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CORPORATE STRATEGIES AND ORGANISATIONAL COMPETITIVENESS OF SELECTED PLASTIC MANUFACTURING FIRMS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study examines the relationship between corporate strategies and organisational competitiveness of selected plastic manufacturing firms in Port Harcourt, Rivers State. Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was eleven (11) plastic manufacturing companies in Rivers State which are registered with the Rivers State branch of Manufacturers Association of Nigeria (MAN). This gave us a total of thirty-three (33) for the study. Structured questionnaire instrument title "corporate strategies and organisational competitiveness of selected plastic manufacturing firms in Rivers State". The questionnaire was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (Statistical Package Social Sciences). The study revealed that there is a significant relationship between vision statement and organisational competitiveness of plastic manufacturing firms in Rivers State. There is a significant relationship between strategic objective and organisational competitiveness of plastic manufacturing firms in Rivers State. There is a significant relationship between performance monitoring and organisational competitiveness of plastic manufacturing firms in Rivers State. The study concluded that there is a significant correlation between corporate strategies and organisational competitiveness among plastic manufacturing firms in Rivers State. This underscores the critical role strategic planning and execution play in enhancing operational performance, market positioning, and long-term sustainability within the sector. The study recommended that management of plastic manufacturing firms should periodically review and realign their vision statements to reflect evolving market trends and stakeholder expectations. A compelling and forward-looking vision can strengthen strategic direction and enhance competitive positioning.

Background of the Study

In the increasingly dynamic and globalised business environment, the formulation and execution of corporate strategies have emerged as critical determinants of organisational success. Corporate strategies provide an overarching framework that guides a firm's decisions concerning resource allocation, market positioning, and long-term objectives. These strategies are typically articulated through core dimensions such as vision statements, strategic objectives, and performance monitoring systems. The vision statement acts as a compass, offering direction and inspiring purpose across all organisational tiers (Collins & Porras, 1996). Strategic objectives, on the other hand, serve as measurable goals that align with the broader vision, enabling firms to operationalise their ambitions in practical terms (Kaplan & Norton, 2004). Complementing these, performance monitoring mechanisms ensure ongoing assessm
ent of strategic initiatives, fostering adaptability and sustained progress. The alignment and integration of these dimensions play a vital role in maintaining organisational focus and coherence amid changing external pressures.

Organisational competitiveness, defined as a firm's ability to maintain or gain market advantage, is influenced by both internal strategies and external environmental conditions. Competitive advantage is often assessed through measurable indicators such as product quality, cost efficiency, and corporate image (Porter, 1985; Barney, 1991). High product quality enhances customer satisfaction and loyalty, while cost efficiency ensures profitability through optimal resource utilisation. A positive corporate image, moreover, strengthens stakeholder confidence and brand equity. These metrics collectively serve as proxies for organisational performance, particularly in sectors characterised by rapid innovation and intense rivalry. As such, competitiveness is not a static attribute but a dynamic capability that firms must cultivate and sustain over time (Teece, Pisano & Shuen, 1997). The strategic coordination of quality, cost, and reputation-building initiatives thus becomes indispensable to long-term viability and market leadership.

Strategic management plays a pivotal role in overcoming structural challenges such as erratic energy supply, fluctuating raw material prices, and limited access to advanced technologies. Rivers State, as an industrial hub in the Niger Delta region, hosts numerous plastic manufacturing firms facing such adversities. In this setting, corporate strategies articulated through clearly defined vision statements, targeted strategic objectives, and rigorous performance monitoring—become essential tools for navigating operational constraints and sustaining competitive edge (Okafor & Udu, 2021). Moreover, firms that effectively align their strategic initiatives with market demands tend to record superior outcomes in terms of product quality, cost efficiency, and corporate image (Adeleke, Ogundele & Oyenuga, 2008). It is therefore imperative to empirically investigate how these strategic dimensions affect the competitive positioning of plastic manufacturing enterprises within the region.

