

STRUCTURAL IMPLEMENTATION AND BUSINESS SUCCESS IN REAL ESTATE FIRMS IN SOUTH-SOUTH REGION OF NIGERIA

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ABSTRACT

This study examined the relationship between structural implementation and business success in real estate firms in South-South region of Nigeria. The study was guided by four research questions and four research hypotheses. The study adopted a cross-sectional correlational survey design with a population of 220 real estate firms in South-South region of Nigeria. A sample size of 140 was drawn using Krejcie & Morgan Table on sample size determination. 140 copies of questionnaires were administered to respondents out of which 131 representing 93% were found valid for the analysis. All items on the questionnaire had a Cronbach Alpha threshold of 0.70 and above in the reliability test. The research questions were answered and the hypotheses tested using Pearson Product Moment Correlation statistics and analysed using the Statistical Package for the Social Sciences. The findings of the study revealed that there is a positive relationship between structural implementation and business success in real estate firms in South-South region of Nigeria. The study recommended that managers of real estate firms should align organisational structure and strategy by reviewing the current organisational structure and strategy, identifying areas where the structure may be hindering strategy implementation, adjusting the structure to ensure it supports the strategy and communicating changes to employees and providing trainings as needed.

Keywords: Structural implementation, business success, profitability, market share, customer satisfaction

INTRODUCTION

Organisational structures are crafted to drive value for shareholders and customers, with the most effective approach often varying by industry and market (Giner, 2020). According to Giner (2020), there are four models of organisational structures found in companies operating today. These models include the hierarchy, horizontal, Flat and the last model, the holacracy, may hold the key to the future of organisational structure. However, in the recent past, two forces played significant roles in shaping organisational structures in an organisation - the rise of digital technology and the free movement of people and ideas. These have shaped the way people work and how organisations respond to changes in environment (Giner, 2020). The structure and functional system of the organisation are essential to its success and its ability to achieve and implement strategic goals (Gibson *et al*, 2019; Pereverzieva, 2019). Pereverzieva (2019) argued that the structure of the organisation contributes substantially to its dynamism and the extent to which it can adapt and effectively address the concerns within its environment. A suitable structural implementation facilitates the quality of collaboration and functional support for the implementation of strategies; providing the required framework through which

skills and knowledge and effectively applied in the implementation of strategies. Gibson *et al* (2019) also noted that the structure of the organisation is useful in translating its policies into action; serving as the mechanism through which organisations engage their human capital in the effective implementation of their strategies.

Structural implementation is a specific pattern of relationships that managers create in the process of organisational design. According to Robbin *et al* (2014) an organisational structure is defined as a system that determines how job tasks are formally divided, grouped and coordinated within an organisation. This is related to institutional governance that according to Ribeiro *et al* (2015) involves aspects such as advisory councils, technical scientific advice and business organisation (direction, choice of management and organisation chart), in addition to the normative aspects defined by the legal regime and the statute. Greenberg (2011) refers to organisational structure as the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organisation. Organisational structure has been advocated as one of the organisational resources that can decisively contribute to the reinforcement of organisation's capacity to innovate. Andrews (2010), Dekoulou & Trivellas (2017) suggest that the way in which organisational work is divided, delegated and coordinated affects cooperation and internal communication, impacts free flow of information and exchange of ideas and favours or hinders experimentation, generation and dissemination of new knowledge. The structure and functional system of the organisation are essential to its operations and its ability to achieve and implement strategic goals (Gibson *et al*, 2019; Pereverzieva, 2019). Pereverzieva (2019) argued that the structure of the organisation contributes substantially to its dynamism and the extent to which it can adapt and effectively address the concerns within its environment. A suitable structural implementation facilitates the quality of collaboration and functional support for the implementation of strategies; providing the required framework through which skills and knowledge and effectively applied in the implementation of strategies. Gibson *et al* (2019) also noted that the structure of the organisation is useful in translating its policies into action; serving as the mechanism through which organisations engage their human capital in the effective implementation of their strategies

