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Original Paper

An Analysis of the Socio-Cultural Environment and Performance Influences on Manufacturing Enterprises in Nigeria

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Abstract

This study examined the socio-cultural environment and performance of manufacturing enterprises in Nigeria. The specific objectives are: to ascertain the extent to which each of the five decomposed variables of socio-cultural environment of lifestyle change, attitude, consumerism, values, norms, and authority relationship of the people relate to performance of manufacturing enterprises. This survey study used the correlational research design to ascertain the degree of the magnitude of the relationship between the studied variables. A structured questionnaire was administered on the sample of N=300 distributed evenly amongst the six geopolitical sectors of the country. The study found a significant negative relationship between lifestyle change of the society and the performance, a significant negative relationship between attitude of the society and the performance, a significant positive relationship between consumerism and the performance, a significant negative relationship between the values and norms of the society and performance, and a significant negative relationship between authority relationship and the performance of manufacturing enterprises. For these manufacturing enterprises to improve their performance, there must be a proactive effort to understand and consciously appreciate the interplay of the socio-cultural environmental factors. The study recommends that the government and community leaders look at the socio-cultural environmental factors that influence people's perceptions.

Keywords

lifestyle change, socio-cultural environment, attitudes to work, consumerism, manufacturing enterprises,

authority relationship

1. Introduction

Enterprises do not operate in a vacuum; they operate within the environment where the production and distribution of goods and services are carried out. In the manufacturing process, there is usually an interaction between enterprises and the environment. Adebayo and Tolu (2005) see environment as those environmental factors which could be internally or externally driven that predict the operations of the enterprise. Azhar (2014) simply believes that environment of business operations exert considerable influence on the performance of enterprises. Environment constitutes the totality of the environmental factors that wield considerable influence on the performance of enterprises. Oginni and Faseyiku (2012) see business environment as the assemblage of both the internal and external factors that consistently interact in influencing individual perception, attitudes, and value system of enterprises and communities. In essence environment exists to either make or mar the operations of any business.

Olaniyi (2014) asserts that any manufacturing enterprise that wishes to survive in the changing business environment must pay adequate attention to forces that constitute their environment. Paying adequate attention to the environment according to Ewans (2017) implies having a clear understanding of the interplay of the various elements of the environment that shape competition. Having a holistic understanding of the environment as observed by Vreck (2015) helps the enterprise to choose and engender appropriate strategy or strategies that dove-tail the changes in the business environment. Such strategy(s) would have arisen through environmental scanning analysis given their strengths, weaknesses, opportunities and threats (SWOT). Understanding the dynamic nature of business environments in which most enterprises compete is essential because it enables enterprises to make pertinent decisions as they proactively respond to the environment.

1.1 Statement of Problem

Manufacturing enterprises exist in dynamic environment, in which prices of goods and services change frequently, societal lifestyle is not static, employees attitude to work is hardly predictable; where consumerism is not fully developed, values and norms of the society are calling for modifications/innovations in the production process and authority relationship in terms of how community leaders influence the consumption patterns of their subjects. In all these socio-cultural issues, the performance of manufacturing enterprises in Nigeria is challenged. What is not clear is the direction and magnitude of the challenge. The question then is how and to what extent do socio-cultural issues impact Nigerian manufacturing enterprises?

1.2 Objectives of the Study

The major objective of the study is to empirically explore the relationship between socio-cultural environment and performance of manufacturing enterprises in the six geopolitical zones of Nigeria.

The specific objectives are:

1) To determine the nature of relationship between lifestyle change of the society and the performance of manufacturing enterprises in Nigeria.

2) To ascertain the nature of relationship between attitudes to work of the society and the performance of manufacturing enterprises in Nigeria.

3) To explore the nature of relationship between consumerism and the performance of manufacturing enterprises Nigeria.

4) To find out the nature of relationship between values and norms of the society and the performance of manufacturing enterprises in Nigeria.

5) To evaluate the nature of relationship between authority relationships and the performance of manufacturing enterprises in Nigeria.

1.3 Significance of the Study

The study would be significant to the following: manufacturing enterprises, entrepreneurs, business organizations, and government.

i) The result would help the manufacturing enterprises to be proactive in responding to the external environmental factors that directly militate against their performance as well as entrenching their strategies that would enable them exploit the prevailing opportunities for improved performance.

ii) Manufacturing enterprises would understand the imperativeness of having a clear understanding on the interplay of various elements of the environment and the need to proactively respond to it for the desired performance.

iii) This study would guide the government's veritable policy that would entrench and engender the operations of manufacturing enterprises take account of their pertinent role in socio-economic development in the nation's economy.

iv) Tax revenue: the result would consolidate their business operations by enhancing their productive capacity to drive economic activities in that area, which in turns, create job employment for the teaming youths. More so, when the productivity level is increased, the nationally Internally Generated Revenue (IGR) would improve.

