/avoid anything about it. In fact, environment is important because it helps or leads to success of an organization if properly managed.

To understand and ascertain the source of strategies in a typical business organization, it might be worthy to renew their major sources and they may be classified as:

Originated: The most logical source of strategy is the top management of an organization, they originate strategy with the purpose of guiding the sub-ordinate in the operations, originated strategy may be broad in scope, because it allows key subordinate to give them clearer definition or they may be promulgated so completely as to leave little room for definition and interpretation.

However, some skillful managers originate strategy and secure compliance by allowing subordinate managers to leave a conference believing that they themselves originate it. But most often a strategy is imposed upon subordinates without a force and clarity that permits no deviation.

Appealed: Some strategies stem from the appeal of exceptional cases up the hierarchy of managerial authority if on any occasion, a manager is somewhat confused on how to carry out a particular task, he appeal to the

higher authority. As appeals are taken upwards and decision are made on them a kind of common law is established precedents developed and becomes guide for future managerial action.

Implied: It is not unusual for strategy to be developed from actions which people see about themselves and believe to constitute them. Employees will readily understand what is real policy if they work for an enterprise that has a policy to produce high quality product maintain plain cleanliness and yet permit the contracting actions its reality or lack of them are implied. Different circumstances account for the development of implied strategy or policy: it may be that, stated strategy is simply not put into practice.

It may be that the enterprise slates certain strategy in order to create a desired image, but it is unable to enforce it.

Externally imposed: To a rapidly increasingly extent strategy is being externally imposed by government and its agency, trade union and trade association whether in the form of direct regulation, the competition of government-owned or government supported business. This result in circumscribing and dictating many aspects of strategy or policy

Oluremi and Gbenga (2011) asserted that “business organization that wants to succeed must develop a clear understanding of the trends of business environment and forces that shape competition”. The understanding in question will enable the organization to choose the appropriate strategy or strategies that fit the trends in the business environment arrived at through environmental scanning analysis with focus on the variables such as strengths, weaknesses, opportunities and threat (SWOT). The views of Adeoye

(2012) was in support as he opined that “the dynamic and rapidly changing environment in which most **Ezenekwe Int. J.**

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business organizations compete is important that organizations maintain their performance measurement system through adoption of appropriate strategies that would provide information found to be relevant to the issues that are of paramount importance. Ibidun and Ogundele (2013) was of the opinion that “understanding the nature of business environment which can be classified into three namely dynamic (continuous changes), stable (relative changes) and unstable (frequent changes) would further help in repositioning the organization through appropriate strategies while Ogundele (2005) added that the perception of the organizations about the nature of the business environment to a large extent depends on their size and industry in which it operates”.

Productivity

The term productivity was applied for the first time by François Quesnay, the mathematician and economist who was an adherent of physiocracy school. He believes authority of any government is relied on increasing of productivity in the agriculture sector by proposing the economic table. Another French man in called Littere defined productivity as knowledge and technology of production. Fredrick Venislo, Taylor and Frank and Lillian Gilbert conducted studies about labor division, improving the methods and determining the standard time in order to enhance efficiency simultaneous with the beginning of scientific management movement period at the beginning of (Darvish, 2008).

IMPORTANCE OF STRATEGIES

It is widely agreed that the development and the communication of strategy arc among the most important activities of top management strategies, strategies help to

shape an organization towards having its purpose and mission accomplished.

Rose and Kawi in their insightful book in the "lack of success" of many large companies in the United State stated dial failure to organization is as a result of lack of strategy or wrong strategic plan or lack of implement a proper/good strategy. They concluded, therefore that without an appropriate strategy, effectively implement failure is a matter of time.

BUSINESS STRATEGY AND ENVIRONMENT

The modern business manager operates in a dynamic environment. The change in the environment has been rapid and unpredictable. Consumers and clients have been showing complex behavior both in local and international markets.

