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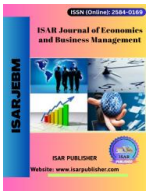

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WHITE OCEAN MIXED STRATEGY AND ORGANISATIONAL PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN AKWA IBOM STATE

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Abstract: This study examines White Ocean Mixed Strategy and organisational performance of manufacturing firms in Akwa Ibom State. The study was motivated by the increasing challenges confronting manufacturing firms, including intense competition, rising production costs, environmental concerns, inadequate infrastructure and the need to achieve sustainable organisational performance. The main objective was to examine the relationship between White Ocean Mixed Strategy and organisational performance. Specifically, the study seeks to examine the relationship between people-oriented strategy and productivity, environmental sustainability strategy and operational efficiency, as well as organisational passion and market share. A cross-sectional research design was adopted for the study. The population comprised management staff, supervisors and relevant employees of selected manufacturing firms in Akwa Ibom State. The population of the study consisted of two hundred and forty-eight (248) staff of manufacturing firms in Akwa Ibom State. The sample size was 153 staff using Taro Yamene's sampling technique. A questionnaire was used as the instrument for data collection. The hypotheses were tested using ordinal logistic regression through the Statistical Package for Social Science (SPSS) Version 23.0. From the data analysis, the study concluded that White Ocean Mixed Strategy represents an important strategic approach for promoting organisational sustainability and improved performance among manufacturing firms. Thus, it was recommended among others that management of manufacturing firms should create an organisational culture that encourages employee commitment, enthusiasm, innovation, teamwork and dedication to organisational goals. Employees should be recognized and rewarded for outstanding contributions to organisational development and customer satisfaction.

Keywords: White Ocean Mixed Strategy, People-Oriented Strategy, Environmental Sustainability Strategy, Organisational Passion, Organisational Performance, Manufacturing Firms.

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INTRODUCTION

The contemporary business environment is characterized by intense competition, technological advancement, changing consumer preferences, environmental concerns and increasing pressure on organizations to achieve sustainable performance. Manufacturing firms, in particular, operate in a dynamic business environment where their survival and growth depend largely on their ability to adopt effective strategies that promote competitiveness, innovation, resource efficiency and customer satisfaction. Consequently, organizations are increasingly required to move beyond conventional competitive approaches towards strategic models that integrate economic, social and environmental considerations. Organisational performance is an important indicator of the extent to which an organisation achieves its established goals and objectives. It reflects the ability of an organisation to utilize available resources effectively and efficiently to achieve desired outcomes. In manufacturing firms, organisational performance can be assessed through profitability, productivity, market share, operational efficiency, and product quality and customer satisfaction. However, achieving improved organisational performance has become increasingly challenging due to rising production costs, inadequate infrastructure, unstable electricity supply, intense competition, limited access to finance and changing market conditions.

One emerging strategic approach that seeks to address these challenges is the White Ocean Mixed Strategy. The concept of White Ocean Strategy has been associated with the integration of different strategic approaches to achieve organisational sustainability and long-term development. Aithal (2016), in his work on the concept of ideal strategy and its realization using White Ocean Mixed Strategy, explained that organizations could combine different strategic orientations to develop an ideal strategy that supports organisational sustainability. These strategic orientations include Red Ocean, Blue Ocean, Green Ocean, Purple Ocean and Black Ocean strategies. The White Ocean Mixed Strategy represents an integrated approach to strategic management in which organizations combine relevant competitive, innovative, sustainability-oriented and socially responsible practices to achieve their organisational objectives. Rather than concentrating exclusively on competition and profit maximization, the strategy encourages organizations to consider the interests of employees, customers, shareholders, society and the natural environment.

The White Ocean Strategy is also associated with the four major principles of People, Planet, Profit and Passion. People emphasizes employee welfare, customer satisfaction, and community development and stakeholder relationships. Planet focuses on environmental protection, pollution reduction, waste management and sustainable production practices. Profit highlights the need for organizations to remain economically viable and financially sustainable, while Passion represents organisational commitment, ethical leadership and enthusiasm towards achieving sustainable business objectives. For manufacturing firms, the application of White Ocean Mixed Strategy can provide opportunities for improved organisational performance. Through employee-oriented practices, manufacturing firms can improve workers' commitment, motivation and productivity. Environmental sustainability practices can reduce waste, promote efficient utilization of production resources and improve corporate reputation. Profit-oriented strategies can enhance financial sustainability, while organisational passion can encourage innovation, commitment and continuous improvement.

