INTERNATIONAL JOURNAL OF PROFESSIONAL BUSINESS REVIEW
ISSN: 2525-3654
OPEN ACCESS

IMPACT OF STRATEGY IMPLEMENTATION ON PERFORMANCE IN NIGERIAN STOCK AND INSURANCE MARKETS: A REGULATOR AND SUPERVISOR PERSPECTIVE

Ekechi Festus Onyegbula[A], May Ifeoma Nwoye[B]

ARTICLE INFO

Article history:

Received 26 June 2023

Accepted 21 September 2023

Keywords:

Strategy Implementation;
Stock Market;
Insurance Market;
Organisational Performance;
Strategic Management;
Financial Service;
Nigeria;
Policy Formulation.

ABSTRACT

Purpose: The purpose of this research was to analyze how strategy implementation affects the performance of regulators and supervisors in the Nigerian stock and insurance markets. The specific goals were centered around exploring the relationship between strategic alignment, resource availability, organizational structure, and performance within the designated study area.

Theoretical framework: The study centers on the RBV Model as the theoretical framework.

Design/Methodology/Approach: Employing a descriptive research design, primary data was gathered from 145 carefully selected staff members of the Securities and Exchange Commission (SEC) and the National Insurance Commission (NAICOM).

Findings: The results of the ordinary least squares (OLS) regression revealed that strategic alignment, resource availability, and organizational structure were positive, and significantly influence organizational performance at 5% level of significance.

Practical implications: This implies that collaborative efforts can enhance the effectiveness of the regulatory approach and foster a conducive and well-functioning financial market environment. In conclusion, this research demonstrates that strategic alignment, resource availability, and organizational structure are pivotal factors influencing the performance of regulatory institutions in Nigerian stock and insurance markets. By addressing these factors, policymakers and regulators can enhance the overall stability and efficiency of the financial system, benefiting both investors and the broader economy.

Original/Value: This study makes a significant contribution to knowledge by examining the relationship between strategy implementation and performance in the Nigerian stock and insurance markets from the perspective of regulators and supervisors. By shedding light on the identified factors and their impact on performance, the research provides valuable insights for both market participants and regulatory bodies, offering a basis for informed decision-making and potential policy interventions to enhance the overall performance and stability of these financial sectors in Nigeria.

Doi: https://doi.org/10.26668/businessreview/2023.v8i9.3296

IMPACTO DA IMPLEMENTAÇÃO DA ESTRATÉGIA SOBRE O DESEMPENHO NOS MERCADOS BOLSISTAS E DE SEGUROS DA NIGÉRIA: UMA PERSPETIVA DE REGULAÇÃO E SUPERVISÃO

RESUMO

Objetivo: O objetivo desta pesquisa foi analisar como a implementação da estratégia afeta o desempenho dos reguladores e supervisores nos mercados acionários e de seguros nigerianos. Os objetivos específicos foram

[A] *Master of Sciences. Department of Business Administration, Nile University of Nigeria. Abuja, Federal Capital Territory Nigeria. E-mail: festusekechiacada@gmail.com Orcid: https://orcid.org/0000-0003-0461-2111*

[B] *PhD. Professor of Business Administration. Department of Business Administration, Nile University of Nigeria. Abuja, Federal Capital Territory Nigeria. E-mail: Ifeoma.nwoye@nileuniversity.edu.ng Orcid: https://orcid.org/0000-0002-3228-9377*

centrados em explorar a relação entre alinhamento estratégico, disponibilidade de recursos, estrutura organizacional e desempenho dentro da área de estudo designada.
Quadro teórico: O estudo centra-se no Modelo RBV como o quadro teórico.
Design/Metodologia/Abordagem: Empregando um design de pesquisa descritivo, os dados primários foram coletados de 145 funcionários cuidadosamente selecionados da Securities and Exchange Commission (SEC) e da National Insurance Commission (NAICOM).
Conclusões: Os resultados da regressão dos mínimos quadrados ordinários (OLS) revelaram que o alinhamento estratégico, a disponibilidade de recursos e a estrutura organizacional foram positivos e influenciaram significativamente o desempenho organizacional em nível de significância de 5%.
Implicações práticas: Tal implica que os esforços de colaboração podem aumentar a eficácia da abordagem regulamentar e promover um ambiente propício e funcional dos mercados financeiros. Em conclusão, esta pesquisa demonstra que o alinhamento estratégico, a disponibilidade de recursos e a estrutura organizacional são fatores essenciais que influenciam o desempenho das instituições regulatórias nos mercados acionários e de seguros da Nigéria. Ao abordarem estes fatores, os decisores políticos e os reguladores podem melhorar a estabilidade e a eficiência globais do sistema financeiro, beneficiando tanto os investidores como a economia em geral.
Original/Valor: Este estudo dá uma contribuição significativa para o conhecimento, examinando a relação entre a implementação da estratégia e o desempenho nos mercados acionários e de seguros nigerianos a partir da perspetiva dos reguladores e supervisores. Ao lançar luz sobre os fatores identificados e seu impacto sobre o desempenho, a pesquisa fornece informações valiosas para os participantes do mercado e os órgãos reguladores, oferecendo uma base para a tomada de decisão informada e potenciais intervenções políticas para melhorar o desempenho global e a estabilidade desses sectores financeiros na Nigéria.

