

Organisational Competitiveness and Performance of Deposit Money Banks in Enugu Metropolis, Nigeria

Ezenwakwelu C. A.^{1*}¹Department of Management, University of Nigeria, Enugu State, Nigeria

*Corresponding author: Ezenwakwelu C. A.

| Received: 28.02.2026 | Accepted: 24.04.2026 | Published: 22.05.2026 |

Abstract:

This study examined organizational competitiveness and performance of deposit money banks in Enugu Metropolis, Nigeria. The study sought to assess the effect of service quality on customer satisfaction, determine how innovation affected productivity, and determine the effect of cost competitiveness on market share. The study opted for a survey design. Findings revealed that service quality, innovation and cost competitiveness respectively had positive effects on customer satisfaction, productivity, and market share. The study affirmed that banks that prioritize service quality, innovation, and strategic alignment consistently achieve superior financial performance, competitive advantage and robust market positioning. Thus, the study proposed that banks need to invest in continuous service improvement, digital transformation, and strategic planning to enhance competitive advantage and overall performance.

Keywords: Competitiveness, Innovation, Service Quality, Productivity, Market share, and Customer satisfaction.

1. INTRODUCTION

Organizational competitiveness is the firm's ability to consistently surpass its competitors by adapting to changing environment, effective use of resources, and developing superior products. Competitiveness is the ability of a firm to go before its competitors often, by delivering high quality goods and services to meet market demands. Competitiveness is not just short-term performance but it is also building sustainable capabilities that enable firms thrive in dynamic environments. Organizational competitiveness is seen as the primary point of discussion on the firm's performance, national productivity, and economic growth. It reveals the capacity of an organization or a country to achieve sustained growth in productivity while maintaining improved living standards of its people. It involves operational efficiency, innovation, strategic positioning, talent management, and responsiveness to market dynamics. Competitiveness is a combination of strategic planning

and operational excellence which focus on value creation for customers. It is also about building a sustainable base for future success (Ajitabh & Momaya, 2004).

Competitiveness is seen as a company's ability to produce goods or services in a better way than its competitors. This ability is relevant in a globalized market, where the consumers usually choose what they need from a variety of options. Thus, organizations in manufacturing, hotel, school, banking, local government or a political party, do compete for customers, students, support resources, and so on (Tomala & Olives (2022).

Competitiveness refers to organisation's ability to efficiently utilize its resources to provide goods and services that usually exceed customers' expectations. It refers to how firms achieved corporate goals through its market position in products and services. Organizational performance is relevant in management and organizational studies, it serves as indicator of a firm's health, success and sustainability. Performance involves

Quick Response Code



Journal homepage:
<https://www.easpublisher.com/>

Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

Citation: Ezenwakwelu C. A. (2026). Organisational Competitiveness and Performance of Deposit Money Banks in Enugu Metropolis, Nigeria. *Cross Current Int J Econ Manag Media Stud*, 8(3), 20-28.

a range of outcomes, which includes operational efficiency, innovation, financial result, employee engagement, and customer satisfaction. As organizations operate in increasingly dynamic and competitive environment, understanding and improving performance need to be a top priority for managers, stakeholders and policy makers (Achmad and Wiratmadja, 2025).

If a firm fails to meet its customers' expectations, customers will likely turn to its competitors. A non-competitive firm may not adopt new technologies and innovation leading to outdated products and services which may no longer meet market needs. When a firm lacks competitive pressure, employees and management may become complacent, resulting in inefficiency, reduced output, and employee turnover.

Thus, the specific objectives of this study are to assess the effect of service quality on customer satisfaction, determine the effect of innovation on productivity and ascertain the effect of cost competitiveness on market share.

