

Process Management Strategies on Organizational Performance of Manufacturing Firms in Asaba, Delta State

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DOI: <https://doi.org/10.47772/IJRISS.2026.100600658>

Received: 04 June 2026; Accepted: 09 June 2026; Published: 01 July 2026

ABSTRACT

The study focused on Process Management Strategies and Organizational Performance of Manufacturing Firms in Asaba, Delta State, Nigeria. The specific objectives are to examine the effect of process goals on organizational performance of manufacturing firms; determine the effect of monitoring on organizational performance of manufacturing firms; and examine the effect of risk management on organizational performance of manufacturing firms. The cross-sectional survey research design was employed in this study. The population of this study consists of the management and staff of the selected manufacturing firms, which include; Anudu Plastics, Asaba Delta State, Vicken Manufacturing Company, Delta State, Asaba Aluminium, Asaba Delta State, and Nation Builders Bakery, Asaba Delta State. The sample size of two hundred and four (204) was obtained using Borg and Gall sample size formula. A stratified sampling technique was used. The study was driven by primary. The data were analyzed using correlation and regression analysis as analytical tools. Findings revealed that Process Goals has significant effect on organizational performance with ($\beta = .292$, $P = .000 < .05$), Monitoring has significant effect on organizational performance with ($\beta = .277$, $P = .000 < .05$), and Risk Management has significant effect on organizational performance with ($\beta = .257$, $P = .001 < .05$). The study concluded that Effective process optimization leads to faster response times, better risk management, and higher adaptability to market fluctuations. Companies that integrate technology, automation, and data-driven decision-making into their process management frameworks can achieve long-term sustainability. Furthermore, businesses that continuously improve and innovate their processes can differentiate themselves from competitors by offering superior products and services. The study recommends that Organizations should adopt a data-driven approach to process management by leveraging advanced analytics, performance metrics, and key performance indicators (KPIs). This will enable real-time monitoring of processes, identification of inefficiencies, and data-informed decision-making. Utilizing tools such as business intelligence software, machine learning, and automation will enhance accuracy, reduce errors, and improve overall performance.

Keywords: Process Management Strategies, Organizational Performance, Process Goals, Monitoring and Risk Management

INTRODUCTION

In today's highly competitive and dynamic business environment, manufacturing firms are constantly seeking ways to improve their operational efficiency, reduce costs, and enhance product quality. One of the critical approaches to achieving these objectives is through the implementation of effective process management strategies. The increasing call for product varieties and modifications through customers and their continuous substitutions has pressured manufacturing firms to come up with strategies on how to improve performance (SchommerRichter & Karna, 2019). Businesses vary in the processes they use to formulate and direct their strategic management activities. (John Pearcell, Richard Robinson & Amita Mital, 2019). Big manufacturing firms such as Dangote, Procter and Gamble, IBM, have developed more detailed processes than firms of smaller size. Understandably, firms with multiple products, markets and technologies tend to use more complex strategic management process. A process is the flow of information through interrelated stages of analysis towards the

achievement of an aim. The flow of information involves historical, current, and forecast data on the operations and environment of the business.

Managers evaluate these data considering the values and priorities of influential individuals and groups often called stakeholders, that are vitally interested in the actions of the business. Irrespective of opportunities in the business environment, manufacturing firms face threats that distort their performance, hence increase the difficulty of survival (Su & Tsang, 2015). Process management strategies have become increasingly critical in today's competitive manufacturing environment, serving as key determinants of Organizational success and sustainability (Anderson et al, 2023). In modern manufacturing firms, effective process management strategies encompassed systematic approaches to optimizing operations, enhancing productivity, and maintaining quality standards while ensuring cost efficiency. Manufacturing firms worldwide are confronted with unprecedented challenges in managing their process strategies effectively while maintaining competitive advantage. According to (Mitchell & Roberts, 2023) approximately 65% of manufacturing firms struggle with process optimization and performance management. This challenge has become more pronounced with the advent of more industries and increasing global competition (Thompson et al, 2024). Recent studies by (Harrison & Wong, 2023) indicate that manufacturing firms implementing structured process management strategies experience 30% increase in operational efficiency compared to those without such process strategies.