Corporate strategies and their integral dimensions vision statements, strategic objectives, and performance monitoring are essential for enhancing the competitiveness of firms in today's volatile business landscape. Competitiveness, as reflected in product quality, cost efficiency, and corporate image, is a direct outcome of how effectively these strategies are designed and implemented. In plastic manufacturing firms in Rivers State, where operational complexities and market dynamics create unique challenges, strategic management becomes even more significant. This study, therefore, sets out to explore the relationship between corporate strategies and organisational competitiveness, providing a contextual understanding of how strategic orientation contributes to sustainable competitive advantage in the plastic manufacturing sector.

Statement of the Problem

Plastic manufacturing firms in Rivers State face persistent challenges in delivering consistent product quality, which significantly hampers their competitiveness. Many of these firms lack modern production equipment, skilled labor, and effective quality control systems. Substandard raw materials and inadequate process monitoring often lead to products that fail to meet industry or consumer expectations. This problem is further compounded by the absence of robust quality assurance frameworks or certifications such as ISO standards, which are widely recognized benchmarks for quality excellence. Corporate strategy, in this context, must prioritize differentiation through quality leadership. Firms can adopt total quality management (TQM) or continuous improvement (Kaizen) strategies to ensure that product design, production, and delivery align with customer expectations. Strategically, investing in research and development (R&D) and training initiatives will strengthen internal capabilities and ensure long-term quality competitiveness (Aremu & Lawal, 2012).

The problem of cost inefficiency is another major obstacle hindering the growth and sustainability of plastic manufacturers in the region. Rising energy costs, expensive raw materials, and inefficient production processes contribute to high unit costs, making locally produced plastic products less competitive in price compared to imported alternatives. In addition, waste due to poor planning or obsolete technology increases operating expenses. These challenges suggest the need for strategic cost leadership approaches. Firms must adopt lean manufacturing practices, streamline their supply chains, and possibly explore local sourcing of materials to minimize import-related costs. Effective corporate strategies here include operations optimization, outsourcing non-core functions, and implementing enterprise resource planning (ERP) systems for better financial and production management (Yusuf & Dansu, 2013). Without strategic cost control, firms will continue to suffer from narrow profit margins and reduced reinvestment potential.

Lastly, corporate image remains a relatively neglected but critical component of competitiveness. Plastic manufacturing is often viewed negatively due to its association with environmental pollution and unsustainable practices. Many firms in Rivers State do not engage meaningfully in corporate social responsibility (CSR), nor do they maintain active stakeholder communication, which has resulted in poor public perception and limited brand loyalty. In the current global market, where environmental and social governance (ESG) criteria are becoming essential, this image problem can restrict access to partnerships, markets, and funding. To counter this, firms need corporate strategies focused on brand repositioning, environmental compliance, and stakeholder engagement. This may include adopting green manufacturing practices, launching public awareness campaigns about recycling, and transparently reporting environmental impacts. Such strategies not only improve public trust but also align the firm with national and international standards for responsible business conduct (Okeke & Ezenwafor, 2014).

