



EXTERNAL ENVIRONMENTAL FORCES AND STRATEGIC ADAPTABILITY AMONG MANUFACTURING FIRMS IN YENAGOA, BAYELSA STATE, NIGERIA

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ABSTRACT

Manufacturing firms operate in dynamic environments shaped by market changes, government regulations, public policies, and socioeconomic developments. This study examined the relationships between these external environmental conditions and strategic adaptability among selected firms in Yenagoa, Bayelsa State, Nigeria. A quantitative cross-sectional survey design was adopted, using data from 150 valid responses obtained from 163 distributed questionnaires. Data were analysed using descriptive statistics, correlation, and multiple regression. The findings revealed that market conditions, regulatory and policy conditions, and socioeconomic conditions were positively and significantly associated with strategic adaptability. The study recommends that managers strengthen environmental scanning and integrate external environmental assessments into strategic planning. The study provides context-specific evidence on external environmental conditions and strategic adaptability in Nigeria.

KEYWORDS: *External environment; market conditions; regulatory and policy conditions; socioeconomic conditions; strategic adaptability*

INTRODUCTION

Manufacturing firms operate in business environments shaped by changing market conditions, government policies and socioeconomic pressures. These external forces can influence customer demand, production costs, resource availability and strategic decision-making. Firms therefore need to monitor developments beyond their immediate control and assess whether their existing strategies remain appropriate. Environmental scanning provides a basis for identifying external opportunities and threats, while strategic management helps organisations determine how to respond to them (Aguilar, 1967; Porter, 1980). However, recognising environmental changes does not necessarily mean that a firm can adjust its strategies effectively. The relationship between external environmental conditions and strategic adaptability consequently warrants empirical investigation.

Strategic adaptability refers to an organisation's capacity to review and adjust its strategic priorities, resource allocation and business approaches in response to changing conditions. It is distinct from corporate resilience, which

concerns an organisation's capacity to withstand, recover from or adjust to disruption. This study focuses specifically on strategic adaptability as its outcome variable; it does not examine corporate resilience or test whether adaptability mediates a relationship between environmental forces and resilience. This distinction is important because each construct requires an appropriate conceptual definition, measurement and statistical analysis.

Dynamic Capabilities Theory provides the theoretical foundation for examining strategic adaptability. Teece et al. (1997) explain that firms operating in changing environments need to develop and reconfigure their competencies to address evolving conditions. Eisenhardt and Martin (2000) similarly discuss organisational processes through which firms respond to changing markets. Applied to manufacturing, this perspective suggests that organisations may need to reconsider production plans, pricing arrangements, sourcing decisions and market priorities as external conditions change. Nevertheless, the theory does not imply that all environmental developments produce the same response or

that every organisation possesses an equal capacity to adapt.

Three dimensions of the external environment are examined in this study: market conditions, regulatory and policy conditions, and socioeconomic conditions. Market conditions include customer demand, competitive pressures and changes in input prices that may require firms to reconsider their products, pricing or distribution strategies. Regulatory and policy conditions encompass government rules, taxation, licensing requirements and policy decisions that may affect operating procedures and strategic priorities. Socioeconomic conditions include inflation, purchasing power, employment patterns and broader economic circumstances that can influence production costs and demand. These dimensions provide a focused basis for examining the relationship between selected external environmental forces and strategic adaptability. They do not represent every component of the broader external environment, such as technological and ecological developments.

The Nigerian manufacturing context provides a relevant setting for this investigation. Olamade et al. (2011), in their study of 84 manufacturing firms in southwestern Nigeria, examined environmental scanning practices and highlighted the importance of interpreting environmental information, information channels and information quality in strategic planning. Their findings demonstrate the relevance of environmental scanning to Nigerian manufacturing firms, although they do not establish the specific relationships between the three environmental dimensions and strategic adaptability among manufacturing firms in Yenagoa, Bayelsa State. Examining firms in Yenagoa therefore provides an opportunity to investigate these relationships within a different geographical setting without assuming that findings from southwestern Nigeria necessarily apply elsewhere.

