

Impact of External Business Environment on Organizational Performance

(A Case Study of Food and Beverage Companies)

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ABSTRACT

The physical work environment, mostly affect employees' behaviour; employee's morale is often interrelated when it comes to productivity in the work environment. This study examined the impact of external business environment on organizational performance in Nigeria. (A case study of food and beverage companies). Three research questions guided the conduct of the study. The study adopted survey research method. The target population of the study comprised all employees of food and beverage companies listed on the Nigeria Stock Exchange as at 2023. One hundred respondents, both male and females; were randomly selected as sample for this study. A structured inventory was constructed and administered on the respondents for data collection; all the questionnaires shared to the respondents were retrieved for data analysis. The data obtained were statistically analysed using Multiple Regression Analysis. The findings revealed that economic environment, socio-cultural environment and technology have significant impact on organizational performance in Nigeria. It was recommended that the food and beverage industry in Nigeria should encourage social events within the society that they operate, to increase their patronage and enhance firms' profitability; organization should give rewards and benefits to workers who are entitled to it because this will improve employee satisfaction that will boost organizational performance. It will encourage the workers to take their job as important as possible. The management should also decentralize power or authority; they should learn to listen to workers opinion because it allows for cordial relationship.

Keyword: Business, Economic, Environment, Organizational, Performance, Socio-Cultural, Technology.

INTRODUCTION

The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, and then the environment in the workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in the workplace may simply determine the level of employee motivation, behaviour and productivity (Luwen, 2023). The occupational behaviour and satisfaction of workers, measured by working conditions and the environment, has also been regarded as a crucial element in assessing their behaviours (Albulushi, Irtaimah, and Alkhasawaneh, 2020). A safe organizational environment makes good economic sense in today's diverse and dynamic economic situation. Management teams must not only concentrate on the compensation package of workers except that it is also comparable to job performance. Organizations found to be a good place to work would have a competitive advantage over others within its environment.

Organizations environment is often perceived as consisting of the workspace, equipment, tools and other technological infrastructure of the place of work. Akinlabi, Olalekan, and Olaide, (2021) noted that there are other elements like workplace settings, situations, conditions and circumstances. Truly, Work environment is a broad concept that connotes the totality of factors tangible and intangible that affects organizational participants positively or negatively. It includes characteristics of the place of work and the job itself like organizational

culture, offensive, or choking odor, heat, cold, noise, workload, task complexity, leadership style, supervisor support, and workplace conflict and so on. Workers are not disembodied spirits. They are flesh and blood entities that physically, mentally, spatially and socially interact with other elements of the work place to consume input and to produce output towards attainment of organizational goals.

Organizational environment directly influences employee motivation, performance, and productivity. Employee performance is, in turn, directly correlated to the overall profitability and productivity of organizations. Factors such as organizational culture, communication, and leadership styles play major roles in shaping the organizational environment and can influence employee satisfaction, sense of loyalty, behaviour, and productivity. It is imperative for leaders to not only learn about finances, economics, and business strategies, but to also learn and understand how to influence employee behavior to improve their performance and that of the organization. Leaders in the 21st century need to learn appropriate skills to improve and strengthen the culture of their organizations to enhance environments and ensure the growth of their organizations through improved employee satisfaction.

The proliferation of terms to describe the broad domain of employee behaviours has been accompanied by a sustained interest in identifying the antecedents and performance implications of these behaviors. Some studies have examined individual differences such as personality in relation to citizenship behaviors, but the predictive validity of personality has been found to be limited for the most part to the trait of conscientiousness. Considerable research has been conducted on the premises of the social exchange perspective, according to which employees engage in beneficial behaviors to reciprocate favorable treatment by the organization (Bhatti, Battour, & Ismail, 2020). Antecedents such as perceived organizational support, fairness, and leader-member exchange have been explored from a social exchange theoretical perspective.

It is important to recognize that any organization's work environment is made up of three sub-environments: technological, human, and organizational. The technical environment consists of tools, equipment, infrastructure, and other technical elements; the human environment consists of peers and colleagues with whom employees interact, teams and work groups, interactions, leadership, and management; and the organizational environment consists of systems, procedures, practices, values, and philosophies (Dvorsky, Gavurova, Cepel, & Cervinka, 2020). An organization's work environment can also be divided into internal and external work environments. Most people spend half of their life indoors, which has a significant impact on their mental health, actions, abilities, and performance (Hery & Bambang, 2021). A better workplace atmosphere is thought to result in better outcomes and higher performance.