Conceptual Framework

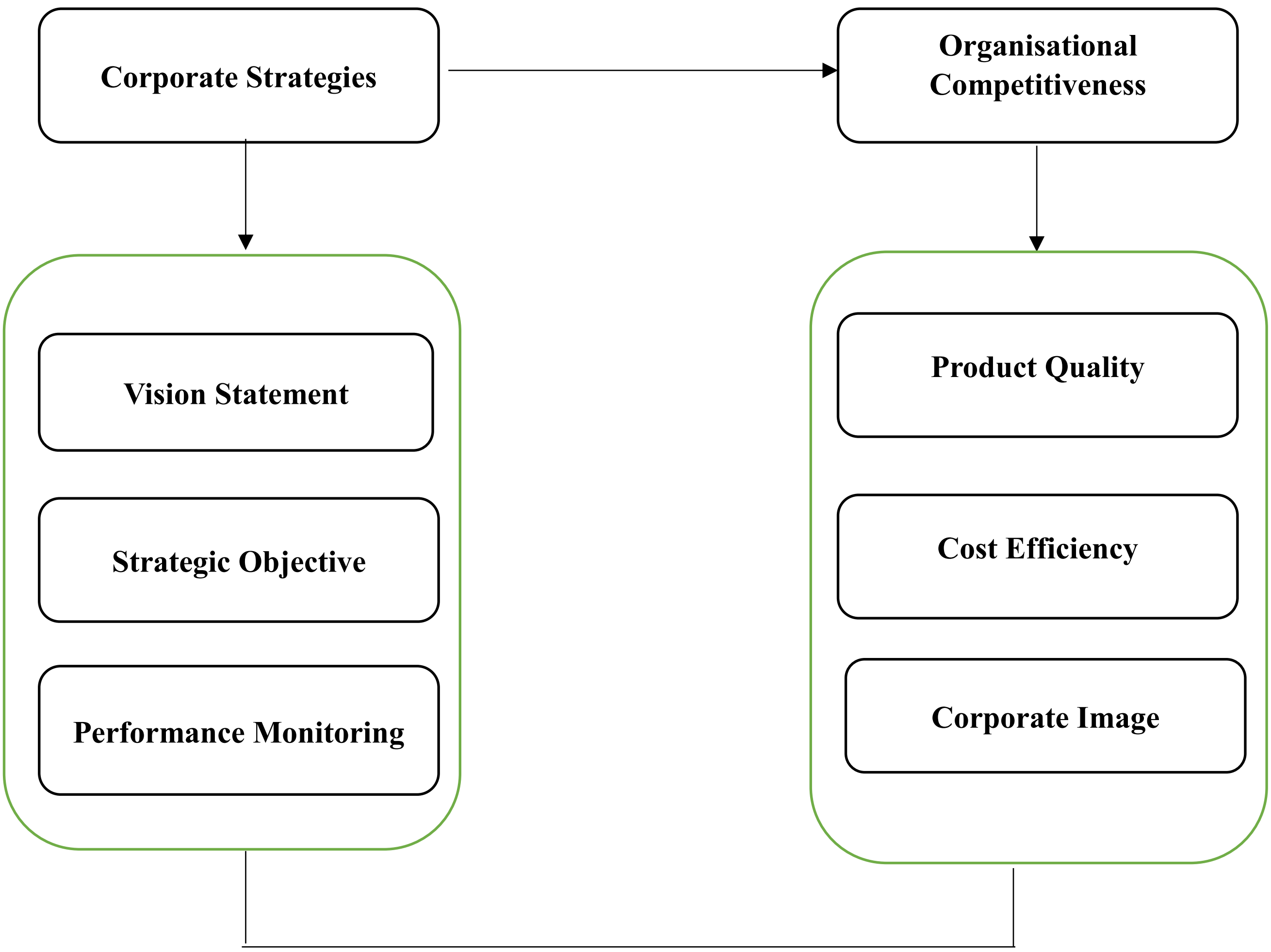

Figure 1: Conceptual framework showing the dimension/measures of Corporate Strategies and Organisational Competitiveness of Plastic Manufacturing Firms in Rivers State
Sources: Adopted from Porter (1980); Henderson (1970) and Senge (1990)

Aims & Objectives of the Study

The aim of this study is to examine the relationship between corporate strategies and organisational competitiveness of selected plastic manufacturing firms in Port Harcourt. The specific objectives are to:

i. Determine the relationship between vision statement and product quality of plastic manufacturing firms in Rivers State.
ii. Determine the relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State.
iii. Determine the relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State.

Research Questions

The following research questions were raised to guide the study.

i. What is the relationship between vision statement and product quality of plastic manufacturing firms in Rivers State?
ii. What is the relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State?
iii. What is the relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State?

Research Hypothesis

The following null hypothesis were formulated and was tested at a significant level of 0.01.

Ho_1: There is no significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State.

Ho_2: There is no significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State.

Ho_3: There is no significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State.