In recent times, the business environment has become highly competitive because of globalization, technological advancements, increased company legislations, government policies and the ever-changing needs of consumers. Hence, the strategy or strategies employed by firms becomes the fundamental mechanism that can enable firms to gain competitive advantage, survive, enhance performance and compete significantly in the market environment (Hadi, Yanita, Hartano & Sychanina, 2020)

According to (Hamadamin & Atan, 2019) the strategies used by Organizations distinguishes them from others. Thus, management must put available resources together in a manner that must enhance performance, and strive to achieve competitive edge over other competitors by putting efficient strategies management processes into practice (Kundu, Mor & Gahlawat, 2021). The process management strategies to be employed by any firm depends largely on the size of the Organization and stakeholder's objectives; therefore, an organization may employ a more structured process strategy model due to the size, needs and firm's objectives (Mohamad & Rokaya, 2020)

Attaining competitive advantage position and enhancing Organizational performance relative to competitors are the predominant goals an organization strive to attain (Mhsen, Rabab & Khariya, 2021). For manufacturing firms, Process management is a holistic approach that encompasses the design, execution, monitoring and continuous improvement of business processes to deliver value to customers and stakeholders. Process management strategy is a critical element of the strategic management of a firm, and it helps businesses understand their operations, make informed decisions, adapt to market changes, reduce inefficiencies, and enhance productivity. Process management strategies are essential for manufacturing firms to remain agile and responsive to market demands. It also focuses on optimizing recurring processes that firms carry out regularly. It examines each business process individually and as part of the whole extensive system to enhance overall efficiency. By analyzing workflows, it identifies bottlenecks and uncovers opportunities for improvement.

Statement of the Problem

In today's rapidly evolving industrial landscape, manufacturing firms are under increasing pressure to optimize operations, reduce waste, enhance product quality, and improve customer satisfaction. Central to achieving these objectives is the effective implementation of process management strategies. These strategies—encompassing process planning, monitoring, control, and continuous improvement—are designed to streamline production processes, enhance operational efficiency, and support strategic goals. A critical gap exists between the adoption of these process management strategies and the realization of tangible improvements in organizational performance. While some firms report positive outcomes, others experience marginal or even negative returns. This inconsistency raises questions about the contextual factors—such as managerial capability, employee involvement, technological infrastructure, and organizational culture—that may influence the effectiveness of

these strategies. Furthermore, limited empirical research has been conducted to clearly establish the linkage between specific process management strategies and key performance indicators such as operational efficiency, customer satisfaction, market share, and financial performance, particularly within the manufacturing sector in regions like Nigeria. The lack of clarity on which strategies yield the most significant impact, and under what conditions, creates a dilemma for decision-makers who aim to enhance their firm's competitive advantage. This study, therefore, seeks to address these issues by critically examining the extent to which process management strategies influence the organizational performance of manufacturing firms. It aims to bridge the gap between theory and practice, and provide actionable insights for managers, policymakers, and stakeholders in the manufacturing industry. This study aims to investigate the effectiveness of various process management strategies and their combined Impact on the organizational performance of manufacturing firms.

Objectives of the Study

The objectives of the study are to:

- i. examine the effect of process goals on organizational performance of manufacturing firms
- ii. determine the effect of monitoring on organizational performance of manufacturing firms
- iii. examine the effect of risk management on organizational performance of manufacturing firms

Hypotheses of the study

H₀₁: there is no significant effect of process goals and organizational performance.

H₀₂: monitoring does not have significant effect on organizational performance.

H₀₃: there is no significant effect of risk management on organizational performance.

REVIEW OF RELATED LITERATURE

Process Management Strategies

Process management strategies refer to systematic approaches organizations use to design, implement, control, and improve business processes to enhance efficiency, quality, and overall performance (Hammer, 2021). These strategies involve identifying key business processes, optimizing workflows, integrating technology, and ensuring continuous improvement. The concept of process management has evolved significantly, influenced by management theories such as Total Quality Management (TQM), Lean Management, and Business Process Reengineering (BPR) (Davenport, 2022). Process management strategies encompass a set of practices aimed at improving operational efficiency and effectiveness. According to Van Der Aalst (2021), these strategies involve a structured approach to process mapping, automation, and performance measurement. Effective process management ensures that business operations align with organizational goals, leading to increased productivity and customer satisfaction.