Palavras-chave: Implementação de Estratégia, Mercado de Ações, Mercado de Seguros, Desempenho Organizacional, Gestão Estratégica, Serviço Financeiro, Nigéria, Formulação de Políticas.

IMPACTO DE LA IMPLEMENTACIÓN DE LA ESTRATEGIA SOBRE EL DESEMPEÑO EN LOS MERCADOS DE VALORES Y SEGUROS DE NIGERIA: UNA PERSPECTIVA DE REGULACIÓN Y SUPERVISIÓN

RESUMEN
Objetivo: El propósito de esta investigación fue analizar cómo la implementación de la estrategia afecta el desempeño de los reguladores y supervisores en los mercados de valores y seguros de Nigeria. Los objetivos específicos se centraron en explorar la relación entre la alineación estratégica, la disponibilidad de recursos, la estructura organizacional y el desempeño dentro del área de estudio designada.
Marco teórico: El estudio se centra en el Modelo RBV como marco teórico.
Diseño/Metodología/Enfoque: Utilizando un diseño de investigación descriptivo, se recopilaron datos primarios de 145 empleados cuidadosamente seleccionados de la Comisión de Valores y Bolsa (SEC) y la Comisión Nacional de Seguros (NAICOM).
Hallazgos: Los resultados de la regresión de mínimos cuadrados ordinarios (MCO) revelaron que la alineación estratégica, la disponibilidad de recursos y la estructura organizacional fueron positivas, e influyeron significativamente en el desempeño organizacional a un nivel de significancia del 5%.
Implicaciones prácticas: Esto implica que los esfuerzos de colaboración pueden mejorar la eficacia del enfoque regulador y fomentar un entorno favorable y eficaz en los mercados financieros. En conclusión, esta investigación demuestra que la alineación estratégica, la disponibilidad de recursos y la estructura organizacional son factores cruciales que influyen en el desempeño de las instituciones regulatorias en los mercados accionarios y de seguros nigerianos. Al abordar estos factores, los responsables de las políticas y los reguladores pueden mejorar la estabilidad y la eficiencia generales del sistema financiero, beneficiando tanto a los inversores como a la economía en general.
Original/Valor: Este estudio aporta una contribución significativa al conocimiento al examinar la relación entre la implementación de la estrategia y el desempeño en los mercados de valores y seguros de Nigeria desde la perspectiva de los reguladores y supervisores. Al arrojar luz sobre los factores identificados y su impacto en el rendimiento, la investigación proporciona información valiosa tanto para los participantes del mercado como para los organismos reguladores, ofreciendo una base para la toma de decisiones informada y posibles intervenciones políticas para mejorar el rendimiento general y la estabilidad de estos sectores financieros en Nigeria.

Palabras clave: Implementación de Estrategias, Mercado de Valores, Mercado de Seguros, Desempeño Organizacional, Gestión Estratégica, Servicio Financiero, Nigeria, Formulación de Políticas.

INTRODUCTION

The Nigerian insurance and stock markets are significant elements of the nation's financial sector and have a significant impact on the expansion and advancement of the Nigerian economy (Iyodo et al., 2018). The stock market and the insurance market are two separate financial markets with different functions. Publicly traded corporations issue and sell shares of their ownership to investors on stock markets, which are financial marketplaces. These shares are available for purchase and sale on stock exchanges. According to supply and demand, the prices of these shares change, and investors may profit by purchasing low and selling high as well as through dividends given out by the corporation (Igwebuike et al., 2019). On the other hand, insurance markets are financial marketplaces where people and companies buy insurance policies to shield themselves against monetary losses brought on by various forms of risks. When policyholders encounter losses covered by their policies, insurance firms use a pooled sum of premiums paid by policyholders to pay claims.

In Nigeria, the Nigerian Stock Exchange (NSE) serves as the primary stock exchange, providing a platform for individuals and entities to trade various securities, such as stocks, bonds, and other investment products. The exchange offers options for investment and diversification to investors, as well as serving as a source of long-term funding for Nigerian businesses through initial public offerings (IPOs) and other types of equity financing. On the other side, the Nigerian insurance sector offers risk management services to both individuals and companies. Insurance firms provide a range of goods, including, among others, life, health, and property insurance. By making investments in a variety of industries, such as real estate, infrastructure, and government securities, the insurance business in Nigeria also boosts the national economy. It is impossible to overstate the significance of the Nigerian stock and insurance markets, which are crucial to the expansion and advancement of the country's economy (Adeniyi et al., 2019). While the insurance sector offers people and businesses risk management services, fostering economic stability, the stock market gives firms access to cash to finance their growth and expansion ambitions. Furthermore, the Nigerian stock and insurance markets contribute to the overall development of the financial sector by providing employment opportunities for professionals such as stockbrokers, fund managers, and insurance agents, among others. These markets also attract foreign investment, which can boost economic growth and development. Hence, the Nigerian stock and insurance markets are critical to the growth and development of the country's economy, providing access to capital and risk management services, promoting economic stability, and contributing to the development of the financial sector.