Significance of the Study

The significance of studying corporate strategies and organisational competitiveness extends across various stakeholders, including employees, employers, policymakers, and researchers

Employees: Understanding corporate strategies and organisational competitiveness helps employees align their skills and performance with company goals, fostering job security, professional growth, and active contribution to the firm's success in a competitive market.

Managers: For managers, insights into corporate strategies enable more informed decision-making, effective resource allocation, and the implementation of practices that enhance efficiency, innovation, and market positioning.

Plastic Manufacturing Firms: These firms benefit from strategic clarity by gaining a competitive edge through cost leadership, product innovation, and sustainable practices, which are crucial in navigating industry-specific challenges and regulatory pressures.

Researchers: Researchers gain a rich context for examining how strategic choices influence performance metrics, offering data-driven insights that contribute to theory development and practical recommendations for organisational improvement.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to corporate strategies and organisational competitiveness. Discussions on corporate strategies are restricted to vision statement, strategic objective and performance monitoring; while organisational competitiveness as the dependent variable is measured and discussed through product quality, cost efficiency and corporate image.

Geographical Scope: The geographical scope of this study is delimited to plastic manufacturing firms operating in Port Harcourt, Rivers State.
Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of road construction firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

This section reviews various extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Corporate Strategies

Corporate strategy refers to the overarching plan or framework adopted by an organization to define its direction, establish priorities, and allocate resources effectively across various business units in order to achieve long-term goals. It is primarily concerned with determining which markets or industries the firm should compete in and how to create value across those business segments. According to Johnson, Scholes, and Whittington (2008), corporate strategy involves decisions made at the highest level of an organization, focusing on the scope of activities and the way value is added to different parts of the business. These decisions often encompass diversification, acquisitions, strategic alliances, and portfolio management. Mintzberg, Ahlstrand, and Lampel (2005) emphasize that corporate strategies are not merely plans but also patterns that emerge over time through consistent behavior in strategic decision-making. Hence, corporate strategy includes both deliberate and emergent elements, shaped by internal capacities and external environmental factors.
Furthermore, corporate strategy is closely tied to the mission, vision, and overall values of an organization, providing a strategic compass for decision-making across departments and business units. Hitt, Ireland, and Hoskisson (2013) define corporate strategy as the decisions that leaders make to gain competitive advantage by selecting and managing a mix of businesses that compete in different product markets. The essence of corporate strategy lies in value creation through synergy—where the collective performance of the company's units exceeds the sum of individual efforts. Porter (1987) introduces the concept of corporate strategy through three generic approaches: overall cost leadership, differentiation, and focus, emphasizing that the alignment of a company's activities with one of these strategies leads to sustainable competitive advantage. These strategies are selected based on thorough environmental scanning and internal capability assessments, ensuring that the firm not only survives but thrives amid changing market conditions.
Corporate strategies are dynamic and must evolve in response to technological change, globalization, and shifts in consumer behavior. According to Grant (2016), a well-formulated corporate strategy helps firms to manage uncertainties and capitalize on new opportunities by fostering adaptability and strategic foresight. Chandler (1962) famously asserted that "structure follows strategy," highlighting the fundamental impact of strategic choices on organizational design and resource allocation. Companies engaging in unrelated diversification, for example, often require more complex governance structures to manage the heterogeneity of their operations effectively. Moreover, Ansoff (1965) introduced the product-market growth matrix to demonstrate strategic options such as market penetration, product development, market development, and diversification—each presenting unique risks and rewards. As the business environment becomes increasingly volatile, the importance of an agile and coherent corporate strategy becomes paramount for sustaining competitive positioning and long-term profitability.

