

## COMPETITIVE AGGRESSIVENESS AND PERFORMANCE OF FOODS AND BEVERAGES MANUFACTURING FIRMS IN SOUTH- SOUTH NIGERIA

**Owhor, G. I.**

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria

and

**Wechie, I.**

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria

### ABSTRACT

The study examined the relationship between competitive aggressiveness and performance of foods and beverage manufacturing companies in South-South Nigeria. The study adopted a cross-sectional survey research design. The population of the study comprised of 14 quoted foods and beverages manufacturing companies in south-south Nigeria. Questionnaire method of data collection was used, while the validity of research instrument was achieved through face validity by supervisor vetting and peer review by expert in the field of study. Reliability was tested using Cronbach Alpha Coefficients. The Spearman's Rank order correlation coefficient was used to test the hypotheses with the aid of statistical package for social science version 26.0. The findings revealed that aggressiveness has a strong positive and significant relationship with performance. This study concluded that aggressiveness has a positive and significant influence on performance. The study affirmed that the evidence of aggressiveness contribute significantly towards the manifestation of measures such as market performance, and operational performance of quoted foods and beverages manufacturing companies in South-South Nigeria. It is therefore recommended that management should adopt competitive aggressive positions that hold out in the long run. Their structures and market advances through innovation and pro-activeness should not wear them out but should be sustainable and efficient. They should adopt approaches geared towards constantly seeking out superior methods of improving their services and should focus on identifying enhanced behavior of delivering their products and services.

### INTRODUCTION

The business landscape is constantly evolving with the passage of each day. New changes are springing up daily due to globalization, technological advancements, competition and flexible stakeholders' preferences (Ogundipe & Onakoya, 2017) and these changes have affected virtually all aspects of business operations in recent time. Thus, contemporary organizations mainly focused on service quality, they are however saddled with the pressure and ultimate challenge of poor service delivery (Adegoke & Babalola, 2011). Ateke and Nwulu (2018) described performance as the health of an organizations' business outcome, programmes, and reference to stated objectives compared to the health of competing organizations. Daft (2010) defined performance as the organization's ability to attain its goals by using resources efficiently and effectively. Selen and Faruk (2015) further described performance as the extent to which the business is able to meet the needs of its stakeholders' and its own needs for growth.

Hence, performance encompasses various aspects, including: efficiency (operational performance) and effectiveness, productivity, quality, financial performance, customer satisfaction, employee engagement, social responsibility and adaptation. Hence, to achieve desired performance, most organisations are working hard to achieve entrepreneurial mindset. However, the orientation of entrepreneur is considered as relevant approach in enhancing the capability of organizations in improving and ensuring consistent to achieve superior outcome.

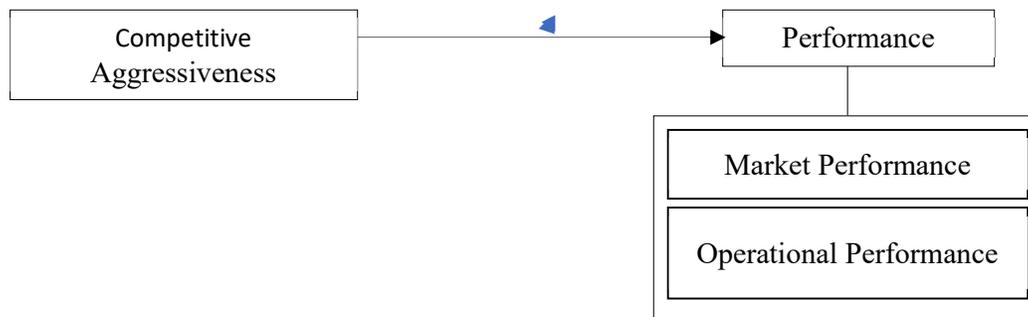
However, aggressiveness is said to emulate the magnitude of a firm's effort to outrun its industry rivals, distinguished by a strong offensive posture and a forceful reaction to competitor's actions to achieve or improve position (Babu & James, 2016). Firms with this behavior tend to assume an antagonistic posture towards rivals in an attempt to outdo competitors that threaten its survival or market position in the industry (Lyon, Lumpkin, & Dess, 2000). A firm's aggressiveness can be identified by its willingness to be unconventional rather than rely on traditional methods of competing. This can be implemented through responsive or reactive behavior. Responsiveness may take the form of head-to-head competition or direct attack on competitors, such as when a firm enters a market where a competitor is already present. In contrast, reactivity involves a direct reaction to a competitor's action; for example, a firm might slash prices and sacrifice profitability to maintain its market share when a competitor introduces a new product to the chosen market (Lumpkin & Dess, 1996). Thus we can say that aggressiveness is the driver to face the intense acute competition posed by rivals. It is the firm's strategic response to competitions in an effort to protect its competitive market position.