The business environment in which Real Estate firms operate is dynamic and turbulent with constant fast paced changes that render yester-years strategies and methods irrelevant. The hypercompetitive Nigeria and the world at large business environment has pushed organizations to limits dictating the needs to adopt strategic management practices that support plans, choices, decisions that would lead to improved success, profitability, competitiveness and wealth creation. The success of organizations has been the focus of intensive research efforts in recent times. How well an organization implements its policies and programmes and accomplishes its strategic objectives in terms of its mission and vision is of paramount concern. Despite the significance of structural implementation to business success, there is a dearth of research on the relationship between leadership implementation and business success in the context of real estate firms in South-South region of Nigeria. To fill the gap, this study thus departs from the extant research. The purpose of this study was therefore to examine relationship between structural implementation and business success in real estate firms in South-South region of Nigeria. The specific objectives of the study were:

1. To ascertain the relationship between structural implementation and profitability in real estate firms in South-South region of Nigeria.
2. To determine the relationship between structural implementation and market share in real estate firms in South-South region of Nigeria

3. To find out the relationship between structural implementation and customer retention in real estate firms in South-South region of Nigeria
4. To ascertain the relationship between structural implementation and customer satisfaction in real estate firms in South-South region of Nigeria

Conceptual Framework

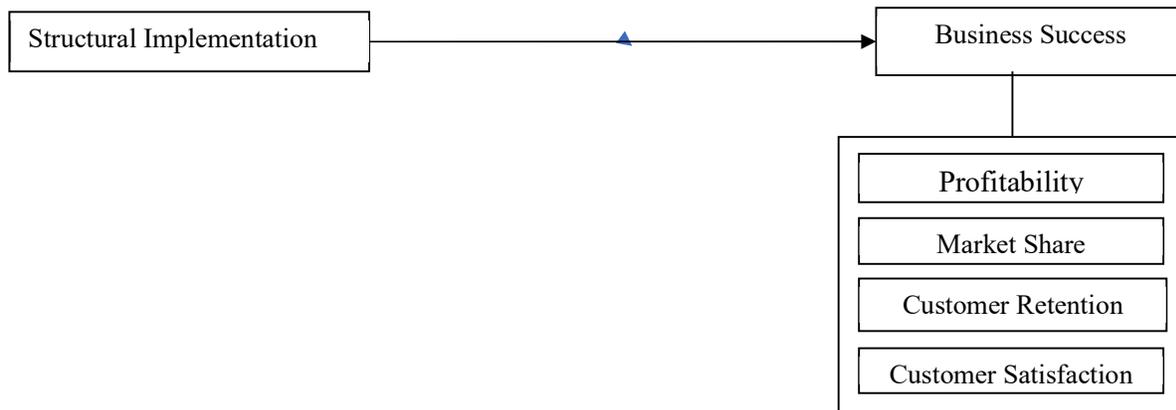


Figure 1: Structural implementation and business success
Source: Desk Research, 2025

Research Questions

The following research questions guided the study:

1. What is the relationship between structural implementation and profitability in real estate firms in South-South region of Nigeria?
2. What is the relationship between structural implementation and market share in real estate firms in South-South region of Nigeria?
3. What is the relationship between structural implementation and customer retention in real estate firms in South-South region of Nigeria?
4. What is the relationship between structural implementation and customer satisfaction in real estate firms in South-South region of Nigeria?

Statement of Hypotheses

HO1: There is no significant relationship between structural implementation and profitability in real estate firms in South-South region of Nigeria.

HO2: There is no significant relationship between structural implementation and market share in Real Estate Firms in South-South region of Nigeria?

HO3: There is no significant relationship between structural implementation and customer retention in Real Estate Firms in South-South region of Nigeria?

HO4: There is no significant relationship between structural implementation and customer satisfaction in Real Estate Firms in South-South region of Nigeria?

LITERATURE REVIEW

Theoretical Foundation

Contingency Theory of Leadership

The contingency theory of leadership was adopted as the theoretical foundation for this study. Proposed by Fiedler in 1964, the theory identifies the uncertainties and unpredictability of the environment as necessitating the need for a more flexible and dynamic approach to leadership (Elbanna & Fadol, 2016). According to Elbanna and Fadol (2016), the contingency theory, affirms to the imperatives of leadership fluidity in the development and implementation of strategies, ensuring that plans or implementation formats, build on the characteristics or overarching features of the environment. When structural implementation is contingent on the nature and attributes of the environment or market of the organisation, it allows for a more synchronic behaviour, where organisations can flow and effectively adjust themselves to the trends in the environment (Candido & Santos, 2019; Helfat & Martin, 2015).