The most dramatic change has been that exhibited by competitive pressures. Competitors have been applying one strategy or the other to adapt to the dynamic business environment. Weakness in competitive practices can be observed in any aspect of business operation. In some firm in Nigerian, it can be shown in form of old or obsolete products in another company, it may be in form of inadequate strategic management practices in the organizations functional areas.

2.2 THEORETICAL FRAMEWORK

The study is anchored on open system theory propounded by Biologist Ludwig von Bertalanffy. The Systems Theory Nwachukwu (2006) defines a system as “a set of interrelated and interdependent parts arranged in a manner that produces a united whole” while Kuhn considers a system as “any pattern whose elements are related in sufficiently regular way to justify attention”. Laszlo and Kripper view a system as a boundary maintaining entity with complex interacting components that

sustain relationships. With the social Sciences these boundaries do not only become weak but keep changing as behaviours change. The systems theory holds that an organization is a system that needs to {Ezenekwe *Int. J. Innovative Soc. Sc. & Hum. Res.* 8(1):133-143, 2020}

work harmoniously not only within itself but that it is a system within a collection of other systems and, therefore, needs to work also in congruence with the other systems around it. What happens in the larger system is capable of affecting the organization either positively or negatively. The system theory, therefore, has its origin in Biology with the work of Bertalanffy. The theory started with two major assumptions that were later adjusted to the contrary. These are, one that a system could be broken into its component parts and each part analysed separately, two that the different sections of a system can be added linearly to get an understanding of the total system. These assumptions were later adjusted to the effect that a system is not a summation of its component parts which is linear, but a nonlinear aggregation of the interactions of these component parts. All researchers concur on the usefulness of the Systems Theory. The theory is not only interdisciplinary but integrative in nature. As Laszlo and Krippner put it "Systems theory promises to offer a powerful conceptual approach for grasping the interrelation of human beings and the associated cognitive structures and processes specific to them in both society and nature". It is "concerned with the holistic and integrative exploration of phenomena and events". The term conveys "a complex of interacting components together with the relationships among them that permit the identification of a boundary-maintaining entity or process" The General Systems theory aims at looking at the entire world as a composite of co-existing,

interacting and interrelating elements. This is not to undermine or downplay the value of studying units, subsystems or even systems within a larger context (a reductionist approach) as is done in specialization, but to place all disciplines within proper perspective of the whole. As captured by Laszlo and Krippner the General systems approach encourages the development of a global, more unitary consciousness, teamwork, collaboration, Kuhn extended the theory to include the fact that the knowledge of a part of a system facilitates the knowledge of another part. A system can either be controlled (cybernetic) or uncontrolled. A controlled system sensed information (Detector), applies rules to take decision on what is sensed (Selector), and makes some transaction or communication between the system (Effector). According to Kuhn the aim of decision (communication and transaction) between systems is to achieve equilibrium. A system can either be a closed system in which case interactions occur only between elements within the system and not with any system outside it, or an open system where interactions occur both within the system and outside it. Closed systems tend towards negative entropy with the likelihood of decaying due to the absence of exchanges with outside systems. Kuhn also gave insights into how systems could be studied. They could be studied by cross-sectional method where the interactions between two systems are examined or by developmental approach by which changes that take place in a system over a period of time are looked at. A system can be evaluated holistically by looking at its functioning in totality or by a reductionist manner where subsystems within the system are studied. Lastly a functionalist approach could be used where an upward examination of the interactions of the system with a larger system is carried out.