Organizational Performance

Organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Return on sales is a measure of a company's profitability, equal to a fiscal year's pre-tax income divided by total sales (Funda and Cihan, 2014). Return on assets (ROA) is an indicator of how profitable a company is relative to its total assets. ROA gives an idea as to how efficient management is at using its assets to generate earnings. Calculated by dividing a company's annual earnings by its total assets, ROA is displayed as a percentage. Overall profitability is company's ability to generate revenues in excess of the costs incurred in producing those revenues.

Organizational performance is an organization's ability to achieve its goals by using resources in an efficient and effective manner (Daft and Marcic, 2018). In this view, achieving superior organizational performance is not a question of luck as it must be determined through strategic leaders' practices (Daft, 2011). Any challenge facing organizations require strategic leaders to make the vital decision on how to move about it. Organizational performance has been a major concern for scholars, practitioners, and organizations of all kinds. In view of this, Nganga (2019) observes that strategic leadership and corporate performance represent two sides of the same coin. Strategic leadership is essential in enabling organizations to compete in the competitive 21st-century, then organizational performance is equally important. Further, Nganga (2019) notes that the major reason for the failure of efforts to achieve the firm's planned profitability and growth are that many firms do not recognize the strategic leadership capacity that new goals require.

Process Goals and Organizational Performance

Process goals play a vital role in improving efficiency, fostering innovation, and maintaining competitiveness. Their impact on organizational performance can be analyzed through the following dimensions:

Organizations that establish clear process goals experience increased operational efficiency and productivity (Hammer, 2021). By setting benchmarks and continuously monitoring progress, businesses can streamline workflows and eliminate redundancies (Van Der Aalst, 2022). Process mining and automation further enhance efficiency by identifying bottlenecks and optimizing task execution (Mendling et al., 2022). Process goals contribute to quality management by standardizing procedures and implementing continuous improvement strategies such as Six Sigma and Total Quality Management (TQM) (Antony et al., 2022). Organizations that focus on process optimization are more likely to reduce errors, improve product quality, and enhance customer satisfaction (Deming, 2021).

Well-defined process goals create a structured environment that fosters innovation (Brynjolfsson & McAfee, 2022). Agile methodologies, which emphasize iterative goal-setting, enable organizations to respond quickly to market changes and technological advancements (Rigby et al., 2022). Process goals provide employees with clear expectations and performance metrics, leading to higher motivation and accountability (Latham & Pinder, 2022). Organizations that involve employees in goal-setting and process improvement initiatives report higher engagement and job satisfaction (Highsmith, 2021).

Process optimization leads to cost savings and improved financial performance. By reducing inefficiencies and waste, organizations can achieve higher profitability and sustainable growth (Davenport & Ronanki, 2023). Process-driven organizations are better positioned to manage risks and maintain long-term financial stability (Kaplan & Norton, 2022).

Monitoring and Organizational Performance

Monitoring plays a critical role in enhancing organizational performance by ensuring efficiency, accountability, and goal alignment. Monitoring and organizational performance are closely interrelated, as effective monitoring ensures goal attainment, enhances efficiency, and mitigates risks. Organizations that implement structured monitoring systems are better positioned to optimize their operations and achieve strategic objective.

Monitoring serves as a tool for assessing performance by tracking key performance indicators (KPIs). Kaplan and Norton (1996) emphasize that organizations using performance measurement frameworks, such as the balanced scorecard, can align employee efforts with corporate goals, ensuring sustainable growth and competitiveness. Through continuous monitoring, organizations can identify inefficiencies and optimize resource allocation. According to Bourne et al. (2018), performance measurement systems facilitate operational efficiency by pinpointing underperforming areas and allowing for corrective action. This leads to increased productivity and reduced operational costs. Monitoring plays a crucial role in risk identification and mitigation, preventing financial losses and operational failures. Behn (2003) argues that organizations that actively monitor internal processes can detect vulnerabilities early, allowing them to implement risk management strategies that enhance long-term stability. Monitoring and organizational performance are intrinsically linked, as effective

monitoring ensures efficiency, accountability, and continuous improvement. Organizations that invest in structured monitoring mechanisms are more likely to achieve strategic objectives, enhance productivity, and maintain competitive advantage.