The manufacturing sector plays a crucial role in economic development and sustainability (Udo, 2023) through employment generation, industrialization, technological development, value addition and wealth creation. Nevertheless, manufacturing organizations continue to experience challenges associated with high production costs, inadequate infrastructure, foreign exchange fluctuations, environmental degradation, and competition from imported products and limited access to modern production technologies. Manufacturing firms operating in Akwa Ibom State, are not exempted from these challenges. Their ability to achieve sustainable organisational performance depends on their capacity to adopt appropriate strategic approaches that balance competitive advantage, employee welfare, environmental responsibility and profitability.

Despite the importance of strategic management in manufacturing organizations, the extent to which firms integrate the principles of White Ocean Mixed Strategy into their operations and the resulting implications for organisational performance require further empirical investigation. It was against this background that this study seeks to examine White Ocean Mixed Strategy and organisational performance of selected manufacturing firms in Akwa Ibom State.

Statement of the Problem

Manufacturing firms are established to achieve organisational objectives such as profitability, productivity, market expansion, customer satisfaction and long-term survival. However, achieving these objectives has become increasingly difficult due to the challenging nature of the Nigerian business environment. Many manufacturing firms are confronted with rising operational costs, inadequate infrastructure, unstable power supply, increasing competition, environmental concerns and changing consumer expectations. These challenges have continued to affect production activities, product quality, profitability and the overall performance of manufacturing organizations.

Traditionally, many organizations have concentrated primarily on competition, cost reduction and profit maximization as their major strategic priorities. Although these approaches may provide short-term competitive advantages, they may not sufficiently address employee welfare, environmental sustainability, ethical business practices and long-term stakeholder relationships. Furthermore, inadequate attention to employee welfare and development may result in low employee commitment and productivity. Poor environmental management practices may expose manufacturing firms to pollution-related challenges, regulatory difficulties and reputational damage. Similarly, the absence of a balanced approach to profitability and sustainability may undermine the long-term survival of manufacturing organizations. The White Ocean Mixed Strategy provides an integrated strategic approach that encourages organizations to balance people, planet, profit and passion while incorporating appropriate competitive and innovative strategies. However, the extent to which manufacturing firms in Akwa Ibom State adopt these principles and the contribution of such practices to their organisational performance remain insufficiently established.

Consequently, the problem of this study was to determine whether the application of White Ocean Mixed Strategy, through its people-oriented, environmental sustainability and organisational passion dimensions, significantly influences the performance of selected manufacturing firms in Akwa Ibom State.

Objectives of the Study

The main objective of this study was to examine the relationship between White Ocean Mixed Strategy and organisational performance of selected manufacturing firms in Akwa Ibom State. The specific objectives were to:

i. Examine the relationship between people-oriented strategy and productivity of selected manufacturing firms in Akwa Ibom State.

ii. Examine the relationship between environmental sustainability strategy and operational efficiency of selected manufacturing firms in Akwa Ibom State.

iii. Assess the relationship between organisational passion and market share of selected manufacturing firms in Akwa Ibom State.

Research Questions

The following research questions guided the study:

i. What is the relationship between people-oriented strategy and productivity of selected manufacturing firms in Akwa Ibom State?

ii. What is the relationship between environmental sustainability strategy and operational efficiency of selected manufacturing firms in Akwa Ibom State?

iii. What is the relationship between organisational passion and market share of selected manufacturing firms in Akwa Ibom State?

Research Hypotheses

The following null hypotheses were tested at a 0.05 level of significance:

HO_1: There is no significant relationship between people-oriented strategy and productivity of selected manufacturing firms in Akwa Ibom State.

HO_2: There is no significant relationship between environmental sustainability strategy and operational efficiency of selected manufacturing firms in Akwa Ibom State.

HO_3: There is no significant relationship between organisational passion and market share of selected manufacturing firms in Akwa Ibom State.

REVIEW OF RELATED LITERATURE

The Concept of White Ocean Mixed Strategy

White Ocean Mixed Strategy is an integrated strategic management approach that combines different strategic orientations to achieve organisational sustainability, competitive advantage and improved performance. The concept encourages organizations to move beyond conventional competition and profit maximization by incorporating social responsibility, environmental sustainability, innovation, employee welfare and long-term economic viability into their business operations. According to Aithal (2016), White Ocean Mixed Strategy represents an approach to developing an ideal organisational strategy through the integration of different strategic orientations. The approach recognizes that organizations operate in complex business environments and therefore require strategies that address multiple organisational and environmental demands.