2.1. Conceptual Review

2.1.1. Organizational Competitiveness

Organizational competitiveness is the ability of a firm in offering products and services more effectively and efficiently than its competitors in the market. It is the ability of a firm in outperforming its rivals in product quality, cost efficiency, and service delivery. Organizational competitiveness encloses technological infrastructure, human capital, operational efficiency and customer relationship management. Firms should sustain competitiveness when competitors deprived of basic resources. Competitive advantage lies on the company's ability to offer superior products and services to customers which makes the competitors' products and services inferior (Rumeit, 1984). Competitive advantage is gained over competitors by providing greater value to customers through lower prices or providing goods and services that justify higher prices. It can be seen as the distinguished position a firm has developed over its competitors (Attiany, 2014).

Competitiveness is viewed as distinct competencies that make firms unique, which distinguishes the firm from its competitors (Tracey, Vonderembse and Lim, 1999).

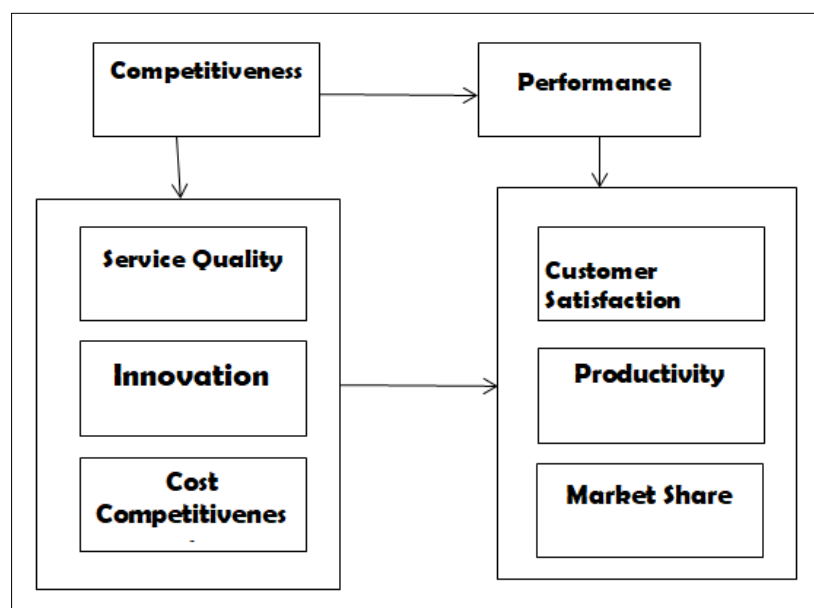


Fig. 2.1: Conceptual Framework of Competitiveness and Performance

Source: The Researcher, 2026

2.1.2. Service Quality and Customer Satisfaction

Quality refers to the excellence of a product or service which includes attractiveness, reliability, and lack of defects. Quality is measured in terms of reliability, durability, aesthetics, performance and conformance to standards. Service quality refers to the excellence of service delivered to customers, to meet or exceed their expectations. Service quality is the total attributes that create positive values to customer. Quality service enhances user moral and confidence which creates a competitive edge that reinforces brand loyalty (Ezigbo, 2011).

However, customer satisfaction refers to the measurement that determines how happy customers are with a company's products, services and capabilities (<https://www.asq. Org>).

Customer satisfaction measures the level of happiness customers have with a company's products, services or overall customer experience (<https://www.zendesstsk.com>). Customer satisfaction is the measure of how well a company meets the needs, aspirations and desires of its customers. However, the following factors can influence customer satisfaction: price, product quality, response time, service quality, etc.

[H₁: Service quality has positive effect on customer satisfaction].

2.1.3. Innovation and Productivity

Managers are concerned about how to achieve a sustained competitive advantage that guarantees long-term survival. Thus, innovation is a means to sustained competitive advantage and sustainable business growth (Igartua- Lopez, Albors and Hevas – Oliver, 2010). Innovation provides the capability to gain a substantial level of market share and thus, create a new market opportunity that enables a firm to reap extraordinary profits. Non-challant attitudes of competitors to innovation strategies of a firm will give competitive advantage to the firm (Lim, Schultmann and Ofori, 2010). Innovation refers to the means of creating values and wealth by business enterprises. The enterprise that applies innovation strategy will gain competitive advantage (Prestwood & Schumann, 2002).