In contemporary Nigerian business environment, performance of Nigerian companies is predicated on factors such as low sales, high cost of production, low capital utilization, lack of foreign exchange to source needed inputs, poor power supply, and low quality of goods and services, among others. These issues have led to lack of proper integration and coordination of various corporate subsystems in Nigerian organizations, resulting in the failure to achieve the stated goals and objectives. Enterprises are subsumed in the environment with which they interact by importing inputs and exporting outputs. Thus, the vagaries and the extremities of the environment affect the fortunes of organizations (Ibijoji, & Akeke, 2022).

Considering that performance is crucial objective of an organization, it is generally accepted that the structure and decision making in an organization is influenced by environmental complexity and volatility (Joseph, Timothy., & Okeyo, 2022). Performance is the ability of an organization to achieve objectives such as high profit, quality product; large market share, good financial outcomes and survival at pre-determined time using relevant strategy for action. Thus, performance can also be employed to consider how an organization is performing in terms of market share, volume of products, customer's demand, loyalty and investment (Kotetso & Olufemi, 2023).

Business enterprise performance according to Lawler, & Porter (2020) is how a manager effectively and efficiently utilizes the organisation's resources to achieve the organisational goals and satisfy the stakeholders. However, Liman, Burah, & Jabir, (2021) performance of enterprise as service quality that denotes the discrepancy among customer's anticipations and opinions about quality of services provided. Furthermore, it is argued that the alignment of strategies of organizations with the requirements of their environment outperform

organizations that fails to achieve such alignment (Murgor, 2020). Thus, business organizations had perceived the environment as opportunities and threats presented by such external environment as variables as socio-cultural, legal, political, economic, technology and infrastructural factors. This is not to conclude that other factors found in the micro (internal) and intermediate business environments are not important. It shows how important the scanning of the macro (external) environment is, because this in turn affects the other two environments.

Where there is absence of good understanding of the external business environment, the attendance effect of this on organizational performance cannot be over emphasized. After all, the good performance (effectiveness, efficiency and responsiveness) can guarantee the sustainability of the organization in relation to its corporate goals and objectives. It must be noted, that amidst the environmental scanning and considering the fact that the Nigerian business environment is fast changing which deserves the means by which future opportunities and problems can be anticipated by organization and company executives and administrators needs adequate attention. Thus, this study will therefore research the impact of external business environment on organizational performance in Nigeria.

Statement of the Problem

More attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. Working environment means those processes, systems, structures, tools or conditions in the workplace that impact favourably or unfavourably individual performance. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions. This study is designed to examine the impact of external business environment on organizational performance in Nigeria. Today's organization is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers.

The notion that environment has a momentous impact on the effectiveness and behaviour of employees within organizations is widely underscored in the literature. Owing to organizational environment differences, same strategies do not yield same results for two organizations even in the same industry and same location. The problem identified that made to undergo this research is based on the physical work environment, which mostly affect employees' behaviour. Employee's morale is often interrelated when it comes to productivity in the work environment. Findings served as the basis to propose an intervention program that would attempt to promote positive behaviour in the workplace. It is therefore important to find out the impact of external business environment on organizational performance that will provide knowledge and measures to other organizations. Thus, the study set to examine the impact of external business environment on organizational performance in Nigeria (A case study of food and beverage companies).

Purposes of the Study

The main objective of this study is to carry out the impact of external business environment on organizational performance in Nigeria (A case study of food and beverage companies). However, the specific objectives of this study are:

1. Does economic environment have an impact on organizational performance in Nigeria?
2. Does socio-cultural environment have an impact on organizational performance in Nigeria?
3. Does technology environment have an impact on organizational performance in Nigeria?

Research Questions

Based on the purpose of the study stated above, the following questions are raised to guide the study:

1. To determine the impact of economic environment on organizational performance in Nigeria.
2. To examine the impact of socio-cultural environment on organizational performance in Nigeria.
3. To determine the impact of technology environment on organizational performance in Nigeria.

Research Hypotheses

The following hypotheses will be tested in the study;

H₀₁: Economic environment has no significant impact on organizational performance in Nigeria.

H₀₂: Socio-cultural environment has no significant impact on organizational performance in Nigeria.

H₀₃: Technology environment has no significant impact on organizational performance in Nigeria.

REVIEW OF RELATED LITERATURE

In this section, the researcher will review, evaluate, and criticize relevant literatures on the impact of external business environment on organizational performance to achieve the objectives.