2. Related Literature

The review of the literature is two-pronged: it parses the socio-cultural environmental and performance of manufacturing enterprises, exploring for the conceptual, empirical, and theoretical elements that enrich our understanding of socio-cultural environment and influences, then it reviewed empirical findings from similar studies in other countries.

2.1 Concept of Socio-Cultural Environment

Socio-cultural environment is referred to as social system as well as the culture of the people. The socio-cultural environment include the class structure, social role, nature of social organizations, development of social institutions, lifestyle change, attitudes to work, consumerism, level of education and

other demographic characteristics of the society in which manufacturing enterprises operates (Okafor et al., 2011). The cultural antecedent of the people is of essence as it is embedded in the socio-cultural environment to include beliefs, system value, and ideologies of the society which influence the perception, attitudes and way of life. The socio-cultural elements of the people according to Okafor et al. (2011) demystifies the type of products or services to be offered, quality and quantity of such products and services, channels of advertisement and distribution to be employed. Manufacturing enterprises therefore should have adequate understanding of the material cultures prevalent in the society in which their organizations operate for the desired performance.

Felicia, George, Owoyemi, and Adegboye (2013), argue that socio-cultural environment explains those environmental factors that mutually interact within a given social system. Thus, socio-cultural environment is a compendium of divergent activities and relationships through which different class of people involve in their day-to-day activities especially as it relate to their ways of life (Wetherly, 2011). The environmental-driven lifestyle gave vent to entrenchment of various cultural values, some of which exert considerable influence on the kind of decision they make, their perception, the kind of products they buy, etc. From the aforementioned, cultural antecedents of the people plays an indispensable role on the economic behavior and business performance (Shane, 1993; Shapero & Sokol, 2015).

Allen and Udeil (2014) identified four critical factors that characterize manufacturing business environment which includes continuation of marked information asymmetries, transparency in accounting reporting system, succession plan, corporate governance good business ethics and culture. These factors were identified to be veritable operational factors as working policy for high performing organizations. Allen and Udeil (2014) explain the imperativeness of manufacturing enterprises to inculcate these factors as operational principle to engender continuity in business. The aforementioned was also supported by Yeboah (2014) who believed that for any manufacturing enterprise to sway through changing business environment must be proactive and responsive to market information asymmetries, transparency in accounting reporting system, etc., for the desired performance. Yeboah (2014) says that failure to incorporate these factors as part of operational policies is an indication of reactive, rather than proactive management. Research findings according to Basil (2015) has listed the following factors responsible for the failure of manufacturing enterprises in Nigeria, they are: lack of relevant information on the business environment, poor succession plan, lack of capital formation, lack of business ingenuity, lack of operational dexterity, family interferences on the business, issues relating to separation of ownership from management, and lack of management operational skills.

Research has shown that most manufacturing enterprises in Nigeria are generally sole proprietorships ventures: businesses managed by the owner and family members who handle major policy issues in the business (Basil, 2015). This situation apparently makes it impossible to separate ownership from management. Bolton (2013) says that any manufacturing enterprise that lacks well-defined structure,

clear separation of ownership from management, scalar principles, and unity in direction, purpose and a well drafted business ethics would certainly work across purpose. Nwekpa and Ewans (2015) identified the imperativeness for any manufacturing enterprise to enshrine a well-defined business ethics to establish organizational conducts, attitudes, perceptions and value system that conform to establish standard. This will mould the desired work-related-attitudes needed for operational effectiveness in meeting the demands of changing business environment.

2.2 Lifestyle Change of the Society

Lifestyle of society members succinctly denotes people's way of life, values, or worldview. Lifestyle that is environmentally driven tends to reflect the socio-cultural dimensions of a given society that predisposed individuals to certain behavior, attitudes, and actions. Such lifestyle that is driven by the socio-cultural antecedents of the society has the potential of inculcating negative or positive perception on the people on their socio-cultural configurations, as opposed to those coming with their cultural orientations. Drill (2015) observes that difference in cultural orientations bred segregation amongst the society members which largely influence their purchasing pattern, who to patronize, the kind of products to be procured and by extension the kind of relationship to be maintained. Issues relating to cultural orientations tend to predispose society members to lifestyle-change capable of isolating or discriminating themselves from those that do not share the same cultural orientations with them. For instance, the Yorubas have a very unique lifestyle that is not ubiquitous in terms of their greeting pattern, what they buy, the relationship they keep, what they consume, and the like. Any manufacturing enterprise that does not share the same cultural orientations with them seldom relates with them. Adeoye (2012) opines that manufacturing enterprises that maintains considerably high level of customer relationship has the likelihood of sustaining improved market share.

