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## Marketing research and organizational performance: A study of Cadbury Nigeria Plc

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### **Abstract**

*This study investigated the effect of marketing research on performance of Cadbury Nigeria Plc. The data was collected through the aid of 5-likert scale structured question from the respondents (Staff of Cadbury Nigeria Plc in Agidingbi, Ikeja Lagos, Nigeria). A total of ninety-nine (99) questionnaire were administered, out of the ninety-eight (99) questionnaire administered only ninety-four (94) were retrieved and used. The Data collected from the questionnaire was coded using the Excel spreadsheet and entered into Statistical Package for Social Science (SPSS version 23) for analysis. The data was presented using inferential statistics where test for significance, direction and strength of relationship was established. Inferential statistics such as correlation analysis was used to discover if variables were related. The hypotheses of the study were tested using the multiple regressions to find the relationship between the independent and dependent variables. The findings revealed that Sales and Distribution Research (SDR), and Product Research (PRODR) have significant relationship with Organizational Performance (ORGP), while Pricing Research (PR) does not have significant relationship with Organizational Performance (ORGP). Finally, the study concluded that there is a significant relationship between marketing research and organizational performance. The study recommended that Cadbury Nigeria Plc should pay more attention to gathering of reliable information and implementation of effective selling methods in a bid to raise its level of productivity.*

**Keywords:** Customer, Marketing research, Organizational performance, Pricing, Product

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### **1. Introduction**

For many years, advertising and marketing as a subject have proven to be an essential part of every organization's life. Its evolution from simple buying and selling activities to a multifaceted form that is regarded as the key to a business's success demonstrates its importance. Marketing is critical to the existence of any organization, and its success is largely dependent on the services or products scale rendered by a company to potential customers. For hundreds of years, marketing research has been a critical interest in commercial enterprise management. Its development

was accelerated by the emergence of the economic revolution, at a time when research into marketing activities was at its fundamentals and remained untapped for many centuries. Marketing research remained a minor component of companies' marketing strategies until the end of World War II, when the Technological Revolution arrived, bringing new and diverse purchaser products, advanced economies of scale, rising markets, and massive expansion in business operations. A significant development during the post-war period was an increase in the rate of business

failure (Olawale, Salman, Mulikat & Ayinde, 2021).

As a result of rising activities such as financial recession, inflation, cloth and electricity scarcity, unemployment, polishing off of industries and corporations, terrorism, and conflict, the roles marketing plays in the life of a commercial enterprise have grown significantly. This could also be attributed to technological advancements, such as the advent of the internet. All of this has forced advertising executives to make more market-driven strategic decisions. This necessitates a formal method of collecting timely and specific data about changes in customer preferences, product demands, and the overall advertising environment, which is best accomplished through comprehensive marketing research (Scott & Gerald, 2021; Moravcikova, Majerova, Anna, & Rypáková, 2021).

Marketing is now widely understood to include all commercial enterprise activities associated with the development, manufacturing, and distribution of products to identifiable markets where they will delight those who buy them. As a result, marketing research entails product development, market identification, and a suitable approach to promoting, distribution, merchandising, pricing, and income provider centers. Marketing research serves as a resource for advertising and marketing management. It is used to collect and analyze information and to advise management on how to solve marketing problems (Ayuba & Kazeem, 2020). All modern businesses use advertising to delight and gain the trust of their customers. Dangote Flour Mills uses advertising and marketing to learn about the wants and needs of flour customers, banks use marketing research to learn about their customers' financial status and provide necessities, and Inland Revenue uses market research to learn about the wants and needs of taxpayers and other clients (Ayuba & Kazeem, 2020).

