

Strategic Positioning and Performance of Non-Oil Export with Reference to Women Organization in International Trade

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Abstract

The study examines strategic positioning and performance of non-oil export: a study of women organization in international trade in Abuja – Nigeria. The study adopted survey research design. The study used primary with the aid of questionnaire to administered to the respondents. The population of this study is one thousand five hundred which are members in Nigeria. The Sample size determined using a formula developed by Gill, Johnson and Clark in 2010 which recorded as the as three hundred and six (306). The study used Partial Least Square Structural Equation Model (PLS-SEM) to analysed the data with the Smart Pls. The study found that strategy positioning significantly affects competitiveness, perceived customer satisfaction, market share, and service quality. Other findings were that strategy positioning has significant influence on firm's competitiveness, strategy positioning has significant influence on market share, strategy positioning has significant influence on perceived customers satisfaction and strategy positioning has significant influence on service quality. The study recommended that leadership of Women in International Trade should continue to offer unique services to the clients, provides quality support to its customers, facilitates information exchange with the customer, and as well provides a platform that promotes networking for the purpose of enhancing firm's competitiveness, perceived customer satisfaction, market share, service quality.

Keywords: *Strategic, Positioning, Performance, Market Share, Satisfaction, Service Quality*

Introduction

1.1 Background to the study

In today's dynamic and globalized business world with hyper competition and technology break troughs, organizations are striving to gain and maintain competitive edge by using different tactics and tools. In global scenario, positioning becomes a marketing tool that is beyond the image development. In addition, globally organizations are putting efforts to differentiate themselves from their competitors with a view to be superior firm for specific segment. Positioning establishes and maintains a unique position and image in market for product with a view that target market appreciates and gives extra value to organization than competitors (Blankson, Ketron & Darmoe, 2017). Strategic positioning is considered a critical requirement for the growth and profitability in the telecommunication industry. In modern competitive industry, Strategic positioning has a considerable impact on corporate

performance leading to an improved market position that conveys competitive advantage and superior performance.

Over the years, non-oil export with reference to women organization in international trade in Abuja- Nigeria applied strategic positioning in administering their activities which gave the organization direction where the organization is inspiring to make progress in future in order to achieve increase in performance in terms of perceived customer satisfaction, market share, competitiveness, service quality. Yet, performance of non-oil export with reference to women organization in international trade in Abuja- Nigeria is not improving (Pilot study, 2022).

From extant studies such as Tharamba, Rotich and Anyango (2018); Tharamba (2018); Aline, Irechukwu and Henry (2019); Okeyo and Lewa (2020); Edith (2021); Darlington and Onuoha (2022) studied the variables (strategic positioning and performance) using different organizations and industry in different places such as Mombasa, Nigeria and Kenya. However, none of these studies used a combination of perceived customer satisfaction, market share, competitiveness, service quality to measured performance. Also, none of these study used Partial Least method to analysed data and none of these studies used non-oil export with reference to women organization in international trade in Abuja- Nigeria to study the variables.

The objective of this study is to examine the effect of strategic positioning on the performance of non-oil export with reference to women organization in international trade in Abuja- Nigeria. The specific objectives are to determine the effect of strategic positioning on competitiveness of non-oil export with reference to women organization in international trade in Abuja- Nigeria; examine the effect of strategic positioning on market share of non-oil export with reference to women organization in international trade in Abuja- Nigeria; evaluate the effect of strategic positioning on perceived customer satisfaction of non-oil export with reference to women organization in international trade in Abuja- Nigeria and determine the effect of strategic positioning on service quality of non-oil export with reference to women organization in international trade in Abuja- Nigeria.

The scope of this study is restricted to the effect of strategic positioning on the performance of non-oil export with reference to women organization in international trade in Abuja- Nigeria. The study measured performance with market share, competitiveness, perceived customer satisfaction and service quality.

The hypotheses are stated in a null form as follows:

- H₀₁: strategic positioning has no significant effect on competitiveness of non-oil export with reference to women organization in international trade in Abuja- Nigeria
- H₀₂: strategic positioning has no significant effect on market share of non-oil export with reference to women organization in international trade in Abuja- Nigeria
- H₀₃: strategic positioning has no significant effect on perceived customer satisfaction of non-oil export with reference to women organization in international trade in Abuja- Nigeria
- H₀₄: strategic positioning has no significant effect on service quality of non-oil export with reference to women organization in international trade in Abuja- Nigeria

2.1 Concept of Strategic Positioning

According to Hooley, Broderick and Moller (2018) positioning strategy can be defined as the choice of a target market segment being the customers a company will pursue to serve and the choice of advantage of differentiation that defines how it shall compete with competitors in the segment. Lee, Kim and Won (2018) explained positioning strategy as designing the image of the company and offering to occupy a unique position in the mind of the target market. The major objective is to locate the brand in the minds of consumers to make the most of the prospective benefit of the firm. Positioning is a creative undertaking which involves

differentiation whereby an existing product in an overcrowded market place of similar products is given a distinct position in the minds of the targeted customers

According to Mwangi (2018), positioning must provide a distinct place for an organization's offerings in consumers' perceptions, provide a single coherent message, and differentiate the brand from the competition. It is important to remember that a company cannot be everything to everyone; hence, it needs to specialize. According to Nadube and Didia (2018), the advantages of strategic positioning differ and may not be realised in any way. According to Janiszewska (2016), assessing a business's strategic position requires taking into account the business environment, strategic capabilities, aspirations, and aims well within the sociopolitical context of the enterprise. According to Aulakh and Kotabe (2013), strategic positioning may be broken down into four categories: access-based positioning, variety-based positioning, and brand-based positioning. Odede (2016) operationalized strategic positioning in terms of cost, difference, and strategy of emphasis. The operationalize strategic positioning in terms of cost, differentiation, focus and brand positioning.