Research on organisational performance and growth also provides a broader management context for understanding why firms must respond to their operating environments. Fidelis (2022), for example, examined the relationship between employees' affective commitment and organisational growth in the hospitality industry in Rivers State. Although that study focused on employee commitment rather than external environmental forces, it illustrates the relevance of examining organisational outcomes within specific Nigerian business settings. Similarly, Onyeka (2025) examined how relational job crafting and job design jointly relate to employee energy and task performance. While its focus is on employee-level processes rather than environmental scanning, it reinforces the importance of examining organisational outcomes in relation to the conditions under which organisations and employees operate. Neither study directly tests the

environmental dimensions examined in the present research.

The research problem addressed by this study is the need for context-specific empirical evidence on how market conditions, regulatory and policy conditions, and socioeconomic conditions relate to strategic adaptability among manufacturing firms in Yenagoa. Although existing strategic management literature explains the importance of environmental scanning and organisational capabilities, the precise relationships between these three dimensions and the study's outcome need to be established through empirical analysis. The study addresses this problem using questionnaire data from selected organisations and statistical analyses of the relationships among the specified variables. Given its cross-sectional design, the analysis identifies statistical associations rather than establishing causal effects.

The main objective of this study is to examine the relationship between external environmental forces and strategic adaptability among manufacturing firms in Yenagoa, Bayelsa State, Nigeria. Specifically, it seeks to:

1. Examine the relationship between market conditions and strategic adaptability.
2. Assess the relationship between regulatory and policy conditions and strategic adaptability.
3. Determine the relationship between socioeconomic conditions and strategic adaptability.

Correspondingly, the study addresses three research questions:

1. What is the relationship between market conditions and strategic adaptability among manufacturing firms in Yenagoa?
2. What is the relationship between regulatory and policy conditions and strategic adaptability among manufacturing firms in Yenagoa?
3. What is the relationship between socioeconomic conditions and strategic adaptability among manufacturing firms in Yenagoa?

By addressing these questions, the study seeks to contribute context-specific evidence to strategic management research and provide practical insights for managers responsible for environmental monitoring and strategic planning. The literature review develops the conceptual and theoretical arguments underlying the three hypothesised relationships.

2.0 LITERATURE REVIEW

2.1 External Environmental Forces

External environmental forces are conditions outside an organisation that influence its decisions, operations and strategic direction. Environmental scanning enables managers to identify developments that may create

opportunities or constraints (Aguilar, 1967; Ansoff, 1975). Environmental uncertainty arises partly from the complexity and unpredictability of external conditions, affecting the information available for decision-making (Duncan, 1972; Milliken, 1987). Consequently, organisations need to interpret external developments rather than simply observe them.

The external environment includes competitive, economic, regulatory, social, technological and ecological conditions. However, the present study examines three selected dimensions: market conditions, regulatory and policy conditions, and socioeconomic conditions. This operationalisation is narrower than the complete PESTLE framework and should not be interpreted as measuring every external environmental force.

Environmental scanning is particularly relevant to manufacturing because changes in demand, input prices and government policies may require adjustments to production and marketing decisions. Olamide et al. (2011) examined environmental scanning among manufacturing firms in southwestern Nigeria and identified the importance of information quality and firms' capacity to interpret environmental developments.

Their findings establish relevant Nigerian evidence but do not directly establish the relationships tested in the present study.

2.2 Strategic Adaptability

Strategic adaptability refers to an organisation's capacity to review and adjust strategic priorities, resource deployment and business approaches in response to changing conditions. It is conceptually distinct from corporate resilience, which concerns the capacity to withstand, recover from or adjust to disruption. This study treats strategic adaptability as the dependent variable and does not test corporate resilience, competitiveness or mediation. The concept is consistent with research on organisational adaptation, strategic change and dynamic capabilities. Burns and Stalker (1961) examined organisational structures in relation to changing conditions, while Lawrence and Lorsch (1967) explained how organisations respond to differing environmental demands. Child (1972) emphasised strategic choice, recognising that organisational responses are not determined by environmental conditions alone.