It is pointless to improve a product if there is no guaranteed market for it. Furthermore, if a creative idea cannot be translated into a marketable product, it is pointless. A marketable product is essential for commercial enterprise survival because it allows companies to capitalize on their popularity, goodwill, and consumer loyalty. To develop a marketable product, it is necessary to obtain the viewpoint and opinion of the product's target market, which will be obtained through the collection of statistics, analysis of the accumulated data, and application of the end result for organizational decision making. Marketing research is the most efficient method of gathering information for making sound business decisions. It is deemed appropriate to look into how marketing research affects organizational performance because it is thought to encourage business groups to become more effective and efficient (Moravcikova et al., 2021).

Advertising professionals receive choice-oriented data from marketing research, which is created, interpreted, and shared with them (Abugu, 2014). Through the availability of pertinent data, marketing research eliminates uncertainties and links marketing variables with the environment and consumers. Additionally, marketing research provides statistics on both controllable and uncontrollable factors, which enhances the effectiveness of the choices made by advertising managers (Onwubiko, 2020). The viewpoint and opinion of the product's target market must be considered in order to develop a marketable product. This viewpoint and opinion can be ascertained through data collection, analysis, and application of the findings for organizational decision-making. For an organization to make wise decisions, marketing research is a key source of information. As a result, this study focused on a particular Nigerian manufacturing company to examine the



effect of marketing research on organizational performance.

Even though some of our local business owners have yet to recognize the significance of marketing research to the survival of commercial enterprises in many other nations, the few organizations that expressed interest in those studies most successfully followed them. Their decisions regarding markets and advertisements are based on dubious facts because the data collected has never been used in a secure manner. Companies struggle to coordinate marketing research factors like gathering information on how their products live up to consumer expectations created through advertising and marketing, packaging, and product appearance, which tends to affect their viability in the global market. Companies should offer goods or services that appeal to customers if they want to enhance the performance of their products overall and keep a strong competitive edge in the market. After entering the market with innovative and alluring goods or services, the majority of organizations eventually seem successful; however, they frequently struggle to stay relevant for a long time because they don't consistently compile data on changes in the market environment. The findings of marketing research might be rationally sound but inaccurate practically. Academic marketers have a propensity to evaluate theories according to their methodology rather than the applicability of their content. Some research findings don't offer useful advice for practical implementation because they emphasize strategies over tactics. Marketing practitioners (managers) focus on problem resolution, whereas marketing researchers focus on problem formulation. The research findings, which managers find challenging to interpret, confound them. Marketing professionals look for marketing research that offers management timely, pertinent, accurate, valid, and reliable data for decision-making. This study was

conducted on this basis, with the primary goal of examining the role of marketing research in improving organizational marketing performance. Although there are many proxies that can be used in addressing marketing research as independent variables, such as sales and distribution research, promotion research, product research, customer research, pricing research, and so on, the proxies were limited to sales and distribution, product, and pricing. To address all of these issues, the study seeks to investigate the impact of marketing research on an organization's marketing performance, based on a case study of Cadbury Nigeria Plc.

A case study of Cadbury Nigeria Plc will be used to examine the effect of marketing research on organizational performance. To elicit pertinent responses from the sampled respondents, the following research questions were derived from the above objective. What effect does research on sales and distribution have on organizational performance, for instance? What effect does product research have on the efficiency of an organization? What impact does price research have on the effectiveness of organizations? Additionally, research questions and hypotheses were developed in accordance with the goal of the study.

The study's findings will be useful to managers because they will enable them to understand the concepts, procedures, and significance of marketing research in order to enhance firm performance. This study will be helpful to academics and scholars because it offers a framework and guidelines for similar future research. Their ability to think creatively and explore topics not covered by the current study also helps them gain insight.

## **2. Literature Review**

### **Concepts of Marketing Research**

Management in the marketing industry uses marketing research as a tool to address issues and make marketing decisions

(Tarka, 2018). Because the aim is to give an organization the required information and facts on which to base their decisions, it is a means to a sound decision and conclusion. Managers can predict and make decisions using the principles from marketing research that can be used in a variety of marketing situations. It also offers analytical tools for making decisions that are based on logic and mathematics.