Hery and Bambang (2021) examined the influence of the external and the internal environment on the adoption of marketing strategy and their impact on marketing performance. This study used a survey method and a questionnaire to collect data relevant to the research objectives. The samples involved were 125 oil palm companies located in South Lampung Province of Indonesia. The findings indicate that both the external and the environment have a significant positive effect on marketing strategy and performance. The finding is in line with the notion that the business environment, marketing strategy, and marketing performance are positively correlated. The findings also indicate that product, price, promotion and distribution-based marketing strategies have a positive effect on the marketing performance. The findings imply the importance for companies in aligning their adopted marketing strategy with the external and internal environmental aspects in an effort to reach their goals effectively.

Kiplagat, Ngui, & Keino, (2024) examined the moderating effect of the external environment on the relationship between transformational leadership and the performance of commercial state corporations in Kenya. The research aimed to address the gap in understanding how external factors influence the effectiveness of leadership styles in public sector organizations operating in dynamic environments. The study was grounded in contingency theory and open systems theory, which provided a framework for understanding the interplay between organizational leadership, environmental factors, and performance outcomes. The research employed a cross-sectional survey design, collecting data from 307 senior managers across 33 corporations through stratified random sampling. The study measured transformational leadership, external environmental factors, and organizational performance using a structured questionnaire. Data analysis included descriptive statistics, correlation analysis, and multiple regression with interaction terms to test the hypotheses. The findings revealed that the external environment significantly moderated the relationship between transformational leadership and organizational performance, with the model explaining 69.3% of the variance in performance.

Sagir Abubakar & Muhammed Auwal Umar (2023) investigated the effect of external environmental factors on business performance of small-sized Rice Mills enterprises within Bauchi Metropolis, Nigeria. The independent variable is external environmental factors [political, socio-cultural and economic environment] while the dependent variable is the performance of SMEs. The study used survey research and population of this study comprises of 79 small-sized rice mills enterprises in Bauchi metropolis, Nigeria. The study sampled 46 respondents and utilized purposive sampling to select small-sized rice mills firms within Bauchi metropolis. Data were collected through a structured questionnaire administered to 46 respondents who are owners of small-sized Rice Mills enterprises in Bauchi Metropolis of Nigeria. Descriptive statistics and multiple regression analysis were employed to rigorously analyze the gathered data. The findings reveal that both the economic and socio-cultural environments exerted a statistically significant influence on the performance of small-sized rice mills enterprises. In contrast, the political environment was not found to have a significant impact on the performance of these enterprises.

Kotetso and Olufemi (2023) assessed the impact of internal business factors and the external operating environment on the performance of business organisations. The external and internal resource factors were modelled as higher-order factors, and the impact of the moderating effect of the internal business factors on the

relationship between external factors and the performance of business organizations was analysed. The survey questionnaire was sent to over 380 companies. 146 responses (38 percent) were received. The data was analysed using Smart PLS 3. The results indicated that external resources have a direct and positive impact on the performance of business organisations and that the internal organisational resource factors have a positive moderating effect on the relationship between the external business environment and the performance of business organisations in South Africa.

Adeeko (2017) examined external business environment and entrepreneurial performances of small and medium enterprises (SMEs). The study aimed at determining the influence of government/institutional support on job creation. The study employed survey design. The study population comprises SMEs registered with small and medium enterprises Development agency of Nigeria with the total of 4,535. The findings revealed that a good number of the SMEs operators had enterprises experiences. The conclusion was that there is a significant effect of infrastructural facilities on the SMEs sector. The study recommended that in order to enhance increase in revenue base of SMEs, the government should charge lower amount of tax payable.

METHODOLOGY

The research design adopted for this work is the survey research, which involved sampling of opinion of different people using questionnaire in order to get information on what is being studied. Obasi (2013) states that survey research employs a variety of data gathering instruments or techniques such as the questionnaire, the interview, observation, tests and so on. The population of this study was made up of the employees of food and beverage companies listed on the Nigeria Stock Exchange as at 2023. The sample of the study made use of 100 respondents (50 male and 50 female) were selected for the study. The simple random sampling technique was used in order to select the representatives of this study from the larger population of the study. This technique was used because it ensured that all the respondents have an equal chance of being selected to partake in the study. The instrument for data collection for the study was questionnaire; it designed by the researcher and was titled “Impact of External Business Environment on Organizational Performance Questionnaire (IEBEOPQ)”. The questionnaire was divided into two parts. Part ‘A’ contained items on the bio data of the respondents such as age, gender, etc. Part ‘B’ contained questions or items as captured in the formulated questions. The study adopted Likert four-point rating format of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) respectively for the questionnaire. The questionnaire was validated by three experts in the Department of Public Administration, Chukwuemeka Odumegwu Ojukwu University, Igariam Campus which led to certain modification of the questionmnaire. The bio-data collected from the selected respondents were analysed by simple percentage and frequency counts while the formulated research hypotheses were analysed using Multiple Regression Analysis.