This open system is applicable and relates to this study and facets of human Endeavour and believes that the use of external resources by individual organizations in any form is the application of open system principles. The concept of open systems theory, Bastedo, (2004), views organizations as being strongly influenced by their environment which exerts various forces of an economic, political, or social nature and provides key resources that sustain the organization and lead to change and survival. In the world of commerce and industry, business organizations regularly interact with its environment, and have permeable boundaries that allow feedback exchanges from inside and outside the business. With regular interactions, organizations develop different ways of solving particular goals in their existing environments. This is made possible using the open system eclectic concepts of subsystems, holism, Ezenekwe *Int. J. Innovative Soc. Sc. & Hum. Res. 8(1):133-143, 2020*

input-transformation-out, system boundaries, negative entropy, steady state, feedback, hierarchy, internal elaboration, multiply goal seeking and equifinality. However, organizations exist in a society. Society has long recognized that it cannot leave economic interaction to the free play of market forces because this might not lead these organizations to pursue a course that will bring the greatest happiness to the greatest number. As a result the society through her agencies regulates the activities of business operations. In cases where the society disregards the principles of open system and engages actively in business operations the result can have a profound impact on organisations.

2.3 EMPIRICAL REVIEW

Several studies have investigated effect of environmental factors on firm productivity for example Abubakar (2015) examined the

impact of environmental factors on SSBs performance in Kano and Sokoto states. Questionnaire methods were mainly used to collect data from the sampled SSBs. The data was analyzed using multivariate discriminant analysis and multiple regression technique in order to assess the level of performance as well as establish the significance of the relationship. The findings of this study clearly show that SSBs record low performance within the period studied and environmental factors have significant impact on their performance in Kano and Sokoto states. The study recommends that government should create enabling environment for both existing and potential investors in the sector, through provision of adequate infrastructures, financial support and formulation of policies favorable to SSBs.

Shehu and Mahmood (2014) examined the relationship between business environment toward small and medium enterprises (SMEs) performance among Nigerian firms. A quantitative approach was employed, using a cross sectional research design. The data was collected through the self-administration method from 640 respondents. SMEs are very important to economy growth of Nigeria, they serve as a major source of employment, contributes significantly towards industrial establishment, a source of income generation and help in the development of craftsmanship. A model was developed based on theoretical consideration to examine the relationship. Multiple regression analysis was employed, which reported a significant and positive relationship between the business environment and business performance of SMEs. Implications and future research directions were discussed.

Vasanth, Murugesan, and Kasilingam (2015) analyzed the impact of Productivity on environmental performance of the firm. The analysis has made use of descriptive

statistics, correlation, and regression analysis. The results found that the Productivity variables like ROA, ROE, and ROS create the positive impact on energy intensity (proxy of environmental performance) of the sample firms. At the same time, one Productivity variable such as ROCE recorded negative impact on EI. This study offers useful suggestions to the corporate to reduce the level of energy intensity and to utilize the companies' capital for sustainable performance.

Muhammad (2014) examined the effects of internal and environmental factors on firm's financial behavior: A comparative study of developed, emerging and developing economies. This study compares the dynamical economic effects of internal and environmental factors of capital structure in Spain, Malaysia and Pakistan to explore the empirical implications and hierarchical importance of firm, sector and country-level factors. Using cross-sectional regression of the panel data for the period 2001-2011, this study analyze the relative importance of each level of capital structure determinants and explanatory power of capital structure theories. The analysis findings documented several important indirect influences of variables at firm, sector and country-levels on firm determinants of leverage, as well as several structural differences in the financial behavior across developed, emerging and developing economies. From theoretical perspectives, findings of this study add important strands to capital structure literature and device lending mechanisms for firms on the basis of relative importance of environmental factors which also have the power to influence the firm's leverage.

Vo-Van (2015) studied the effects of local business environments on SMES' performance: empirical evidence from the Mekong Delta. Hypotheses in a survey data from 63 manufacturing and service SMEs

locating in three provinces of the Mekong Delta within the period of 2011 and 2012. Using fixed effect and random effect models, the empirical results release that local government's favour policies for private

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3.1 DESIGN OF THE STUDY

The research design adopted for this work is descriptive survey design.

3.2 AREA OF THE STUDY

The study was limited to Enugu State, since the selected manufacturing firms are located within the state. All the employees in the various departments and sections of the selected firms were duly and properly considered with regards to their opinion.