2.1.2 Concept of Performance

The concept of performance is a fairly broad and its meaning changes in accordance with the user's perspective and needs (Maroa & Muturi, 2015). The application of only the financial indicators to measure performance cannot be adequate due to dynamics of the environment (Mbithi, 2016; Ong'ondo, 2018). The combination of both the financial and non-financial to measure the performance give true picture of the extent of performance (Dragnić, 2016). According to Williams, Smith, Aaron, Manle and McDowell (2019), organizations should not rely on the financial measures of performance but should also incorporate non-financial measures such as production output, customer base, number of branches, market share among others. Therefore, the performance of the organization needs to be determined by both the financial and non-financial indicators. The performance of an organization can be influenced by strategy of implementation (Gabow, (2019; Guruwo, Chiguvi, & Guruwo, 2017; Mohamed & Mohamud, 2021). Performance is measured using diverse parameters by different organisations some firms measure it through expansion, survival, number of employees, and capital employed (Akyuz & Opusunju, 2020). The indicators of performance are revenue, return on investment, profitability and market share. Hence, whenever the key performance indicators are in favourable states, it indicates efficiency (Lyndon & Timi, 2019). For this study, firms' performance will be measured using a balanced scorecard that includes four dimensions: competitiveness, perceived customer satisfaction, market share, and profitability (Wilden & Gudergan, 2017).

2.2 Goal Setting Theory

According to Edwin Locke, who proposed the goal setting theory in 1968, (Chemjor,2015). There are many factors that guide goal setting, including: challenge, crystal clear definition of what the objective is; commitment; difficulty of the job; and feedback. In the 1960s, Dr. Edwin Locke began researching setting and refined Kurt Lewin's aspiration levels theory. Dr. Edwin Locke is widely regarded as the father of the modern aspiration levels theory. Researchers found an inductive link between establishing objectives and improving organizational performance. One definition of a goal is the desired outcome that a person strives to achieve. In order to achieve desired results, goal-setting necessitates a continual process of benchmarking intended performance.

The idea of goal setting states that the desire and purpose to achieve a goal is what motivates someone (Chemjor, 2015). In support of the goals setting theory, Chemjor (2015) provides arguments that encourage organizational workers to establish their own personal objectives, which is critical for driving better levels of performance from them. This means stakeholders keep an eye on progress toward objectives and, if necessary, adjust or increase efforts to achieve them. As performance improves, performance management system objectives are met (Salaman et al., 2005). An organization's operational goals will be closer to being met if it uses this goal-setting strategy. According to goal setting theory, mobile communications companies may establish both long and short-term and objectives, as well as determine the most effective methods for achieving those targets. Better results may be achieved with reliable, precise, and explicit objectives (Shahin & Mahbod, 2007). As part of particular operational strategies, organization follow well-defined strategic guidelines to achieve their set objectives. Strategic plans may be medium-term, long-term or short-term in nature. In order to achieve the high levels of operational competitiveness required to accomplish the noble purpose contained in what it takes to be an organization, goal setting theory is a critical instrument for creating short and long term goals.

2.3 Empirical Studies

Aline, Irechukwu and Henry (2019) studied strategic positioning on organizational performance. This study implemented a descriptive research design and data was analyzed using inferential and descriptive statics technique. Primary data was collected using questionnaires from target population thirty respondents who were Board members, executive directors, senior management staff and project managers. A sample of 30 was determined using Yamane's formula where purposive sampling approach was used for the Board members, Executive directors, senior management staff and Project managers. A questionnaire was utilized to collect the vital data from the respondents; the questionnaires were physically administered to the board of members, Executive directors, senior management staff, and project managers. Data collected was analyzed through SPSS version 21. Data analyzed was reported using frequencies presented in tables, percentages, pie-charts and standard deviation. This study established that differentiation strategy, costing and promotion, perceived quality as well as pricing strategy had positive impact on the organizational performance of Independent Power Producers in Rwanda.

Tharamba, Rotich and Anyango (2018) studied the impact of strategic positioning on the performance of mobile telecommunication firms in Kenya, considering Firm's marketing, Research and development, Multiple Products and Resource availability as the measurement items. The study considered descriptive research design using a census approach. The target population of this study comprised of the management staffs working in the marketing and research & development departments at the headquarters of Safaricom limited in Kenya, the sampling frame consisted of Safaricom's top, middle and operational managers. Data was

analyzed using the Statistical package for Social sciences (SPSS) version 18 and presented in graphs, tables and charts. The study established that marketing, research and development, resource availability and multiple products had a positive influence on the organizational performance in the telecommunication industry in Kenya.