In the manufacturing sector, White Ocean Mixed Strategy provides an opportunity for firms to balance profitability with employee welfare, environmental protection, customer satisfaction and organisational commitment. Rather than concentrating exclusively on financial returns, manufacturing firms are encouraged to adopt strategic practices that create value for stakeholders while ensuring long-term organisational survival. This strategy can be operationalized in this study through three dimensions: people-oriented strategy, profit-oriented strategy and organisational passion.

Dimensions of White Ocean Mixed Strategy

People-Oriented Strategy

People-oriented strategy refers to an organisational approach that places employees, customers and other stakeholders at the center of organisational decision-making and strategic activities. It recognizes human resources as important assets whose welfare, development, motivation and satisfaction contribute significantly to organisational success. In manufacturing firms, people-oriented strategy involves providing a conducive working environment, employee training and development, fair compensation, workers' participation in decision-making, occupational health and safety, and effective communication between management and employees. People-oriented strategy is expected to improve employee commitment, reduce labour turnover, enhance productivity and strengthen organisational effectiveness.

The adoption of people-oriented strategy is important because manufacturing activities depend largely on the knowledge, skills, commitment and productive capabilities of employees. Employees who receive adequate support and motivation are more likely to demonstrate commitment, improve their work performance and contribute to organisational objectives. Furthermore, people-oriented strategy promotes positive relationships between organizations and their stakeholders. When customers receive quality products and satisfactory services, their confidence and loyalty towards the organisation may increase. Therefore, manufacturing firms that priorities employee welfare, stakeholder relationships and human capital development are more likely to achieve improved productivity and sustainable organisational performance.

Indicators of people-oriented strategy include employee welfare and motivation, training and development, employee participation in decision-making, occupational health and safety, customer satisfaction and stakeholder relationships.

Environmental Sustainability Strategy

Environmental sustainability strategy refers to the deliberate organisational practices and policies aimed at minimizing the negative environmental consequences of business operations while promoting the responsible utilization of natural resources. Manufacturing firms engage in activities such as processing raw materials, operating machinery, packaging products and disposing of production waste. These activities may generate environmental challenges, including air pollution, water contamination, excessive energy consumption, noise pollution and industrial waste.

Environmental sustainability strategy encourages manufacturing firms to adopt environmentally responsible production practices that minimize waste, conserve resources and reduce pollution. Such practices include recycling, energy efficiency, and waste reduction, the adoption of environmentally friendly technologies, proper waste disposal and compliance with environmental regulations. The importance of environmental sustainability strategy extends beyond environmental protection. It can also improve organisational performance through reduced production costs, efficient resource utilization, improved corporate reputation and better relationships with regulatory authorities and host communities.

For instance, a manufacturing firm that adopts recycling practices may reduce its expenditure on raw materials and waste disposal. Similarly, the adoption of energy-efficient equipment may reduce energy consumption and operational costs. Consequently, environmental sustainability strategy can contribute to improved operational efficiency and long-term organisational performance. Environmental sustainability strategy is expected to improve operational efficiency, reduce production waste, minimize operating costs and strengthen organisational reputation.

Indicators of environmental sustainability strategy include waste management and recycling pollution control, energy conservation, and efficient utilization of natural resources and the adoption of environmentally friendly technologies.

Organisational Passion

Organisational passion refers to the enthusiasm, commitment, dedication and strong sense of purpose demonstrated by organisational members towards achieving organisational goals and objectives. It reflects the willingness of employees and management to invest their energy, knowledge, skills and efforts in organisational activities. Organisational passion is important because manufacturing firms operate in competitive environments where employees are expected to demonstrate commitment, creativity and responsiveness to changing production and market demands.

In manufacturing firms, organisational passion can be demonstrated through employees' commitment to quality production, willingness to embrace innovation, dedication to customer satisfaction, teamwork and continuous improvement. When employees identify with organisational objectives and develop a strong sense of belonging, they are more likely to demonstrate positive work attitudes, take responsibility for their duties and contribute to organisational development.