Innovation is the process of creating and implementing a new idea. Innovation can be technical, a process and administrative. Technical innovation is the creation of new products and services, process innovation is the -creation of a new means of producing, distributing and selling an existing product or service. Thus, administrative innovation can occur when the creation of a new organization design supports the production and delivery of products and services (Hellriegel, Jackson and Slocum, 1999).

However, innovation is about developing new possibilities by introducing new products or improving the existing products, processes or services (<https://www.itonics-innovation.com>). Innovation is the ability to conceive, develop, and deliver new products, processes, and services to customers (<https://www.mckinsey>). Business innovation is the process of enhancing a company's value by introducing new ideas, products, services, workflows, or business models (<https://ideascale.com>). Innovation is required for business survival and growth, providing competitive advantage, driving new products and services, increasing efficiency and effectiveness, meeting evolving needs and fostering adaptability in dynamic markets and thus, making its role in enhancing performance, growth and market leadership outstanding. Innovation can be seen as something original and likewise, new that enters into the market or society (Frankelius, 2009).

However, productivity is a measure of efficiency of system, machine, factory, person, etc in converting inputs into useful outputs (<https://www.betterup.com>). Productivity is the efficient use of resources to generate value. Productivity is a measure of economic performance that compares the amount of goods and services produced with the amount of goods and services used to produce. Productivity is a remarkable indicator of organizational competitiveness which measures the ratio between resources utilized and outcomes achieved (<https://www.bls.gov>). Employee productivity measures how efficiently and effectively a worker or a group of workers contribute to achieving organizational goals (<https://www.ibm.com>). [H₂: Innovation has positive effect on productivity].

2.1.4. Cost Competitiveness and Market Share

It is vital for companies in a highly competitive business environment to operate efficiently: it involves reducing cost of production. The main areas where firms can minimize costs are effort, time, energy and space (Goksoy, Vayvay & Ergeneli, 2013).

Cost competitiveness involves achieving profits by keeping costs low, that is being able to offer prices that are attractive to customers. Managing costs and keeping them low requires being efficient, that is accomplishing goals by using resources wisely and lessen waste (Ezigbo, 2011).

Cost Competitiveness refers to an organization's ability to maintain a competitive edge through efficient cost management, strategic pricing, and value creation. Cost competitiveness arises from a firm's ability to align its cost structure, strategies, and capabilities with market opportunities.

Cost competitiveness is the persistent pursuit of cost efficiency and effectiveness within a dynamic market structure.

Market share is the proportion of total market sales that a firm got relative to its competitors. It is a critical performance metric that reflects a company's penetration and acceptance in the market place. Market share is the company's own part of total sales in the market. It is the percentage of the total sales of an industry which a specific firm generates as an indicator of its competitiveness. Market share refers to the proportion of sales that compares to the whole market which reflects its competitiveness within the industry (<https://www.investopedia.com>).

[H₃: Cost competitiveness has positive effect on market share].

2.2. Theoretical Framework

Porter's Diamond Model

Michael porter was the founder of the institute for strategy and competitiveness at the Harvard Business School. The Porter's diamond model describes the factors that can provide a competitive advantage for a national market or economy over other nations. This is a theory that describes the competitive advantage that groups or nations have based on factors available to them. The theory explains how nations can act to enhance its position in a globally competitive economic environment. The theory describes the factors that provide a competitive advantage for one nation or business over the other. These factors included the firm strategy, structure and rivalry, related industries, demand conditions and factor conditions.