Darlington and Onuoha (2022) studied the association between strategic repositioning and SMEs' performance in Rivers State, Nigeria, was investigated in this research. In this research, a cross-sectional survey was used. A total of 1205 SMEs have been found. A total sample size of 291 was calculated. As a result, 291 owners/managers of the chosen SMEs in Rivers State were sent a questionnaire. In this research, a systematic sampling procedure was adopted, and only 242 copies (or 83 percent) of the questionnaires were properly completed and recovered. To determine the link between the variables, the data was examined using the Pearson product moment correlation statistical technique. The investigation revealed that the characteristics of ambidexterity (strategic repositioning) had a substantial positive link with indicators of SMEs performance. As a result, it was concluded that strategic repositioning is a construct with a positive and favorable view framed by target customers, who recognize and agree that the features of the reformed product offerings and services are at the same or identical level as other firms in the market segment with which the brand in question aspires to match and compete.

Edith (2021) investigate the impact of strategic positioning on competitive advantage of mobile telecommunication companies in Kenya. Stratified random sampling was used to select a sample of 50 participants from a population of 89 respondents. Questionnaires were utilized to gather primary data. A response rate of 82.6% was obtained. Analysis was done by use of percentages, frequencies, mean and regression analysis. Findings of the research showed that mobile telecommunication companies have adopted strategic positioning strategies namely differentiation positioning, cost positioning, focus positioning and brand positioning to a great extent. The research utilized inferential statistics multiple linear regression analyses. The study findings recorded a co-efficient of determination of 0.141% implying that differentiation positioning, cost positioning, focus positioning and brand positioning explain 14.1% of competitive advantage. The findings revealed that the model entailing the selected strategic positioning strategies significantly predicts competitive advantage $0.00 \leq 0.05$. The results of the research revealed that cost positioning, focus positioning and brand positioning have a positive significant and positive effect on competitive advantage. On the other hand, a negative but insignificant relationship was found to exist between differentiation positioning and competitive advantage by mobile telecommunication companies.

Okeyo and Lewa (2020) determining the effect of market positioning strategy and product positioning strategy on the organizational performance of commercial banks in Mombasa County. The study was anchored on Market positioning theory, the Delta Model theory and Performance theory. The study used survey method. The target population of this study consisted of 150 managers in the 25 commercial banks in Mombasa that included operations managers, finance managers, information technology managers, marketing and sales managers, product development managers and corporate managers. The researcher used these respondents

to draw the sample size. The study adopted primary and secondary methods of data collection. Descriptive analysis was done in terms of standard deviation and means. In this study, data presentation was done by use of frequencies and percentages. The relationship between the variables was determined by use of multiple regression analysis method. The

study established that commercial banks operating in Mombasa used various product positioning strategies to identify themselves uniquely in the market.

Tharamba (2018) studied the impact of strategic positioning on the performance of mobile telecommunication firms in Kenya, considering Firm's marketing, Research and development, Multiple Products and Resource availability as the measurement items. The study considered descriptive research design using a census approach. The target population of this study comprised of the management staffs working in the marketing and research & development departments at the headquarters of Safaricom limited in Kenya, the sampling frame consisted of Safaricom's top, middle and operational managers. Data was analyzed using the Statistical package for social sciences (SPSS) version 18 and presented in graphs, tables and charts. The study established that marketing, research and development, resource availability and multiple products had a positive influence on the organizational performance in the telecommunication industry in Kenya.

3.0 Methodology

The study adopted survey research design. The study used Organisation of Women in International Trade (OWIT) members which amount to 1500. Gill, Johnson and Clark (2010), as cited in Teherdoost's (2017) gave a clear method to determine sample size which is indicated table 1 based on 0.05 margin error and a confidence level of 95:

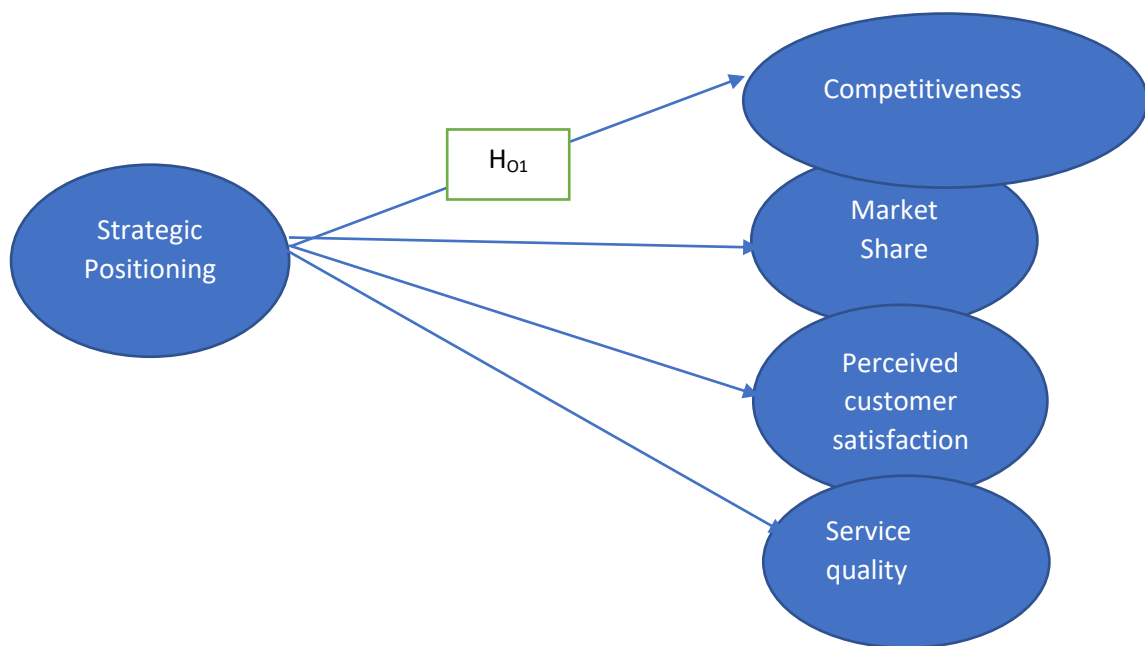
Table 1: Determination of Sample Size for a Given Population