The current turbulent business environment poses a serious challenge to both public and private organisations (Njagi et al., 2020). The performance of financial institutions relies heavily on the quality of the regulations and supervision provided by certain government agencies assigned to these responsibilities (Augustine et al., 2018). The regulation and supervision of the Nigerian stock and insurance markets are crucial for ensuring the protection of investors' interests and maintaining the integrity of the financial system (Nwosu et al., 2021). Effective regulation and supervision help to build trust and confidence in the markets, attracting more investors and promoting economic growth and development. Regulation and supervision help to protect investors from fraudulent activities and market manipulation, ensuring that their investments are safe and secure. This helps to build trust and confidence in the markets, attracting more investors and promoting economic growth. Equally, effective regulation and supervision help to ensure that the markets are fair and transparent, with all market participants operating on a level playing field. This helps to promote market efficiency and integrity, which are essential for the smooth functioning of the financial system. Furthermore, regulation and supervision help to maintain the stability of the financial system by ensuring that market participants adhere to prudential rules and regulations. This helps to prevent financial crises and systemic risks, which can have serious consequences for the economy as a whole. In the same vein, effective regulation and supervision of the Nigerian stock and insurance markets are essential for ensuring compliance with international standards, such as those set by the International Organization of Securities Commissions (IOSCO) and the International Association of Insurance Supervisors (IAIS). Compliance with these standards is essential for attracting foreign investment and promoting economic growth.

In recent years, there were concerns about a crisis in the Nigerian stock and insurance markets due to various factors such as economic uncertainty, inflation, and low investor confidence (Nwokediuko et al., 2019). As at 2020, Nigeria's economy was hit hard by the COVID-19 pandemic and the resulting restrictions, which led to a recession (Adaeze & Ekwutosi, 2020). The country's high inflation rate, which reached a four-year high of 18.17% in March 2021, has also negatively impacted the stock market. In addition, there have been concerns about the stability of some Nigerian insurance companies, with some being placed under regulatory intervention due to financial irregularities and a lack of compliance with regulatory requirements. These issues have contributed to low investor confidence in the

Nigerian stock and insurance markets, with many investors adopting a wait-and-see approach until there is more stability and clarity in the markets.

For the supervision and control of the Nigerian stock and insurance markets to be successful, it is crucial to put in place effective strategies (Lee et al., 2021). Promoting investor trust, enhancing market integrity, and supporting sustainable economic growth all depend on the monitoring and regulation of Nigeria's stock and insurance markets being carried out effectively. According to a number of studies (Onifade et al., 2019; Oyewole, 2019), there is a correlation between Nigeria's plan execution and sector performance. However, these research efforts have not examined how much strategy execution has affected the performance of organizations that regulate and supervise the Nigerian insurance and stock markets. Consequently, this research addresses a critical void in the existing literature by examining the impact of strategic alignment, resource availability, and organizational structure on the performance of regulatory bodies overseeing Nigerian banks.

THEORETICAL FRAMEWORK

The RBV model is highly relevant to the study's focus on strategy implementation and performance in the Nigerian stock and insurance markets. The RBV model is rooted in the idea that a firm's competitive advantage and superior performance are primarily derived from its unique and valuable resources and capabilities (Hsu & Ziedonis, 2013). In the context of the Nigerian financial markets, understanding the strategic resources and capabilities that enable firms to outperform their competitors is essential for regulators and supervisors. By adopting the RBV model, the study can analyze how specific resources, such as technology, human capital, financial capital, and regulatory compliance, contribute to the overall performance of companies operating in these markets. Similaly, the RBV model provides a comprehensive framework for assessing the internal factors that influence performance. The model allows for a thorough examination of a firm's resources and how they are combined, integrated, and deployed to create sustainable competitive advantages. For regulators and supervisors in the Nigerian financial markets, understanding the sources of competitive advantage is crucial for making informed decisions related to market oversight, policy formulation, and performance evaluation of market participants. By employing the RBV model, the study can uncover the unique resources and capabilities that are vital for firms' success and help identify potential areas where intervention or support may be required to enhance overall market performance. Equally, the RBV model offers a holistic perspective that goes beyond external market forces.

While other strategic management theories, such as Porter's Five Forces, focus on the impact of external factors on firm performance, the RBV model complements this view by emphasizing internal factors that influence competitive advantage. For a regulator and supervisor perspective, understanding how internal resources and capabilities shape firms' performance can lead to more effective regulatory policies and interventions. By adopting the RBV model, the study can provide valuable insights into how Nigerian financial firms can better align their strategies with available resources to achieve sustainable growth and improved performance, leading to a more stable and thriving financial market ecosystem. Hence, the adoption of the RBV model as the theoretical framework in the study "Impact of Strategy Implementation on Performance in Nigerian Stock and Insurance Markets: A Regulator and Supervisor Perspective" is justified due to its relevance, applicability, and explanatory power in analyzing the relationship between strategy implementation and performance in the context of the Nigerian financial markets. The model's focus on internal resources and capabilities provides valuable insights for regulators and supervisors to understand and support market participants better, leading to a more robust and successful financial market environment in Nigeria

The Concept of Strategy Implementation

The implementation of a strategy effectively is essential for attaining organizational success and necessitates continuous examination and modification to ensure alignment with the organization's goals and objectives. The process of carrying out the plans and objectives created during the strategic planning stage of an organization is referred to as strategy implementation (Kusuma et al., 2023). For the strategic plan's goals and objectives to be met, it entails the coordination of all available resources, including personnel, funds, technology, and operations. In order to successfully carry out a strategic plan, a number of different tasks and activities must be completed. This is referred to as strategy implementation. Similar to this, strategy implementation refers to the process of converting a strategic plan into action plans and successfully implementing them to obtain the desired results. Additionally, building a system of rules and regulations, assigning resources, and inspiring staff to accomplish the organization's strategic goals are all regarded to be parts of the strategy implementation process. Nthiwa and Muchemi (2020) define it as the process of converting strategic objectives into detailed action plans, distributing funds and responsibilities, and tracking progress toward reaching the intended performance outcomes.