The contingency theory of leadership is suited to explaining and predicting the relationship between structural implementation and business success, because it offers a position that identifies business contexts as unique in terms of social and economic actors and factors, and also as such, emphasizes the need for the structure of the organisation to be accommodating and reflexive when it comes to addressing their environment (Candido & Santos, 2019; Elbanna & Fadol, 2016). Karari et al (2017) asserted that to succeed, organisations must be able to strategically, mimic their environment and maintain pace with the extent of change in their markets. The contingency theory thus enriches the position of this study as it espouses the need for a more integrated approach to structural implementation, such that draws on the leader's collaboration with stakeholders, and also the effective structuring of roles and tasks, in line with advancing a more effective structural implementation process for the achievement of business success.

Conceptual Review

Structural Implementation

According to Business Dictionary (2018), an organisation is a social unit of people that is structured and managed to meet a need or to pursue collective goals. McNamera (2018) further defines an organisation in its simplest form as a person, a group or people intentionally organised to accomplish an overall, common goal or set of goals. According to Robbins *et al.* (2014), an organisational structure is defined as a system that determines how job tasks are formally divided, grouped and coordinated within an organisation. In the context of this study, the definition of an organisation as given by McNamera (2018) in conjunction with the organisational structure definition as given by Robbins *et al.* (2014) provided the core definition of an organisational structure in terms of this study. This study thus defined the organisational structure as "a system that determines how tasks are formally structured and coordinated within a group that is intentionally organised to accomplish a common goal" (Robbins *et al.*, 2014; McNamera, 2018).

Each department or branch within an organisation directly contributes to the overall organisational performance, thus the criticality of analysing each department's performance in order to determine what impact it has on the overall organisational performance. The business objective is to have an organisation in which all departments are in line with the organisation's main objectives. Shields (2016) identified two main organisational structures. These are a mechanistic structure and an organic structure. The mechanistic structure is said to be more formalized with high specialization and high administrative intensity while the organic structure is said to be less formalized. It is thus evident that all organisational structures may

experience challenges based on the circumstances around the organisation at a given point in time. Since most organisational structures are fixed processes, the process to change them is very lengthy and this process cannot be adapted to all changes within the organisation, especially temporal or short-term changes. For an organisation to ensure that its organisational structure is always effective, it should ensure that the structure is flexible and/or adaptable to most anticipated circumstances.

Structural implementation reflects the extent to which work arrangements, as well as functions within the organisation, are aligned and integrated in ways that boost operational capacity, facilitating support and coherence for strategy goals (Gibson *et al*, 2019). Gibson (2019) argued that structural implementation also reflects the level of cohesion and understanding that exists between organisational units, enabling a seamless flow of communication and as such fluidity in the behaviour of the organisation. Pereverzieva (2019) posited that the structure of the organisation is essential to its success of the organisation as it can be considered the framework through which workers' capacities are harnessed, and talent is engaged in the organisation.

Business Success

Business success describes the organisation's achievement of its social and economic goals (Hafat & Ali, 2022). Social because the business can grow its presence and market through the quality of its relationship with its various stakeholders, and economic because the business can offer value and that way, generate revenue or profit (Lynch, 2019; Amankwah-Amoah, 2016). The success of the business is multi-layered as it also refers to the extent to which the business can compete through its capacity to address market needs innovatively and thus, maintain its position within the market. However, the criterion for success differs substantially across industries, and even contexts (Karari *et al*, 2017). While earlier dispensations of business success primarily hinged on the extent of economic returns and interests, more recent views and interpretations, fuelled by emerging socio-political and socio-cultural ideologies, identify business success as underpinned by not only the economic interests of the organisation, but also its sustainable, and social posture (Barber *et al*, 2019).