Drill (2015) contends that lifestyle of individual is an off-shoot of socio-cultural antecedents of the society that reflect their identity. The socio-cultural environmental dimensions of a given society could equally restrict individual lifestyle to generally accepted norms prevalence in the area. Drill (2015) opines that societal lifestyle of individual is dynamic, which is influenced by socio-cultural environment. Jack (2014) says that individual lifestyle is susceptible to change based on his/her perception to norms and values of the community that influence their behavior.

The relationship between individual identity and what the person does on daily basis demystifies his/her lifestyle which in relative terms are blurred in modern society. For instance, "green lifestyle" connotes holding beliefs and involving business transactions that primarily consume infinitesimal resources to manufacture less harmful waste and deriving a sense of self from holding these beliefs and engaging in these activities. Jack (2014) observes that lifestyle change of individual in a given society is environmental driven which emerges from political, economic, religions, customs of the people, intimacy and the likes. These environmental factors have each role antecedent in moldings individual's lifestyle.

2.3 Attitude to Work

An attitude is "a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols" (Hugs, 2014). The major factor that differentiates attitude and behavior is consistency. However, this assertion according to Hugs (2014) is premised on the fact that individual can put up certain attitude based on what is on the ground, which is not consistency. That is why Adeoye (2012) says most manufacturing operators emulate certain attitudes as a working strategy(s) in order to secure customer loyalty on their products.

On the other hand, behavior represents your character which is consistent (Hugs, 2014). It is often expected that the behavior of individual's or group of people should be consistent, because your behavior represents you. This is referred to as the principle of consistency. The underpinning assumption of the principle of consistency is that people who are rational tends to behave rationally given any situation. This suggests that the behavior of individual is constant, situations may erupt but one's remained resolute (Hugs, 2014). The nexus between attitude and behavior of individuals in a given society is that, society members may subscribe to certain attitude to get what they want, which perhaps is not their true character.

2.4 Consumerism

Consumerism is a belief that explicates unfair actions demonstrated by individuals resulting from misrepresentation of information about organizational products. It is a reaction occasioned to quackery, sub-standard products, and inadequate labeling of products, misconstrued information about products design, and wrong packaging which customers react to. The foregoing was consistent with the presupposition conveyed by Okafor et al. (2011) who states that consumerism is a reaction to unethical and unfair practices in the market place. Mable (2015) related the concept of consumerism to customer relationship management. Consumerism emphasizes the need for organizations to acknowledge and have a sense of responsibility as well as respecting consumers' interest in terms of their perceptions on the products, while customer relationship management looks at customer as a king. This suggests that manufacturing enterprises should have unalloyed respect for their customers because they are the end users of organization's products. When a particular customer is satisfied with organization's products, he/she will bring more customers but when not satisfied with it, he/she will discourage others (Mable, 2015). That is why consumerism delineates on the imperativeness of organizations to have a sense of responsibility in dealing with their customers.

Although, Huge (2014) contends that individual well-being drives especially when the level of satisfaction derived on product consumption is considerably high. This, however, infers that individual happiness/satisfaction to a large extent depends on the threshold of material procurements that meet his/her satisfaction. Therefore, consumerism emphasizes the need for manufacturing enterprises to prioritize customer satisfaction because customers' behavior or attitudes to particular products is a direct satisfaction he/she derived from such consumption.

2.5 Values and Norms of the Society

Social values are cultural set standards that guide and inform certain behaviors in a society (Mable, 2015). Social value engenders generally accepted social behavior that was laid down from our great grand-fathers to the present generations. For instance, the Yoruba's mode of greetings, dressing, building pattern, tradition, and beliefs which are opposed to other cities with their own system values. Social value of every society is central in predicting lifestyle change of the society members. Away from the Yoruba's is the Fulani. Most of the Fulanis' that are resident here in Abakaliki have their unique way of dressing, the kind food they eat, their pattern of building, and their relationships. From a distant, you would easily identify their women from the crowd, due to their pattern of dressing. Mable (2015) attempted to differentiate social values from individual values. Individual values are relatively sought by individual for personal dignity. Although, individual values could be shared, but cannot take the place of social values.

On the other hand, social values are society-based value that tends to influence individual perception to life, induce certain behaviors amongst society members. These social values tend to instill certain behavioral tendencies which of cause influence their attitudes, approaches and perceptions to issues around them. The process of socialization according to Mable (2015) tends to co-opt certain values as a fundamental aspect of cultural antecedents in the area.