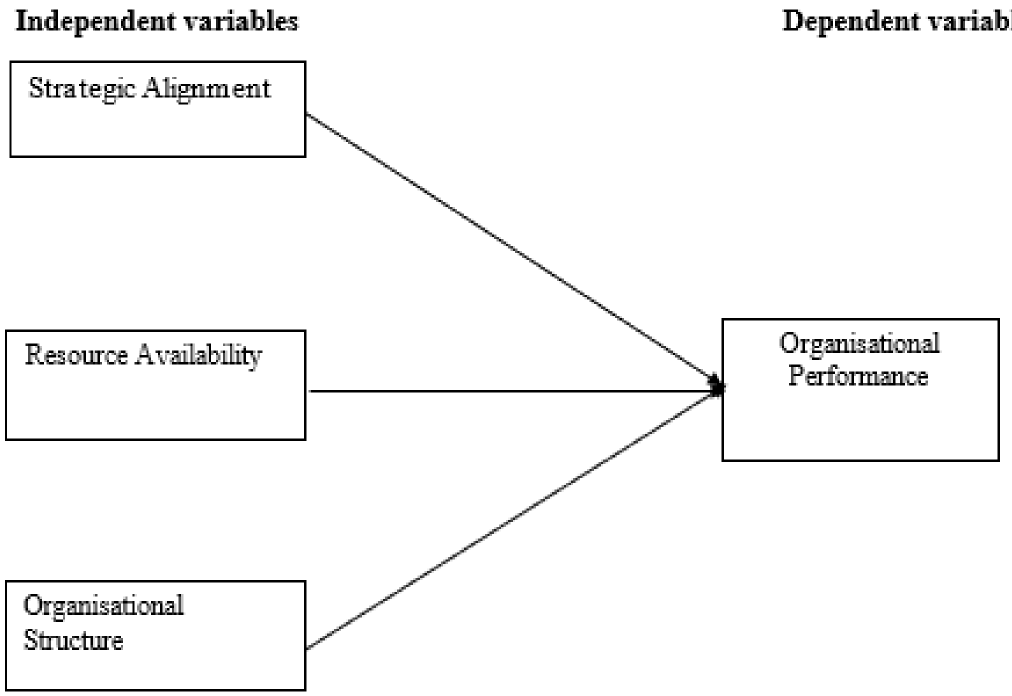
For a company to be successful in implementing its strategy, strategic alignment mandates that the capabilities of the organization be in line with external, internal, and environmental elements (Mutinda, 2021). Alignment is the measure of how closely the elements, needs, objectives, aims, or structures of one phenomenon match those of another phenomenon. Anuar and Kamruzzaman (2017) contend that organizational structure alignment should center on the goals that are being sought to be achieved. Resources, which are any assets that an organization may use to further its objectives, should be emphasized as being necessary for the implementation of any strategies. The amount to which a business has access to the resources needed to accomplish its goals is referred to as resource availability in organizations. These resources may be material, immaterial, financial, human, technological, or human. Simply said, an organization's structure can be described as the sum of all the ways that its labor is separated into various tasks before being coordinated and integrated across those activities (Valentine & Edmondson, 2015). It illustrates the company's value-based decisions, the formal categorization, coordination, and division of labor, and it can serve as a link between the social and psychological subsystems.

When compared to predetermined standards, organizational performance, according to Kaplan and Norton (2004), is the efficiency with which an organization as a whole achieves its objectives. The term "organizational performance" refers to an organization's capacity to effectively and successfully achieve its strategic objectives and goals. It is viewed as producing outcomes, which are frequently exemplified by publicly available knowledge, financial viability, social accountability, and environmental responsibility.

The Conceptual Framework

This study examines the effect of strategy execution on the performance of regulators and supervisors in the Nigerian stock and insurance markets. Strategic alignment, resource accessibility, and organizational structure all play significant roles in the study's conceptual framework. The level of strategic alignment between the regulatory bodies' goals, objectives, and actions and those of the markets they oversee is known as regulatory alignment. Resource availability is the state of being able to access the tools such as those that are material, human, and technological are necessary for a strategy's effective implementation. In regulatory organizations, organizational structure refers to the formal separation of responsibilities, accountability, and reporting routes. The theoretical foundation of this study draws upon the Resource-Based View (RBV) theory, and it essentially posits that enterprises and organizations can achieve a competitive advantage over their competitors by effectively leveraging their unique and invaluable resources over the long term. The RBV model was used in this study to examine how the alignment of regulatory strategies, resource accessibility, and organizational structure affect the performance of regulators and supervisors in the Nigerian stock and insurance markets. This study's findings will help us understand how to implement strategies effectively in the regulatory context. Figure 1 provides an illustration of the conceptual framework for this investigation.

Figure 1: Conceptual Framework



Source: Author's Concept

Empirical Review

Several studies have found varying degrees of connections between performance and strategic alignment. For instance, Mulago & Oloko (2019) looked at the Kenyan telecommunications industry to analyze the relationship between strategy alignment and business performance. The study came to the conclusion that companies with aligned personnel, critical business processes, information technology, and customers have a clear understanding of what they are trying to accomplish and who is responsible for it. Additionally, Tourani and Khatibi (2020) looked into how strategic alignment affects performance while taking a sustainable plan into account. The study's findings indicate that strategy alignment significantly and favorably affects sustainability strategy and performance. A sustainable approach also significantly and favorably affects performance.