Profitability

This refers to the organisation's capacity for financial returns, and the extent to which it yields economic benefits for the organisation (Othman *et al*, 2015). In an economic analysis, the results of an enterprise can be estimated by such indicators as output, sales, profit, etc. However, when it comes to assessing the effectiveness of an enterprise, it becomes obvious that the listed characteristics are not enough because those are the absolute indicators. In this regard, in order to characterize the efficiency of the enterprise in general, the profitability of different areas of production in the economic analysis, there are used, in particular, the indicators of profitability. Profitability in the broad sense of the word means efficiency and returns (Balabanov, 2007).

Market Share

Market share refers to the extent of control and presence the organisation has in its market. Organisations compete constantly for significance in their markets and through that, their recognition and share of the market (Bonomi & Ledur, 2012). Hafat and Ali (2022) noted that market share is an important criterion for assessing the success of the organisation. According to Gamble *et al* (2021), there is a significant relationship between the organisation's market share and its economic well-being. This is because the evidence or substantiality of the market share also determines the extent of recognition and customer engagement with the products and services of the organisation. In this vein, market share can also be considered as reflecting or representing the organisation's position and extent of dominance within its market. Hafat

and Ali (2022) affirmed that a strong market share is also a good sign for investors and business partners as it demonstrates the organisation's viability and potential for long-term revenue generation.

Customer Retention

Customer retention describes the organisations capacity to keep and ensure its customers continued patronage (Buttle, 2004). Crosby *et al.* (1990) defined customer retention as dependent or as an outcome of the workers experience of service or product and their appreciation of such. According to Buttle (2004) customer retention is the number of customers doing business with a firm at the end of a financial year expressed as a percentage of customers that were active at the beginning of the year (Gamble *et al.*, 2021; Othman *et al.*, 2015). Customer retention has been shown to be a primary goal in firms that practice relationship marketing. While the precise meaning and measurement of customer retention can vary between industries and firms there appears to be a general consensus that focusing on customer retention can yield several economic benefits (Buttle, 2004). As customer tenure lengthens, the volumes purchased grow and customer referrals increase.

Customer Satisfaction

The importance of customers has been highlighted by many researchers and academicians. Zairi (2000) said “Customers are the purpose of what we do and rather than them depending on us, we very much depend on them. The customer is not the source of a problem; we shouldn’t perhaps make a wish that customers ‘should go away’ because our future and our security will be put in jeopardy”. That is the main reason why organisations today are focusing on customer satisfaction. Many researchers have investigated the importance of customer satisfaction. Kotler (2000) defined satisfaction as a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations. Hoyer and MacInnis (2001) said that satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight. There are many factors that affect customer satisfaction.

Empirical Review

Nene and Pillay (2019) carried out research on an investigation of the impact of organisational structure on organisational performance. This study examined the impact of organisational structure on the organisational performance of the Property Administration Services Department (PAS) within an organisation located at the Rosherville Industrial Area in Johannesburg South, South Africa. The research instrument was designed to establish the elements that influence the composition of the organisational structure. Data analysis was done through descriptive and inferential statistics. The conclusion showed the inference between these elements and the actual aim of this study. Ogola, Marjery and Bagire (2015) carried out a study on Organisational structure and strategic business success in the petroleum industry in Uganda. This study explored the relationship between organisational structure and strategic business success in the petroleum industry in Uganda. Organisational structure was measured using span of control, coordination of functional units, centralisation and decentralisation. Findings indicated that organisational structure has positive and significant relationship with strategic business success, although decentralisation and coordination of functional units make bigger contributions to organisational structure and ultimately strategic business success, centralisation to a less extent. It recommended that to generate more value, organisations should adopt coordination of functional units and decentralisation. It concluded that petroleum companies should strengthen and manipulate decentralisation and coordination of functional units to meet the growing need of the petroleum industry. The study concluded that

organisational structure does predict changes in strategic business success and is an important predictor of strategic business success. Milin, Morača, Simeunović and Mitrović (2013) carried out a study on the impact of organisational structure on success of projects in the food industry in transition countries. The study examined the project management in food industry, and the analysis was based on data collected from 38 projects carried out in food industry in Serbia. The objective of the study was to analyse the relationship between aspects of project organisational structure and four different success criteria. Project organisational structure was determined by division of responsibilities between project and line managers in terms of source of authority of project manager, how project manager obtains resources for projects, i.e. how project teams are formed and who evaluates the performance of project teams. Success criteria were completion on time, staying in the budget, meeting all requirements and specifications, as well as by estimating the overall success of the project. Although companies can successfully manage their projects in traditional, functional organisational structure if the organisational culture encourages cross-functional integration, the study found that projects are more successful if performed in matrix organisational structure. Overall, the literature suggests that structural implementation play a crucial role in influencing business success.