Research, in the opinion of Leedy and Ormond (2020), is the methodical search for undiscovered truth. It is a technique for redefining the limits of human ignorance by resolving complex issues. He also views research as a way of thinking, a way of viewing the accumulated facts in such a way that the researcher conducting the study hears the data speak to his or her mind.

Research is defined as systematic findings intended to learn as much as possible about the subject being studied (Arowomole, 2012). Research, according to Osuala (2018), is the deliberate and systematic collection, analysis, and interpretation of data in order to arrive at a valid solution to a problem. Marketing research is defined as actions that utilize data to link the general public and consumers to the marketer (American Marketing Association). In order to develop, process, and evaluate marketing plans, to evaluate marketing performance, and to better understand the marketing process, marketing opportunities and challenges are identified and defined using this information. Marketing research,

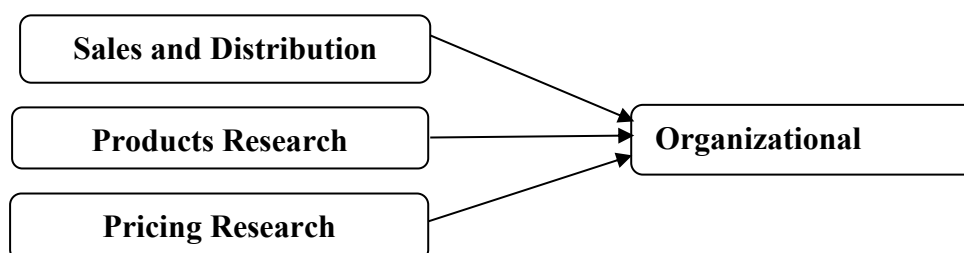
in the opinion of Leedy and Ormond (2020), is the methodical discovery, gathering, analysis, and dissemination of information to support management decision-making activities in terms of identifying and recommending solutions to marketing problems and opportunities. Marketing research's main objective is to determine and look into how various elements of the marketing mix affect consumer behavior (Geral & Scott, 2019).

The company will also be able to learn about product flaws (if any exist) and perfection (meeting customers' needs) thanks to thorough research. Additionally, it tries to give accurate information about how things are right now. Utilizing marketing research, a business can create a workable marketing plan and evaluate the effectiveness of its current strategy (Churchill & Lacobucci, 2013).

Marketing research is defined as the methodical, unbiased collection and analysis of data about a specific target market and its marketing environment for the sole purpose of enhancing organizational understanding of the market under consideration. Many decision-making processes call for a variety of data, both related and unrelated, which marketing research offers. The practice of marketing research is ongoing; it is not a one-time event.

### **Conceptual Model of the Study**

The conceptual model of the study depicts the independent and dependent variables of the study in figure below:



*Figure 1: Authors' Conceptual Model, 2022*

### **Marketing Research and Organizational Performance**

Advertising professionals receive choice-oriented data from marketing research, which is created, interpreted, and shared with them (Abugu, 2014). Through the availability of pertinent data, marketing research eliminates uncertainties and links marketing variables with the environment and consumers. Additionally, marketing research provides statistics on both controllable and uncontrollable factors, which enhances the effectiveness of the choices made by advertising managers (Onwubiko, 2020). The viewpoint and opinion of the product's target market must be considered in order to develop a marketable product. This viewpoint and opinion can be ascertained through data collection, analysis, and application of the findings for organizational decision-making.

A successful organization is important for developing nations like Nigeria because it affects how we live our daily lives. Any organization's main focus is continuous performance because it is believed that businesses develop and grow most quickly when overall performance is replicated. As a result, organizational overall performance is one of the most crucial factors in management research, if not the key determinant of organizational overall performance (Wahla, Shah, Syed & Hussai, 2019). Profitability and market performance can be used to gauge a company's overall performance, claim Aftab, Ehsan, Naseer, and Awan (2019). A company's return on capital employed or other returns on revenues generated by using this firm for a specific time period are used exclusively to calculate profitability metrics. According to the most recent study, profitability metrics like return on total assets (ROTA), return on capital employed (ROCE), and earnings (profits) margin were used (PM). Financial success of a company can also be used to gauge

corporate performance (Nyaingiri & Ogollah, 2019).