Oduyoye, Akinlabi and Gafar (2020) examined entrepreneurial orientation (pro-activeness & aggressiveness) and profitability of selected water packaging companies in Nigeria and revealed a positive and significant effect of entrepreneurial orientation dimensions (pro-activeness & aggressiveness) on profitability. In addition, Nwachukwu and Onuoha (2022) examined the relationship between entrepreneurial orientation and corporate performance of SMEs in Nigeria and indicated a significant relationship between the dimensions of entrepreneurial orientation (innovativeness and risk-taking) with the measures of corporate performance (profitability and operational efficiency). Also, evidence from less-developed industries such as Nigeria remains few in this research stream. The implication of these gaps in the literature of organizational theory is that knowledge is lacking on how and when this relationship works in developing countries (Weinzimmer, Michel, & Franczak, 2011). According to Fink (2010) this gap is as a result of the fact that they have either not been able to use the right measures or have only been able to adopt entrepreneurial strategies that have probably hindered the detection of underlying reasons for the manifested outcomes.

The purpose of this study was therefore to examine the relationship between competitive aggressiveness and performance of foods and beverages manufacturing firms in South-South Nigeria. The specific objectives include to:

- i. examine the relationship between competitive aggressiveness and market performance of foods and beverages manufacturing firms in South-South Nigeria.
- ii. examine the relationship between competitive aggressiveness and operational performance of foods and beverages manufacturing firms in South-South Nigeria.

### Conceptual Framework



**Figure 1:** Relationship between competitive aggressiveness and organizational performance of foods and beverages manufacturing firms in South-South Nigeria

**Source:** Author’s Research, 2025: The dimensions of entrepreneurial orientation were adopted from the work of Nwachukwu and Onuoha (2022)

### Research Questions

- i. What is the relationship between competitive aggressiveness and performance of foods and beverages manufacturing firms in South-South Nigeria?
- ii. What is the relationship between competitive aggressiveness and performance of foods and beverages manufacturing firms in South-South Nigeria?

### Hypotheses

**H07:** There is no significant relationship between competitive aggressiveness and market performance in foods and beverages manufacturing firms in South-South Nigeria.

**H08:** There is no significant relationship between competitive aggressiveness and operational performance in foods and beverages manufacturing firms in South-South Nigeria.

## LITERATURE REVIEW

### Theoretical Foundation

Organizational performance falls within the sphere of the Resource-Based View. The Resource Based View (RBV) has its origin in the work of Penrose (1959) and it was further established by Barney (1991). Resource Based View of the Firm was coined by Penrose (1959). RBV regards the firm as a bundle of resources and capabilities that are heterogeneously distributed across firms that persist over time (Ambrosine & Bowman, 2009). Academicians suggest that when a firm has resources which are valuable, rare, inimitable and non-substitutable, they can use them to implement value creation strategies that provide a sustainable competitive advantage (Peteraf & Barney, 2003). However, the RBV emphasized resources and capabilities as the origin of competitive advantage. The foundation of resource based view theory is that an organization gains competitive advantage through the acquisition and application of resources. The focus is on the configuration of the resources such that they provide a competitive advantage for the firm (Peteraf, 1993). The RBV theory offers a useful lens for understanding of the relationship between entrepreneurial orientation and organizational performance. Basically, the RBV argued that firms possess resources, a part of which enables them to attain competitive advantage and a further part which leads to superior long-term performance (Wernerfelt, 1984). Furthermore, Hoopes, Madsen and Walker (2003) stated that this theory is applied to explain differences in performance within an industry. Helfat and Peteraf, (2003) posited that through RBV a firm’s resources are strengthened; its competitive

capabilities improved, and performance enhanced. The RBV makes organizations accomplish superior performance by formulating strategies based on their internal capabilities (Henry, 2008).