Population Size	The variance of the Population.(P=50%)		
	Confidence Level =95% Margin of Error		
	0.05	0.03	0.01
50	44	48	50
75	63	70	74
100	79	91	99
150	108	132	148
200	132	168	196
250	151	203	244
300	168	234	291
400	196	291	384
500	217	340	475
600	234	384	565
700	248	423	652
800	260	457	738
1000	278	516	906
1500	306	624	1297
2000	322	696	1655
3000	341	787	2286
5000	357	879	3288
10000	370	964	4899
25000	378	1023	6939
50000	381	1045	8037

100000	383	1056	8762
250000	384	1063	9249
500000	384	1065	9423
1000000	384	1066	9513
100000000	384	1070	9545

Source: Gill, Johnson and Clark, 2010 cited in Teherdoost (2017)

From the above table, the sample size is 306. the study used convenient sampling method to administered the questionnaire to the respondents. A structured questionnaire was administered and collects from the respondent from the Organisation of Women in International Trade (OWIT) members. The questionnaire was designed using Five Likert scales ranging from strongly agree - strongly disagree was adopted for this study. For data analysis, the study used descriptive and inferential analysis methods. The Partial Least Square Structural Equation Model (PLS-SEM) is used to model the regression analysis that is used to test the hypotheses to determine if there is an effect relationship between each of the independent variables and the dependent variable. The Structural Equation Model that is adopted for this study is as follows:



The model depicts the effect of measurement variables of mission statement on performance.

4.1 Results

Table 1: Strategic Positioning

S/N	Strategic Positioning	SD	D	U	A	SA	Mean	SD
SP1	Our organisation offers unique services to clients.	5 (1.8)	0 (0.0)	14 (5.1)	94 (34.6)	159 (58.5)	4.48	0.76
SP2	Our organisation provides quality support to its customers.	0 (0.0)	5 (1.8)	5 (1.8)	145 (53.3)	117 (43.0)	4.38	0.62
SP3	Our organisation facilitates information exchange with the customer.	5 (1.8)	0 (0.0)	4 (1.5)	169 (62.1)	94 (34.6)	4.28	0.67
SP4	Our organisation provides a platform that promotes networking.	5 (1.8)	5 (1.8)	15 (5.5)	129 (47.4)	118 (43.4)	4.29	0.81
SP5	Our services are appealing to all the stakeholders	14 (5.1)	5 (1.8)	26 (6.9)	152 (55.9)	75 (27.6)	3.99	0.95
Average							4.28	0.76

This suggests that respondents believe that Organisation has a well-defined mission statement which accounted for 90.1% of the respondents. It was also in the interest of the researcher to know if an Organisation usually updates its mission statement when necessary; 147 (44.1%) strongly agreed and agreed that an Organisation usually updates its mission statement when necessary, and 32(11.8%) of the respondents were indifferent about the statement while 73(35.2%) respondents strongly disagree and disagree about the statement with the mean score of 3.28 and standard deviation of 1.26. This reveals that most of the population agree and strongly agree that Organisation usually updates their mission statement when necessary.

Table 2 shows the specific items of measurement of strategic positioning. Strategic positioning was measured using five (5) items. One of such items for the measurement of strategic positioning was to find out organisation offers unique services to the clients and 253(93.1%) of the respondent agreed and strongly agreed, 5(1.8%) disagreed and strongly disagreed, while 14(5.1%) neither agreed nor disagreed that organisation offers unique services to the clients with a mean of 4.48 and a standard deviation of 0.76. This implies that the organisation offers unique services to the clients.

Another time used was to find out if the organisation provides quality support to its customers, and 262(96.3%) agreed and strongly agreed to the fact that the organisation provides quality support to its customers, 5(1.8%) strongly disagreed and disagreed, 5(1.8%) were unsure of their decision with a mean of 4.38 and a standard deviation of 0.62. This proves that the organisation provides quality support to its customers. Also, 263(96.7%) of the respondent agreed and strongly agreed that organisation facilitates information exchange with the customer, 4(1.5%) were undecided about this, while 5(1.8%) did not agree and strongly disagreed that organisation facilitates information exchange with the customer with a

mean of 4.28 and a standard deviation of 0.67. This shows that the organisation facilitates information exchange with the customer.