In the North Central region of Nigeria, Funminiyi (2018) evaluated the effect of organizational structure on employee engagement. Utilizing a survey approach, the study employed primary data. The results showed that there is a strong positive association between worker output and the decentralization of control, while the effectiveness of employees is positively impacted by the standardization of control. The study came to the additional conclusion that a decentralized structure of control is essential for increasing employee productivity and developing an organization. Similar to this, Anthony et al. (2019) looked at how organizational structure affected organizational commitment in the Nigerian state of Edo's manufacturing industry. The findings show that the line/staff and functional organizational types are those most commonly used in the industrial organizations under investigation. According to the results of the chi-square test, organizational structure does have an impact on how committed employees are in the manufacturing industry. The Federal Radio Corporation of Nigeria (FRCN), Enugu, was the subject of an analysis by Adaeze & Ekwutosi (2020) that looked at the impact of organizational structure on management performance. In the descriptive research design of the study, descriptive statistics and chi-square were used to analyze the data. The majority of responders to the poll are adamant that organizational structure has a big impact on FRCN effective management.

Gitahi & K'Obonyo (2018) have contributed to the body of knowledge already in existence about the relationship between the resources and performance of companies listed on the Nairobi Securities Exchange. According to the results, organizational resources have a significant influence on business performance. The impact of resource allocation and availability on the devolution of public sector services in Kericho County was also studied by Korir & Bett (2018). According to the study's findings, resource allocation and availability have a key role in predicting how well the County Government of Kericho would do when it comes to the transfer of public sector services. The impact of resource allocation as a strategy implementation practice on the performance of audit firms in Nairobi City County, Kenya, was established by Nthiwa & Muchemi (2020). According to the study, resource allocation significantly affects how well audit firms perform and is significant in statistical terms.

METHODOLOGY

This study employed a descriptive survey research design in order to collect cross-sectional data from the respondents selected from the Security and Exchange Commission (SEC) and the National Insurance Commission (NAICOM). The sample frame employed in this research comprises a comprehensive roster of potential participants drawn from regulatory and oversight organizations governing the Nigerian stock and insurance markets, acquired through official channels. To create a representative sample, a multi-stage sampling method was utilized. Initially, the study selected offices located in Lagos and Abuja through purposive sampling, considering the prevalence of these organizations in these regions, where the study's target population is concentrated. In the second stage, the sample included middle and upper cadre staff within these organizations.

In this study, the validity of the research tool was assessed both before and after the pilot test. The validity of the content in order to ensure that measurement variables were appropriate and sufficient was initially confirmed by university specialists. The study adopted systematic random sampling technique to select respondents from Kano and Rivers States' offices of the organisations for the pilot study. The pilot study included data collection from 15 respondents from the organizations. The aim of the pilot test was to evaluate the speed of processing and analysis of the obtained variables. After the pilot test, the questionnaire underwent revisions to reduce the possibility of ambiguous questions as well as to increase the survey's validity and reliability. In particular, the google form was employed in this study's computer-assisted personal interviewing (CAPI) to gather data from the respondents. All chosen responders received the questionnaire online. All responders received weekly notifications that the needed responses had not yet been received.

Measurement of Variables

The variables were assessed using a Likert scale with five points, where respondents ranked each variable from 1 (severely disagree) to 5 (strongly agree). For the purpose of examining the relationships amongst the variables, the mean score of each response was determined based on typical Key Performance Indicators (KPIs) of the research population. The common KPIs were used to evaluate performance. The data underwent editing to identify and rectify any errors or discrepancies resulting from the questionnaire's usage. To facilitate interpretation and minimize data entry and processing errors, the responses were coded. The multiple regression analysis results were assessed for statistical significance at a 95% confidence level. Thus, the regression model was specified as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Organisational Performance
B_0 = Beta coefficient for the constant
β_1, β_2, and β_3 = Beta coefficients
X_1= Strategic Alignment
X_2= Resource Availability
X_3= Organisational Structure
ε = Error term

RESULTS AND DISCUSSION

Multiple Regression Result

Regression diagnostics

The study employed several diagnostic tests, presented in Table 1, to ensure the validity of the multiple regression assumptions. The data for the study's variables were carefully evaluated to detect any potential multicollinearity issues. However, the mean Variance Inflation Factor (VIF) score was 1.46, well below the acceptable threshold of 10, indicating that collinearity was not present. Equally, the Durbin-Watson statistic was used to assess the autocorrelation assumption, and the results indicated that the score of 1.80 indicated no significant autocorrelation among the study's variables. This was within the permissible range of 1.5 to 2.5, confirming the validity of this assumption. Additionally, normality and heteroscedasticity were examined, and the results indicated that none of these assumptions were violated. Moreover, the model's summary demonstrated a strong and positive correlation coefficient of 0.69, with an R-squared coefficient of determination (score) of approximately 0.70. This implies that the combined impacts of the independent variables explained about 70% of the variance in the dependent variable, while the remaining 30% can be attributed to error and other unaccounted-for variables in the model. The F-statistics of 108.26, along with the corresponding P-value (sig. value) of 0.000, indicate that the model fits well.