Return on Earnings (ROE) is a measure of a company's profitability for its shareholders following payment of all obligations and taxes (Horne and Wachowicz, 2018). The ratio of internet profits to dollar or naira equity capital is known as the ROE. Better managerial performance is correlated with a higher ROE. Higher ROE, though, might be the result of financial leverage. Higher ROE is a result of higher leveraged firms, which increases the threat (Ross, Westerfield & Jaffe 2017). High-growth companies typically have higher ROE. ROE is calculated as Net Profit / Shareholder Equity.

### **Product Research and Organizational Performance**

Finding products that can be produced with current technology and gathering data on market demand for novel and innovative products that future technology may offer are the main goals of this. The design, development, and testing of new products as well as the enhancement of current products, as well as the prediction of potential changes in market trends, product performance, material inputs, and other factors, are all included in product research. Pricing analyses, pack acceptability and product performance, visual appeal, comfort, and other factors will all be considered in this evaluation (Olawale, Salman, Mulikat & Ayinde, 2021).

### **Pricing Research and Organizational Performance**

Pricing decisions for products and services are a necessity for all businesses. Pricing is one of the four Ps that has a significant impact on business success and is a potent marketing mix component (Product, Price, Place, Promotion). Effective marketing relies on an effective blend because these inputs are intimately related. It's important to approach pricing both analytically and creatively. Costs must be understood because they serve as the cornerstone of

prices. Understanding the type of demand, the level of competition, technological developments that could lead to substitute materials, and other factors are equally crucial. Pricing can be used to place a product in relation to what rival companies are selling. This suggests that some trustworthy data should be gathered about competing products, particularly those connected to market segments. Price is a sign of quality, so it should be analyzed in light of the advantages it offers consumers. Ideally, this evaluation should be based on objective knowledge of the needs of particular groups of consumers or users (Olawale, Salman, Mulikat and Ayinde, 2021).

#### **Sales Research and Organizational Performance**

It is a thorough examination of the procedures involved in marketing a business's goods, often used in conjunction with distribution research. Contrarily, distribution research analyzes the company's selling strategy in order to pinpoint a number of additional distribution channels. Comparisons between the company's market position and that of its rivals are necessary. Research should be done to ascertain the cause of the company's failure to maintain the trend and to account for potential causes of extra sales recorded when a company is losing sales while the sales trend is stable or improving. The effectiveness of sales teams and distribution strategies should also be assessed, as should the reasons for variations in consumption levels, which could be related to social, political, and economic developments as well as advancements in technology and governmental regulations. The topics of sales forecasting, quota selling, sales territory design, among others, are covered. Sales volume, salesperson performance data, new product performance in test markets, customer opinion on product data, and other factors are examined (Olawale, Salman, Mulikat & Ayinde, 2021).

#### **Theoretical Review**

This study was hinged on: Resource- Based Theory and Experiential Learning Theory.

##### **Resource-Based Theory**

According to a perspective based on resources, a company's ability to compete favorably is maintained by its ownership of a particular set of resources (Conner & Prahalad, 1996). Using resources, they already have or have access to, business owners build their companies according to the resource-based perspective (Dollinger, 1999). Resources were frequently seen as the "key strength/weakness" of an organization (Wernerfelt, 1984). It is established by resource-based theory that greater performance comes from the acquisition and utilization of a company's distinctive resources. Resource-based theory is concerned with the fundamental questions of how greater performance is attained in competition against other organizations in a similar market. The role of a venture's capabilities in determining firm performance is a further aspect of the resource-based approach that deserves to be mentioned. Resources are frequently acknowledged as a crucial foundational step in enhancing a company's performance (Wernerfelt, 1984). Strategic marketing is a tool that businesses can use to win competition, in accordance with resource-based theorists, to maintain a competitive advantage (Michalisin, 1997).