2.3. Previous Works

Ezenwakwelu, Attah and Onyejiaku (2018) examined Innovation Strategies and Enterprise Competitiveness in Developing West African Economies. The specific objectives were to determine the effect of business process reengineering on organisation's growth, assess the effect of benchmarking on organizational competitiveness, and determine the effect of corporate partnering on organisation's growth. The study opted for a survey design and employee interview. The results from the ordinal logistic regression revealed that business process reengineering positively affected organisation's growth; benchmarking had positive effect on organizational competitiveness; and corporate partnering had positive effect on organisation's growth. However, the study proposed that governments in developing West African economies should prioritize research and development,[R&D] innovation and entrepreneurship to accelerate economic growth.

Parasuraman, Zeithaml & Berry (1988) investigated SERVQUAL: A multiple – Item Scale for measuring Consumer Perceptions of Service Quality. This paper describes the development of a 22- item instrument (SERVQUAL) for assessing customer perceptions of service quality in service and retailing organisations. Thus, discussion of the operationalization and conceptualization of service quality construct, the procedures utilized in constructing and refining a multiple- item scale to measure the construct are described. In the absence of objective measures, an appropriate approach for assessing the quality of a firm's service, no quantitative yardstick was available. Evidence of the scale's factor structure, reliability and validity on analyzing data from four independent samples was presented. The paper concluded on discussion of potential applications of the scale.

3. METHODOLOGY

The study utilized the survey design. Primary data were obtained through structured questionnaire, while secondary data were gathered from books, journals and the internet. The target population for this study comprised the 2015 junior and senior employees, as well as the active customers of the selected deposit money banks in Enugu metropolis, Nigeria. The sample size was 323 which was derived from Krejcie and Morgan's (1970) educational and psychological measurement formula. The reliability of the instrument was tested with Cronbach Alpha, which gave 0.779 coefficient, which indicates an adequate level of reliability and internal consistency. Thus, 313 copies of the questionnaire representing 96.9% were returned while 10 copies representing 3.1% were not returned.

The hypotheses were tested using ordinal logistic regression a parametric modeling technique designed specifically for ordinal dependent variables.

Service Quality

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
s1	Our bank serves customers promptly.	97 (31.0%)	134 (42.8%)	43 (13.7%)	29 (9.3%)	10 (3.2%)
2	Our bank treats customers with respect.	111 (35.5%)	127 (40.6%)	37 (11.8%)	26 (8.3%)	12 (3.8%)
3	Our bank gives correct information to customers.	89 (28.4%)	139 (44.4%)	41 (13.1%)	31 (9.9%)	13 (4.2%)
4	Customer complaints are resolved quickly.	76 (24.3%)	118 (37.7%)	59 (18.8%)	43 (13.7%)	17 (5.4%)

Source: Field Survey, 2026.

Table (1) reveals that 97 (31.0%) of the respondents strongly agree that their banks serves customers promptly, 134 (42.8%) agree, 43 (13.7%) were undecided, 29 (9.3%) disagree, and 10 (3.2%) strongly disagree. Thus, 111 (35.5%) of the respondents strongly agree that their banks treat customers with respect, 127 (40.6%) agree, 37 (11.8%) were undecided, 26 (8.3%) disagree and 12 (3.8%) strongly disagree.

Also, 89 (28.4%) of the respondents strongly agree that their banks give correct information to customers, 139 (44.4%) agree, 41 (13.1%) were undecided, 31 (9.9%) disagree and 13 (4.2%) strongly disagree. Thus, 76 (24.3%) of the respondents strongly agree that customer complaints are resolved quickly, 118 (37.7%) agree, 59 (18.8%) were undecided, 43 (13.7%) disagree and 17 (5.4%) strongly disagree.