2.6 Norms

Societal norms are generally acceptable rule that dictate standard of behaviour amongst members of a given society. Societal norms provide detailed framework through which activities within the community setting could be done. These norms have the propensity of influencing the behaviours of individuals living within a geographical location. When people comes together to deliberate, a set of shared standards emerge that modulate their relationships and their characters. For instance, the perceived assumptions that sisters and brothers must not have sexual relationships, one does not marry anyone that relates to his decent and uncle should not joke with his nephews and nieces are off-shoot of societal norms which regulate the behaviours of the society members. Mable (2015) argues that adhering to societal norms is structurally a powerful force in the internal environment of manufacturing enterprises. These standards of individual behaviours are referred to as social norms.

Yunde (2014) sees social norm as a prescribed mode of behaviours that are shared amongst the society members. Adeoye (2012) observes that individual that reneges the set standards is subjected to certain punishment within the local context. The fear of being punished when reneged further engenders the efficacy of the societal norms. Yunde (2014) opines that manufacturing firms that wish to survive must be proactive to the societal norms since they are external to them. This is imperative considering the influence of societal norms in regulating the activities of the society members.

2.7 Authority Relationship

Authority relationship can be understood as the actual relationship that exists between the community leaders and their subjects. This relationship is however defined based on the charisma of the community leader to influence the consumption pattern of their subjects. Such relationship according to Xero (2012) has the propensity of influencing the people based on the societal values to either accept or reject particular products within the area. Differences in such relations, and reactions to them, are examined within the framework of a matrix of the societal values and norms within the community.

More so, the kind of authority relationship between the monarchs: Emir's, Oba's and Alafin's and their subjects is such that they wield considerable influence on the people. Consequently, societal norms prevalent in western, eastern, northern parts of Nigeria are diverse. This suggests that the leaders have a strong influence on the behaviors, and perceptions of the people. Adeoye (2012) observes that the kind of authority relationship that exists between the leaders and their subjects are bi-directional. This means the people do have direct access to the leaders. Therefore, manufacturing enterprises must have a better understanding on the nature of authority relationship that exists within the societal norms for decision making.

2.8 Organizational Performance

The objective of any manufacturing firms is not only to gain competitive advantage but to improve on it operations toward the attainment of organizational goal. Enterprise performance could be sustained through effective thru-put system to improve their output. Veer (2012) argues that most organizations strive to strengthen their supply-chain channels to improve on their sales, thereby enhancing their performance. Improved sales through supply-chain interconnectivity is one of the construct measurements of performance which according Veer (2012) must be entrenched for effective flow of products from the manufacturer down to the ultimate consumers. In addition, Jerill (2013) sees organizational performance as the nexus between effective cost and realized output and also relationship between output and results achieved over a period of time.

More so, enterprise performance explains how organization successfully appropriates their resources in meeting the demands of the changing environment. Thus, efficiency in resource allocation, utilization and mobilization that result to improved performance is referred to as organizational performance. For organization to achieve enhanced performance, every segment of the organization must work in synergy that has collective effect on the output, rather than individual output (Nuah, 2010). These organizational segments through which improved performance could be endangered are:

i) Strategic objectives—this is the echelon that evolves corporate strategy. This is the level that provides direction as corporate goal while other segments of the organization draft their objectives in line with the overall strategic objective of the organization.

ii) Organizational structure—the organizational structure is such that it will not only support the strategic objective but provides the desired capabilities for successful implementation of organizational strategy for improved performance.

iii) Business performance measures—this represents various strategies earmarked by sub-departments as they worked inter-dependently in achieving its specific goal. Each department is expected to institute specific performance measures which would be determined in the light of the overall goal of the organization. This is the level where the operation managers would come up with their own strategies in an attempt to meet up their objectives. In other words, these departments do set their target to meet their objectives. The efficacy of achieving the targeted objectives evolve on the kind of information the department has. This, however, requires effective management information system.

iv) Allocation of resources and processes—this involves effective utilization, and mobilization of resources in an attempt to meet the demands of the environment. Decision making on resource allocation must be carefully done with respect to the changing of business environment. Attention must be given to time, money and efforts in order to achieve the stated objectives.

v) Values, culture and guiding principles—every policy statement must be environmentally-driven because societal values, norms are powerful force that influences the behaviour off the people within the community. Therefore, policy statements must be strategically implemented in the light of the socio-cultural antecedents of the host community where the manufacturing enterprises are situated for the desired performance. This is important because socio-cultural factors are external to these firms, as such, they should be proactive to their environment (Nuah, 2010).

3. Empirical Review

The impact of socio-cultural environmental factors on performance of small and medium scale enterprises in Kenya was studied by Joseph, Peter and Yegon (2014). Data collected were analyzed with regression model of which Ordinary Least Square (OLS) formed the basis for estimations. The findings showed that socio-cultural factors have propulsive effect on the performance (r^2=-0.638) of small and medium scale performance in Kenya. The study recommended that small and medium scale businesses should positively harness socio-cultural forces to boost their operations since every business establishment never exist in vacuum.