Risk Management and organizational Performance

Risk management has always been a focal point for finance enthusiasts since the beginning of the industrial revolution (Dima and Orzea, 2014). Risk management affects the decision making process and hence corporate governance as well. Recent financial crises point to the need for some forms of risk management strategies for deposit money banks. Financial failure is hardly a new phenomenon, but the rapidity with which organizations get into trouble in recent years is new. For example, Toshiba Chief Executive just resigned over earnings management scandal amounting to \$1.2 billion over a period of 6 years. Microsoft, the software giant recorded \$3.2 billion second quarter loss. Though Apple second quarter profits went up by \$10.5 billion, the

market price falls by 7%. The 2008 savings and loans crises in the United States spilled over the world. Five deposit money banks in Nigeria were taken over by the government-owned Asset Management Company (AMCO). This action was taken following the initial N400 billion bailout by the Central Bank of Nigeria (CBN) to prevent the collapse of the banking sector. Competition in the banking sector has not help matters. The dog eats dog attitude of banks is typically seen as detrimental to financial system stability (FSS). The basic idea is that when banks compete intensely for deposits, interest rates fall and their franchise value is eroded. Banks have then less to lose from a default and their incentives to take on risk increase. This argument has been very important in shaping banking regulation around the world, for instance in the form of competition, merger and recapitalization policies.coordinated manner.

Empirical Review

Ahmed and Erastus (2024) examined Relevance of Monitoring and Evaluation Training Practices on Performance of NGOS Employees in Uganda. The study was carried out using mixed approach with a descriptive survey method. An inferential and descriptive method of data collection, analysis and interpretation was used. A proportionate sampling method was used to cluster organisation members in groups. Primary data was collected with the aid of semi structured questionnaire with well-guided questions constructed based on the study objectives and research question put herein, and studying participant observations. The study utilized the use of both quantitative and qualitative approaches. Data was collected using structured questionnaires disturbed randomly basing on proportionate sampling techniques. Descriptive statistics was used to analyse primary data based on the demographic set up of respondents. The study concludes that monitoring and evaluation training practices significantly enhance the performance of NGO employees in Uganda. These practices are effective and well-implemented, leading to improved project effectiveness. Skilled personnel benefit from clarified project tasks, enhanced teamwork, and greater stakeholder involvement. NGOs should invest in ongoing training programs for all staff involved in monitoring and evaluation (M&E) functions to ensure they remain up-to-date with the latest methodologies and tools. Since managers and program officers are already performing M&E activities well, it is recommended to integrate M&E training into the broader professional development programs for all employees to reinforce its importance and application across various roles.

Egiyi, and Eze, (2022), examined the Influence of Risk Management on Organizational Efficiency, an empirical review was carried out. The data was gotten from staff responses from various organizations operating in Nigeria. The study adopted the organizational culture theory, the respondents to the questionnaire were 510 people from the organizations we looked at. SPSS 28.0 was used to perform data analysis techniques such as correlation and regression analysis on the data. Each organization responded to questionnaires using google forms. The questionnaire is designed with 5 Likert scale points. The result of the study shows that risk analysis, evaluation of risk, the threat of risk, and monitoring and review of risk has a statistically significant positive effect on organizational efficiency at a 5% level of significance. However, identification of risk was not statistically significant at a 5% level of significance, hence it does not affect organizational efficiency. The study asserts that banks in Nigeria should monitor their loans and advances and avoid a mismatch between their assets and liabilities to safeguard their banks from failures.

Falomo and Abdulmalik (2022), carried out an investigation on the Impact of Risk Management on Organizational Efficiency (Eko Electricity Distribution Company Lagos). The study examined the impact of risk management on organizational efficiency in Eko Electricity Distribution Company Lagos. The study discussed how power outage risks (interruptions) and regulatory risks (sanctions) affect organisational efficiency. The objective of the study was to determine the impact of the power outage and regulatory risk on the organisational efficiency of EKEDC. The study was conducted using the Survey method as a Primary source of data collection. Structured questionnaires were administered to 66 respondents through a web link who made up the sample size of the population. The Taro Yamane formula $n = N / (1 + Ne^2)$ is used to get the actual sample size based on the population at 95% confidence interval and 5% error margin. The hypothesis was tested using Spearman rank order (rho) and was analysed using SPSS 26. The study concluded that Power outage risk has a significant impact on organisational efficiency with $r = 0.701$, a significance level of 0.000 less than 0.05. It also reveals that Regulatory risk has a significant relationship to organisational efficiency with $r = 0.769$ with a significance level of 0.000 less than 0.05. From the findings, the study recommends that EKEDC Lagos should look at policy implementation to reduce the risk of power outage. EKEDC should look at dialoging with the regulatory body (NERC) to reduce the impact of regulatory policies which affects the organisational efficiency. These recommendations will help EKEDC to manage the risk causing impacting their organisational performance.