Table 2: Responses on Innovation

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Our bank uses new technology to serve customers.	103 (32.9%)	129 (41.2%)	47 (15.0%)	23 (7.4%)	11 (3.5%)
2	Online and mobile banking services are used	94 (30.0%)	142 (45.4%)	38 (12.1%)	28 (9.0%)	11 (3.5%)
3	Our bank regularly improves its services.	81 (25.9%)	133 (42.5%)	52 (16.6%)	34 (10.9%)	13 (4.1%)
4	Our bank brings in new ideas to make banking interesting.	87 (27.8%)	124 (39.6%)	56 (17.9%)	33 (10.5%)	13 (4.2%)

Source: Field Survey, 2026.

Table (2) reveals that 103 (32.9%) of respondents strongly agree that their banks use new technology to serve customers, 129 (41.2%) agree, 47 (15.0%) were undecided, 23 (7.3%) disagree and 11 (3.5%) strongly disagree. Thus, 94 (30.0%) of the respondents strongly agree that online and mobile banking services are use, 142 (45.4%) agree, 38 (12.1%) were undecided, 28 (9.0%) disagree and 11 (3.5%) strongly disagree.

Also, 81 (25.9%) of the respondents strongly agree that their banks regularly improve their services, 133 (42.5%) agree, 52 (16.6%) were undecided, 34 (10.9%) disagree and 13 (4.1%) strongly disagree. Thus, 87 (27.8%) of the respondents strongly agree that their banks bring in new ideas to make banking interesting, 124 (39.6%) agree, 56 (17.9%) were undecided, 33 (10.5%) disagree and 13 (4.2%) strongly disagree.

Table 3: Responses on Cost Competitiveness

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Our bank charges and fees are fair.	67 (21.4%)	113 (36.1%)	69 (22.1%)	47 (15.0%)	17 (5.4%)
2	Our bank services are affordable.	73 (23.3%)	119 (38.0%)	63 (20.1%)	41 (13.1%)	17 (5.4%)
3	I always get good value for the charges I pay.	79 (25.2%)	107 (34.2%)	71 (22.7%)	39 (12.5%)	17 (5.4%)
4	Our bank reduces costs without affecting service quality.	71 (22.7%)	101 (32.3%)	83 (26.5%)	43 (13.7%)	15 (4.8%)

Source: Field Survey, 2026.

Table (3) reveals that 67 (21.4%) of the respondents strongly agree that their banks' charges and fees are fair, 113 (36.1%) agree, 69 (22.1%) are undecided, 47 (15.0%) disagree and 17 (5.4%) strongly

disagree. Thus, 73 (23.3%) strongly agree, that their banks' services are affordable, 119 (38.0%) agree, 63 (20.1%) were undecided, 41 (13.1%) disagree and 17 (5.4%) strongly disagree.

Also, 79 (25.2%) of the respondents strongly agree that they always get good value for the charges they pay. 107 (34.2%) agree, 71 (22.7%) were undecided, 39 (12.5%) disagree and 17 (5.4%) strongly disagree. Thus, 71 (22.7%) of the respondents strongly

agree that their banks reduce costs without affecting service quality, 101 (32.3%) agree, 83 (26.5%) were undecided, 43 (13.7%) disagree and 15 (4.8%) strongly disagree.

Table 4: Responses on Customer Satisfaction

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	I am satisfied with services rendered by my bank.	80 (25.6%)	120 (38.3%)	50 (16.0%)	40 (12.8%)	23 (7.3%)
2	My bank listens to customers complaints.	70 (22.4%)	110 (35.1%)	60 (19.2%)	45(14.4%)	28 (8.9%)
3	I will recommend my bank to other people.	90 (28.8%)	130(41.5%)	40 (12.8%)	30 (9.6%)	23 (7.3%)
4	My bank meets my personal banking needs.	85 (27.2%)	115 (36.7%)	55 (17.6%)	35 (11.2%)	23 (7.3%)

Source: Field Survey, 2026.