The researcher also attempted to find out if the organisation provides a platform that promotes networking. It was discovered that 247 (90.8%) of the respondents believe that an organisation provides a platform that promotes networking, 15(5.5%) of the respondents feel indifferent about the statement, and 10(3.6%) are of contrary opinion that the organisation provides a platform that promotes networking with a mean score of 4.29 and a standard deviation of 0.81. This reveals that the organisation provides a platform that promotes networking. It was also in the interest of the study to find out if services rendered by the organisation are appealing to all the stakeholders; 227 (83.5%) of the respondents believe that the service rendered by the organisation is appealing to all the stakeholders, 19(6.9%) strongly disagreed and disagreed with this statement, while 26(6.9%) feel indifferent about the statement with the mean score of 3.99 and standard variation of 0.95. This reveals services rendered by the organization are appealing to all the stakeholders.

Table 3 Firm's Competitiveness

S/N	ITEMS	SD	D	U	A	SA	Mean	SD
Firm's Competitiveness								
FC1	exploit all market opportunities that have been presented to the organization.	5 (1.8)	46 (16.9)	28 (10.3)	147 (54.0)	46 (16.9)	3.67	1.01
FC 2	cope with all competitive threats from rival firms.	5 (1.8)	25 (9.2)	38 (14.0)	145 (53.3)	59 (21.7)	3.85	0.93
FC 3	put a strong emphasis on promotions and effective advertisement.	5 (1.8)	15 (5.5)	22 (8.1)	151 (55.5)	79 (29.0)	4.04	0.87
FC 4	develop a strong desire to be more successful than the competitors.	10 (3.7)	10 (3.7)	21 (7.7)	138 (50.7)	93 (34.2)	4.02	0.96
FC 5	constantly coordinates its level of activities to meet customer needs.	10 (3.7)	10 (3.7)	21 (7.7)	138 (50.7)	93 (34.2)	4.08	0.95
Average							3.93	0.94

Table 3 show that the Firm's Competitiveness was measured using five (5) items. One of such items for the measurement of a Firm's Competitiveness was to find out if, over the last three years, the competitive strategy of the organisation has helped to: exploit all market opportunities that have been presented to the organisation and 193(70.9%) of them agreed and strongly agreed. On the other hand, 51(18.7%) disagreed and strongly disagreed with the statement, while 28(10.3%) of the respondents were not sure what to believe, with a mean score of 3.67 and standard deviation of 1.01. This suggests that over the last three years, the

competitive strategy of the organisation has helped to: exploit all market opportunities that have been presented to the organisation.

The researcher went further to know if, over the last three years, the competitive strategy of the organisation has helped to cope with all competitive threats from rival firms, and 204(75.0%) of the respondent agreed and strongly agreed with this statement, 30(11.0%) strongly disagreed and disagreed, while 38(14.0%) neither agreed nor disagreed to this statement, with a mean score of 3.85 and a standard deviation of 0.93. this further explains that over the last three years, the competitive strategy of the organisation has helped to: cope with all competitive threats from rival firms.

Also, 230(84.5%) respondents agreed and strongly agreed that over the last three years, the organisation's competitive strategy has helped to put a strong emphasis on promotions and effective advertisement. Conversely, 20(7.3%) of the respondent negated the statement, while 22(8.1%) were not sure what to believe, with a mean score of 4.04 and standard deviation of 0.87. This reveals that over the last three years, the competitive strategy of the organisation has helped to: put a strong emphasis on promotions and effective advertisement.

Moreover, the item used was to find out if, over the last three years, the organisation's competitive strategy has helped to: develop a strong desire to be more successful than the competitors. 231(84.9%) of the respondents agreed and strongly agreed with this statement, 21(7.7%) neither agreed nor disagreed, while 20(7.4%) disagreed and strongly disagreed with this statement with a mean score of 4.02 and a standard deviation of 0.96. This suggests that over the last three years, the competitive strategy of the organisation has helped to: develop a strong desire to be more successful than the competitors

Furthermore, the item used for this measurement was to determine if, over the last three years, the organisation's competitive strategy has helped to constantly coordinate its level of activities to meet customer needs. 231(84.9%) respondents strongly affirm this notion, 21(7.7%) feel indifferent about the notion, whereas 20(7.4%) refute this claim with a mean score of 4.08 and standard deviation of 0.94. This shows that over the last three years, the organisation's competitive strategy has helped to constantly coordinate its level of activities to meet customer needs.

Table 4 Market Share

S/N	Market Share	SD	D	U	A	SA	Mean	SD
MS1	Over the last five years, the percentage of total purchases of this company's product has been considerable.	0 (0.0)	10 (3.7)	48 (17.9)	161 (59.2)	53 (19.5)	3.95	0.72
MS 2	Over the last five years, a portion of sales of this company within the entire market in which it operates has been substantial	0 (0.0)	25 (9.2)	60 (22.1)	154 (56.6)	33 (12.1)	3.72	0.80
MS 3	Our organisation's percentage of the industry's total income is significant.	0 (0.0)	24 (8.8)	50 (18.4)	153 (56.3)	45 (16.5)	3.81	0.82
MS 4	My company looks out for business diversification opportunities to stabilise its market share.	0 (0.0)	5 (1.8)	19 (7.0)	138 (50.7)	110 (40.0)	4.30	0.68

Average

3.95

0.76

Table 4 reveal that in order to determine if respondents' market share, the combination of strongly agreed and agreed as expressed by the respondents shows that 214(78.7%) of the respondents were of the opinion that Over the last five years, the percentage of total purchases of this company's product has been considerable, 48(17.9%) of the respondents were indifferent about the statement while 10(3.7%) of the respondents had an opposing view with a mean score of 3.95 and a standard deviation of 0.72. this show that most of the which accounted for 78% are positive that Over the last five years, the percentage of total purchases of this company's product has been considerable.