## Conceptual Review

### Competitive Aggressiveness

Competitive aggressiveness refers to a firm's propensity to intensively challenge its competitors to improve its market position and outperform industry rivals in a marketplace (Aigboje, 2018). Also, aggressiveness refers to how enterprises relate to competitors and respond to trends and demand that already exist in the marketplace with regard to competitors Orientation (Barango-Tariah, Opara & Hamilton-Ibama, 2023). Competitive Aggressiveness is the firm's strategic response to competitions in an effort to protect its competitive market position. Competitive aggressiveness refers to a firm's proactive and assertive pursuit of competitive advantage through strategic actions aimed at outperforming rivals and gaining market dominance. This concept encompasses a range of dynamic strategies, including innovation, market expansion, pricing tactics, and promotional efforts, all executed with the intent of securing a superior position in the marketplace. According to Smith, Narayanan and Verma (2019) suggest competitive aggressiveness signifies a firm's intentional and proactive engagement in tactics that disrupt industry equilibrium, exploit competitors' weaknesses, and create sustainable competitive advantages. Competitive aggressiveness is fuelled by a firm's commitment to creating an enduring competitive advantage. Correspondingly, Verma, Narayanan and Smith (2022) aver that competitive aggressiveness exemplifies a firm's willingness to initiate bold and calculated actions aimed at reshaping market conditions, capturing greater market share, and enhancing overall performance, often involving strategic pricing and positioning. Aggressiveness entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah & Baridam, 2012).

### Performance

Performance is the ability of an organization to realize its goals (which leads to optimal performance). Dozier (2016) posits that organizational performance is the actual outcome of an organization; measured against the set goals or targets. Organizational performance consists of three specific areas of firm outcomes: (1) financial performance (return on assets, return on investment); (2) product-market performance (sales, market share); and (3) shareholder return (total shareholder return economic value added). In addition, performance in business describes the health of a firm as an outcome of business activities and programmes, and in reference to stated objectives or compared to the health of competing firms (Ateke & Nwulu, 2017). Atkinson (2012) defined performance as the achievement of results ensuring the delivery of desirable outcomes for a firm's stakeholders. Daft (2010) defined organizational performance as the organization's ability to attain its goals by using resources efficiently and effectively. Performance of organization is the ability of the organization to achieve its goals and objectives. Ateke and Simeon (2018) states that business performance is a measure of how well a firm achieves its set goals by optimizing scarce resources, and by undertaking activities designed to better their lot. Laitinen (2002) define performance as the capability of a firm to generate results in predetermined dimensions in relation to target goals and objectives. Selen and Faruk (2015) described performance as the extent to which the business is able to meet the needs of its stakeholders and its own needs for growth.

**Market performance:** organizations' market performance details features that reflect the organizations condition, functionality and wellbeing in its market. The most analyzed indicator

of market performance is market share. O'Regan (2002) defines market share as a company's sales in relation to total industry sales for a certain period. Pearce and Robinson (2003) also stated that market share is sales relative to those of other competitors in the market. Market share is usually used to express competitive position. It is also generally accepted that increased market share can be equated with success whereas decrease market share is a manifestation of unfavorable actions by firms and usually equated with failure. The most common explanation as to why market share leads to higher profitability are higher economies of scale, experience and market power (Buzzel, 2004). Economies of Scale provide larger firms with cost advantages (Sharp, 2002). However, most studies indicate that economies of scale dissipate at a small percentage of the market. According to the efficiency hypothesis, market share is the consequence of efficiency rather than its cause. Organizational obtain large market share and earn high profits to induce a causal association between size and profitability.

**Operational Performance:** Assen (2011) defined operational performance as the design and management to maximize operating profits through continuous operation of an excellent production and delivery system that offering product and services to customers at right value. Duggan (2011) explained that operational excellence is a term that the operation is at the top level of performance and the organization has reached the highest operation can be. Operational excellence is not only about operation performance such as cost, time, quality, and flexibility metrics but also about how operation side of the business support the business growth. It also not just only include of cost reduction and quality improvement but also need to be handle people and resources efficiently. Russell and Koch (2009) stated that operational excellence is about reaching the height of operational efficiency through doing things better, faster, and cheaper. Traditionally, operational excellence means optimizing business processes, production and manufacturing that aim to satisfy customer demand, improve quality and increase productivity and efficiency. Miller (2014) posit that operational excellence is the continuously pursuit of better performance and effectiveness in all dimension of the organization.