Table (4) reveals that 80 (25.6%) of the respondents strongly agree that they are satisfied with services rendered by their banks, 120 (38.3%) agree, 50 (16.0%) were undecided, 40 (12.8%) disagree and 23 (7.3%) strongly disagree. Thus, 70 (22.4%) of the respondents strongly agree that their banks listen to customers' complaints, 110 (35.1%) agree, 60 (19.2%) were undecided, 45 (14.4%) disagree and 28 (8.9%) strongly disagree.

Also, 90 (28.8%) of the respondents strongly agree that they will recommend their banks to other people, 130 (41.5%) agree, 40 (12.8%) were undecided, 30 (9.6%) disagree and 23 (7.3%) strongly disagree. Thus, 85 (27.2%) of the respondents strongly agree that their banks meet their personal banking needs, 115 (36.7%) agree, 55 (17.6%) were undecided, 35 (11.2%) disagree and 23 (7.3%) strongly disagree.

Table 5: Responses on Productivity

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Bank staff achieve maximum productivity with minimum wasted effort or time.	95 (30.4%)	125 (39.9%)	45 (14.4%)	30 (9.6%)	18 (5.7%)
2	Services are delivered quickly.	80 (25.6%)	120 (38.3%)	50 (16.0%)	40 (12.8%)	23 (7.3%)
3	My bank heavily rely on specialised tools, software and automated systems to enhance productivity.	85 (27.2%)	115 (36.7%)	55 (17.6%)	30 (9.6%)	28 (8.9%)
4	Employees work efficiently in my bank.	90 (28.8%)	130 (41.5%)	40 (12.8%)	30 (9.6%)	23 (7.3%)

Source: Field Survey, 2026.

Table (5) reveals that 95 (30.4%) of respondents strongly agree that banks' staff achieve maximum productivity with minimum wasted effort or time, 125 (39.9%) agree, 45 (14.4%) were undecided, 30 (9.6%) disagree, 18 (5.7%) strongly disagree. Thus, 80 (25.6%) of the respondents strongly agree that services are delivered quickly, 120 (38.3%) agree, 50 (16.0%) were undecided, 40 (12.8%) disagree and 23 (7.3%) strongly disagree.

Also, 85 (27.2%) of the respondents strongly agree that their banks heavily rely on specialised tools, software and automated systems to enhance productivity, 115 (36.7%) agree, 55 (17.6%) were undecided, 30 (9.6%) disagree and 28 (8.9%) strongly disagree. Thus, 90 (28.8%) of the respondents strongly agree that the employees work efficiently in their banks, 130 (41.5%) agree, 40 (12.8%) were undecided, 30 (9.6%) disagree and 23 (7.3%) strongly disagree.

Table 6: Responses on Market Share

S/N	Options	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Our bank is growing and getting more customers.	75 (24.0%)	110 (35.1%)	60 (19.2%)	40 (12.8%)	28 (8.9%)
2	Our bank is well-known in many places.	80 (25.6%)	115 (36.7%)	50 (16.0%)	35 (11.2%)	33 (10.5%)

3	Many people prefer our bank to other banks.	70 (22.4%)	105 (33.5%)	60 (19.2%)	40 (12.8%)	38 (12.1%)
4	Our bank always advertise its products.	85 (27.2%)	120 (38.3%)	45 (14.4%)	30 (9.6%)	33 (10.5%)

Source: Field Survey, 2026.

Table (6) reveals that 75 (24.0%) of respondents strongly agree that their banks are growing and getting more customers, 110 (35.1%) agree, 60 (19.2%) were undecided, 40 (12.8%) disagree and 28 (8.9%) strongly disagree. Thus, 80 (25.6%) of the respondents strongly agree that their banks are well-known in many places, 115 (36.7%) agree, 50 (16.0%) were undecided, 35 (11.2%) disagree and 33 (10.5%) strongly disagree.