3.3 POPULATION OF THE STUDY

The total population of employee and management of the firms under study is summed up to (800) Eight hundred workers. Attentions were given to a specific population while ensuring that the entire population is effectively represented.

3.4 SAMPLE OF THE STUDY

Taro Yameni formula was used to determine the sample of the study.

Formula:

$$n = \frac{N}{\dots}$$

$$1+N(e)^2$$

Where:

- n = Sample size
- N = Population size
- E = Margin of error (5%)
- 1 = Constant

Substituting

$$n = \frac{800}{1+800 (0.05)^2}$$

$$= \frac{800}{1+800 (0.0025)}$$

$$= \frac{800}{1+2}$$

$$= \frac{800}{3}$$

= 266.6

Therefore n = 267

3.5 INSTRUMENT FOR DATA COLLECTION

The data collection main instrument was the questionnaire. The content of the questionnaire were both structured and unstructured questions. The structured questions offers options, the questionnaires also contains an open-ended question which allows for the respondents personal opinion.

3.6 VALIDATION OF THE INSTRUMENT

The instrument was subjected to both content and face validity by the students supervisors, alter all the corrections, the validated instruments was taken back for confirmation to ensure that opinions and observations were accurate.

3.7 DISTRIBUTION AND RECEIVER OF INSTRUMENT

The researcher distributed 267 copies of questionnaires to the respondents and 260 copies were retrieved.

3.8 METHODS OF DATA ANALYSIS

The analysis of data was organized along the following lines; descriptive statistical analysis was used to indicate percentage scores for all respondents. The calculation and trends of responses were equally drawn up on the table. Chi-square (X²) statistical tools was used to test the validity of the hypothesis.

Chi-square formula is thus stated below:-

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where

- O_i = Observed frequency
- e_i = Expected frequency
- E = Summation of all item in one term.

DECISION RULE

Reject null hypothesis (H₀) and accept the alternative, if the value of X² calculated is greater than X² table value (critical value), otherwise accept the H₀ and reject alternative (H₁).

4.1 DATA PRESENTATION AND ANALYSIS

The presentation was done using simple percentage table and analysed using Chi-square (X²) statistical tool to test the hypothesis.

4.2 TEST OF HYPOTHESIS

Hypothesis I

H₁: Organizations productivity and performance is dependent on environmental factors.

OPTION S	RESPONSES	PERCENTAGES
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Yes	220	84.6%
Poor management	40	15.4%
Total	260	100%

X² Formular

$$\frac{E^1 (oi - ei)}{ei}$$

To determine the expected frequency

$$ei = \frac{220 + 40}{2} = \frac{260}{2}$$

$$ei = 130$$

$$X^2 = \frac{(220 - 130)^2}{130} + \frac{(40 - 130)^2}{130}$$

$$\frac{(90)^2}{130} + \frac{(-90)^2}{130}$$

$$= \frac{8100}{130} = \frac{8100}{130}$$

$$62.3 + 62.3$$

$$X^2 = 124.6$$

The degree of freedom (n-1) (k-1)

(number of rows - 1) (Number of column - 1)

$$(2-1) (2-1)$$

$$(1) (1)$$

At the level of significance 0.05. X² table figure at 1 degree of freedom is 5.99

DECISION

Reject null hypothesis (Ho) and accept its alternative (Hi), since the X² calculated value of 124.6 is greater than the critical value of 5.99, which states that organizational productivity and performance is dependent on environmental factors.

HYPOTHESIS II

Ho: There is significant relationship between strategic planning and environmental factors.