On the other hand, Gabriel (2014) studied the relationship between socio-cultural factors and organizational performance in the South West, Nigeria. The study explored the nature of relationship between those socio-cultural factors such as attitudes, authority relationship and value system on organizational performance. The study was a survey research design such that structured questionnaire was distributed on the sample of three hundred and forty six drawn from the population of the study. Pearson Correlation Coefficient (r) was used to analyze the data. The result showed significant negative relationship (r=-0.45) between attitudes and performance, significant negative relationship between

authority relationship (r=-0.35) and the performance while value system has a positive relationship (r=0.53) with organizational performance. The study concludes that organizational performance would improve significantly if they should modify those socio-cultural factors that have negative impact on the organizational performance.

Further, Bembenutty (2014) conducted a study on the effects of socio-cultural forces on performance of small scale businesses in Italy. The study explored the implications of socio-cultural forces on performance of small scale businesses in Italy. The study employed a cross-sectional survey of which structured questionnaire was administered on the sample of two hundred and sixty four respondents. The data were analyzed with regression analysis to ascertain the effect of socio-cultural forces on performance of small scale businesses in Italy. The study found a significant negative correlation between religion difference on performance of small scale businesses (r =-0.76) significant negative relationship between value system and the performance (r= -0.42). The study also reported constant tern of -216.182 and the associated t-value was statistically insignificant at 5% level of significance. The study reported that as the people continue to demonstrate religions difference and their values, it will contribute to significant decrease of 216 on the performance of small scale business. The study concluded that there is a significant negative relationship between socio-cultural forces and performance of small scale business and recommended that since small scale enterprises play a vital role on economic development of any country, therefore the people should modernized their value system to drive their business performance.

However, the study wrongly interpreted the constant tern with the negative sign. The implication of the constant tern -216.182 as the people continue to entrench their religion difference which also influences their life-style will significantly contribute to 22% decrease in business performance these firms. The study failed to report the F-statistics to capture the joint effect of the model.

In a related study, Muroe (2015) studied socio-cultural environment and its implications on organizational competitiveness in Malaysia. Muroe examined the effects of those socio-cultural indicators such as norms, value, and attitudes influence organizational competitiveness. The study surveyed four hundred (400) firms across selected countries in West Africa. The data collected were analyzed with Component Factor Analysis via varimax in determining the usability and reliability of the instrument and Pearson Correlation Coefficient was employed to determine the degree of relationship between socio-cultural environment and organizational competitiveness. The study found significant negative relationship (r=-0.56, r^2=0.31) between monochronism, rationality, system values, hierarch and collectivity as decomposed variables of socio-cultural dimensions and organizational competitiveness. The study revealed that socio-cultural indicators are not the only factors affecting international competitiveness but the country economic development also have considerable influence on it. From the findings, the study concludes that all the socio-cultural indicators affect competitiveness

positively, except collectivism and hierarch. The methodology employed helped to decompose the variables of socio-cultural dimensions, operationalized in the statement of the problem.

4. Theoretical Framework

The theoretical framework of this study is based on Lewin (1991) Person-Environment Theory. The theory takes into cognizance the ever changing phenomenon of individual in congruence with the work environment. Person-environment fit captured the individual characteristics that dovetail with those factors that interact in a work environment. The theory assumes that human behavior and attitudes are a function of the person and the environment, and that a person's vocational satisfaction, stability and achievement depend on the congruence or fit between the person's personality and the environment in which the person works.

In other words, the person environment fit is not a static model but a very dynamic one because the environment is constantly in a state flux. It helps to delineates how manufacturing firms respond to their environment. The theory is one of the few conceptualizations of a person's relationships to the environment that encompasses such a broad range of relationships. Lastly, the aim of the person environment fit model is not only on employees' behaviors but also on group or organizational behavior. Thus, predictions in this model include group or organizational as well as individual outcomes (Roberts & Robins, 2014).

The person-environment fit theory is focused on interactional psychology generally accepted formula as, B=f(P-E) which states that behavior is a function of the person and the environment. The person environment fit orientation assumes that the congruence between individual characteristics and environmental characteristic predict attitudes and behavior (Shipp & Jansen, 2013). It is clear that what makes a good fit today may not be a good fit tomorrow but it solely depends on the environment. Some characteristics may be more changeable. For instance, Personality and values are mainly used to analyze person environment fit. Although, both personality and values are viewed relatively stable, values are less stable than personality and susceptible to the variety of changes and the influences of new environment.