Table 1. Regression Diagnostics Result

Variable	Result
R	0.84
R-squared	0.70
Adjusted R-squared	0. 69
S.E. of regression	0.43
Sum squared resid	25.67
F-statistic	108.26
Prob(F-statistic)	0.00
Durbin-Watson	1.80
VIF	1.46

Source: Field Survey, 2022

Regression result

The outcomes of the Ordinary Least Square regression analysis can be observed in Table 2. Strategic alignment was discovered to have a favorable and statistically significant influence on performance (coefficient = 0.15, $p > 0.05$). Furthermore, resource availability was predicted to have a positive impact on the performance of the study area, indicating that an increase in resources would likely lead to a corresponding improvement in performance (coefficient = 0.19, $p < 0.05$). As expected, the regression analysis revealed a positive and statistically significant association between organizational structure and performance in the researched region (coefficient = 0.49, $p < 0.05$).

Table 2. OLS Result of the relationship between variables

Variable	Coefficient	Std. Error	t-Statistic	Prob.
(Constant)	0.82	0.23	3.63	0.00
Strategic Alignment	0.15	0.05	2.79	0.00
Resource Availability	0.19	0.04	4.91	0.00
Organisational Structure	0.49	0.05	10.39	0.00

Source: Field Survey, 2022

Strategic alignment was found to have a statistically significant positive impact on performance. This suggests that an increase in strategic alignment inside a unit won't necessarily result in a performance boost. Internal communication within a business can be enhanced through strategic alignment. An investigation into how strategic alignment affects performance in significant Iranian food enterprises by Tourani and Khatibi (2020) provides support for this assertion. The study's results ran counter to this assertion. Results of their research show that strategy alignment significantly and favorably affects sustainability strategy and performance. The results also coincide with those of Ilmudeen et al. (2019), who looked at organizational performance indicators and strategy alignment. The results of the study showed that there is strong evidence to back up the hypothesis that strategic alignment and organizational performance are positively correlated.

Equally, this study showed that the impact of resource availability on performance was estimated as positive and statistically significant. Resources are essential to the success and survival of organizations (Mwai et al., 2018). This study demonstrated how access to resources enhances organizational success in the field of research. Agbonghale & Adavbiele (2018) reached a similar finding after examining the relationship between resource accessibility and academic accomplishment in technical colleges in Delta State, Nigeria. The results of the study showed a positive relationship between resources' accessibility and students' academic success.

The outcomes of this study are in agreement with Gitahi & K'Obonyo's (2018) assessment of the connection between resources and performance of companies listed on the Nairobi Securities Exchange. According to the results, organizational resources have a significant influence on business performance. According to Rugiri & Njangiru (2018), CDF-funded water projects in Kenya's Nyeri County serve as examples of how resource availability influences not only project performance but also project monitoring and assessment.

The study also showed a positive and statistically significant relationship between organizational structure and field performance. Given that organizational structure determines the formal reporting connections that regulate the organization's workflow, the result is what one could expect. This outcome is similar with a study conducted in North Central Nigeria by Funminiyi (2018) that looked at the effect of organizational structure on employee engagement. The results showed that while a standardized system of control has a good impact on staff effectiveness, a decentralized system of control has a significant positive link with employee productivity. In a similar vein, this research backs up the argument made by Anthony et al. (2019), who looked at how organizational structure affected organizational commitment in the manufacturing sector of Nigeria's Edo state. The findings show that organizational structure does have an impact on how committed employees are in the manufacturing industry. The findings of this study are also consistent with those of Nosike et al. (2021), who examined the organizational design and worker productivity of a few chosen banks in Nigeria's Anambra state. The results of the study showed that the organizational hierarchy's levels and the degree of formalization have a substantial impact on how well commercial banks' employees perform in the state of Anambra. Other research demonstrating the importance of organizational structure on performance was conducted by Kinyua & Kihara in Kenyan media organizations, Vithanage & Shyaman in Sri Lankan small and medium enterprises, and Funminiyi in North Central Nigeria.

The study's reliance on RBV suggests that the performance of regulators and supervisors in the Nigerian Stock and Insurance Markets can be understood through the lens of strategic resources and capabilities. RBV focuses on the firm's unique resources and how they can be leveraged to achieve a competitive advantage. By applying RBV to regulatory bodies, the study highlights the importance of strategic resource allocation and utilization in enhancing performance. Equally, the study findings indicate that strategic alignment has a positive and statistically significant impact on the performance of regulators and supervisors. This implies that when regulatory strategies are aligned with the objectives and goals of the organization, it leads to improved performance. Strategic alignment ensures that the regulatory actions and decisions are in line with the overall strategic direction of the organization, which can enhance effectiveness and efficiency.

Equally, the study establishes that resource availability positively influences the performance of regulators and supervisors. This implies that having access to an adequate amount of resources, such as financial, human, and technological resources, is crucial for regulatory bodies to carry out their functions effectively. Sufficient resources enable regulators to implement strategies, invest in necessary infrastructure, and attract and retain competent staff, thereby improving overall performance (Goswami et al., 2023). Also, the study findings reveal that organizational structure has a positive and statistically significant impact on the performance of regulators and supervisors. This suggests that the way regulatory bodies are organized, including their hierarchical structure, division of responsibilities, and coordination mechanisms, can influence their performance. An effective organizational structure facilitates clear communication, efficient decision-making processes, and the ability to adapt to changing market conditions.