Dimensions of Corporate Strategies

Vision Statement

A vision statement is a core dimension of corporate strategy that articulates an organization's long-term aspirations and strategic intent, serving as a guiding framework for decision-making and goal-setting. It reflects the desired future position of a company and aligns stakeholders toward common objectives. Scholars have emphasized the importance of vision statements in shaping strategic direction and fostering organizational coherence. For instance, Collins and Porras (1996) argue that a compelling vision provides a foundation for enduring corporate success by uniting members around shared values and future ambitions. Similarly, Kantabutra and Avery (2010) highlight that effective vision statements are associated with enhanced organizational performance and leadership commitment. They argue that such statements contribute to clarity, motivation, and the ability to navigate through dynamic market environments. Furthermore, Baum, Locke, and Kirkpatrick (1998) underscore the motivational aspect of vision, suggesting that visionary leadership can stimulate higher employee effort and innovation. Thus, the vision statement serves not only as a symbolic declaration but also as a strategic instrument for sustaining competitive advantage and long-term viability.

Strategic Objective

The concept of strategic objectives represents a critical dimension of corporate strategies, functioning as the specific, actionable goals that guide organizations toward their long-term vision. These objectives serve as a bridge between a firm's overarching mission and its operational plans, enabling alignment of resources and decision-making processes with desired outcomes (Kaplan & Norton, 1996). Strategic objectives are often formulated through an analysis of both internal capabilities and external environmental conditions, ensuring that firms remain adaptive and competitive in dynamic markets (Hitt, Ireland, & Hoskisson, 2017). Moreover, they provide a framework for performance measurement and strategic control, facilitating continuous improvement and accountability within corporate governance structures (Grant, 2019). As such, strategic objectives not only clarify strategic intent but also operationalize it across business units, making them indispensable to effective strategy execution (Johnson, Scholes, & Whittington, 2017).

Performance Monitoring

Performance monitoring is a critical dimension of corporate strategy as it facilitates the alignment of organizational activities with strategic goals, ensuring that firms remain competitive and adaptive in dynamic market environments. It encompasses the systematic tracking, evaluation, and feedback of both financial and non-financial metrics to guide decision-making and resource allocation (Kaplan & Norton, 1996). Through performance monitoring, organizations can identify deviations from strategic objectives, enhance operational efficiency, and sustain long-term value creation (Neely, Adams & Kennerley, 2002). The integration of balanced scorecards and key performance indicators (KPIs) allows managers to assess strategic initiatives comprehensively, balancing short-term outputs with long-term outcomes (Ittner & Larcker, 2003). Moreover, effective performance monitoring fosters accountability and transparency, reinforcing a culture of continuous improvement and strategic discipline (Eccles, 1991).

Concept of Organisational Competitiveness

Organisational competitiveness refers to the ability of a firm to maintain and sustain superior performance relative to its peers within the same industry. Porter (1985) conceptualised competitiveness through the lens of competitive advantage, arguing that firms must possess either cost leadership, differentiation, or a focused strategy to outperform competitors. This notion has since evolved to encapsulate broader dimensions such as innovation capacity, adaptability to market changes, and operational efficiency. Barney (1991) expanded on this by introducing the resource-based view, which emphasises that unique, valuable, and inimitable resources give firms a sustained competitive advantage. Thus, organisational competitiveness is not merely a function of market positioning but also an outcome of strategic resource deployment and internal capabilities that are difficult for competitors to replicate.

Teece, Pisano, and Shuen (1997) argued that in rapidly changing environments, it is not sufficient for firms to rely on static resources; instead, they must possess the dynamic ability to integrate, build, and reconfigure internal and external competences. Organisational learning, innovation systems, and knowledge management have also emerged as critical components. For instance, Prahalad and Hamel (1990) introduced the concept of core competencies, referring to the collective learning and coordination capabilities that underpin a firm's ability to adapt and innovate. These internal drivers of competitiveness must align with external market conditions to foster sustainable advantage. In essence, competitiveness today requires a holistic integration of strategic foresight, technological agility, and a strong organisational culture that supports continuous improvement.