Yahaya, Lamidi, Kutigi, Ahmed, (2018), examined The Correlation between Risk Management and Organizational Performance: An Empirical Investigation using Panel Data, The study analyzes risk management and organizational performance in deposit money banks in Nigeria. Two measures of organizational performance concentration are used. The first is the return on assets, while the second is return on equity. Determination of the relationship between risk management and organizational performance is done using panel data regression models. Explanatory variables, such as standard deviation of return on assets, standard deviation of return on revenue, current ratio, quick ratio, and equity over total assets, equity over loan ratio, debt over equity and debt over total assets are used. Five hypotheses are tested and overall, organizational performance is positively affected by the risk management mechanisms of the bank and its liquidity policies. However, the relationship between financial leverage, size and age of the bank and financial performance is negative. The study concludes that risk and liquidity management policies are important to high financial performance. However, banks should put in place sound risk management mechanisms and policies to guide their operations. Also, banks should adhere strictly to sound liquidity management practices to guide against lack of liquidity. They should utilize earnings rather than seeking for external financing. Finally, banks should reduce their level of noncurrent assets and invest more in current assets in order to earn more profits from operations.

Ban, (2021), carried out an investigation, on the Effect of Risk Management on the Organizational Performance: The moderating role of Board Equity Ownership, This study is based on the quantitative paradigm and collects the data from 110 respondent using a survey questionnaire. The questionnaire included the multiple items for each construct present in the model. The respondents were selected from the Iraqi industry. The result showed that organizational performance is significantly affected by risk management and also the board ownership equity is moderating the relationship. Hence both hypotheses of the study were found to be supported. The literature regarding the relationship of risk management and perform.

Mursal Omar Mohamed (2024) carried out an investigation on Influence Of Monitoring And Evaluation Practices On Performance Of Non-Government Organizations Funded Projects In Wajir County, Kenya. The study outlined Common projects' performance measurement metrics primarily focused on by NGOs include the delivery of high-quality output on schedule and within budget. However, existing literature reveals flaws in the design and implementation of program objectives. Empirical research has demonstrated that programs with weak or non-specific M&E mechanisms tend to perform poorly on average. This research aimed to focus on various recognized monitoring and evaluation procedures and their influence on the performance of NGO-funded projects in Wajir County, Kenya. Specific objectives explored how planning for M&E, community engagement in M&E process, communication of the M&E findings, and the utilization of M&E findings influenced the success of non-governmental funded projects in the region. The study adopted a descriptive research design using a mixed-method approach to collect information-rich data from the research participants. The target population consisted of the twenty-five projects operated by five active NGOs in Wajir County. The key informants, including 25 project managers, 25 M&E personnel, and one government representative, were

selected to provide qualitative data using an interview guide. Additionally, a random sample of 173 project staff was drawn from the 25 operational projects in equal proportions. The questionnaires' validity was ensured through the involvement of the researcher's peer colleagues and the researcher's supervisor from Mount Kenya University, along with a split-half approach to confirm questionnaire dependability. To determine the relationship between the research variables, the quantitative data was evaluated using both descriptive and inferential statistics. Qualitative data was thematically analyzed to complement the quantitative information. From the study findings and lessons learned from previous projects, the study aimed to provide recommendations for improving project performance through improved monitoring and evaluation practices.

METHODOLOGY

The descriptive survey design was employed for the study.

Population of the Study

The management personnel (including executive and non-executive directors) of 4 enterprises were chosen from a distinct sub-sector of Nigeria's manufacturing industry as depicted in the table below.