Management can encourage organisational passion through effective leadership, recognition of employees' contributions, transparent communication, employee empowerment and the establishment of a positive organisational culture. Organisational passion can also encourage employees to identify new opportunities, improve

production processes and develop innovative solutions to organisational challenges. Organisational passion is expected to enhance employee commitment, encourage innovation, improve customer relationships and strengthen market competitiveness.

Indicators of organisational passion include employee commitment, organisational identification, and enthusiasm towards work, commitment to innovation and dedication to organisational goals.

Concept of Organisational Performance

Organisational performance refers to the extent to which an organisation achieves its established goals and objectives through the effective and efficient utilization of available resources. Organizational performance serves as a comprehensive yardstick of an entity's ability, whether it is a business, a non-profit organization, or a governmental agency, to effectively realize its overarching objectives (Udo, Ihemeje and Okebaram, 2026a).

According to Etuk and Udonde (2023) performance can be measured in terms of output such as quantified objectives or profitability. It represents the overall outcomes of organisational activities in relation to productivity, profitability, operational efficiency, market position and organisational growth. In manufacturing firms, organisational performance reflects the ability of an organisation to transform available resources, including human resources, financial capital, technology and raw materials, into quality products that satisfy customer needs and generate sustainable financial returns. However, the importance of performance is not just financial. An organization with high levels of performance will have motivated staff, capable of carrying out their duties as efficiently as possible. This will result in lower absenteeism and turnover rates (Udo, Udonde & Udo, 2024). Okurebia and Udo (2023) opined that the performance of employees is a key factor in every organization's success. Organizational performance is a crucial measure of success for any business, encompassing financial performance, operational performance, customer satisfaction employee retention, and innovation (Udo, Ihemeje and Okebaram, 2026b).

Organisational performance is important because it provides an indication of whether an organisation is achieving its strategic objectives and maintaining its competitive position. The performance of manufacturing firms can be influenced by several factors, including management practices, technological capabilities, employee productivity, innovation, environmental management, customer relationships and strategic orientation.

Measures of Organisational Performance

Productivity

Productivity refers to the relationship between the quantity of goods and services produced and the resources used in the production process within a specified period. It measures the extent to which an organisation converts its available inputs, such as labour, capital, raw materials, machinery and technology, into productive outputs. Several factors can influence productivity, including employee competence, technological advancement, effective supervision, adequate working conditions, employee motivation and efficient production planning. People-oriented strategy and organisational passion can contribute to productivity by improving employee motivation, commitment and work efficiency.

In manufacturing firms, productivity is reflected in the volume of products manufactured, the efficiency of employees, the utilization of production equipment and the ability to meet production targets. Higher sales revenue also indicates a more productive and efficient workforce (Udonde, Akpan and Awah, 2022). Improved productivity enables manufacturing firms to produce more goods with available resources, reduce production costs and increase their capacity to satisfy customer demand.

Indicators of productivity includes increased production output, achievement of production targets, improved employee output, effective utilization of production resources, and reduction in production delays.

Operational Efficiency

Operational efficiency refers to the ability of an organisation to carry out its production and administrative activities using available resources with minimum waste, cost and unnecessary delays. It measures how effectively an organisation manages its production processes to achieve desired results while minimizing resource consumption.

In manufacturing firms, operational efficiency involves effective utilization of machinery, reduction of production defects, proper inventory management, efficient production scheduling and effective management of raw materials. Operational efficiency is important because manufacturing organizations operate in an environment where production costs, energy consumption, equipment maintenance and raw material utilization significantly influence their competitiveness. For example, a manufacturing firm that adopts modern technology and effective waste management practices may reduce production delays, minimize material wastage and improve production processes.

Indicators of operational efficiency include reduction in production costs, reduction in material wastage, effective

utilization of machinery, reduction in production time and improved production process management.

Market Share

Market share refers to the proportion of total sales within a particular industry or market that is controlled by an individual organisation over a specified period. It indicates the competitive position of an organisation in relation to other firms operating within the same industry. An organisation with a strong market share may enjoy increased customer patronage, stronger brand recognition and improved competitive positioning. People-oriented strategy and organisational passion may support market share growth through improved customer satisfaction, product quality, innovation and stronger organisational reputation.

In manufacturing firms, market share is influenced by product quality, pricing, customer satisfaction, brand reputation, distribution networks, innovation and marketing effectiveness. Indicators of market share include growth in the proportion of industry sales, increase in customer patronage, expansion into new markets, improvement in competitive position and increased customer retention.