FINDINGS

The data used in this study was obtained from One hundred questionnaires and were retrieved for data analysis. There were three research hypotheses formulated in the course of this research and were tested using Multiple Regression Analysis.

Testing of Hypotheses

Hypothesis One: Economic environment has no significant impact on organizational performance in Nigeria.

The result of the analysis is presented in table 1:

Table 1: Analysis showing the impact of economic environment on organizational performance

Multiple Regressions was used to analyze this. The result of the analysis is presented in table 1:

Variables	B	Std. Error	t	Sig
Constant	22.939	1.82	5.299	0.00

Economic environment	0.309	0.702	0.440	0.661
Organizational performance	2.12	0.561	3.780	0.000
R	0.538			
R²	0.29			
Adj R²	0.24			
F	6.322			

Table shows the quality of prediction of the dependent variable as represented by R with the value 53.8%. This represents a good prediction of economic environment on impact of organizational performance in Nigeria through the independent variables. The proportion of variance in the extent of economic environment significantly determine the impact of organizational performance in Nigeria that can be explained by the independent variables was 29%. The overall regression model as represented by F-ration 6.322 is a good for the data. The table also shows the extent of economic environment significantly determine the impact of organizational performance in Nigeria with economic environment (0.386), and impact of organizational performance (0.101). This shows economic environment on organizational performance vary positively. This means that economic environment significantly determine the impact of organizational performance in Nigeria.

Hypothesis Two: Socio-cultural environment has no significant impact on organizational performance in Nigeria.

The result of the analysis is presented in table 2:

Table 2: Analysis showing the impact of socio-cultural environment on organizational performance in Nigeria

Multiple Regressions was used to analyze this. The result of the analysis is presented in table 2:

Variables	B	Std. Error	t	Sig
Constant	19.910	1.74	5.134	0.00
Socio-cultural environment	0.305	0.702	0.440	0.661
Organizational performance	2.12	0.561	3.780	0.000
R	0.329			
R²	0.21			
Adj R²	0.17			
F	6.322			

Table shows the quality of prediction of the dependent variable as represented by R with the value 32.9%. This represents a good prediction of socio-cultural environment on impact of organizational performance in Nigeria through the independent variables. The proportion of variance in the extent of socio-cultural environment significantly determine the impact of organizational performance that can be explained by the independent variables was 21%. The overall regression model as represented by F-ration 6.322 is a good for the data. The table also shows the extent of socio-cultural environment significantly determine the impact of organizational performance with age (0.372), and impact of organizational performance (0.87). This shows socio-cultural environment and impact of organizational performance vary positively. However, only impact of organizational performance (with $p < 0.05$) has significant positive relationship socio-cultural environment. This means that socio-cultural environment significantly determine the impact of organizational performance in Nigeria.

Hypothesis Three: Technology environment has no significant impact on organizational performance in Nigeria.

The result of the analysis is presented in table 3:

Table 3: Analysis showing the impact of technology environment on organizational performance in Nigeria

Multiple Regressions was used to analyze this. The result of the analysis is presented in table 3:

Variables	B	Std. Error	t	Sig
Constant	19.842	1.90	5.309	0.00
Technology environment	0.332	0.875	0.476	0.687
Organizational performance	2.12	0.561	3.780	0.000
R	0.331			
R ²	0.26			
Adj R ²	0.24			
F	6.322			

Table shows the quality of prediction of the dependent variable as represented by R with the value 33.1%. This represents a good prediction of technology environment on impact of organizational performance in Nigeria through the independent variables. The proportion of variance in the extent of technology environment significantly determine the impact of organizational performance that can be explained by the independent variables was 26%. The overall regression model as represented by F-ration 6.322 is a good for the data. The table also shows the extent of technology environment significantly determine the impact of organizational performance with age (0.380), and impact of organizational performance (0.88). This shows technology environment and impact of organizational performance vary positively. However, only impact of organizational performance (with $p < 0.05$) has significant positive relationship technology environment. This means that technology environment significantly determine the impact of organizational performance in Nigeria.