Another aspect of the resource-based approach that deserves to be mentioned is the part that a venture's capabilities play in determining firm performance. Resources are frequently recognized as a fundamental step that must be taken in order to improve a company's performance (Wernerfelt, 1984). According to resource-based theorists, businesses can use strategic marketing as a tool to win the competition and preserve a competitive advantage (Michalisin, 1997).

##### **Experiential Learning Theory**

A manager needs to be able to identify the requirements of his organization. To that

end, the Experiential Learning Theory (ELT) (Dunning, Kogut, & Blomstrom, 1991) approach to needs analysis, which sees the employee and the job in proportion, is heavily incorporated into the adaptive competence approach. This strategy is predicated on the idea that problem-solving, learning, and adaptation are all interconnected and necessary in all occupations. Therefore, one can recognize and define the adaptive or interactive processes that happen in every work setting by describing both the adaptive skills of the employees and the job requirements from the perspective of learning.

This theory describes the learning process in a way that makes it simple to recognize differences in learning strategies and conforming learning environments. Adopting the adaptive competence approach is based on the idea that while employees' personal traits and characteristics are taken into account on the one hand, jobs are represented in one set of terms (i.e., job specifications) by employee level emblematic needs analysis.

This theory explains the learning process in a way that makes it easy to distinguish between various learning methods and constrictive learning environments. The concept behind the adaptive competence approach is that while individual employee traits and characteristics are taken into consideration on the one hand, jobs are represented in a single set of terms (i.e., job specifications) by employee level emblematic needs analysis.

### **Empirical Review**

In this section, the results of previous authors that carried out researches on topics that relate to this study are revealed. Olawale, Salman, Mulikat, and Ayinde looked into how marketing research affected organizational productivity (2021). The research design for this study utilized the survey method with a questionnaire. In Ilorin, Kwara State, Nigeria, respondents were given a carefully designed questionnaire (234). The results of

the multiple regression analysis were used to examine the data from the distributed questionnaire. The results of the study showed that sales research has a significant impact on market performance, sales information has a significant impact on market performance, and promotion research has an impact on consumer preference. Both the relationship between packaging and branding and customer preference as well as the relationship between advertising and customer preference were found to be significant. The results showed that market analysis and organizational productivity had a statistically significant positive relationship. It was discovered that marketing, sales, and promotion research all had a significant impact on organizational productivity. In order to help the organization, reach its productivity objectives, this study also suggested that a few aspects of marketing research be given priority. This study identified market and product research as crucial components.

Tarka (2018) argued that management decision-makers frequently select solutions based on intuitive makeup and illogical reasoning, despite strong affirmation and a preference for potentially useful information in making decisions. Using information from Poland's Central Statistical Office, he used judgemental and snowball sampling techniques to gather data from 213 users of marketing information. An online email survey received a response rate of 26%. (a typically reasonable response rate for an online survey). He was able to confirm through data analysis that managers, despite significant data investment, prefer irrational approaches to decision making when faced with information processing difficulties or a lack of strong cognitive abilities.

The authors of a study on the impact of promotional activities on customer satisfaction are Bakator, Dordevic, and Cockalo (2018). The purpose of the study

was to evaluate how well promotional efforts fared in raising customer satisfaction in light of the marketplace's current circumstances. 466 respondents in Serbia who used and purchased a variety of products participated in an online survey that was conducted to gather data. The interdependence of promotional activities and customer satisfaction is a crucial issue to take into account in any marketing environment. It has been found that promotional activities affect consumers' subjective opinions of a product.

There aren't many other empirical studies that looked at the connection between marketing research and organizational performance in Nigeria and other nations around the world, despite the fact that the authors agree that information obtained through marketing research is essential for achieving organizational goals. This study

was carried out to close a knowledge gap because there have been few studies on the impact of marketing research on organizational performance, and those that have been done have produced conflicting results.