Dynamic Capabilities Theory provides the principal theoretical foundation. Teece et al. (1997) conceptualised dynamic capabilities as the capacity to integrate, build and reconfigure competencies in changing environments. Eisenhardt and Martin (2000) subsequently examined the organisational processes through which such capabilities operate. Teece (2007) further discussed sensing opportunities, seizing them and reconfiguring

organisational resources. These contributions suggest that firms' responses depend on their capacity to interpret environmental developments and adjust their strategies. Nevertheless, environmental change does not automatically produce effective adaptation (Winter, 2003; Zahra et al., 2006).

2.3 Market Conditions and Strategic Adaptability

Market conditions encompass customer preferences, demand patterns, competitive pressures and input prices. These factors may require manufacturing firms to revise product offerings, pricing, production volumes and distribution arrangements. Porter (1980, 1985) established the importance of industry competition and strategic positioning in shaping business decisions.

Market-oriented research also highlights the importance of understanding customers and competitors. Kohli and Jaworski (1990) conceptualised market orientation around generating, disseminating and responding to market intelligence, while Narver and Slater (1990) examined market orientation in relation to business performance. Day (1994) discussed market-driven capabilities, and Jaworski and Kohli (1993) investigated the antecedents and consequences of market orientation. Together, these studies provide a basis for arguing that market information can inform strategic adjustments.

However, the capacity to respond to market developments may vary with organisational resources, managerial interpretation and existing capabilities (Barney, 1991; Wernerfelt, 1984). The relationship between market conditions and strategic adaptability therefore requires empirical examination.

H1: Market conditions are significantly related to strategic adaptability among manufacturing firms in Yenagoa, Bayelsa State.

2.4 Regulatory and Policy Conditions and Strategic Adaptability

Regulatory and policy conditions include taxation, licensing requirements, government regulations, trade policies and other public decisions affecting business operations. Such conditions can influence production costs, compliance obligations and investment choices. Environmental scanning helps managers identify developments relevant to strategic planning (Aguilar, 1967; Ansoff, 1975).

The strategic implications of regulation depend partly on how organisations interpret and respond to external demands. Duncan (1972) linked environmental uncertainty to the complexity and variability of organisational environments, while Milliken (1987) distinguished different forms of perceived environmental uncertainty. These perspectives suggest that changes in policy may

require strategic review, although uncertainty may also complicate planning.

Dynamic Capabilities Theory provides a further explanation: firms may need to reconfigure resources and processes when external requirements change (Teece et al., 1997; Teece, 2007). Nevertheless, regulatory developments do not necessarily improve adaptability; their relationship with adaptability must be established empirically.

H2: Regulatory and policy conditions are significantly related to strategic adaptability among manufacturing firms in Yenagoa, Bayelsa State.

2.5 Socioeconomic Conditions and Strategic Adaptability

Socioeconomic conditions include inflation, purchasing power, employment patterns, income levels and wider economic developments. These conditions may affect consumer demand, labour availability, operating expenses and the affordability of manufactured products. Consequently, firms may need to reconsider prices, production plans and resource allocation as socioeconomic circumstances change.

The strategic management literature suggests that organisations differ in their capacity to respond to environmental pressures. Bourgeois (1980) examined environmental and organisational determinants of strategy, while Dess and Beard (1984) developed measures of organisational task environments. These contributions support the importance of distinguishing environmental characteristics when examining strategic responses.