Therefore, while fit in terms of personality similarity may be relatively stable, fit in terms of value congruence may change overtime. The person environment fit theory emphasizes not only that the person and environment influences on employees' behavior but that the fit between the person and the environment influences behavior. The person-environment fit theory opines that there are features of organizations that have the potential to be in consonance with characteristics of individuals, and that the individuals' attitudes and behaviors will be influenced by the degree of congruence or fit between employees and organization (Roberts & Robins, 2004; Furnham, 2005; Ellis & Tsui, 2007). The basic assumption underneath person environment theory is that positive attitudes and behaviors are a function of the compatibility of individuals to their environment. To improve the performance of

manufacturing firms, they must proactively respond to their environment which directly or indirectly affects their performance.

The following are the assumptions of the theory:

1) Constant interaction with the changing environment to a large extent helps organizations to develop a fit with its business environment.

2) The environment of operations influences workers perception, disposition, psychological and mental status in a work place.

5. Research Design

Correlational research helps to determine whether a relationship or association exists between two or more variables, but cannot determine if one variable causes another. In this study, the correlational design was used to determine the direction and magnitude of relationship between lifestyle change of the society, attitudes to work, consumerism, values and norms of the society and authority relationship as an independent variable (X), and performance of manufacturing enterprises as dependent variables (Y). This is because the objectives of the study sought to establish the nature of relationships between the studied variables, and considering the fact that the study was completely independent of the sample and phenomenon under investigation, it was absolutely necessary to employ deductive approach to research, which provided framework of generalized results (Thornhill, 2014).

5.1 Area of the Study

The area of this study covers the registered manufacturing enterprises in the six geopolitical zone of Nigeria (Middle Belt, North East, North West, South East, South South, and the South West).

5.2 Population of the Study

The Population of the study is the registered manufacturing enterprises across the aforementioned six geopolitical zones.

5.3 Sample Size Determination

The sample size for this study was determined using Taro Yemeni as shown in equation 1

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

Where

n = sample size to be determined

N = Total population of registered manufacturing enterprises

e = Margin of error or level of confidence 5% (which is judgmentally determined by the researcher), 1 = constant.

From the study, the sample size is computed this

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

$$n = \frac{1246}{1 + 1246\ (0.05^2)}$$

$$n = \frac{1246}{1 + 146\ (0.0025)}$$

$$n = \frac{1246}{4115}$$

n = 303,

The proportionate sample of each category of the manufacturing enterprises was determined with equation 2.

$$n_s = \frac{n_o \text{ x } n\ 2}{N}$$

Where: n_s = proportionate sample of each senatorial districts

n_o = Total population of each district

n = Total sample size already determined

N = Aggregate population of the registered manufacturing enterprises.

Sources of Data

Data was generated from the primary source via questionnaire aided by some trained assistance.

5.4 Instrument of Data Collection

The instrument for data collection is structured questionnaire. The instrument was developed in line with the objectives of the study. It contained 32 question items (4 on demographic, 8 on performance, 4 on lifestyle change, 4 on attitudes to work, 4 on consumerism, 4 on values and norms of the society, and 4 on authority relationship. The questionnaire was designed in structured/fixed response format on 5 point likert rating scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD).

5.5 Reliability of the Instrument

The reliability test was carried out on the total respondents so as to ascertain the internal validity using Cronbach's alpha on the Statistical Package for Social Sciences (SPSS) version 20.0. The reliability test yielded Cronbachi's alpha of 0.83, 0.85, 0.88, 0.81, 0.79 and 0.73 for lifestyle change, attitudes to work, consumerism, values and norm, authority relationship and performance These suggested that the instrument was reliable.

5.6 Analytical Techniques

The data collected were presented in frequency tables and percentages. Pearson Product Moment Correlation Coefficient (r) was employed to determine the direction and magnitude of the relationship between the studied variables under investigation. The decision rule is that when p-value (0.000) is greater than the system generated significance level of 0.01 or 0.05, the null hypothesis would be accepted and the alternate hypothesis would be rejected, but if the p-value is lesser than the system

generated significance value, the null hypothesis would be rejected and the alternate would be accepted. The study adopted Pearson Product Moment Correlation Coefficient (r). The formula is stated thus:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{(n\sum X^2 - (\sum X)^2 (n\sum Y^2 - (\sum Y)^2}}$$

r = correlation coefficient to be determined

$\sum$ = summation sign

x = Independent variable in the paired observation

y = Dependent variable in the paired observation

n = number of paired observations

$\sqrt{\square}$ = square root

6. Discussion of the Hypothesis Findings

6.1 Hypothesis One

H_{o1}: There is no significant relationship between lifestyle change of the society and performance of manufacturing enterprises in Nigeria.