In addition, it was in the researcher's interest to find out if, over the last five years, a portion of sales of this company within the entire market in which it operates has been substantial. the combination of strongly agreed and agreed as expressed by the respondents shows that 187(68.7%) of the respondents believed and belief that Over the last five years, a portion of sales of this company within the entire market in which it operates has been substantial., 60(22.1%) of the respondents were indifferent to the statement, while 25(9.2%) of the respondents had contrary with a mean score of 3.72 and a standard deviation of 0.20. this show that most of the respondents believe thatOver the last five years, a portion of sales of this company within the entire market in which it operates has been substantial.

Also, 198(72.8%) respondents agreed and strongly agreed organisation's percentage of the industry's total income is significant. Conversely, 24(8.8%) disagreed and strongly disagreed, while 50(18.4%) were not sure what to believe, with a mean score of 3.18 and a standard deviation of 0.82. This reveals that the organisation's percentage of the industry's total income is significant.

In order to determine if a company looks out for business diversification opportunities to stabilise its market share. The combination of strongly agree and agreed shows that 248(90.7%) are of the opinion or belief that the company looks out for business diversification opportunities to stabilise its market share, 19(7.0%) neither agree nor disagree with the statement, while 5(1.8%) of the respondent have contrary believe that the statement with a mean score of 4.30 and standard deviation of 0.68. this reveals that most of the population is of the opinion that the company looks out for business diversification opportunities to stabilise its market share.

Table 5 Service Quality

S/N	Service Quality	SD	D	U	A	SA	Mean	SD
SQ1	Our organisation provides prompt services to the customers.	0 (0.0)	10 (3.7)	17 (6.3)	150 (55.1)	95 (34.9)	4.21	0.72
SQ 2	Our organisation has customers' best interests at heart.	9 (3.3)	5 (1.8)	0 (0.0)	108 (39.7)	150 (55.1)	4.41	0.87
SQ 3	Our organisation provides services at the time required.	5 (1.8)	22 (8.1)	12 (4.4)	128 (47.1)	105 (38.6)	4.13	0.95
SQ4	Our organisation gives individual attention to the customers.	5 (1.8)	0 (0.0)	24 (8.8)	138 (50.7)	105 (38.6)	4.24	0.76
SQ5	Our organisation is always willing to provide prompt	5 (1.8)	5 (1.8)	0 (0.0)	133 (48.2)	133 (48.2)	4.39	0.76

service to customers.

Average

4.28

0.81

Table 5 how to determine if respondents had Service Quality, the combination of strongly agreed and agreed as expressed by the respondents shows that 245(90.0%) of the respondents were of the opinion that organisation provides prompt services to the customers, 17(6.3%) of the respondents were indifferent about the statement while 10(3.7%) of the respondents had an opposing view with a mean score of 4.21 and stand deviation of 0.72.

It was in the interest of the researcher to find out if the organisation has customers' best interests at heart. The combination of strongly agreed and agreed as expressed by the respondents shows that 258(94.9%) of the respondents were of the opinion that the organisation has customers' best interests at heart, 0(0.0%) of the respondents were indifferent about the statement while 14(5.1%) of the respondents had a contrary view with a mean score of 4.41 and a standard deviation of 0.87. This implies that most of the respondents believe that organisation has customers' best interests at heart.

Also, to find out if the organisation provides services at the time required, 233(85.7%) of the respondents were of the opinion that the organisation provides services at the time required, and 12(4.4%) of the respondents were indifferent about the statement while 27(9.9%) of the respondents had an opposing view about the statement with the mean score of 4.13 and standard deviation of 0.95.

In order to find out if an organisation gives individual attention to their customers. The combination of strongly agreed and agreed as expressed by the respondents, it was observed that 243(89.3%) of the respondents were of the opinion that organisation gives individual attention to the customers, 24(8.8%) of the respondents were indifferent about the statement while 5(1.8%) of the respondents had an opposing view about the statement with a mean score of 4.24 and standard deviation of 0.76. this show that the majority of the respondents believe that organisation gives individual attention to the customers. In order to determine if the organisation is always willing to provide prompt service to customers, the combination of strongly agree and agreed shows that 266(96.4%) are of the opinion that the organisation is always willing to provide prompt service to customers, 0(0.00%) neither agree nor disagree with the statement while 10(3.6%) of the respondent have contrary believe that the statement with a mean score of 4.39 and standard deviation of 0.76.