Research on organisational capabilities further suggests that adaptation depends on the interaction between external conditions and internal resources (Helfat et al., 2007; Jansen et al., 2006). Wilden et al. (2013) reviewed dynamic capabilities research and highlighted the importance of understanding the circumstances under which capabilities operate. Accordingly, socioeconomic conditions may be associated with strategic adaptability, but the nature and strength of this relationship require direct testing.

H3: Socioeconomic conditions are significantly related to strategic adaptability among manufacturing firms in Yenagoa, Bayelsa State.

2.6 Theoretical Framework

This study is anchored in Dynamic Capabilities Theory (Teece et al., 1997). The theory explains how firms develop and reconfigure organisational competencies in response to changing environments. Eisenhardt and Martin (2000) clarify the role of organisational processes, while Teece (2007) identifies sensing, seizing and reconfiguration as important capability-related activities. Subsequent research

has examined the development and strategic implications of dynamic capabilities (Helfat et al., 2007; Schilke, 2014). The theory is appropriate because the study investigates whether market, regulatory and policy, and socioeconomic conditions are statistically related to strategic adaptability. It provides an explanatory foundation without assuming that external pressures necessarily cause successful adaptation. The empirical model therefore treats the three environmental dimensions as predictors and strategic adaptability as the outcome.

2.7 Empirical Review and Research Gap

Previous research provides theoretical and empirical foundations for examining environmental conditions and organisational responses. Olamide et al. (2011) investigated environmental scanning among manufacturing firms in southwestern Nigeria using questionnaire data from 84 firms. Their study focused on scanning practices, information quality and environmental interpretation. By contrast, Teece et al. (1997) and Eisenhardt and Martin (2000) developed theoretical explanations of dynamic capabilities rather than testing the present study's specific relationships in Yenagoa.

Other studies have examined market orientation (Kohli & Jaworski, 1990; Narver & Slater, 1990), organisational task environments (Dess & Beard, 1984) and dynamic capabilities under differing organisational conditions (Wilden et al., 2013). These studies establish relevant conceptual foundations, but they do not, on the evidence identified here, establish the three specific relationships examined in this study.

The research gap is therefore contextual and variable-specific: the study examines the relationships of market conditions, regulatory and policy conditions, and socioeconomic conditions with strategic adaptability among selected manufacturing organisations in Yenagoa. It does not claim that no prior research exists on environmental scanning or organisational adaptation. Instead, it tests the three proposed relationships within a defined local sample.

3. METHODOLOGY

3.1 Research Design

The study adopted a quantitative cross-sectional survey design to examine the relationships between external environmental forces and the strategic adaptability of selected organisations in Yenagoa, Bayelsa State, Nigeria. The design enabled the collection of data from respondents using a structured questionnaire and the statistical examination of the relationships between market conditions, regulatory and policy conditions, socioeconomic conditions, and strategic adaptability. Because data were collected at one point in time, the

findings are interpreted as statistical associations rather than evidence of causation.

3.2 Population of the Study

The study population comprised 275 individuals across five selected organisations in Yenagoa, Bayelsa State: Ayalla Table Water (35), Kadmon Printing Company (30), Bayelsa State Distribution Company (90), Peremebiri Rice Farms (60), and Ebedebiri Cassava Processing Factory (60). These organisations provided the context for examining how external environmental conditions relate to strategic adaptability.

3.3 Sample Size and Response Rate

The sample size was determined using Yamane's (1967) finite-population formula:

$$n = N / [1 + N(e^2)]$$

Where:

$$\begin{array}{llll} n & = & \text{sample} & \text{size} \\ N & = & \text{population} & \text{size} \end{array}$$

e = margin of error

Using a population of 275 and a margin of error of 0.05:

$$n = 275 / [1 + 275(0.05^2)]$$

$$n = 275 / [1 + 275(0.0025)]$$

$$n = 275 / 1.6875$$

$$n = 162.96 \approx 163 \text{ respondents}$$

The calculated sample size was approximately 163 respondents. Accordingly, 163 questionnaires were distributed, of which 150 were returned and considered usable for analysis. The response rate was calculated as follows:

$$\text{Response rate} = (150 / 163) \times 100 = 92.02\%$$

Therefore, the analysis was based on 150 usable responses. The population, calculated sample size, questionnaires distributed, and usable responses are distinguished throughout the study.