In an attempt to establish the desired measure lifestyle change and performance of manufacturing enterprises in Nigeria, some preliminary diagnosis were conducted to ascertain the degree of sampling adequacy, construct validation of the loaded scale and reliability analysis using the Cronbach's alpha. The Bartlett Test of Sphericity of (χ^2 352.075, $p<0.050$) and the Kaiser-Meyer-Olkin measure of sampling adequacy was also greater than 0.5 (KMO - 0.675), which shown that the loaded instruments for the stated hypothesis were appropriate. Conversely, there was a high communality across the corresponding component scale. The internal validity was conducted to measure construct validity of the instrument using Principal Component Factor Analysis.

From the aforementioned, the used response data on lifestyle change of the society and performance of manufacturing enterprises were extracted, summed up, and correlated. To be sure and precise on the computation r coefficient for co-relation, the researcher also used the Statistical Package for Social Science (SPSS), which confirmed the manually computed results and also flagged a standard p-value and calculated p-value which would have been impossible through manual computation. The result for the correlation between lifestyle change of the society and performance of manufacturing enterprises was negative and significant ($r=-0.78$; $p<0.01$; $n=275$), this implies that there is a significant negative relationship between lifestyle change of the society and the performance of manufacturing enterprises in Nigeria. Furthermore, the more and more their lifestyle change increase, it leads to decrease of 78% on performance of manufacturing enterprises in Nigeria. This inverse relationship also occurs at a significant value since the computed p-value (0.000) is less than the flagged p-value (0.01). This result is consistent with the findings of Adeyemi (2014) who found a significant negative relationship (r=

-0.31) between the lifestyle of the people and organizational performance.

Hypothesis Two

H_{o2}: There is no significant relationship between attitude of the society and performance of manufacturing enterprises in Nigeria.

In testing hypothesis two, data from the questionnaire were collated and loaded as a measuring construct of attitudes of the society and responses collected to measure the performance of manufacturing enterprises. The component factor analysis via varimax rotation shown a Bartlett Test of Sphericity of (χ^2 239.681, $p<0.050$). This, however, shows that the construct components of questionnaire items collected and scaled were appropriate. More so, Kaiser-Meyer-Olkin measure of sampling adequacy was also greater than 0.5 (KMO, 0.643).

The result for the correlation between attitude of the society and performance of manufacturing enterprises was negative and significant ($r=-0.21$; $p<0.01$; $n=275$), this implies that there is a significant negative relationship between attitude of the society and the performance of manufacturing enterprises in Nigeria. The implication of the foregoing is that the more and more they display biased attitude due to socio-cultural configuration, leads to decrease at 21% on performance of manufacturing enterprises in Nigeria. This inverse relationship also occurs at a significant value since the computed p-value (0.000) is less than the flagged p-value (0.01). This result is congruence with the findings of Drill, (2014) who found a significant negative relationship ($r= -0.25$) between the attitude of the people and organizational performance. Drill (2014) findings was based on biased nature of socio-cultural practices that predict their approaches to issues and what they do etc.

Hypothesis Three

H_{o3}: There is no significant relationship between consumerism and performance of manufacturing enterprises in Nigeria.

In an attempt to establish the measuring construct of consumerism, the response data were collected and scaled to measure consumerism and the performance of manufacturing enterprises in Nigeria. The Bartlett Test of Sphericity was significant (χ^2 339.681, $p<0.050$). Kaiser-Meyer-Olkin measure of sampling adequacy was also greater than 0.5 (KMO, 0.619). This affirms that the measuring scale was appropriate for measuring consumerism and performance.

The result of hypothesis three shows that there is a significant positive relationship between consumerism and performance of manufacturing enterprises in Nigeria. The result of the correlation coefficient (0.15, $p<0.000$, $n=275$). This, however, shows that there is a significant positive relationship between consumerism and the performance of manufacturing enterprise in Nigeria. This implies that a unit increase in consumerism would lead to a significant increase of 15% on performance of manufacturing enterprises in Nigeria. This positive relationship, though weak, suggests that most of them, not all, are becoming conscious of officially complaining to the organization on the perceived problem relating to the products, rather than blaming themselves or discouraging others from

patronizing the organizations. This result also agrees with findings of Jethro (2012), who found a weak relationship between socio-cultural environments on consumerism (0.12).

Hypothesis Four

H_{o4}: There is no significant relationship between values and norms of the society and performance of manufacturing enterprises in Nigeria.

In testing hypothesis four, questionnaire data were collated and loaded as a measuring construct of the values and norms of the society and responses on tables 5-12 were equally collected to measure the performance of manufacturing enterprises. The component factor analysis via varimax rotation shown a Bartlett Test of Sphericity of (χ^2 452.681, $p<0.050$). This, however, shows that the construct components of questionnaire items collected and scaled were appropriate. More so, Kaiser-Meyer-Olkin measure of sampling adequacy was also greater than 0.5 (KMO, 0.623). This implies the suitability and adequacy of the research instrument was appropriate since Kaiser-Meyer-Olkin was greater than 0.5. More so, construct validity for the loaded scale were also fit for testing hypothesis four. The Bartlett Test of Sphericity of (χ^2 452.681, $p<0.050$) was significant, indicating appropriateness in measuring the construct validity of the instrument.