### 3. Methodology

This research project takes the form of a field survey, and it is crucial to remember that the population of this study is only the staff of Cadbury Nigeria Plc in Agidingbi, Ikeja Lagos, more specifically. The staff of Cadbury Nigeria Plc served as the study's sampling subject, and responses to a structured questionnaire were used to gather them. Therefore, we would use the employees of Cadbury Nigeria Plc as our respondents. This information is shown in the table below

**Table 1: Sample Population**

| Name of Firm and Location                     | Categories of Staff | Number Staffs |
|---|---------------------|---------------|
| Cadbury Nigeria Plc in Agidingbi, Ikeja Lagos | Core                | 36            |
| Cadbury Nigeria Plc in Agidingbi, Ikeja Lagos | Contract            | 95            |
| <b>Total</b>                                  |                     | <b>131</b>    |

Source: Personnel's Manager of Cadbury Nigeria Plc in Agidingbi, Ikeja Lagos, 2022.

For the sake of convenience in administering the research instrument (questionnaire), the researchers applied a formula cited in Taro Yamane's book, which is expressed as:

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

Where:

n = sample size

N = population size

e = level of significance

$$n = 131/1 + 131(0.05)^2$$

$$n = 131/1.3275 = 99$$

An analysis of correlation and a regression model (SPSS version 23) were both used to determine the relationship between marketing research and organizational

performance. Organizational performance was regressed against sales and distribution (SDR), product research (PRODR), and pricing research as three independent variables of marketing research (PR).

### 4. Results and Discussion

#### Correlation Matrix

Correlation analysis is used to look into the connection between dependent and independent variables. The linear relationship between two variables is evaluated. Its values fall between -1 and +1. When two variables have a positive linear sense, it means that they are perfectly related, whereas when they have a negative linear sense, it means that they are not. The



correlation matrix shows how the independent and dependent variables are related. This shows whether the independent [Sales and Distribution Research (SDR), Product Research

(PRODR), and Pricing Research (PR)] and dependent [Organizational Performance (ORGP)] variables have a moderate or low degree of correlation.

**Table 2: Correlation output of the Independent and Dependent Variables Correlations**

|                     |       | ORGP  | SDR   | PRODR | PR    |
|---------------------|-------|-------|-------|-------|-------|
| Pearson Correlation | ORGP  | 1.000 |       |       |       |
|                     | SDR   | .107  | 1.000 |       |       |
|                     | PRODR | .237  | .449  | 1.000 |       |
|                     | PR    | .125  | .438  | .345  | 1.000 |

*Source: SPSS Version 23 Output, 2022.*

**Sales and Distribution Research (SDR) and Organizational Performance (ORGP)**

With a coefficient of correlation of 0.107, the Sales and Distribution Research (SDR) and Organizational Performance (ORGP) are highly positively correlated. Because the correlation coefficient (r) of 0.107 is higher than 0.05, it shows that Sales and Distribution Research (SDR) and Organizational Performance (ORGP) are strongly positively correlated.

**Product Research (PRODR) and Organizational Performance (ORGP)**

With a coefficient of correlation of 0.237, Product Research (PRODR) and Organizational Performance (ORGP) are highly positively correlated. Because the correlation coefficient (r) of 0.237 is greater than 0.05, it shows a strong positive correlation with organizational Performance (ORGP) for Product Research (PRODR).

**Pricing Research (PR) and Organizational Performance (ORGP)**

With a coefficient of correlation of 0.125, the Pricing Research (PR) and Organizational Performance (ORGP) are highly positively correlated. Because the correlation coefficient (r) of 0.125 is higher than 0.05, it shows that pricing research (PR) and organizational performance (ORGP) are strongly positively correlated.

**Test of Hypotheses and Result Discussion**

The hypotheses were tested to determine the relationship between the independent and dependent variables.