Table 1: Population of Study

S/No.	Names of Manufacturing Firms	Staff Population
1	Anudu Plastics, Asaba Delta State	145
2	Vicken Manufacturing Company	200
3	Asaba Alumium, Asaba Delta State	180
4	Nation Builders Bakery, Asaba Delta State	100
	Total	625

Source: Human Resource Departments, 2025

Size Determination

The sample size of the population representation for this study was obtained using the Taro Yamani sample size calculation, as shown as below:

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

Where n = Sample size sought

e = Level of significance

N = Population size

Working reveals the desired sample size thus:

$$n = \frac{625}{1 + 625(0.05)^2}$$

$$n = \frac{625}{1 + 625(0.0025)}$$

$$n = \frac{625}{1+1.5625}$$

$$n = \frac{625}{2.5625} = 243.9$$

Sample size $n = 244$

The Bowley as cited in (Onwubiko and Onwuka, 2015) proportional allocation formula was used. The formula is stated below

$$n_h = \frac{nN_h}{N}$$

N

Where

N_h = Number of units allocated to each firm

N_h = Number of employees in each firm stratum in the population

n = Total Sample

N = The total population size under study

Amudu Plastics Asaba, Delta State =

$$N_h = \frac{145 \times 244}{625} = 57$$

Vicken Manufacturing Company

$$n_h = \frac{200 \times 244}{625} = 78$$

Asaba Aluminium, Asaba Delta State

$$n_h = \frac{180 \times 244}{625} = 70$$

Nation Builders Bakery, Asaba Delta State

$$n_h = \frac{100 \times 244}{625} = 39$$

Table 2:Proportional distribution of Sample Size to selected Firms

S/No.	Names of Manufacturing Firms	Staff Population
1	Anudu Plastics, Asaba Delta State	57
2	Vicken Manufacturing Company	78

3	Asaba Alumium, Asaba Delta State	70
4	Nation Builders Bakery, Asaba Delta State	39
	Total	244

Source: Researcher's computation (2025)

Sample and Sampling Techniques

The researcher adopted stratified random selection since the population was separated into strata such as directors (executive and non-executive), senior management people, middle management workers, and junior management staff.

Research Instruments

The primary data gathering instrument used in the study is the questionnaire.

Method of Data Collection

The primary data were gathered utilising a Likert scale questionnaire distributed to members of the selected businesses' personnel.

Method of Data Analysis

The data collected for the study were categorised and tallied. The study used descriptive statistics and regression analysis. Among the descriptive statistics utilised were frequency distributions, measures of central tendency (mean), and measures of variance (standard deviation). Multiple regressions were employed as an inferential statistical strategy, and the results were presented in tables. The data were analyzed using the Statistical Package for Social Science (SPSS) software version 23.

Analysis of Data

Data and collected through copies of questionnaire administered on a total of 244 respondents selected from the management of Anudu Plastics, Asaba, Vicken Manufacturing Company, Asaba Aluminum, Asaba and Nation Builders Bakery, Asaba in Delta State, Nigeria. Data presented and analyzed were dichotomized into three parts, the respondents profile with percentage weight, the regression analysis of other research data and the testing of hypotheses formulated for the study. The findings from the field survey was examined and presented below:

Table 3: Questionnaire Response Pattern

PATTERN FOCUSED	NUMBER ADMINISTERED	NUMBER RETURNED	NUMBER USED	PERCEDNTAGE USED (%)
Employees	244	200	200	82
Total	244	200	200	82

Source: Analysis of Field Survey 2025.

Analysis of Respondents Profile

Table 4: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	120	60
Female	80	40
Total	200	100

Source: Analysis of field survey, 2025

From table 4, above, 120 (60%) were males and 80 (40%) were females. This indicates that the female were more in number than the male respondents.

Table 5: Age Distribution of Respondents.

Age ranges	Frequency	Percentage (%)
Below 30 years	80	40
31-50years	70	35
Above 50years	50	25
Total	200	100

Source: Analysis of field survey, 2025.

From the table 5, the age distribution of respondents which was spread across various age ranges/brackets shows that the highest concentration of respondents fell within the age bracket of below 30years 80(40%) of respondents. It reveals that the second upper category of 31 - 50years accounts for 70(35%).Some respondents that are above 50 years' accounts for 50(25%).

Table 6: Educational Qualification of Respondents

Educational level	Frequency	Percentage (%)
OND/NCE	40	20
HND/B.sc	90	45
MBA/M.Sc.	50	25
Ph.D	20	10
Total	200	100

Source: Analysis of field survey, 2025

Table 6 indicate that respondents 40(20%) had HND/B.sc education qualification, OND/NCE holders account for 90 (45%) while 50 (25%) of the respondents possess MBA/M.Sc. educational qualification and the number of respondent with Ph.D. qualifications accounted for 20 (10%) of the respondents.

Table 7: Years of Service

Years of service	Frequency	Percentage (%)
0-10	100	50
11-20	70	35
Above 21years	30	15
Total	200	100

Source: Analysis of field survey, 2025.