### **Empirical Review**

Setiani (2024) analyzed the relationship between entrepreneurial orientation and performance with competence as mediation. This quantitative study was conducted at Rattan Handicraft MSMEs in Gresik Regency, East Java, Indonesia. The sampling technique used census/full sampling with a sample of 82 MSME employees. The data analysis method uses Path analysis through several stages, including linearity assumption, measurement model test (outer model), structural model test (inner model), and hypothesis testing. The results of this study indicate an influence between entrepreneurial orientation and competence, the influence between entrepreneurial orientation on performance, and the influence between competence on performance, and competence can mediate the relationship between entrepreneurial orientation and performance.

Barango-Tariah, Opara and Hamilton-Ibama (2023) examined the impact of competitive aggressiveness on marketing performance of quoted consumer goods manufacturing companies in Nigeria. The target population comprised 20 quoted consumer goods manufacturing companies based in Nigeria, all of which were listed on the Nigerian Stock Exchange in 2022. The sample size of this study was the same as the population, since the population is not large. It adopted a Census Method in administering five (5) copies of structured questionnaire to Research and Development, Marketing/Sales, Customer Care, Human Resources, and Risk Management units from each of the 20 quoted consumer goods manufacturing companies in Nigeria, this means that a total of 100 respondents participated in the study. Regression Analysis was employed to ascertain the impact of the predictor variable

on criterion variable with the help of the Statistical Packages for Social Sciences (SPSS) version 23.0. The findings revealed the existence of significant and positive impact of competitive aggressiveness on marketing performance. The study therefore, concluded that competitive aggressiveness has significant impact on marketing performance.

Wambui, and Maina, (2022) investigated the effect of organization aggressiveness on performance of large retail chain stores in Nairobi County, Kenya. The study was anchored on Daniel Denison's Model. The study adopted descriptive research design. The target population therefore consisted of 6 selected retail chain store branches operating across Nairobi City County. The unit of analysis was 6 retail chain store branches operating across NCC while the unit of observation was 529 comprising of the managers and supervisors of the supermarkets. The sample size of 228 was attained using stratified random sampling to select the respondents based on whether managers or supervisors and systematic sampling was used to pick the respondents from each stratum. Primary data was gathered using structured questionnaire. The quantitative data was coded and entered into the Statistical Packages for Social Scientists (SPSS Version 25) software, which was then analyzed using descriptive statistics. The substance of the respondents' responses was also used to generate qualitative data. Responses that share common patterns were placed together in the same category. In addition, the researcher used regression analysis to evaluate the extent of the relationship between the response and predictor variables at a 95% confidence level. The research found that the working procedures in the supermarket are flexible allowing for employees to make key decisions. The research also found that the supermarkets do not encourage and reward those who take risk. The study recommends that the large retail chain stores in NCC establish the right organizational culture based on organization aggressiveness that would cultivate an environment that support successful strides in their performance. Teamwork should also be encouraged and enhance easy access to information from other departments by creating strong synergy between departments.

Abdullahi, Kunya, Bustani and Usman (2019) examined the level of adoption of competitive aggressiveness orientation and its impact on the performance of small and medium construction enterprises (CSMEs) in Nigeria. Using a quantitative approach, data was obtained from a sample of 139 Owners/CEOs and top managers of Nigerian CSMEs via a cross sectional questionnaire survey. Data collected was analyzed using SPSS and Structural Equation Modeling (SEM) using SMARTPLS 3.0 to test the hypothesized relationship between the studied constructs. The finding shows a significant level of adoption of competitive aggressiveness orientation among the studied samples. A positive and significant relationship was also established between competitive aggressiveness and financial performance of the CSMEs in the study.

## **METHODOLOGY**

This study adopted a correlational, cross-sectional survey design and was carried out in a non-contrived setting with organizations as the units of analysis. The target population of this study consists of all the foods and beverages manufacturing firms in Nigeria. Thus, given the geographical spread of the firms and the vast nature of undertaking such an activity, the accessible population consists of fourteen (14) quoted companies in the food and beverages industry operating in south-south Nigeria that is listed on the Nigerian Exchange group as at June, 2024. The study take a census of the (14) quoted foods and beverages firms listed on the Nigeria Exchange group operating in the South-South, Nigeria as a sample size. The study used primary data collection method. The study adopted face and content validity. The Cronbach

alpha coefficients was used to test the reliability of the instruments with the items in this study having Cronbach Alpha coefficients greater than 0.70 as shown in table 1

**Table 1: Cronbach’s Alpha Values for Variables Studied**

S/No	Dimensions/Measures of the study variable	Number of items	Cronbach’s Alpha
3.	Aggressiveness	4	.973
5.	Market Performance	4	.945
6.	Operational Performance	4	.963

*Source: Research Data, 2025 (SPSS Output, Version 26.0)*

The appropriate statistical tool that was use to analyze the hypotheses stated in chapter one in this study was Spearman’s Rank Order Correlation coefficients. This is a non-parametric statistical technique used in establishing relationships. The spearman rank correlation coefficient (rho) was adopted because the data was collected at the ordinal levels.