Accept the null hypothesis (H0) if the calculated t-value is less than the table statistics at the 5% level of significance or the 95% level of confidence. When t-calculated exceeds t-table value at 0.05 significant levels, reject H0. The P-value is used to determine how significant the relationship is. The relationship between the independent variable and dependent variable is said to be significant when the associated P-value is less than 5%; however, when it is greater than 5%, it is said to be insignificant.

**Table 3: Regression Analysis**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 10.244                      | 2.263      |                           | 4.527 | .000 |
|       | SDR        | .117                        | .020       | .107                      | 5.850 | .000 |
|       | PRODR      | .125                        | .027       | .116                      | 4.630 | .000 |
|       | PR         | -.199                       | .254       | -.192                     | -.783 | .436 |

a. Dependent Variable: ORGP

Source: SPSS Version 23 Output, 2022.

The table above shows the level of significance for the measures of Marketing Research; Sales and Distribution Research (SDR), Product Research (PRODR), and Pricing Research (PR) on Organizational Performance (ORGP) of Cadbury Nigeria Plc, which served as the basis for testing the hypotheses.

#### Test of Hypothesis One

**H0<sub>1</sub>:** There is no significant effect of sales and distribution research on organizational performance of Cadbury Nigeria Plc.

The Sales and Distribution Research (SDR) regression coefficient is 0.107 with a t-value of 5.850 and an associated p-value (sig. value) of 0.000 in the Multiple Regression result in Table 4.4.1 above. This suggests that the impact of Sales and Distribution Research (SDR) on organizational performance is favorable (ORGP). The study rejects the null hypothesis, which claims that there is no significant relationship between Sales and Distribution Research (SDR) and Organizational Performance (ORGP), and accepts the alternate, which claims there is a significant relationship. This is because the effect is significant given the fact that the p-value of 0.000 is less than 0.05 (5 percent) level significance. Sales and Distribution Research (SDR) has a positive trend with organizational performance, as indicated by the regression coefficient of 0.107 for SDR (ORGP). Organizational Performance would increase by 10.7 percent with a one percent (1%) change in

Sales and Distribution Research (SDR) (ORGP). Cadbury Nigeria Plc's organizational performance (ORGP) is significantly influenced by Sales and Distribution Research (SDR). This is consistent with research from Asha, Olawale, Salman, Mulikat, and Ayinde (2021). (2020).

#### Test of Hypothesis Two

**H0<sub>2</sub>:** There is no significant effect of product research on organizational performance of Cadbury Nigeria Plc.

The PRODR's regression coefficient is 0.116, with a t-value of 4.630 and a corresponding p-value (sig. value) of 0.000. This indicates that Product Research (PRODR) enhances Organizational Performance (ORGP). The effect is significant because the p-value of 0.000 is less than 0.05 (5%) level significance, which means that the effect is significant. Product Research (PRODR) has a positive trend with Organizational Performance, as indicated by the regression coefficient of 0.116. (ORGP). Organizational Performance would rise by 11.6% with a 1% movement in favor of Product Research (PRODR) (ORGP). Cadbury Nigeria Plc's organizational performance (ORGP) is greatly influenced by product research (PRODR). According to Olawale, Salman, Mulikat, and Ayinde's research (2021).

#### Test of Hypothesis Three

**H0<sub>3</sub>:** There is no significant effect of pricing research on organizational performance of Cadbury Nigeria Plc.

According to Table 4.4.1's Multiple Regression results, Pricing Research (PR) has a regression coefficient of -0.192, a t-value of -0.783, and an associated p-value (sig. value) of 0.436. This suggests that Pricing Research's (PR) impact on an organization's performance is detrimental (ORGP). The p-value of 0.436 is greater than 0.05 (5%) level significance, indicating that the effect is not significant.

The correlation between Pricing Research (PR) and Organizational Performance is negative, with a regression coefficient of -0.192. (ORGP). Cadbury Nigeria Plc's organizational performance (ORGP) is only slightly impacted by pricing research (PR). This supports Tarka's (2018) findings but defies those of Olawale, Salman, Mulikat, and Ayinde (2021).