OPTIONS	RESPONSE	PERCENTAGES
Yes	200	77%
No	60	23%
Total	260	100%

X² Formular

$$X^1 = \frac{E^1 (oi - ei)^2}{ei}$$

To determine the expected frequency

$$ei = \frac{220 + 60}{2} = \frac{260}{2}$$

$$ei = 130$$

$$X^2 = \frac{(220 - 130)^2}{130} + \frac{(60 - 130)^2}{130}$$

$$\frac{(70)^2}{130} + \frac{(-70)^2}{130}$$

$$= \frac{4900}{130} = \frac{4900}{130}$$

$$37.7 + 37.7$$

$$X^2 = 75.4$$

The degree of freedom (n-1) (k-1)

$$(2-1) (2-1)$$

$$(1) (1)$$

X² table value at 1 degree of freedom is 5.99, with significance level of 0.05

DECISION

Reject null hypothesis (Ho) and accept its alternative which says that there is significant relationship between strategic planning and environment factors uncertainty, since the X² calculated value of 75.4 > 5.99 which is the critical value of X².

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

Nigeria business environmental landscape is dynamic the instability in most, the

political super structure in the country gives rise to the dynamism most respondents who are unanimous in their assessment of the business environment as unfavorable are segregated along functional line firms in Nigeria and in their bid to manage their environment, employed two categories of strategies.

These include the internal and the external strategies which were applied by various firms as regards the nature of activities they embark on and what prevails in the environment.

In quest of finding an answer to the research question, the following were reached;

- Business environmental factors have impact on manufacturing firms productivity.
- There is a relationship between manager's performance and business environment factors.
- Environmental scanning is one of strategies that help in solving the problem posed by environmental uncertainty.
- Complexity and rapidity of change of business environment constitutes a problem of manufacturing firms.
- It was also discovered that the following are the strategies adopted by manufacturing firm in managing the environmental uncertainty viz marketing mix policy environmental scanning, lobbying contracting diversification etc.

In testing the hypothesis the following were also reached: organizational productivity is dependent on environmental factors, that is to say that environmental factors does have negative influence on the productivities of manufacturing firms and also there are significant association between strategic planning and environmental factors, this means that certain strategic plan are employed to tackle the negative influence posed by environmental factors. Thus, proving the strategic planning is

indispensable for effective management of environmental factors.

5.2 CONCLUSION

It is concluded with regards this research study that managers can manage the environmental uncertainties in two ways:

One is to respond by adopting and changing their actions to suit that of the internal environmental force.

Secondly, to alter the environment to fit better with the firms strengths and weakness. Firms should scan and examine their environment to feel pulse and ascertain the most suitable strategic plan be adopted in order to protect them against an unfavorable business environment.

In conclusion, for organizations especially manufacturing firm to be able to survive, it must be able to manage properly the challenges presented by the environmental change and complexity.

5.3 RECOMMENDATIONS

On the strength of our finding the following recommendations were made pulling into consideration the managing environmental uncertainty needs a thorough analysis of the sources of uncertainty and selecting the most appropriate strategic plan that will help the firm to counter the environmental uncertainty and achieve its stated objectives. The following action will produce a far-reaching result for the survival of manufacturing firm against environmental factors influence;

- ✓ Management of the manufacturing firms should select the strategic plan in a most be effectively implemented.
- ✓ The management should recruit human resources, who will effectively assist in the activities of the firm. Better human resources implementation programme in a firm, is as important as choosing the appropriate strategy.

- ✓ The management should scan the external environment to ascertain the possible threats and establish a proper strategic plan to tackle the wit.
- ✓ Management of the firms under study should adopt the measure of continuous environmental scanning to ensure organizational growth and success.

5.4 LIMITATIONS OF THE STUDY

This study is limited to only some selected manufacturing firms Enugu State. Also, the findings cannot be generalized to include some of the non-selected manufacturing firms in the state.

Some benefit will also be derived from it. Because it center on leadership, which is, require in every organization development.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

In order to enhance the reliability of the result of this research work, provision should be made to conduct a similar investigation in similar organization, since every organization has a particular environmental factors unique to them, hence the result of that research should he compare with that of this research before generalizing or accepting that research result or findings.

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