Effect of White Ocean Mixed Strategy on Organisational Performance

The effect of White Ocean Mixed Strategy on organisational performance is based on the assumption that organizations that integrate people-oriented practices, environmental sustainability, profitability and organisational commitment into their strategic activities are better positioned to achieve improved performance.

The effect of people-oriented strategy on productivity is an improved employee motivation and output, the effect of environmental sustainability strategy on operational efficiency is reduced waste and improved resource utilization while the effect of organisational passion on market share is an improved commitment, innovation and customer value.

White Ocean Mixed Strategy provides a balanced strategic approach through which manufacturing firms can pursue economic objectives while maintaining social responsibility, environmental sustainability and organisational commitment. Its effective implementation is therefore expected to contribute to improved organisational performance.

Conceptual Model

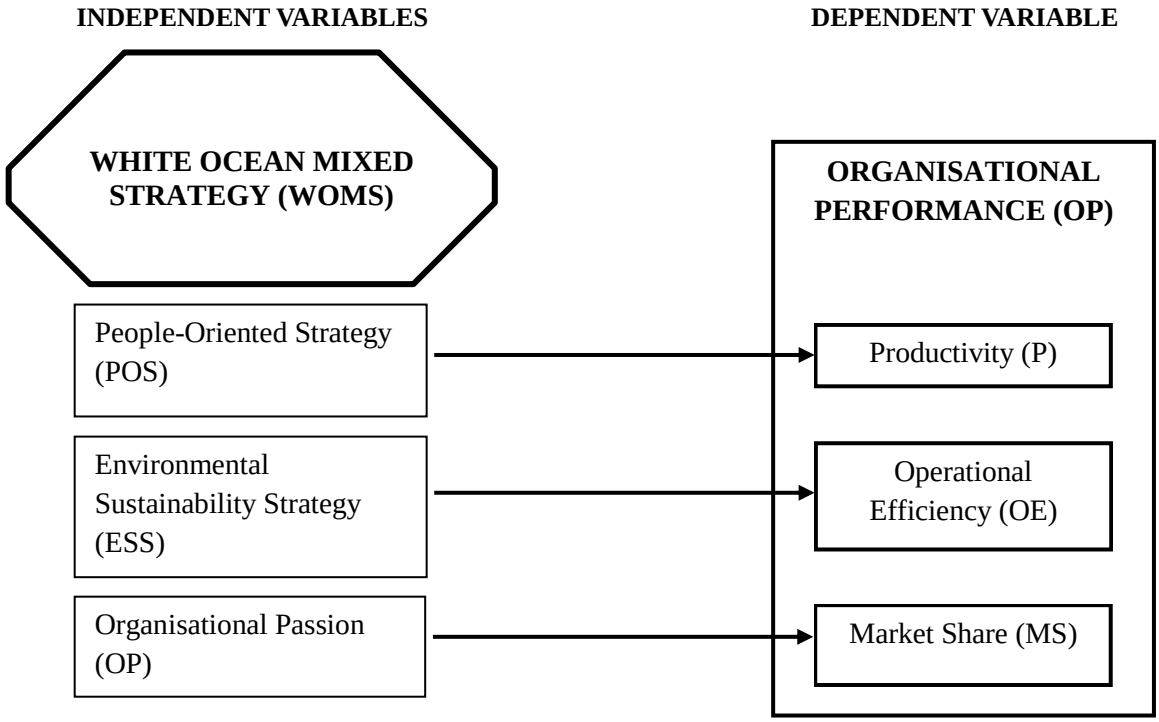

Figure 1: A Conceptual Model Showing the Link between White Ocean Mixed Strategy and Organisational Performance

Source: Researcher's Conceptualization, (2026)

Theoretical Framework

Triple Bottom Line Theory (Elkington, 1997)

The Triple Bottom Line (TBL) concept was popularized by John Elkington (1997) in his book Cannibals with Forks: The Triple Bottom Line of 21st Century Business. The theory proposes that organisational success should not be measured exclusively by financial profitability but should also consider social and environmental performance. The Triple Bottom Line framework is based on three major dimensions: People, Planet. And Profit.