From the table, the years of service of respondents which was spread across various years shows that the highest concentration of respondents fell within the years of service between 0-10years 100(50%) of respondents. It reveals that the years of service between 11 - 20years accounts for 70(30%).Some respondents that are above 21 years accounts for 30(15%)

Table 8 Job level of Respondents

Job level	Frequency	Percentage (%)
Managerial/supervisor	70	35
Non-management	130	65
Total	200	100

Source: Analysis of field survey, 2024.

Table 8 above indicates the job level of the respondents. It was observed that 70 (35%) of the respondents were managerial/supervisor, while 130 (65%) were non-management.

Data Analysis

Table 9:Model Summary of Multiple Regression Analysis

Model Summary

Model	R	R ²	Adjusted R2	Std. Error of the Estimate
1	0.978a	0.956	0.914	0.478

Predictors: (Constant), risk management, monitoring, process goals

Source: SPSS output of field survey data, 2025.

Table 9, reveals that 91.4% (.914) of variance in organizational performance is accounted for by the joint predictive power of process goals, monitoring and risk management while the remaining percentage is explained by exogenous factors.

Table 10: Multiple Regression Coefficients Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.386	1.313		1.818	.071
	process goals	.280	.062	.292	4.494	.000
	Monitoring	.267	.059	.277	3.757	.000
	risk management	.243	.071	.257	3.433	.001
a. Dependent Variable: organizational performance						

The B-values of corporate social responsibility are; process goals ($\beta = .292$, $p < .001$), monitoring ($\beta = .277$, $p < .001$) and risk management ($\beta = .257$, $p < .001$) had exhibited positive effects on organizational performance.

The p-value calculated of process goals ($.000 < .05$), monitoring ($.000 < .05$), risk management ($.001 < .05$) had predicted organizational performance with a statistically significant at 0.05.

Table 11: Correlation Matrix of Studied Variable

Correlations		1	2	3	4
process goals	Pearson Correlation	1	.234**	.249**	.104*
	Sig. (2-tailed)		.002	.000	.001
	N	200	200	200	200
monitoring	Pearson Correlation	.234**	1	.129*	.228**
	Sig. (2-tailed)	.002		.002	.004
	N	200	200	200	200
risk management	Pearson Correlation	.249**	.129*	1	.343**
	Sig. (2-tailed)	.000	.002		.004
	N	200	200	200	200
organizational performance	Pearson Correlation	.104*	.228**	.243**	1
	Sig. (2-tailed)	.001	.004	.004	
	N	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

From the above table 11, it indicated positive correlation coefficients of the indicators of organizational performance, an indication that they are good measures of process management strategies. The findings indicated that process goals correlated positively with organizational performance ($r = .104^*$, 0.05). The second variable being monitoring correlated positively with organizational performance ($r = .228^{**}$, 0.01). The third variable being risk management correlated positively with organizational performance ($r = .243^{**}$, 0.01).

Test of Hypotheses

The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

Hypothesis One

HO₁: there is no significant effect of process goals on organizational performance.

From the regression coefficient in table 10, process goals have a positive effect on organizational performance ($\beta = 0.292$, $P < 0.01$) in table 4.2.8. Since the P value calculated is lesser than the critical level of significance ($.000 < 0.05$), we reject the null hypothesis and accept the alternate hypothesis implying that process goals has a significant effect on organizational performance.

Hypothesis Two

HO₂: monitoring does not have significant effect on organizational performance.

Based on the findings, monitoring has a positive effect which is insignificant on organizational performance ($\beta = 0.277$, $P < 0.01$). However, based on the decision rule, the p value of .000 is lesser than .05 level of significance. Therefore, the null hypothesis is rejected while alternate hypothesis is accepted. By implication, monitoring has a significant impact on organizational performance.

Hypothesis Three

HO₃: there is no significant effect between risk management and organizational performance.

The result of multiple regression in table 10, revealed that risk management exert positive and statistically significant effect on organizational performance ($\beta = 0.257$, $P < 0.01$). The p value of .000 is significant and

more than the acceptable 95% confidence interval. Thus, we reject the null hypothesis and accept the alternate hypothesis. This implies that sample data provided convincing evidence that risk management has a significant effect on organizational performance.