Having established this, the result on hypothesis four showed a significant negative relationship between the values and norms of the society and performance of manufacturing enterprises in Nigeria ($r= -0.14$, $p<0.000$, $n=275$). This implies that their societal values and norms have significant negative influence on the performance of manufacturing enterprises. This negative relationship implies that the more the society continue to entrench their values and norms especially in case of socio-cultural configurations, leads to decrease at 14% of performance among manufacturing enterprises in Nigeria. This result is also consistent with the findings of Toru (2013) who found a negative relationship between the value system and norms of the people and organizational effectiveness ($r = -0.43$).

Hypothesis Five

H_{o5}: There is no significant relationship between authority relationship and performance of manufacturing enterprises in Nigeria.

In testing hypothesis five, questionnaire items in tables 29-32 were collated and loaded as a measuring construct of authority relationship and responses on tables 5-12 were equally collected, summed to measure the performance of manufacturing enterprises. The component factor analysis via varimax rotation shown a Bartlett Test of Sphericity of (χ^2 510.492, $p<0.050$). This suggests that the construct components of questionnaire items collected and scaled were appropriate in measuring the construct validity of the instrument. Furthermore, Kaiser-Meyer-Olkin measure of sampling adequacy was also greater than 0.5 (KMO, 0.692). This implies the suitability and adequacy of the research instrument was appropriate since Kaiser-Meyer-Olkin was greater than 0.5.

The correlation result on the test of hypothesis five showed a significant negative relationship between authority relationship and the performance of manufacturing enterprises in Ondo State ($r=-0.37$,

p<0.000, n=275). This implies that the influence of community leaders on their subjects has significant negative effects on the performance of manufacturing enterprises in Nigeria. The influence of community leaders leads to a significant decrease by 37% on the performance of enterprises. Community leaders have considerable influence on their subjects as a result of socio-cultural affinity between them. The findings of this study is supportive and consistent with the findings of Gabriel (2014), who found a negative relationship between community leaders and competitiveness of small scale businesses in Lagos State, Nigeria.

6.2 Results

The study found a significant negative relationship between lifestyle change of the society and performance of the manufacturing enterprises in Nigeria (r= -0.78, p<0.01, n=275). In the same vein, the inverse relationship will occur at a significant level since the computed p-value (0.000) is lesser than the flagged p-value (0.01).

In addition, the study found a significant negative relationship between attitude of the society and performance of the manufacturing enterprises in Nigeria (r= -0.21, p<0.01, n=275). In the same vein, the inverse relationship will occur at a significant level since the computed p-value (0.000) is lesser than the flagged p-value (0.01).

Furthermore, the study found a significant positive relationship between consumerism and performance of the manufacturing enterprises in Nigeria (r= 0.15, p<0.01, n=275). The positive relationship would also occur at a significant value since the computed p-value (0.000) is lesser than the flagged p-value (0.01).

7. Conclusion

In the light of the findings, the study concludes that there is a significant negative relationship between socio-cultural environment and performance of manufacturing enterprises. The implication of the aforementioned negative relationship is that a change in either of them will bring about a significant decrease on the performance of the enterprises. The study, however, provided empirical evidence that lifestyle, attitude, norms and values and authority relationship of the society significantly predict the performance of the manufacturing enterprises in Nigeria. The strength of the correlation results point to the fact that organizations especially manufacturing enterprises should be proactive to their business environment in order to take abreast of the socio-cultural factors that interact within their environment. This understanding would help them to make pertinent decisions since they are external to them.

7.1 Recommendations

Manufacturing enterprises play an indispensable role in economic development of any nation. This is possible when the environment is conducive for their operations. Therefore, the government and community leaders at various levels should look at the socio-cultural environmental factors that influence people's perception, lifestyle change, and attitude to address the problem of socio-cultural

configurations in Nigeria. The imperativeness of addressing this problem would forestall any problem arising due to religious differences and mold the desired attitude, lifestyle change and perceptions that will engender unity and cohesion. When this is done, the people could freely patronize any of the manufacturing enterprises regardless of where the person is coming from.

There is need to fully develop consumerism in Nigeria. The development of consumerism would help to reduce the growing incidence of unfair and unethical practice in the market place. The consciousness of consumerism would bring to limelight the need for unsatisfied customers in terms of products pricing, quality, etc., to officially complain to the organization rather than blaming themselves or discouraging others from patronizing the manufacturing enterprises.

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