People: This dimension focuses on the social responsibilities of organizations towards employees, customers, suppliers and the communities in which they operate. It emphasizes employee welfare, fair labour practices, occupational health and safety, community development and customer satisfaction. In manufacturing firms, the people dimension encourages management to provide conducive working conditions, fair remuneration, employee development and responsible relationships with host communities.

Planet: This dimension focuses on environmental protection and the sustainable utilization of natural resources. It encourages organizations to minimize pollution, reduce waste, conserve energy and adopt environmentally friendly production practices. For manufacturing firms, this dimension is particularly important because production activities may generate industrial waste, air pollution, water contamination and excessive resource consumption.

Profit: This dimension emphasizes the economic responsibilities of organizations. It recognizes that firms must generate adequate financial returns to sustain their operations, reward investors, create employment and support business expansion. In manufacturing firms, profitability can be achieved through effective cost management, efficient production processes, innovation, appropriate pricing and improved customer patronage.

The Triple Bottom Line Theory is relevant to this study because it provides a foundation for understanding how manufacturing firms can balance social, environmental and economic objectives. Consequently, the theory provides an explanation of how manufacturing firms can pursue profitability while maintaining social responsibility and environmental sustainability.

One major criticism of the Triple Bottom Line Theory is the difficulty associated with measuring social and environmental performance using the same standards as financial performance. Furthermore, organizations may find it difficult to balance profitability, environmental protection and social responsibilities, particularly when these objectives conflict.

Empirical Review

Okafor, Emerole, Okebaram and Dike (2026) in their study White Ocean Mixed Strategy and Performance of Manufacturing Firms in South-East, Nigeria examined White Ocean Mixed Strategy and the performance of manufacturing firms in South-East Nigeria. The study specifically investigated the extent to which red ocean competitive strategy enhanced market share, blue ocean strategy promoted value innovation, and green ocean sustainability strategy influenced organisational survival. The study adopted a survey research design and used primary data collected from employees of five selected manufacturing firms. The population comprised 781 employees, while a sample size of 265 respondents was determined using Taro Yamane's formula. Data were analyzed using Analysis of Variance (ANOVA) and simple linear regression. The findings revealed that red ocean competitive strategy significantly enhanced market share, blue ocean strategy promoted value innovation, while green ocean sustainability strategy significantly influenced organisational survival. The study concluded that White Ocean Mixed Strategy positively enhanced the performance of manufacturing firms in South-East Nigeria. The study recommended that manufacturing firms should improve their differentiation, cost leadership and market-focused strategies while adopting innovative and environmentally sustainable business practices.

Ekanem, Akpan, Ekanem and Edem (2023) studied Green Operation Practice and Organisational Performance in Selected Manufacturing Firms in Akwa Ibom State, Nigeria. They investigated the relationship between green operation practices and organisational performance in selected manufacturing firms in Akwa Ibom State, Nigeria. The study was motivated by the need to establish how environmentally responsible production practices could contribute to improved organisational performance. The researchers adopted a descriptive survey research design. A sample size of 179 respondents was drawn from a population of 295 employees. Data were collected through structured questionnaire and analyzed using regression analysis. The findings revealed that green manufacturing and green design had significant relationships with organisational performance. The researchers concluded that green operational practices contributed to resource conservation, waste reduction, cost savings and improved operational efficiency. The study recommended that manufacturing firms should incorporate green design and green manufacturing practices into their production activities.

RESEARCH METHODOLOGY

Research Design

This study was conducted using a cross sectional research design. A cross sectional research design seeks data through cross examinations of the variables in question from more than one or two organizations.

Population of the Study

The population for the study consisted of two hundred and forty eight (248) staff of fifteen (15) selected manufacturing firms in Akwa Ibom State. These manufacturing firms were chosen because they have been in existence for over 5 years and they are well known brands in Akwa Ibom State.

Sampling and Sample Size Determination

Since all categories of staff which amount to 248 staff were chosen as the population, as the respondents were large and demands the need for sample size. The study employed Taro Yamene's sample size determination technique to arrive at the study's sample size. The formula of this sampling technique was provided as expressed below;

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

Where: n = sample sought

N = Population of the study

e = level of margin of error given at 0.05.

Using the above formula becomes;

$$n = \frac{248}{1 + 248(0.05)2}$$

$$n = 153$$

Thus, from the above, the sample size becomes 153 from a population of 248.

Sampling Procedures/ Research Instrumentation

In this study, a stratified sampling method was adopted to give every member of the selected firm an equal chance of being selected and therefore made the sample a representative one.