METHODOLOGY

The study adopted a quasi-experimental, cross sectional and correlational survey design with a population of 220 real estate firms operational in the South-South region of Nigeria and listed on the Nigerian Institution of Estate Surveyors and Valuers website. The South-South comprises a total of six States in the Southern geographical part of Nigeria, namely, Akwa Ibom State, Bayelsa State, Cross Rivers State, Delta State, Edo State and Rivers State. Three criteria served as the basis for determining the population frame for this study, (a) the organisations must be real estate firms, and (b) the real estate firms must be in South-South Nigeria, and (c) real estate firms should be listed on the directory of the Nigerian Institution of Estate Surveyors and Valuers directory in Nigeria. In advancing the sample size for this research, the Krejcie and Morgan 1970 sample size determination table was adopted. A sample size of 140 was determined and adopted for this research. The probability sampling method was adopted using the simple random sampling technique. However, in facilitating data collection, owners of real estate firms were purposively selected; one (1) owner from each real estate firm, therefore totalling 140 staff. The owners were chosen since they are deemed to have the adequate knowledge on the strategy implementation and firm success. The instruments for data collection were researcher-designed questionnaires titled “Structural Implementation and Business Success in Real Estate firms in South-South region of Nigeria. The internal consistencies of the instruments were determined using the Cronbach Alpha method which all yielded a reliability index greater than 0.70, which showed that the instruments were reliable as shown in table 1. Out of the 140 copies of the questionnaire administered, 131 were used for analysis. The researcher questions were answered based on the value and direction of the correlation coefficient (positive and high, positive but low, or negative and high or negative but low or moderate. Values of 0.1-0.4 were counted as low correlation, values of 0.5 were considered moderate correlation while 0.6-1.0 were considered high correlation. Similarly, the hypotheses were tested for significance of relationship at 0.05 level of significance. Inferential analysis was used to determine the relationship between variables using Pearson Product Moment Correlation tool.

Table 1: Cronbach’s Alpha Values for Variables studied

Dimensions/Measure	No. of Items	Alpha Values
Structural implementation	5	.934
Business success		
Profitability	5	.932
Market Share	5	.943
Customer Retention	5	.945
Customer Satisfaction	5	.936

Source: Research Data, 2025

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Structural Implementation and Business Success

Table 2: Pearson Product Moment Correlation on Relationship between Structural Implementation and Business Success in real estate firms in South-South region of Nigeria.

Correlations

		Structure	Profitability	Marketshare	CusRet	CusSat
Structure	Pearson Correlation	1	.747**	.528**	.501**	.683**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	131	131	131	131	131
Profitability	Pearson Correlation	.747**	1	.369**	.331**	.946**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	131	131	131	131	131
Marketshare	Pearson Correlation	.528**	.369**	1	.969**	.347**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	131	131	131	131	131
CusRet	Pearson Correlation	.501**	.331**	.969**	1	.317**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	131	131	131	131	131
CusSat	Pearson Correlation	.683**	.946**	.347**	.317**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	131	131	131	131	131

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

Source: Research Data 2025

Table 2 offers answers to the research questions of the study, indicating through R coefficients, the extent and direction of the relationship between the variables. This is as the relationship between structural implementation and profitability (R=0.747), market share (R=0.528), customer retention (R=0.501) and customer satisfaction (R=0.638) are all revealed to be high, moderate, moderate and high respectively. This suggests that the related activities which reflect structural implementation within the context of the real estate firms, would most likely contribute to increase in profitability, market share, customer retention and customer satisfaction. Thus, from the findings, the research questions are answered as follows:

1. The relationship between structural implementation and profitability is positive and high, within the real estate firms in South-South, Nigeria
2. The relationship between structural implementation and market share is positive and moderately high, within the real estate firms in South-South, Nigeria