Fig. 1: Test of Hypotheses

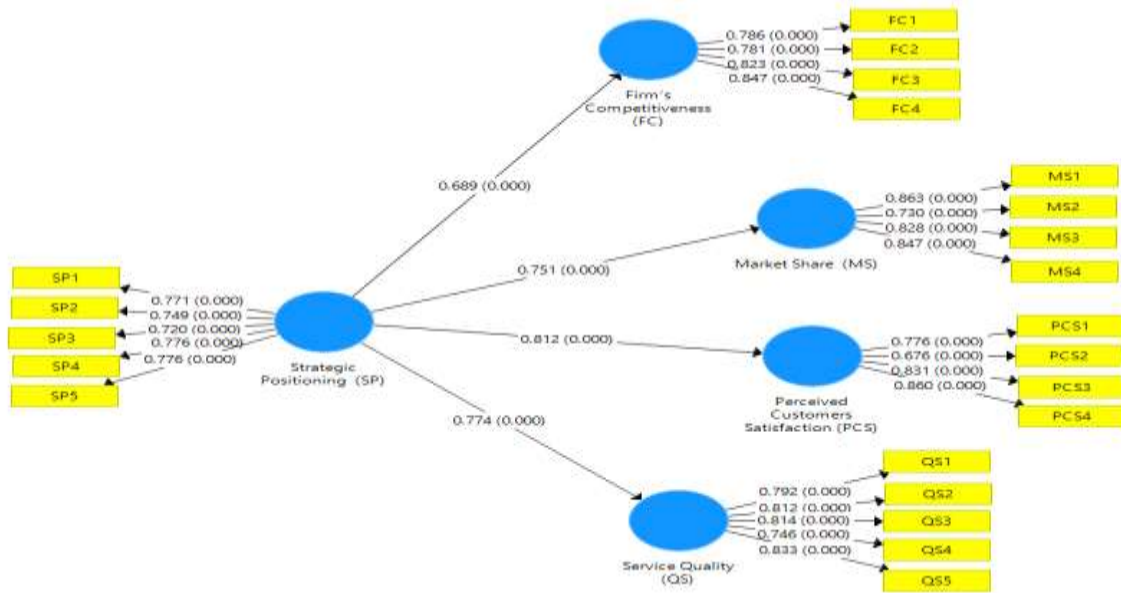


Figure 1 shows the PLS algorithm model of strategic positioning and the firm's performance with the loading values of each item of measurement of the constructs. Figure 4.2 describes the PLS Bootstrapping Model with β and P-coefficient of the value of strategic positioning and firm's performance (competitiveness, perceived customer satisfaction, market share, service quality). At a p-value of 0.05, all the values of strategic positioning, competitiveness, perceived customer satisfaction, market share, and service quality measurements obtained in the research instrument are significant.

Table 6: Construct validity and Reliability

Constructs	Loading ≥ 0.7	VIF < 3.0	Pvalue $< .05$	AVE ≥ 0.5	Composite Reliability ≥ 0.8	Cronbach's Alpha > 0.7
Strategy positioning (SP)				0.576	0.871	0.817
SP1	0.771	1.857	0.000			
SP2	0.749	1.649	0.000			
SP3	0.720	1.869	0.000			
SP4	0.776	1.882	0.000			
SP5	0.776	1.943	0.000			
Firms Competitiveness (FC)				0.655	0.884	0.827
FC1	0.786	1.587	0.000			
FC2	0.781	1.254	0.000			
FC3	0.823	1.369	0.000			
FC4	0.847	1.854	0.000			
Market Share (MS)				0.670	0.890	0.835
MS1	0.863	1.773	0.000			
MS2	0.730	2.222	0.000			

MS3	0.828	1.965	0.000			
MS4	0.847	2.113	0.000			
Perceived Customer Satisfaction (PCS)				0.616	0.865	0.799
PCS1	0.776	1.421	0.000			
PCS2	0.676	1.900	0.000			
PCS3	0.831	2.556	0.000			
PCS4	0.860	1.512	0.000			
Service Quality				0.640	0.899	0.859
SQ1	0.792	1.700	0.000			
SQ2	0.812	1.652	0.000			
SQ3	0.814	1.741	0.000			
SQ4	0.746	1.520	0.000			
SQ5	0.833	1.963	0.000			

The factor loadings of all measurement items for strategy positioning and firm performance are shown in Table 4.15. (Competitiveness, perceived customer satisfaction, market share, service quality). The instrument's validity and reliability were also evaluated using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended factor loading, composite reliability, AVE, and Cronbach Alpha values were met. However, convergent and discriminate validity were also considered for determining construct validity in the study. Convergent validity is evidence of an association between strategy positioning and firm's performance. Also, to test for common method bias, the variance inflation factor (IVF) was used (CMB). While a VIF value of one indicates that collinearity is completely absent, most researchers recommend a VIF value of ten as the cutoff. Other researchers advocated for a more conservative cutoff of 2.5 to 5 points (James et al., 2017; Kock, 2015). As shown in Table 4.15, all the VIF values for each item in each variable measurement are well below the conservative threshold of 5.

Table 7 Heterotrait-monotrait discriminant

	FMS	FC	MC	PCS	SP
FMS					
FC	0.774				
MC	0.683	0.781			
PCS	0.810	0.758	0.797		
SP	0.784	0.799	0.777	0.703	

The discriminant validity was evaluated using the correlations' heterotrait-monotrait (HTMT) ratio. The upper confidence intervals are all less than one, and all HTMT values were found to be significantly different from one. Furthermore, the analysis results show that all values are less than the critical value of HTMT 0.85. Furthermore, the mean heterotrait-heteromethod correlation is lower than the mean monotrait-heteromethod correlation. As a

result, discriminant validity is proven. Table 4.16 displays the heterotrait-monotrait discriminant value.