A total of one hundred and fifty three (153) copies of the questionnaire were administered to respondents. Out of this number, thirty two (32) copies of questionnaire were wrongly filled while one hundred and twenty one (121) copies of questionnaire were correctly filled and filled and thus suitable for data analysis.

Method of Data Analysis

Ordinal logistic regression was used to test the influence of White Ocean Mixed Strategy on organisational performance of selected manufacturing firms in Akwa Ibom State. The ordinal logistic regression is a regression method employed when the dependent variable is assessed at the ordinal level, given one or more explanatory factors, which may be ordinal, continuous, or categorical.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Test of Hypotheses

Table 3: Parameter Estimates of Level of Significance

Parameter Estimates

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	**[P = 1.00]**	20.100	17.664	1.295	1	.001	-14.522	54.721
	[OE =2.00]	32.897	19.412	2.872	1	.004	-5.149	70.944
	[MS=3.00]	39.851	19.684	4.099	1	.000	1.272	78.431
	POS	**3.246**	2.969	1.235	1	**.000**	-2.520	9.116
	ESS	**3.298**	2.655	1.297	1	**.003**	-2.179	8.227
	OP	**5.111**	2.439	3.142	1	**.000**	-.457	9.102
	[LS=1.00]	-1.417	12.054	.014	1	-.731	-25.043	22.209
	[LS=2.00]	-.558	10.089	.003	1	.-860	-20.332	19.216
	[LS=3.00]	-7.165	7.349	.951	1	.-910	-21.570	7.239
	[LS=4.00]	0[a]	.	.	0	.	.	.

Link parameter function: Logit.

a. This is set to zero because it is redundant.

Table 4 Test of Parallel Lines[a]

Test of Parallel Lines[a]

Model	-2 Log Likelihood	Df	Sig.
Null Hypothesis	332.212		
General	312.203[b]	4	.352

Source: Research Survey Data, 2026

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value is practically not zero.

Table 3 shows the values of the ordinal logistic regression coefficients and intercepts, together with the corresponding standard errors, t-values and their p-values. The location becomes; (POS, 3.246, PV = 0.000); (ESS, 3.298, PV = 0.003); (OP 5.111, PV = 0.000). This shows that there is an anticipated rise in the log probabilities of failing at a higher level of the dependent variable for every unit increase on the independent variable. Any rising value of a covariate with a positive coefficient translates to a greater likelihood of falling into one of the "higher" cumulative outcome categories.

A factor level with a higher coefficient suggests a higher likelihood of being in one of the "upper" cumulative result categories. The sign of a coefficient for a factor level is determined by the influence of that factor level on the reference categories. In Table 3 the variable with the largest coefficient with p-value less than the chosen significant level of 0.05 is considered the most significant influential factor. Therefore, the p-value for all the independent variables are each less than 0.05. This shows that all the independent variables are statistically significant at the 5% level of significance.

Interpretations of Tested Hypotheses

The null hypotheses were tested using ordinal logistic regression analysis. The following results were obtained as indicated in table 3.

HO_1: There is no significant relationship between people-oriented strategy and productivity in selected manufacturing firms in Akwa Ibom State.

Result of Hypothesis 1: Estimated location for POS, is 3.246, PV = 0.000. Where; POS = people-oriented strategy, PV = Probability value, and P = Productivity (Threshold). The result in table 3 revealed a significant influence of people-oriented strategy on productivity in selected manufacturing firms in Akwa Ibom State. This is because the estimated location for people-oriented strategy is 3.246 when PV = 0.000. The probability value was less than 0.05.

HO_2: There is no significant relationship between environmental sustainability strategy and operational efficiency in selected manufacturing firms in Akwa Ibom State.

Result of Hypothesis 2: Estimated location for environmental sustainability strategy, is 3.298, PV = 0.003. Where; ESS = environmental sustainability strategy, PV = Probability value, and OE = operational efficiency (Threshold). The result in table 3 shows a significant influence of environmental sustainability strategy and operational efficiency in selected manufacturing firms in Akwa Ibom State. This is because the estimated location for environmental sustainability strategy is 3.298 when PV = 0.003. The probability value was less than 0.05.

HO_3: There is no significant relationship between organisational passion and market share in selected manufacturing firms in Akwa Ibom State.