Also, 70 (22.4%) of the respondents strongly agree that many people prefer their banks to other banks, 105 (33.5%) agree, 60 (19.2%) were undecided, 40 (12.8%) disagree and 38 (12.1%) strongly disagree. Thus, 85 (27.2%) of the respondents strongly agree that

their banks always advertise their products, 120 (38.3%) agree, 45 (14.4%) were undecided, 30 (9.6%) disagree and 33 (10.5%) strongly disagree.

Test of Hypotheses

Table 7: Parameter Estimates [Hypothesis 1]

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	Customer Satisfaction	35.941	16.27	59.168	1	0.000	35.941	66.213
Location	Service Quality	52.184	9.801	14.731	1	0.000	52.184	56.803

Link Function: Logit

Source: SPSS Output, 2026

Decision:

The result reveals that service quality has positive effect on customer satisfaction. With an increase in the probability of customer satisfaction at an odds ratio of 52.184 (95% CI, 52.184 to 56.803), Wald $\chi^2(1) =$

14.731, $p = 0.000 < 0.05$. Therefore, the alternate hypothesis which states that service quality has positive effect on customer satisfaction is hereby accepted and the null hypothesis rejected.

Table 8: Parameter Estimates [Hypothesis 2]

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold								
	Productivity	51.821	13.871	17.291	1	0.181	51.821	52.771
Location								
	Innovation	43.801	10.065	27.076	1	0.000	43.801	64.586

Link Function: Logit

Source: SPSS Output, 2026

Decision:

The result reveals that innovation has positive effect on productivity. With an increase in the probability of productivity at an odds ratio of 43.801 (95% CI,

43.801 to 64.586), Wald $\chi^2(1) = 27.076$, $p = 0.000 < 0.05$. Therefore, the alternate hypothesis which states that innovation has positive effect on productivity is hereby accepted and the null hypothesis rejected.

Table 9: Parameter Estimates [Hypothesis 3]

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	Market Share	32.135	15.98	53.871	1	0.000	32.135	43.851
Location	Cost Competitiveness	39.482	9.096	16.847	1	0.000	39.482	58.231

Link Function: Logit

Source: SPSS Output, 2026

Decision:

The result reveals that cost competitiveness has positive effect on market share. With an increase in the probability of market share at an odds ratio of 39.482 (95% CI, 39.482 to 58.231), Wald $\chi^2(1) = 16.847$, $p = 0.000 < 0.05$. Therefore, the alternate hypothesis which states that cost competitiveness has positive effect on market share is hereby accepted and the null hypothesis rejected.

DISCUSSION OF RESULTS

Hypothesis one was tested using ordinal logistic regression to determine the effect of service quality on customer satisfaction. The finding revealed that service quality had positive effect on customer satisfaction ($\beta = 52.184$, $P = 0.000 < 0.05$). Parasuraman, Zeithaml, and Berry (1985) posit that perceived service quality is thus seen as the direction and degree of discrepancy between consumers' perceptions and expectations.

Hypothesis two was tested using ordinal logistic regression to determine the effect of innovation on productivity. The finding revealed that innovation had positive effect on productivity ($\beta = 43.801$, $P = 0.000 < 0.05$). Teece, Pisano, and Shuen (1997) states that the performance of a firm's products in regards to its competitors at any time depends on its competences (capabilities).

Hypothesis three was tested using ordinal logistic regression to determine the effect of cost competitiveness on market share. The finding revealed that cost competitiveness had positive effect on market share ($\beta = 39.482$, $P = 0.000 < 0.05$). Freeman (1984) proposed that organizations need to balance efficacy with shareholders' value to maintain competitiveness.

CONCLUSION

The study concludes that quality in service delivery enhances customer satisfaction. When businesses always meet or exceed customer expectations by a responsive, empathetic and reliable service, it builds trust and long-term loyalty. Thus, innovation boosts productivity of firms while cost competitiveness increases market share. The study affirms that sustainable organizational performance depends on effective integration of quality service delivery, innovation, and cost competitiveness. Organisations that have acquired these competitive dimensions are better positioned to achieve higher customer satisfaction, improved productivity, and greater market share.