According to D'Aveni, Dagnino, and Smith (2010), hypercompetition characterised by frequent, rapid, and unpredictable changes in market conditions requires firms to continuously disrupt their own strategies before competitors do. This necessitates a proactive rather than reactive approach to competition. Similarly, Zahra and George (2002) introduced the concept of absorptive capacity, which is the firm's ability to recognise, assimilate, and apply external knowledge, thus becoming a pivotal factor in driving innovation and competitiveness. In today's volatile, uncertain, complex, and ambiguous environment, organisational competitiveness is less about stability and more about strategic fluidity, continuous innovation, and the capability to reinvent business models in response to shifting customer needs and technological trends.

Measures of Organisational Competitiveness

Product Quality

Product quality is increasingly recognised as a pivotal determinant of organisational competitiveness, influencing customer satisfaction, brand loyalty, and market share. High product quality signals reliability and value, helping firms differentiate themselves in competitive markets (Garvin, 1987). As global markets become more integrated, the capacity to consistently deliver superior quality products becomes essential for sustaining a competitive advantage (Porter, 1985). Quality affects not only operational performance but also strategic positioning, with organisations that embed quality into their processes often achieving greater efficiency, innovation, and responsiveness (Juran & Godfrey, 1999). Moreover, studies have shown that firms with strong quality management practices tend to outperform their peers in both financial and non-financial indicators, reinforcing the link between quality and competitiveness (Flynn, Schroeder & Sakakibara, 1995). Therefore, product quality should not be viewed merely as a compliance issue but as a strategic asset that enhances an organisation's competitive edge.

Cost Efficiency

Cost efficiency is widely recognized as a crucial determinant of organisational competitiveness, reflecting an entity's ability to minimize inputs while maximizing outputs. It allows firms to deliver products or services at lower costs without compromising quality, thereby gaining a competitive edge in dynamic markets (Porter, 1985). Efficient use of resources not only enhances profitability but also enables firms to respond more flexibly to market changes and technological innovations (Barney, 1991). Cost efficiency is particularly important in industries characterized by intense price competition, where operational optimization becomes a strategic imperative (Grant, 2016). Moreover, organizations that continuously refine their cost structures through lean management, automation, and supply chain integration are more likely to sustain long-term competitiveness (Kaplan & Norton, 2001).

Corporate Image

The concept of corporate image has emerged as a vital measure of organizational competitiveness in both theoretical and empirical literature. It reflects stakeholders' perceptions of a company's identity, values, and operational behavior, and plays a central role in shaping the organization's market position and long-term sustainability. A favorable corporate image enhances customer loyalty, attracts top talent, and fosters investor confidence, all of which are critical for achieving and maintaining competitive advantage (Nguyen & Leblanc, 2001). Furthermore, it serves as a strategic asset that can differentiate a firm in a crowded marketplace, particularly when product offerings are homogeneous (Bravo, Montaner & Pina, 2009). Scholars argue that corporate image functions not only as an outcome of organizational performance but also as a proactive driver of stakeholder engagement and market performance (Dowling, 2004). Therefore, cultivating and managing corporate image is increasingly recognized as integral to strategic management and competitiveness.

EMPIRICAL REVIEW

Adeyemi and Oladele (2018) worked on the impact of strategic planning on organizational performance in Nigerian manufacturing firms. The primary aim was to assess how the adoption and implementation of strategic planning practices influence various aspects of organizational performance, including profitability, market share, and customer satisfaction. The methodology employed a survey research design, utilizing questionnaires administered to managers and executives in a sample of manufacturing companies across different sectors in Nigeria. Data analysis involved descriptive statistics, correlation, and regression analysis to establish the relationships between variables. The findings indicated a significant positive correlation between strategic planning and organizational performance, suggesting that firms with well-defined and implemented strategic plans tend to exhibit superior performance metrics. Specifically, the study found that elements such as environmental scanning, strategy formulation, and strategy implementation significantly contributed to improved profitability and market share. The conclusion drawn was that strategic planning is a critical determinant of organizational success and competitiveness within the Nigerian manufacturing sector. The recommendations included advocating for increased emphasis on formal strategic planning processes within Nigerian firms, investing in training for managers on strategic planning methodologies, and fostering a culture of continuous strategic review and adaptation to the dynamic business environment.