3.4 Data Collection Instrument and Measurement

Data were collected using a structured questionnaire designed to measure four constructs: market conditions, regulatory and policy conditions, socioeconomic conditions, and strategic adaptability. Each construct was measured using five items, giving a total of 20 measurement items.

Market conditions captured respondents' assessments of external market developments relevant to their organisations. Regulatory and policy conditions addressed the perceived influence of government regulations and policy changes. Socioeconomic conditions covered relevant changes in the wider social and economic environment. Strategic adaptability measured the perceived ability of an organisation to adjust its strategies in response to changing external conditions.

The questionnaire responses were coded for statistical analysis. The final manuscript should identify the response options used in the administered questionnaire and provide the original sources of the measurement items or explain how the items were developed. These details should be reported from the actual questionnaire and study records rather than reconstructed or attributed to published scales without verification.

3.5 Validity and Reliability of the Instrument

The internal consistency of the measurement items was assessed using Cronbach's alpha. The results were as follows: market conditions, $\alpha = .82$; regulatory and policy conditions, $\alpha = .85$; socioeconomic conditions, $\alpha = .84$; and strategic adaptability, $\alpha = .88$.

All four coefficients exceeded the commonly used .70 benchmark, indicating acceptable internal consistency for the study measures (Nunnally & Bernstein, 1994). However, Cronbach's alpha assesses reliability rather than validity. Evidence of content validity, expert review, and pilot testing should be reported only where these procedures were actually undertaken. The reliability results alone are not presented as proof of construct validity.

3.6 Method of Data Analysis

The data were analysed using the Statistical Package for the Social Sciences (SPSS), version 25. Descriptive statistics were used to summarise the data, while Pearson's product-moment correlation was used to examine the bivariate relationships among the study variables. Multiple regression analysis was used to examine the relationships between the three external environmental dimensions and strategic adaptability when the predictors were considered simultaneously.

The regression model was specified as follows:

$$SA = \beta_0 + \beta_1 MC + \beta_2 RP + \beta_3 SE + \varepsilon$$

Where:

SA = strategic adaptability

MC = market conditions

RP = regulatory and policy conditions

SE = socioeconomic conditions

β_0 = intercept

β_1 – β_3 = regression coefficients

ε = error term

The hypotheses were assessed using the reported regression coefficients, t-statistics, and p-values, with statistical significance evaluated at the .05 level. The analysis examined relationships among the variables and was not interpreted as establishing causation. No mediation analysis was conducted because the study model did not specify a mediating variable.

4. RESULTS

4.1 Questionnaire Distribution and Response Rate

Of the 163 questionnaires distributed, 150 were retrieved and considered usable, producing an overall response rate

of 92.02%. Table 1 presents the distribution of questionnaires across the five organisations.

Table 1. Questionnaire Distribution and Response Rate

Organisation	Population	Distributed	Retrieved	Response rate (%)
Ayalla Table Water	35	21	19	90.48
Kadmon Printing Company	30	18	16	88.89
Bayelsa State Distribution Company	90	53	50	94.34
Peremebiri Rice Farms	60	36	33	91.67
Ebedebiri Cassava Processing Factory	60	35	32	91.43
Total	275	163	150	92.02

Source: Field survey.

The largest number of usable responses came from Bayelsa State Distribution Company (50), followed by Peremebiri Rice Farms (33), Ebedebiri Cassava Processing Factory (32), Ayalla Table Water (19), and Kadmon Printing Company (16). The response rate describes questionnaire retrieval and does not, by itself, establish representativeness or eliminate non-response bias.