Recommendations

The following recommendations are proffered from the findings of the study.

- i. Organisations need to allocate substantial resources to service delivery, staff training, and customer relationship management system, so as to derive customer satisfaction.
- ii. Organisations need to implement robust innovation management platforms that facilitate digital transformation and enhanced productivity.
- iii. Organisations need to design competitive pricing strategies, cost optimization programs, and value-based service delivery models that promote cost competitiveness and maximize market share.

REFERENCES

- (<https://ideascale.com>)
- (<https://www.asq.com>)
- (<https://www.betterup.com>)
- (<https://www.bls.gov>)
- (<https://www.ibm.com>)
- (<https://www.itonics-innovation.com>)
- (<https://www.mckinsey.com>)
- (<https://www.zendesssk.com>)
- Achmad, F., & Wiratmadja, I. I. (2025). Organizational performance and competitive advantage in SMEs: The role of green innovation and knowledge management. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(2), 100532. <https://doi.org/10.1016/j.joitmc.2025.100532>
- Ajitabh, A., & Momaya, K. (2004). Competitiveness of firms: Review of theory, Frameworks and models. *Singapore Management Review*, 26(1), 45–61.
- Attiany, M.S. (2014) Competitive Advantage through Benchmarking: Fieldstudy of Industrial companies listed in Amman Stock Exchange, *Journal of Business Studies Quarterly*, 5(1).
- Ezigbo, C. A. (2011). *Advanced management theory and applications*. Enugu: Immaculate Publications Ltd.
- Ezenwakwelu, C. A., Attah, E. Y., and Onyejiaku, C. C. (2018), Innovation Strategies and Enterprise Competitiveness in Developing West African Economies, *IOSR Journal of Humanities and Social Science [IOSR- JHSS]* 23(12) 55 – 67.
- Frankelius, P. (2009) Questioning two Myths in Innovation Literature, *Journal of High Technology Management Research* 20(1).
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman: Boston.
- Goksoy, A., Vayvay, O. & Erogenli, N. (2013) Gaining Competitive Advantage through Innovation Strategies: An Application in Warehouse Management Processes, *American Journal of*

- Business and Management, 2(4) 304 – 321. <https://doi.org/10.11634/216796061706463>.
- Hellriegel, D., Jackson, S. E., Slocum, J.W. (1999) Management, Ohio: South Western College Publishing.
 - Igartua-Lopez, J. I., Albors, J., Hevas – Oliver, J.L. (2010) How Innovation Management Techniques support an Open Innovation Strategy, Research Technology Management 53 (3) 41 - 52. Doi:10.1080/08956308.2010.11657630
 - Lim, J.N., Schultmann, F. & Ofori, G. (2010) Tailoring Competitive Advantages derived from Innovation to the Needs of Construction Firms, Journal of Construction Engineering and Management, 568- 581.ssssssssss
 - Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.*
 - Prestwood, D. & Schumann, P. (2002) Developing Strategy, Strategic Creativity, 1, 1-9.
 - Rumeit, R.P. (1984) Towards a strategic theory of the Firm. In N.J. Foss (ED) Competitive Strategic Management, 556 – 570, Eaglewoods Cliffs, New Jersey: Prentice – Hall.
 - Teece, D. J., Pisano, G., & Shuen, A. (1997). *Dynamic capabilities and strategic management. Strategic Management Journal, 18(7), 509–533.*
 - Tomala, C.A.S & Olives, J.C. (2022) Business Competitiveness and Its Impact on organisational Performance in MSMEs in Province of Santa Elena, Ecuador, 6 (1) 1 – 9.
 - Tracey, M., Vonderembse, M.A. & Lim, J.S. (1999) Manufacturing Technology and Strategy formulation: Key to enhancing competitiveness and improving Performance, Journal of Operations Management 17(4) 411 – 428.