Okoro and Eze (2019) carried out study on corporate governance and firm competitiveness: evidence from Nigerian banks. The aim of the study was to examine the extent to which various corporate governance mechanisms contribute to enhancing the competitive advantage of Nigerian banks. The methodology adopted an ex-post facto research design, utilizing secondary data collected from the annual reports and financial statements of a sample of publicly listed Nigerian banks over a five-year period. Data analysis involved panel regression techniques to analyze the relationship between corporate governance variables and measures of bank competitiveness, such as return on assets and market share. The findings revealed a positive and significant relationship between strong corporate governance practices and improved firm competitiveness. Specifically, the study found that independent board members and effective audit committees were associated with better financial performance and increased market share for Nigerian banks. The conclusion was that robust corporate governance frameworks are essential for fostering competitiveness and ensuring the long-term sustainability of financial institutions in Nigeria. The recommendations included strengthening regulatory oversight of corporate governance in the banking sector, encouraging greater board independence and diversity, and promoting transparency and accountability in financial reporting to enhance investor confidence and market competitiveness.

THEORETICAL REVIEW

Contingency Theory

Contingency theory was primarily propounded by organizational theorists such as Fred Fiedler in the 1960s, with contributions from Lawrence and Lorsch (1967), and Burns and Stalker (1961), who emphasized that there is no one-size-fits-all approach to organizational structure or leadership. The central tenet of the theory is that optimal organizational performance is contingent upon the alignment between internal structures and external environmental variables. Fiedler (1964) argued that leadership effectiveness depends on situational factors, while Lawrence and Lorsch (1967) highlighted the need for different departments within the same organization to adopt varied structures based on their operational environments. This flexibility makes contingency theory particularly relevant for industries like plastic manufacturing, which operate in dynamic and often volatile markets.

Contingency theory offers a framework for understanding how plastic manufacturing firms in Rivers State can align their strategic decisions with contextual variables such as market demand, regulatory constraints, and technological advancements. According to Donaldson (2001), firms that tailor their strategic configurations such as differentiation, cost leadership, or focus—based on external contingencies tend to outperform those that adopt rigid, uniform strategies. This is particularly salient for firms in Rivers State, where fluctuations in oil prices, government policies, and environmental regulations significantly influence operational inputs and market access. Firms that leverage contingency theory can better navigate these uncertainties by adopting flexible, context-sensitive strategies.

Furthermore, contingency theory is crucial to enhancing organizational competitiveness within the plastic manufacturing sector in Rivers State. As argued by Sousa and Voss (2008), organizational competitiveness is maximized when operational capabilities, leadership style, and decision-making processes are aligned with the external and internal environment. For example, firms that adjust their production schedules in response to power supply variability or shift their supply chains to adapt to local infrastructural constraints demonstrate a higher degree of responsiveness and resilience. Hence, contingency theory supports a dynamic managerial approach, enabling firms to sustain competitive advantage by fostering strategic fit, operational adaptability, and continuous environmental scanning.

METHODOLOGY

Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was eleven (11) plastic manufacturing firms in Rivers State which are registered with the Rivers State branch of Manufacturers Association of Nigeria (MAN).

1. Rida National Plastics Ltd.
2. Romaplast Nigeria Ltd.
3. Rumbu Sacks Ltd.
4. Shifa Plastic Industrial Company (Nigeria) Ltd.
5. Danco Mannyon Industries Ltd.
6. Danman Plastic & Packaging Industries Ltd.
7. Yasimo Plastics Services Ltd.
8. Peter E. Ventures (Nigeria) Ltd.
9. Peters & Daniels Enterprises Ltd.
10. Altak Industries Ltd.
11. Ammasco International Ltd.