4.2 Reliability Analysis

Cronbach's alpha was used to assess the internal consistency of the four questionnaire scales. Table 2 presents the results.

Table 2. Reliability of the Research Instrument

Construct	Number of items	Cronbach's alpha
Market conditions	5	.82
Regulatory and policy conditions	5	.85
Socioeconomic conditions	5	.84
Strategic adaptability	5	.88

Source: Field survey.

The reported alpha coefficients ranged from .82 to .88, exceeding the commonly used .70 benchmark. The results indicate acceptable internal consistency for the four scales. However, reliability coefficients alone do not establish construct validity.

4.3 Correlation Analysis

Pearson's correlation analysis was conducted to examine the relationships among market conditions, regulatory and policy conditions, socioeconomic conditions, and strategic adaptability. Table 3 presents the correlation matrix.

Table 3. Pearson Correlation Matrix of Study Variables (N = 150)

Variable	1	2	3	4
1. Market conditions	1.000			
2. Regulatory and policy conditions	.482**	1.000		
3. Socioeconomic conditions	.511**	.446**	1.000	
4. Strategic adaptability	.563**	.497**	.551**	1.000

Note. Values are Pearson's r. **p < .01, two-tailed.

Source: Field survey.

The results indicate positive correlations between strategic adaptability and market conditions ($r = .563$, $p < .01$), regulatory and policy conditions ($r = .497$, $p < .01$), and socioeconomic conditions ($r = .551$, $p < .01$). All three correlations were reported as statistically significant at the .01 level.

Market conditions had the largest bivariate correlation with strategic adaptability, followed by socioeconomic conditions and regulatory and policy conditions. These results indicate that the three external environmental dimensions were positively associated with strategic

adaptability. However, correlation does not establish causation. The multiple regression analysis was therefore used to examine the individual relationships between the predictors and strategic adaptability while accounting for their overlap.

4.4 Multiple Regression Analysis

Multiple regression analysis was conducted to examine the relationships between market conditions, regulatory and policy conditions, socioeconomic conditions, and strategic

adaptability when the three predictors were considered simultaneously. Table 4 presents the reported results.

Table 4. Multiple Regression Results for Strategic Adaptability

Predictor	Standardised beta (β)	t-value	p-value
Market conditions	.36	4.72	< .001
Regulatory and policy conditions	.28	2.85	.005
Socioeconomic conditions	.39	4.56	< .001

Note. N = 150. Coefficients and test statistics are reproduced from the reported study results. Source: Field survey.

The results showed that market conditions were positively and significantly related to strategic adaptability ($\beta = .36$, $t = 4.72$, $p < .001$). This indicates that market conditions had a statistically significant positive association with strategic adaptability when the other predictors were included in the model.

Regulatory and policy conditions also had a positive and statistically significant relationship with strategic adaptability ($\beta = .28$, $t = 2.85$, $p = .005$). This suggests that regulatory and policy conditions were significantly associated with strategic adaptability after accounting for market and socioeconomic conditions.

Similarly, socioeconomic conditions demonstrated a positive and statistically significant relationship with strategic adaptability ($\beta = .39$, $t = 4.56$, $p < .001$). Among the three reported standardised coefficients, socioeconomic conditions had the largest coefficient, followed by market

conditions and regulatory and policy conditions. This ordering describes the estimated coefficients in the present model; it does not establish that the differences between the coefficients are statistically significant.

The reported overall model statistics were $R^2 = .47$, adjusted $R^2 = .45$, and $F(3, 146) = 44.12$, $p < .001$. These statistics suggest that the three predictors jointly explained a statistically significant proportion of variation in strategic adaptability.

Important check before submission: The reported model statistics should be verified against the original SPSS output. With N = 150 and three predictors, the reported R^2 of .47 and F-statistic of 44.12 imply an adjusted R^2 of approximately .46, rather than .45. The exact figures should be taken from the SPSS Model Summary and ANOVA tables. Do not estimate or invent replacement values.