Result of Hypothesis 3: Estimated location for organisational passion, is 5.111, PV = 0.000. Where; OP = organisational passion, PV = Probability value, and MS = Market Share (Threshold). The result in table 3 shows a significant influence of organisational passion and productivity in selected manufacturing firms in Akwa Ibom State. This is because the estimated location for organisational passion is 5.111, when PV = 0.000. The probability value was less than 0.05.

Discussion of Findings

This study examine the relationship between White Ocean Mixed Strategy and organisational performance of selected manufacturing firms in Akwa Ibom State. An ordinal logistic regression analysis was carried out to ascertain the relationship between White Ocean Mixed Strategy and organisational performance of selected manufacturing firms in Akwa Ibom State. The ordinal logistic regression model was significant $p < .05$ with df = 3). Table 3 indicates that the ordinal logistic regression model with its independent variables explained a relatively large proportion of the

variation in productivity in selected manufacturing firms in Akwa Ibom State.

This further indicates that a model containing people-oriented strategy, environmental sustainability strategy and organisational passion is most likely to be a very good predictor of the organisational performance. Furthermore, the result of the ordinal logistic regression analysis showed that people-oriented strategy, environmental sustainability strategy and organisational passion were responsible for changes in organisational performance in selected manufacturing firms in Akwa Ibom State. This was seen in the P-values all less than 0.05 level of significance. This implies that for any one unit increase in the level of White Ocean Mixed Strategy increases the chances for organisational performance given that all of the other variables in the model are held constant.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The study examined White Ocean Mixed Strategy and organisational performance of manufacturing firms in Uyo, Akwa Ibom State. The main objective was to investigate how the dimensions of White Ocean Mixed Strategy influence organisational performance. Specifically, the study examined the relationship between people-oriented strategy and productivity, environmental sustainability strategy and operational efficiency, as well as organisational passion and market share. Based on the objectives and conceptual arguments of the study, the following findings were made:

i. People-Oriented Strategy and Productivity: The study established a positive relationship between people-oriented strategy and productivity of manufacturing firms in Akwa Ibom State. This suggests that employee welfare, training and development, motivation, participation in decision-making and occupational health and safety can contribute to improved employee performance and production output. The finding implies that manufacturing firms that invest in their employees are more likely to achieve improved productivity.

ii. Environmental Sustainability Strategy and Operational Efficiency: The study revealed a positive relationship between environmental sustainability strategy and operational efficiency. This indicates that waste management, recycling, pollution control, energy conservation and efficient utilization of resources can help manufacturing firms minimize production costs and improve operational processes. The finding suggests that environmentally responsible production practices can contribute to organisational efficiency.

iii. Organisational Passion and Market Share: The study revealed a positive relationship between organisational passion and market share. This suggests that employee commitment, enthusiasm, organisational identification, innovation and dedication to organisational objectives can improve product quality, customer satisfaction and competitive positioning. The finding implies that organizations with committed and enthusiastic employees may be better positioned to attract and retain customers.

Conclusion

Based on the findings of the study, it can be concluded that White Ocean Mixed Strategy represents an important strategic approach for promoting organisational sustainability and improved performance among manufacturing firms. The integration of people-oriented strategy, environmental sustainability strategy and organisational passion provides manufacturing firms with opportunities to balance economic objectives with employee welfare, environmental responsibility and stakeholder interests.

The study establishes the importance of adopting an integrated strategic approach that goes beyond conventional competition and profit maximization. Manufacturing firms that incorporate social, environmental and economic considerations into their strategic decisions are better positioned to achieve sustainable organisational performance.

Recommendations

Based on the findings of the study, the following recommendations were proposed:

i. Improvement of People-Oriented Strategy: Management of manufacturing firms should prioritize employee welfare, motivation, training and development, and participation in decision-making. Adequate remuneration, occupational health and safety measures and conducive working conditions should be provided to enhance employee commitment and productivity.

ii. Adoption of Environmental Sustainability Practices: Manufacturing firms should integrate environmental sustainability into their production processes through effective waste management, recycling, pollution control, energy conservation and the adoption of environmentally friendly technologies. This will help reduce production waste, minimize operational costs and improve operational efficiency.

iii. Promotion of Organisational Passion: Management should create an organisational culture that encourages employee commitment, enthusiasm, innovation, teamwork and dedication to organisational goals. Employees should be recognized and rewarded for outstanding contributions to organisational development and customer satisfaction.

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