The sample size for this study was the eleven (11) plastic manufacturing companies earlier indicated as the population. The study adopted the census techniques. One of the reasons for applying census method is the limited and manageable size of the population. With regard to the respondents of the study given the strategic nature of the study, three key managers (production manager, marketing manager and logistics manager) were chosen as respondents from each using simple random sampling of the eleven firms constitute the study subject. This gave us a total of thirty-three (33) for the study. Structured questionnaire instrument title "Corporate strategies and Organisational competitiveness of selected plastic manufacturing firms in Port Harcourt. The questionnaire was developed on five-point likert scale.

Corporate strategies and organisational competitiveness of selected plastic manufacturing firms in Port Harcourt. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. The test-re-test method was used. 15 copies of the questionnaire instrument were issue and some later same copies were issue through electronic media. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.800	6

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

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DATA ANALYSIS

Ho$_1$: There is no significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State.

Table 2: Correlation on Vision Statement and Product Quality

		Vision statement	Product quality
Vision statement	Pearson Correlation	1	.466
	Sig. (2-tailed)		.000
	N	92	92
Product quality	Pearson Correlation	.466	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 2: correlation on vision statement and product quality revealed that there is a significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State.

Ho$_2$: There is no significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State.

Table 3: Correlation on Strategic Objective and Cost Efficiency

		Strategic objective	Cost efficiency
Strategic objective	Pearson Correlation	1	.555
	Sig. (2-tailed)		.000
	N	92	92
Cost efficiency	Pearson Correlation	.555	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 3: correlation on strategic objective and cost efficiency revealed that there is a significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State.

Ho$_3$: There is no significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State.

Table 4: Correlation on Performance Monitoring and Corporate Image

		Objective function	Corporate Image
Objective function	Pearson Correlation	1	.866
	Sig. (2-tailed)		.000
	N	92	92
Corporate Image	Pearson Correlation	.866	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 4: correlation on performance monitoring and corporate image revealed that there is a significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State.

DISCUSSION OF FINDINGS

Table 2: correlation on vision statement and product quality revealed that there is a significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between vision statement and product quality of plastic manufacturing firms in Rivers State. Table 3: correlation on strategic objective and cost efficiency revealed that there is a significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between strategic objective and cost efficiency of plastic manufacturing firms in Rivers State. Table 4: correlation on performance monitoring and corporate image revealed that there is a significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between performance monitoring and corporate image of plastic manufacturing firms in Rivers State.
Similarly, Adeyemi and Oladele (2018) worked on the impact of strategic planning on organizational performance in Nigerian manufacturing firms. The findings indicated a significant positive correlation between strategic planning and organizational performance, suggesting that firms with well-defined and implemented strategic plans tend to exhibit superior performance metrics. Specifically, the study found that elements such as environmental scanning, strategy formulation, and strategy implementation significantly contributed to improved profitability and market share. The conclusion drawn was that strategic planning is a critical determinant of organizational success and competitiveness within the Nigerian manufacturing sector. The recommendations included advocating for increased emphasis on formal strategic planning processes within Nigerian firms, investing in training for managers on strategic planning methodologies, and fostering a culture of continuous strategic review and adaptation to the dynamic business environment.

CONCLUSION

The study concluded that there is a significant correlation between corporate strategies and organisational competitiveness among plastic manufacturing firms in Rivers State. This underscores the critical role strategic planning and execution play in enhancing operational performance, market positioning, and long-term sustainability within the sector.

RECOMMENDATIONS

1. Management of plastic manufacturing firms should periodically review and realign their vision statements to reflect evolving market trends and stakeholder expectations. A compelling and forward-looking vision can strengthen strategic direction and enhance competitive positioning.
2. Management of plastic manufacturing firms should ensure that strategic objectives are clearly defined, measurable, and closely aligned with long-term organizational goals. This alignment fosters focused decision-making and drives sustainable competitiveness in the plastic manufacturing sector.
3. Management of plastic manufacturing firms should implement robust performance monitoring systems that track key operational metrics and provide timely feedback. Continuous assessment and adjustment based on performance data will enable firms to remain agile and maintain a competitive edge in a dynamic market environment.

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