DISCUSSION OF FINDINGS

In accordance with the data analysis conducted in Chapter four and the review of the related literature in Chapter two, the discussion of findings of this research study is presented below.

Process goals and Organizational performance

The beta value on table 4.2.3 corroborated the positive effect given the beta value ($\beta=.292<0.01$). The test of hypothesis indicated in table 10 reveals that there is a significant effect of process goals on organizational performance ($.000<0.05$). The overwhelming positive result is provided support by Kohlbacher (2023) found that organizations with a strong process orientation and goals experienced higher customer satisfaction, improved product quality, faster delivery speeds, and reduced time-to-market. Also Locke and Latham's goal-setting theory emphasizes that specific, challenging goals lead to higher performance compared to vague or easy goals. Their research indicates that such goals direct attention, mobilize effort, increase persistence, and encourage the development of strategies for goal attainment.

Monitoring and Organizational performance

The beta value on table 4.2.3 corroborated the positive effect given the beta value ($\beta=.277, P<0.01$). Meanwhile the test of hypothesis indicated in table 4.2.3 reveals that monitoring has a significant impact on organizational performance. This is in line with Ahmed and Erastus (2024), that monitoring is an practices are effective and well-implemented, leading to improved project effectiveness. Skilled personnel benefit from clarified project tasks, enhanced teamwork, and greater stakeholder involvement. NGOs should invest in ongoing training programs for all staff involved in monitoring and evaluation (M&E) functions to ensure they remain up-to-date with the latest methodologies and tools.

Risk management and Organizational performance

The beta value on table 4.2.3 showed the positive effect given the beta value ($\beta=.257, P<0.01$). The test of hypothesis indicated in table 4.2.3 reveals that there is a significant influence of risk management on organizational performance ($.001<0.05$). These findings are in support with the outcomes of Nocco and Stulz (2006) suggest that effective enterprise risk management (ERM) have a long-run competitive advantage to the firm (or banks) compared to those that manage and monitor risks individually.

FINDINGS

After due analysis of data collected for the study, the following are the findings of the study.

The outcome of the study revealed that process goals has a positive and significant effects on organizational performance in the manufacturing industry in Delta State Nigeria ($\beta = 0.292, P < 0.01$).

Monitoring has a positive and significant effects on organizational performance of firms in the manufacturing industry in Delta State Nigeria ($\beta = 0.277, P < 0.01$).

Risk Management has a positive and significant effects on organizational performance of firms in the manufacturing industry in Delta State Nigeria ($\beta = 0.345, P < 0.01$).

CONCLUSION

The study concludes that effective process optimization leads to faster response times, better risk management, and higher adaptability to market fluctuations. Companies that integrate technology, automation, and data-driven

decision-making into their process management frameworks can achieve long-term sustainability. Furthermore, businesses that continuously improve and innovate their processes can differentiate themselves from competitors by offering superior products and services. A well-structured process management system plays a crucial role in employee performance and job satisfaction. Clearly defined workflows and performance metrics eliminate confusion and inefficiencies, allowing employees to focus on their core tasks. Additionally, when employees are equipped with the necessary tools, training, and standardized procedures, their productivity and engagement levels increase. Organizations that invest in process management strategies often experience enhanced quality control and improved customer satisfaction. Structured processes reduce defects, minimize errors, and ensure consistency in product and service delivery. Satisfied customers are more likely to become loyal clients, leading to increased profitability and long-term business growth. Furthermore, organizations that continuously refine their processes based on customer feedback and industry trends are better equipped to meet evolving consumer expectations.

RECOMMENDATIONS

The following recommendations are made

- i. Organizations should adopt a data-driven approach to process management by leveraging advanced analytic, performance metrics, and key performance indicators (KPIs). This will enable real-time monitoring of processes, identification of inefficiencies, and data-informed decision-making. Utilizing tools such as business intelligence software, machine learning, and automation will enhance accuracy, reduce errors, and improve overall performance.
- ii. To maximize the benefits of process management strategies, organizations should establish a culture of continuous improvement. This can be achieved through employee training, regular process evaluations, and the implementation of frameworks such as Kaizen, Lean Six Sigma, or Total Quality Management (TQM). Encouraging employees to contribute to process optimization will foster innovation and drive long-term efficiency.
- iii. A successful process management strategy requires employee involvement and skill development. Organizations should invest in continuous training programs to equip employees with the necessary knowledge and competencies to adapt to process changes.

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