### DATA ANALYSIS AND DISCUSSION OF FINDINGS

#### Competitive Aggressiveness and the Measures of Performance

The third set of analysis assesses the relationship between competitive aggressiveness and the measures of performance – market performance, operational performance.

**Table 2: Showed the Correlation Analysis on Competitive Aggressiveness and the measures of Performance**

		Competitive Aggressiveness	Market Performance	Operational Performance
Spearman's rho	Competitive Aggressiveness	1.000	.973**	.976**
	Market Performance	.973**	1.000	.974**
	Operational Performance	.976**	.974**	1.000
	Sig. (2-tailed)	.000	.000	.000
	N	92	92	92

*Source: SPSS Version 26 Window Output, 2025*

Table 2 illustrates the result for the test on the relationship between competitive aggressiveness and the measures of performance.

**Competitive Aggressiveness and market performance:** The relationship between competitive aggressiveness and market performance is revealed to be significant with a  $p = 0.000$  and  $\rho = .973$ . The result of the analysis shows that aggressiveness has a very strong and significant influence on market performance of the foods and beverages manufacturing companies. It shows that the organizations level of competitiveness and tendency to engage in rival strategies impacts strongly on its ability to react and adjust substantially to its market and environmental changes. By this, the result indicates that aggressiveness contributes significantly towards

improving the market performance of quoted foods and beverages companies in South-South Nigeria; hence, the hypothesis of no significant relation is rejected.

**Competitive Aggressiveness and operational performance:** The relationship between competitive aggressiveness and operational performance is revealed to be significant with a  $p = 0.000$  and  $\rho = .976$ . The result from the analysis indicates that aggressiveness has a very strong positive and significant influence operational performance. This shows that although aggressiveness significantly drives operational performance, the impact is very strong nonetheless behavioural tendencies which reflect competitiveness contribute towards the foods and beverages firms' ability to understand and follow the trend in their environment. This indicates that aggressiveness contributes a very strong and significant level towards the operational performance of quoted foods and beverages companies in South-South Nigeria; hence, the hypothesis of no significant relation is rejected. The results for the hypotheses with regards to the relationship between aggressiveness and the measures of performance are stated as follows:

- There is a very strong positive and significant relationship between competitive aggressiveness and market performance of the quoted foods and beverages companies in South-South Nigeria.
- There is a very strong positive and significant relationship between competitive aggressiveness and operational performance of the quoted foods and beverages companies in South-South Nigeria.

### **Discussion of the Findings**

The study showed that competitive aggressiveness has a strong positive and significant relationship with market performance, operational in the quoted foods and beverages manufacturing companies in South-South Nigeria. The findings of this study is consistent with the findings of Barango-Tariah, Opara and Hamilton-Ibama (2023) examined the impact of competitive aggressiveness on marketing performance of quoted consumer goods manufacturing companies in Nigeria. The findings revealed the existence of significant and positive impact of competitive aggressiveness on marketing performance. Wambui, and Maina, (2022) investigated the effect of organization aggressiveness on performance of large retail chain stores in Nairobi County, Kenya. The research found that the working procedures in the supermarket are flexible allowing for employees to make key decisions. The study recommends that the large retail chain stores in NCC establish the right organizational culture based on organization aggressiveness that would cultivate an environment that support successful strides in their performance. Panjaitan et al (2021) studied the effect of competitive aggressiveness on business performance: A case study of private universities in Indonesia. The results show that the model is accepted, and competitive aggressiveness is proven to be a positive mediating variable in the relationship of network capability, knowledge creation, innovativeness, and business performance. The results also show that knowledge creation and innovativeness have an effect on competitive aggressiveness, while network capability has no effect.