Therefore, the study's findings highlight the importance of strategic alignment, resource availability, and organizational structure in improving the performance of regulators and supervisors in the Nigerian Stock and Insurance Markets. These theoretical implications provide insights for policymakers and regulatory bodies to enhance their performance by focusing on strategic resource allocation, aligning regulatory actions with organizational objectives, ensuring adequate resource availability, and optimizing organizational structures

CONCLUSION

This study has important implications for practice within the context of regulatory bodies and supervisory organizations operating in the Nigerian stock and insurance markets. The study's reliance on the Resource-Based View (RBV) as the theoretical framework suggests that the findings offer insights into how these organizations can enhance their performance through strategic alignment, resource availability, and organizational structure. The study found that strategic alignment has a positive and statistically significant impact on the performance of regulators and supervisors. This implies that these organizations should ensure that their strategies and objectives are aligned with the overall goals and objectives of the Nigerian stock and insurance markets. Practitioners can focus on aligning their regulatory and supervisory activities with market dynamics, economic conditions, and emerging trends to enhance performance.

Also, the study highlights the importance of having adequate resources for regulators and supervisors to perform effectively. Practitioners should prioritize securing and allocating resources such as financial, human, and technological resources to support their operations. This may involve seeking sufficient funding, recruiting and training competent staff, and investing in modern information systems and infrastructure. By ensuring resource availability, regulatory bodies can improve their capacity to monitor and regulate the markets efficiently. Equally, the study establishes a positive relationship between organizational structure and the performance of regulators and supervisors. It suggests that having a well-designed and efficient organizational structure can contribute to better performance outcomes. Practitioners should consider reviewing and optimizing their organizational structures to ensure clear lines of authority, effective decision-making processes, and efficient communication channels. This may involve streamlining workflows, clarifying roles and responsibilities, and fostering a culture of collaboration and innovation within the organization.

Hence, the implications for practice based on the study's findings suggest that regulatory bodies and supervisory organizations in the Nigerian stock and insurance markets can enhance their performance by focusing on strategic alignment, resource availability, and organizational structure. By aligning their strategies, securing adequate resources, and optimizing their structures, these organizations can improve their effectiveness, efficiency, and overall performance in regulating and supervising the markets

While the study has found positive and statistically significant impacts of strategic alignment, resource availability, and organizational structure on the performance of regulators and supervisors of the Nigerian stock and insurance markets, it is important to consider the limitations of the study and potential areas for future research. Firstly, the study focuses specifically on regulators and supervisors of the Nigerian stock and insurance markets. Therefore, the findings may have limited generalizability to regulators and supervisors in other countries or industries. Future research could aim to replicate the study in different contexts to assess the validity of the findings across diverse regulatory environments. Similarly, the study's findings rely on the measurement and operationalization of variables such as strategic alignment, resource availability, organizational structure, and performance. Future research could explore alternative or complementary measures for these constructs to ensure robustness and reliability of the findings.

Equally, the study focuses on internal factors such as strategic alignment, resource availability, and organizational structure, but it does not extensively consider the influence of external factors on the performance of regulators and supervisors. Future research could explore the impact of external factors such as political, economic, and regulatory changes on the performance outcomes. Lastly, the study's findings provide insights into the immediate impacts of strategic alignment, resource availability, and organizational structure on performance. However, it would be valuable to investigate the long-term effects and sustainability of these factors on regulator and supervisor performance. Longitudinal studies or case studies could provide a more comprehensive understanding of the dynamics over time.

REFERENCES

Adaeze, E. E., & Ekwutosi, O. C. (2020). Effect of Organisational Structure on Management Effectiveness (A Study of Federal Radio Corporation of Nigeria (FRCN), Enugu, Nigeria. *IAA Journal Arts and Humanities*, *6*(1), 21–34.

Adeniyi, D. J., Adeyinka, A. J., & Babayaro, I. (2019). Insurance companies and the efficiency of financial intermediation in Nigeria. *American International Journal of Economics and Finance Research*, *1*(1), 21-33.

Agbonghale, G. O., & Adavbiele, J. A. (2018). Relationship Between Resource Availability And Academic Performance Of Students In Wood Work In Technical Colleges In Delta State, Nigeria. *International Journal of Education, Learning and Development*, *6*(2), 14–25.

Augustine, M. O., Kasimu, A., & Anthony, E. O. (2018). The impact of organisational structure on employee's commitment in the Nigeria manufacturing sector. *Journal of Business and Organizational Development*, 10(4), 35-47.

Funminiyi, A. K. (2018). Impact of organisational structure on employee engagement: Evidence from North Central Nigeria. *International Journal of Advanced Engineering, Management and Science*, *4*(8), 264311.

Gitahi, A. W., & K'Obonyo, P. O. (2018). The relationship between organizational resources and firm performance of companies listed on the Nairobi Securities Exchange. *International Journal of Economics, Commerce and Management*, *6*(5), 540-555.

Goswami, I., Hamida, A. G. B., Gopal, S. P., & Kumar, J. A. (2023). Effective Role of Human Resource Management Policies Within Marketing Organization: The Impact on Business and Marketing Strategy Implementation. *International Journal of Professional Business Review*, *8*(7), e0997-e0997. https://doi.org/10.26668/businessreview/2023.v8i7.997.