4.4 Summary of Hypothesis Tests

Table 5 summarises the results of the hypothesis tests.

Hypothesis	Relationship tested	Result
H1	Market conditions and strategic adaptability	Supported
H2	Regulatory and policy conditions and strategic adaptability	Supported
H3	Socioeconomic conditions and strategic adaptability	Supported

All three hypotheses were supported by the reported regression results because each predictor had a positive coefficient and a p-value below .05. The findings indicate that market conditions, regulatory and policy conditions, and socioeconomic conditions were each positively and significantly associated with strategic adaptability in the estimated model. Nevertheless, the cross-sectional design limits conclusions about causal direction.

5.0 DISCUSSION OF FINDINGS

The findings indicate that market conditions, regulatory and policy conditions, and socioeconomic conditions were each positively and significantly related to strategic adaptability among the selected organisations in Yenagoa, Bayelsa State. These findings are consistent with Dynamic Capabilities Theory, which emphasises the importance of

adjusting organisational capabilities in response to changing environments (Teece et al., 1997; Eisenhardt & Martin, 2000). However, because the study used a cross-sectional survey, the results demonstrate associations rather than causal relationships.

First, market conditions had a positive and significant relationship with strategic adaptability, supporting H1. This finding aligns with Porter's (1980) discussion of competitive pressures and strategic choices, as well as Kohli and Jaworski's (1990) emphasis on gathering and responding to market intelligence. It is also consistent with Olamide et al. (2011), who examined environmental scanning among manufacturing firms in southwestern Nigeria. The result suggests that market conditions are relevant to strategic adaptability in the organisations studied.

Second, regulatory and policy conditions had a positive and significant relationship with strategic adaptability, supporting H2. This finding aligns with Aguilar's (1967) emphasis on environmental scanning and Teece et al.'s (1997) explanation of organisational capability reconfiguration. It suggests that regulatory and policy conditions are relevant to strategic adaptability. However, the result does not mean that regulatory changes always improve adaptability, as the study did not separately examine policy stability, uncertainty, or specific regulatory changes.

Third, socioeconomic conditions had a positive and significant relationship with strategic adaptability, supporting H3. This predictor had the largest standardised regression coefficient among the three environmental dimensions. The finding is consistent with Dynamic Capabilities Theory, which emphasises adjusting organisational resources and capabilities to changing external circumstances (Eisenhardt & Martin, 2000; Teece et al., 1997). Nevertheless, the coefficient ranking alone does not establish that socioeconomic conditions have a statistically stronger relationship with strategic adaptability than the other predictors.

Overall, the findings highlight the relevance of considering market, regulatory and policy, and socioeconomic conditions together when examining strategic adaptability. They extend the contextual discussion of environmental scanning in Nigeria by providing evidence from selected organisations in Yenagoa, Bayelsa State. The findings should be interpreted within the study's sampling boundaries and cross-sectional design and do not establish causal effects, mediation, corporate resilience, or competitiveness.

6.0 CONCLUSION

This study examined the relationships between market conditions, regulatory and policy conditions, socioeconomic conditions, and strategic adaptability among selected organisations in Yenagoa, Bayelsa State, Nigeria. The reported correlation and regression results showed positive, statistically significant relationships between all three environmental dimensions and strategic adaptability. Accordingly, H1, H2 and H3 were supported by the reported regression coefficients.

The findings highlight the relevance of monitoring market developments, regulatory and policy conditions, and socioeconomic changes in organisational strategic planning. However, the study does not establish causation, and its findings should not be generalised beyond the selected organisations without further evidence. The reported regression model statistics must also be verified against the original SPSS output before publication. Future research could examine additional environmental

dimensions, include a wider range of manufacturing firms, and use longitudinal designs to investigate how environmental changes relate to strategic adaptability over time.

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