The findings of the study affirm that there is a significant relationship between competitive aggressiveness and the performance of quoted foods and beverages companies in South-South Nigeria. This is as the timely response to changes is the basis for successful management and innovativeness organizations for the successful functioning of the market. Organizations must be aggressive and able to respond rapidly to competitive and market changes. Therefore, it is also necessary that organizations redefine the postulates of their operations and management (Tisen, Andrisen, Depre, 2006). To achieve the best practice, they must continually determine benchmarks, and in order to achieve efficiency, they must aggressively purchase from other

sources. In addition, in order to maintain the advantage over competitors, organizations must take account of several core proficiencies. In order for an organization to penetrate new markets, i.e. to be competitive, it must constantly promote their work, constantly introduce and enable new models for success, and continually introduce innovations. Positioning once stood as the core of the strategy. Today, it represents something too static for today's dynamic markets and technologies that are constantly changing. Also, it is currently considered that competitors can quickly copy any market position; hence competitive advantage is at best temporary..

Knowledge, ability and innovation are distinguishing elements. Rivalry is enhanced when the number of competitors is growing and where competitors are equal in size and capability of action (Coulter, 2010). All these facts make competitive advancement more imperative and critical to the resilience of the organization. This creates space for permanent and intensive competition. The rivalry intensifies when products are standardized, the offers are similar and poorly differentiated, or when the prices decrease due to the size of the economy. A similar effect of strengthening the competitiveness takes place when bigger organizations overtake smaller ones in order to position themselves more aggressively. The threat of new competitors entering the market is higher when barriers for entry are low, when there are many candidates wishing to enter the market, when industrial growth is a great, the potential for making profit is high, and when existing organizations cannot and do not want to vigorously oppose (Artur, *et al.* 2008). When transitioning to product substitutes, buyers may be faced with wasting time, possible inconvenience, costs for additional equipment, testing the reliability and quality, psychological termination of the relationship with previous suppliers and so on. But as far as the price is lower, and the quality and success are larger, the costs of transition to product substitutes are smaller (Artur, *et.al.* 2008). Positive parameters of aggressiveness and market strength of the organization can be evidenced in the rate of learning, awareness of environmental changes and the confidence or promptness in tackling opportunities.

### CONCLUSION AND RECOMMENDATIONS

This study concludes that entrepreneurial orientation has a positive and significant influence on performance. Competitive aggressiveness has strong influence on performance of foods and beverages manufacturing companies in South-South, Nigeria. The study affirms that the evidence of aggressiveness contribute significantly towards the manifestation of measures such as market performance, and operational performance of quoted foods and beverages manufacturing companies in South-South Nigeria. It is also evident that these foods and beverages manufacturing companies are significantly quality oriented and function based on evidence of market performance. These measures are significant to the firm's capacity for sustained operations and business growth despite the observed high-level unpredictability and volatility of their technological environment. The recommendations are proffered as a way of enhancing these factors: management should adopt competitive aggressive positions that hold out in the long run. Their structures and market advances through innovation and proactiveness should not wear them out but should be sustainable and efficient. They should adopt approaches geared towards constantly seeking out superior methods of improving their services and should focus on identifying enhanced behavior of delivering their products and services.