**Table 4: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .913 <sup>a</sup> | .834     | .811              | 2.035                      | 1.620         |

a. Predictors: (Constant), PR, PRODR, and SDR

b. Dependent Variable: ORGP

Source: SPSS Version 23 Output, 2022.

The model summary table shows that the correlation coefficient (R) of the regression is 0.913 (91%) and that there is a very strong positive relationship between the independent variables of sales and distribution research (SDR), product research (PRODR), and pricing research (PR) and the dependent variable of organizational performance (ORGP). The independent variables [Sales and Distribution Research (SDR), Product Research (PRODR), and Pricing Research (PR)] explain 83 percent of the variation in the dependent variable [Organisational Performance (ORGP)], as indicated by the co-efficient of determination (R<sup>2</sup>) of 83

percent (0.834). While 17 percent are still not taken into account by the model. The significant positive relationship was confirmed with an R<sup>2</sup> value of 83%. The adjusted R<sup>2</sup> gauges how well the model fits the data. This shows the model's goodness of fit and provides 81 different explanations for the relationship between the independent and dependent variables (0.8111). The remaining 19% is accounted for by the error term and other variables not included in the model. Given that the Durbin Watson calculated value of 1.620 is less than "2," serial or autocorrelation is clearly demonstrated.

**Table 5: Analysis of Variance (ANOVA)**

| Model |            | Sum of Squares | Df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 75.025         | 5  | 15.005      | 3.625 | .005 <sup>b</sup> |
|       | Residual   | 364.294        | 88 | 4.140       |       |                   |
|       | Total      | 439.319        | 93 |             |       |                   |

a. Dependent Variable: ORGP

b. Predictors: (Constant), PR, PRODR, and SDR

Source: SPSS Version 23 Output, 2022.

Last but not least, the Anova table showed that the significance F-change value (3.625)

is estimated over all p-value of 0.005 revealed that all independent variables

(Sales and Distribution Research, Product Research, and Pricing Research) jointly influence the dependent variable (Organisational Performance, ORGP). This shows that the model has been fitted properly. This is below the generally recognized level of significance of 5%.

## 5. Conclusion and Recommendations

### Conclusion

As a result of the research, it was determined that Sales and Distribution Research (SDR) has a favorable impact on Organizational Performance (ORGP). The p-value of 0.0000, which is less than 0.05 at a 95 percent confidence level, makes this clear. This suggests that Cadbury Nigeria Plc's Sales and Distribution Research (SDR), located in Agidingbi, Ikeja Lagos, Nigeria, has improved the organization's organizational performance (ORGP). The marketing performance of the company was significantly impacted by research into the chosen selling strategy and the use of sales data gathered by the marketing department. Product research improves the performance of organizations (ORGP). The p-value of 0.000, which is less than 0.05 at the 95 percent confidence level, makes this clear. This suggests that Cadbury Nigeria Plc's Product Research (PRODR) department in Agidingbi, Ikeja, Lagos has improved the organization's organizational performance (ORGP). Organizational Performance (ORGP) and Product Research (PRODR) are significantly correlated, whereas Pricing Research (PR) has little bearing on ORGP (ORGP). The p-value of 0.436, which is greater than 0.05 at the 95 percent confidence level, makes this clear. This suggests that Cadbury Nigeria Plc's Pricing Research (PR) in Agidingbi, Ikeja, Lagos, Nigeria, has not improved organizational performance (ORGP).

### Recommendations

Following an examination of the subject under consideration, the researcher made the following recommendations:

1. It is recommended that organizations, particularly Cadbury Nigeria Plc, focus more on gathering reliable information and implementing effective selling methods in order to increase productivity.
2. When dealing with customer preferences, effective advertising media should be given more consideration.
3. Effective packaging and branding can assist Cadbury Nigeria Plc in increasing productivity. As a result, they should be involved.
4. Finally, it was discovered in this study that certain aspects of marketing research are important in achieving the organization's performance objectives.

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