3. The relationship between structural implementation and customer retention is positive and moderately high, within the real estate firms in South-South, Nigeria
4. The relationship between structural implementation and customer satisfaction is positive and high, within the real estate firms in South-South, Nigeria

Table 2 revealed the result on the test on the relationship between structural implementation and the measures of business success. Results from the analysis show that structural implementation significantly impacts on the outcomes of profitability ($R=0.747$ and $P=0.000$), market share ($R=0.528$ and $P=0.000$), customer retention ($R=0.501$ and $P=0.000$) and customer satisfaction ($R=0.683$ and $P=0.000$). The evidence from the analysis thus demonstrates the significance of structural implementation in predicting business success. Thus related null hypothetical statements earlier postulated are rejected and the alternate hypotheses accepted as follows:

- H₁:** There is a significant relationship between structural implementation and profitability in Real Estate firms in South-South Nigeria.
- H₂:** There is a significant relationship between structural implementation and market share in Real Estate firms in South-South Nigeria?
- H₃:** There is a significant relationship between structural implementation and customer retention in Real Estate firms in South-South Nigeria?
- H₄:** There is a significant relationship between structural implementation and customer satisfaction in Real Estate firms in South-South Nigeria?

Discussion of the Findings

The findings of this study revealed Structural implementation as evident in real estate firms in South-South region of Nigeria. The correlation test shows significant relationship between structural implementation and business success, suggesting that structural implementation impact and contributes significantly to the success of the firms. It further suggests that the presence of structural implementation practices such as effective organisational structural design, clearly defined roles and responsibility, proper coordination between departments and units, effective communication and flexibility to changing strategic needs are viewed by respondents as a component of structural implementation which positively impacts the organisation. This therefore means that an organisation's structure must be clear to everyone so as to avoid confusion about the reporting protocol and the actual approach to the functioning of the organisation. The first, second, third and fourth hypotheses sought to examine the relationship between structural implementation and business success. Hence it was hypothesized that there is no significant relationship between structural implementation and business success. These hypotheses were tested using the correlation coefficient technique. Data revealed that a statistically positive relationship exists between Structural implementation and business success. The result agrees with Nene and Pillay (2019) study on the impact of organisational structure on organisation performance which revealed that organisational structure has a significant and positive impact on organisation performance of the Property Administration Services Department within an organisation located at the Rosherville Industrial Area in Johannesburg South Africa. The result collaborates Ogola, Marjery and Bagire (2015) study on organisational structure and strategic business success in the petroleum industry in Uganda and concluded that organisational structure has a positive and significant relationship with strategic business success. The result of the study is also in agreement with Milin, Moraca, Simeunovic and Miltrovic (2013) study on the impact of organisational structure on success of projects in the good industry in transition countries in Serbia which concluded that projects are more successful if performed in matrix organisational structure.

The established evidence on the relationship between structural implementation and business success in the real estate firms suggests effective structural implementation is crucial for business success. The study's findings imply that structural implementation has a direct impact on business success.

CONCLUSION AND RECOMMENDATIONS

The purpose of this research was to ascertain the relationship between structural implementation and business success in the real estate sector in South-South region of Nigeria. From the data generated and analysed, it was empirically discovered that a strong positive significant relationship exists between structural implementation and business success in real estate firms in South-South region of Nigeria. The study concludes that structural implementations predict and influence business success of profitability, market share, customer retention and customer satisfaction. Based on the results and conclusions of this study as it relates to real estate firms in South-South region of Nigeria, this study recommends that:

1. Managers of real estate firms should align organisational structure and strategy by reviewing the current organisational structure and strategy, identifying areas where the structure may be hindering strategy implementation, making adjustments to the structure to ensure it supports the strategy and communicating changes to employees and providing trainings as needed.
2. Managers of real estate firms should establish clear roles and responsibilities by defining clear roles and responsibilities for each position, establish key performance indicators for each role and providing training and development opportunities to ensure employees have the necessary skills and knowledge
3. Managers of real estate firms should implement effective communication and collaboration tools that facilitate information sharing and teamwork, provide training on the use of this tool and encourage employees to use these tools to share knowledge and best practice
4. Managers of real estate firms should monitor and evaluate structural implementation by establishing metrics to measure the effectiveness of structural implementation and regularly monitor and evaluate these metrics.

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