DISCUSSION OF FINDINGS

The findings for hypothesis 1 revealed that economic environment has significant impact on organizational performance in Nigeria. This findings is in line with the study of Ongeti (2021), as the authors concluded that economic environment is significantly related to SMEs performance. Customers today tend to have control of the economic environment no matter the economic policies put in place by the government. The economic policies are having positive impact on customers. This might be responsible for the positive effect economic environment has on organizational performance. Thus, as a customer continues to have control over the economic environment, performance of organizations will continue to increase.

The findings for hypothesis 2 revealed that socio-cultural environment has significant impact on organizational performance in Nigeria. The result is consistent with the findings of Onu, Tanko, & Dindul (2020) Pulka, Ramli., & Mohamad (2021), Sagir & Muhammed (2023), as the authors find a significant relationship between socio-cultural environment and organizational performance. This means that owners/manager of a business are presently to some extent satisfied with the cultural environment in which their business is set. It is a known fact that socio cultural environment is very vital for every business enterprises to perform efficiently. A good example is taking a feasibility study on the environment before starting any business, this will make the owner/manager to know the culture of the environment before venturing into the environment to know the products and services he/she want to start producing and selling. This means that the more owners/managers understand the socio cultural environment, the higher the organizational performance in Nigeria.

The findings for hypothesis 3 revealed that technology environment has significant impact on organizational performance in Nigeria. The finding is not in line with the study Zonouzi, Hoseyni, & Khoramshahi (2020) as these authors found out that technology environment is not significantly related to organization performance. However, business will be able to perform with or without technology in the environment. The technology development need a careful and timely strategy formulation, while competitors would take a lead in the market position, others will be lagging behind.

CONCLUSION

The main aim of this paper was to examine the impact of external business environment on organizational performance in the food and beverage industry in Nigeria. Thus, the findings of the study reflect that external business environment has an impact on organizational performance. Hence, the external business environment of Nigerian organization impinges upon the operations of a business other than the availability of capital and the ability of the manager or businessperson himself. In line with the finding for economic environment that has positive and significant impact on organizational performance, it is therefore concluded economic environment of a business plays a prominent role in determining its performance. Again, socio cultural environment that found to also have positive and significant impact on organizational performance, the study concluded that socio cultural environment is also important in influencing enterprises to perform efficiently. Technology environment of a business that is found to have a positive impact on organizational performance, it is therefore concluded that technology environment of a business plays a minimal role on the performance of a business enterprises.

As a result, knowing the best environmental factor impacting the on organizational performance in Nigeria, it is important for owners and managers of organizations to be able to pay more attention on these environmental factors in other to perform efficiently. However, there is need constant monitoring and conducting environmental scanning always. Nevertheless, a company that wants to succeed must develop a clear understanding of the trend of external business environment and forces that shape competition. The understanding will enable an organization to choose the appropriate strategy or strategies that fit the trend in the external business environment. In addition, given the dynamic and rapidly changing environment in which most organizations compete, it is important that organizations maintain their performance measurement system so that remains appropriate and provides information that is relevant to the issues that are of current importance.

RECOMMENDATIONS

Based on the findings of this study and the conclusions reached above, this paper offers the following recommendations:

- Organization should give rewards and benefits to workers who are entitled to it because this will improve employee satisfaction that will boost organizational performance. It will encourage the workers to take their job as important as possible. The management should also decentralize power or authority; they should learn to listen to workers opinion because it allows for cordial relationship.
- Food and beverage industry in Nigeria should encourage social events within the society that they operate, to increase their patronage and enhance firms' profitability.
- The organizations should also computerize their operating system by introducing real-time on-line businesses such as Electronic business (E-business) through which they can easily be assessed by all customers, such as suppliers, creditors, consumers, government agencies and other stake-holders. They can equally advertise their products and services through the internet services.
- Organizations should adopt a high sense of commitment of reshaping and integrating their internal organizational culture with the community culture through adaptation in order to arrest leadership misbehaviors that are caused by cultural differences in the way organization's key decision-makers manage the affairs of the organizations; this should be integration rather than control as is extremely difficult to control the organization's community culture.
- Government should create enabling environment for both existing and potential investors in the sector.

This can be done through improvement of infrastructural facilities such as access to good road, stable electricity among others so that the organization can have a favourable business environment to operate.

- The organizations should sensitize the host community members to be wholly involved in safeguarding the assets of the publicly owned organizations instead of engaging in vandalizations that had forced some of them to shutdown operations permanently.

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