## REFERENCES

- Adegoke, A. S., & Babalola, I. T. (2011). Quality of service analysis of GSM telephone system in Nigeria. *American Journal of Scientific and Industrial Research*, 2(5), 707-712.
- Adizes, I. (2009). How to manage in times of crisis. *Asee, Novi Sad*.
- Aigboje, P. O. (2018). Competitive Aggressiveness and Organizational Profitability of Hotels in Port Harcourt, Nigeria. *International Journal of Social Sciences and Management Research*, 4(5), 37-44.
- Abdullahi, U., Kunya, S. U., Bustani, S. A., & Usman, N. (2019). Impact of competitive aggressiveness on performance of small and medium construction firms in Nigeria. *FUTY Journal of the Environment*, 13(1), 65-74.
- Amah, E., & Baridam, D. (2012). Adaptability and organizational effectiveness: A study of the Nigerian banking industry. *International Journal of Business and Management Tomorrow*, 2(3), 1-10.
- Atkinson, E. (2012). Towards systematic business model innovation: Lessons from product innovation management. *Creativity and Innovation Management*, 21(2), 183–198.
- Ateke, B. W., & Nwulu, C. S. (2018). Corporate branding and marketing success of quick service restaurants. *International Journal of Business and Law Research*, 6(2), 9-19.
- Ateke, B. W., & Simeon, B. (2018). Marketing alliance and business wellness of deposit money banks. *International Journal of Innovations in Marketing Research and Entrepreneurial Studies*, 7(4), 126-136.
- Barango-Tariah, M. U., Opara, B. C. & Hamilton-Ibama, L. E. (2023). Competitive aggressiveness and marketing performance of quoted consumer goods manufacturing companies in Nigeria. *Journal of Contemporary Marketing*, 8(1/2), 96-109.
- Babu, D., & James, R. (2016). Survey on Plastic Usage among the Teenagers of Alappuzha Town, Kerala. *Scholars Academic Journal of Biosciences*, 4(6), 488-497.
- Barney, J (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Daft, R. L. (2010). *Management* (9th ed.). South-Western Cengage Learning.
- Fink, G. (Ed.). (2010). *Stress science: neuroendocrinology*. Academic Press.
- Gabriel, J. M. O. (2015). Organizational citizenship behaviour (OCB) and corporate resilience in the domestic aviation sector in Nigeria. A thesis submitted to Rivers State University of Science and Technology, Portharcourt, Rivers State.
- Hoopes, D. G., Madsen, T. L., & Walker, G. (2003). Guest editors' introduction to the special issue: why is there a resource-based view? Toward a theory of competitive heterogeneity. *Strategic management journal*, 24(10), 889-902.
- Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic management journal*, 24(10), 997-1010.
- Henry, E. (2008). Are investors influenced by how earnings press releases are written?. *The Journal of Business Communication*, 45(4), 363-407.
- Lumpkin, G. T., & Dess, G. G., (2016). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry lifecycle. *Journal of Business Venturing*, 16(2), 429-451.
- Nwachukwu, C. V. & B. C. Onuoha, (2022). Entrepreneurial orientation and corporate performance of Small and Medium Enterprises (SMEs) in Lagos State, Nigeria. *International Academy Journal of Management Annals*, 6(2), 73-83. ‘
- O'Regan, G. (2002). *A practical approach to software quality*. Springer Science & Business Media.
- Ogundipe, A. A., & Olarewaju, F. O. (2020). Manufacturing output and labour productivity: evidence from ECOWAS. *Academic Journal of Interdisciplinary Studies*, 9(5), 102-102.

- Penrose, R. (1959, January). The apparent shape of a relativistically moving sphere. In *Mathematical Proceedings of the Cambridge Philosophical Society*, 55(1), 137-139. Cambridge University Press.
- Panjaitan, Y., & Novel, R. (2021). Volatility spillover among Asian developed stock markets to Indonesia stock market during pandemic covid-19. *Jurnal Keuangan dan Perbankan*, 25(2), 342-354.
- Peteraf, M. A., & Barney, J. B. (2003). Unraveling the resource-based tangle. *Managerial and decision economics*, 24(4), 309-323.
- Peteraf, M. A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic management journal*, 14(3), 179-191.
- Pearce, C. M., Daggett, T. L., & Robinson, S. M. (2004). Effect of urchin size and diet on gonad yield and quality in the green sea urchin (*Strongylocentrotus droebachiensis*). *Aquaculture*, 233(1-4), 337-367.
- Setiani, L., & Lubis, N. A. (2024). The Influence of Mathematical Anxiety and Self-Concept on Students' Mathematics Learning Outcomes. *Numerical: Jurnal Matematika dan Pendidikan Matematika*, 8(1), 11-22.
- Smith, N. R., Narayanan, V. K., & Verma, R. (2019). Strategic aggressiveness and performance: The moderating role of competitive behaviour. *Strategic Management Journal*, 40(12), 2053-2078.
- Verma, R., Narayanan, V. K., & Smith, N. R. (2022). Competitive aggressiveness, strategic actions, and performance: The mediating role of competitive intensity. *Journal of Business Research*, 13(7), 725-734.
- Wambui, P. M., Maina, S. (2022). Organization aggressiveness and performance of large retail chain stores in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(1), 88-105.
- Weinzimmer, L. G., Michel, E. J., & Franczak, J. L. (2011). Creativity and firm-level performance: The mediating effects of action orientation. *Journal of Managerial Issues*, 1(2), 62-82.
- Wernerfelt, B. (1984). A resource based view of the firm. *Strategic Management Journal*, 5(3), 171-80.