Table 8 Model Fit

Model	Estimated
SRMR	0.077
d_ULS	2.753
d_G	0.998
Chi-Square	679.779
NFI	0.916

As displayed in Table 8, All the model fit indices were found to be satisfactory. The standardised residual average between the observed matrix and the hypothesised covariance matrices is represented by SRMR (Chen, 2007). The SRMR is a model fit estimation metric. When the SRMR is less than 0.08, it is considered reliable. This study model's SRMR was also 0.077, indicating a good fit for this research. With a chi-square value of 679.779, the NFI estimate for this study is 0.916, which is higher than the benchmark of 0.90.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for FC, MS, PCS, and SQ are 0.249, 0.351, 0.387 and 0.363, which is larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. In the same vein, the F square was used to determine the effect size. The f-square values for FC, MS, PCS, and SQ are 0.905, 1.292, 1.940 and 1.490, as indicated in Table 4.18. This implies that the sample effect is considered large.

Table 9 Coefficient value

Variables		Path Co-efficient	SE	T-Statistics	P Values	R^2	F^2	Q^2	Decision
H ₀₁	SP →FC	0.689	0.053	13.220	0.000	0.475	0.905	0.249	Significant
H ₀₂	SP→MS	0.751	0.042	18.082	0.000	0.564	1.292	0.351	Significant
H ₀₃	SP →PCS	0.812	0.044	18.664	0.000	0.660	1.940	0.387	Significant
H ₀₄	SP →QS	0.774	0.054	14.388	0.000	0.598	1.490	0.363	Significant

The smart partial least squared statistical results on the relationship between strategic positioning and firm performance (firm competitiveness, perceived customer satisfaction, market share, service quality), are shown in Table 9. According to the findings, strategy positioning significantly impacts competitiveness, perceived customer satisfaction, market share, and service quality. The findings revealed that strategy positioning has significant influence on firm's competitiveness at ($\beta= 0.689$, $R^2=0.475$, t -statistics= $13.220 > 1.96$, P -value = $0.000 < 0.05$). The Path coefficient of 0.689 implies a considerable degree of relationship

between strategic positioning and a firm's competitiveness. The R^2 value of 0.475 indicates that a 47.5% variance in firm's competitiveness can be explained by strategy positioning.

The findings revealed that strategy positioning has significant influence on market share at ($\beta= 0.751$, $R^2=0.564$, $t\text{-statistics}=18.082>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.751 implies a strong degree of relationship between strategic positioning and market share. The R^2 value of 0.546 indicates that a 54.6% variance in market share can be explained by strategy positioning.

The findings revealed that strategy positioning has significant influence on perceived customers satisfaction at ($\beta= 0.812$, $R^2=0.660$, $t\text{-statistics}=18.664>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.812 implies a strong degree of relationship between strategic positioning and perceived customer satisfaction. The R^2 value of 0.660 indicates that a 66.0% variance in perceived customer satisfaction can be explained by strategy positioning.

The findings revealed that strategy positioning has significant influence on service quality at ($\beta= 0.774$, $R^2=0.598$, $t\text{-statistics}=14.388>1.96$, $P\text{-value} =0.000 <0.05$). The Path coefficient of 0.774 implies a strong degree of relationship between strategic positioning and service quality. The R^2 value of 0.598 indicates that a 59.8% variance in service quality can be explained by strategy positioning. Further to the statistical analysis presented in Table 9, it was discovered that perceived customer satisfaction has the most predictive value, followed by service quality, market share and firm's competitiveness in that order.

4.2 Discussion of Findings

The study found that strategy positioning significantly affects competitiveness, perceived customer satisfaction, market share, and service quality. Other findings were that strategy positioning has significant influence on firm's competitiveness, strategy positioning has significant influence on market share, strategy positioning has significant influence on perceived customers satisfaction and strategy positioning has significant influence on service quality. The findings were found by Mukeshimana, Nkechi, and Jefferson, therefore this verifies their work (2019). They pointed out that in order to evaluate the strategic position of a company, one must take into account the company's surroundings, strategic capabilities, desires, and goals in addition to the sociopolitical backdrop of the firm. This was also supported by Mwangi (2018), who stated that positioning must give a unique location for an organization's services in the views of consumers, offer consistent communication, and differentiate the brand from the other options available. Because of their limited resources, organizations are need to focus on a certain area of expertise.

5.0 Conclusion and Recommendation

The study concluded that a clear strategy positioning and overall firm performance in terms of firm competitiveness, perceived customer satisfaction, market share, and service quality could be improved. Therefore, strategic positioning is a tool that helps businesses provide clients with distinctive services, give customers quality support, facilitate information sharing with customers, and offer a platform that encourages networking and appealing services to all stakeholders. To that end, the study concludes that firms with clear strategic positioning may improve their competitiveness, perceived customer satisfaction, market share, and service quality.

The study recommended that the leadership of Women in International Trade should continue to offer unique services to the clients, provides quality support to its customers, facilitates

information exchange with the customer, and as well provides a platform that promotes networking for the purpose of enhancing firm's competitiveness, perceived customer satisfaction, market share, service quality.

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