Hsu, D. H., & Ziedonis, R. H. (2013). Resources as dual sources of advantage: Implications for valuing entrepreneurial-firm patents. *Strategic Management Journal*, *34*(7), 761-781.

Igwebuike, C., UDEH, S. N., & Okonkwo, O. (2019). Effects of financial deepening on economic growth of Nigeria (1981-2016). *International Academy Journal of Business Administration Annals*, *7*(1), 54-67.

Ilmudeen, A., Bao, Y., & Alharbi, I. M. (2019). How does business-IT strategic alignment dimension impact on organizational performance measures: conjecture and empirical analysis. *Journal of Enterprise Information Management*, *32*(3), 457-476.

Iyodo, B. Y., Samuel, S. E., & Inyada, S. J. (2018). Effect of insurance industry performance on economic growth in Nigeria. *International Journal of Business and Finance Management Research*, *6*(3), 22-33.

Kamruzzaman, K., & Anuar, H. S. (2017). Business strategic alignment with Information Technology to increase organizational performance: study on banking sector. *Elixir International Journal*, *113*, 49341-49344.

Kaplan, R. S., & Norton, D. P. (2004). *Strategy maps: Converting intangible assets into tangible outcomes*. Harvard Business Press.

Korir, V. C., & Bett, S. K. (2018). Effect of Resource Allocation and Availability on Devolution of Public Sector Services in Local Authorities in Kenya: Case of County Government of Kericho. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)*, *5*(1), 1-7.

Kusuma, A. R., Rande, S., & Indarto, K. (2023). Strategy to Increase the Capability of Civil Servant (ASN) Resources. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, *8*(6), e02225. https://doi.org/10.26668/businessreview/2023.v8i6.2225.

Lee, C. C., Olasehinde-Williams, G., & Olanipekun, I. (2021). Financial systems, regulatory quality, and economic growth. *The Journal of International Trade & Economic Development*, *30*(2), 246-274.

Mailu, R. N., Ntale, J. F. & Ngui, T. K. (2018). Strategy implementation and organizational performance in the pharmaceutical industry in Kenya. International Academic Journal of Human Resource and Business Administration, 3(2), 33-47

Mulago, J., & Oloko, M. (2019). Effect of strategic alignment on firm performance in telecommunication sector in Kenya. *Journal of International Business, Innovation and Strategic Management*, *3*(1), 82-98.

Mutinda, J. K. (2021). *Strategic Training Practices and Reforms Implementation in the Kenya Police Service* (Doctoral dissertation, University of Nairobi).

Njagi, A. W., Nugget Kamau, J., & Muraguri, C. W. (2020). Adhocracy Culture and Strategy Implementation: An Application within Professional Bodies in Kenya. *International Journal of Business and Management*, *15*(9), 47-57.

Nosike, C. J., Anekwe, I. R., & Egbunike, C. F. (2021). Regulatory Environment and Performance of Selected Pharmaceutical Companies in Anambra State, Nigeria. *IOSR Journal of Economics and Finance (IOSR-JEF)*, *12*(3), 30-38.

Nthiwa, J. K., & Muchemi, A. W. (2020). Resource Allocation As A Strategic Implementation Practice And Performance Of Audit Firms In Nairobi City County, Kenya. *International Journal of Innovative Research and Advanced Studies (IJIRAS)*, *7*(11), 1-8.

Nwokediuko, O. K., Ikeora, J. J. E., & Atueyi, C. L. (2019). Effect of Financial Regulation on Economic Growth in Nigeria. *Rnational Academy Journal of Management, Marketing and Entrepreneurial Studies*, *7*(1), 65–78.

Nwosu, E. O., Ajibo, C. C., Nwoke, U., & Okoli, I. (2021). Legal and institutional frameworks for capital market regulation in Nigeria: Recasting the agendas beyond compliance-based regulation. *Journal of Financial Crime*.

Onifade, T. A., Opele, A. M., & Okafor, L. I. (2019). Communication: An Effective Tool For Employee Performance In Unilever Nigeria Plc. *International Journal of Management Technology*, *6*(1), 27–38.

Oyewole, F. O. (2019). Technology Adoption and Performance of Nigerian Ports. *RSU Journal of Strategic and Internet Business*, 4(2), 714-746.

Rugiri, M. N., & Njangiru, J. M. (2018). Effect of resource availability on performance of water projects funded by constituency development fund in Nyeri County, Kenya. *International Academic Journal of Information Sciences and Project Management*, *3*(2), 378-393.

Tourani, N., & Khatibi, S. (2020). Investigating the Impact of Strategic Alignment on Performance Considering the Role of Sustainable Strategy. *Management 2020*, *10*(2), 46–54. https://doi.org/10.5923/j.mm.20201002.02

Tourani, N., & Khatibi, S. (2020). Investigating the Impact of Strategic Alignment on Performance Considering the Role of Sustainable Strategy. *Management*, *10*(2), 46-54.

Udayanga, M. V. (2020). The impact of the transactional leadership on organizational productivity: A monographic study. *International Journal of Multidisciplinary and Current Educational Research*, *2*(5), 297-309.

Valentine, M. A., & Edmondson, A. C. (2015). Team scaffolds: How mesolevel structures enable role-based coordination in temporary groups. *Organization Science*, *26*(2), 405-422.

Vithanage, M., & Shyaman, S. (2020). The Effect of Organizational Structure on Performance: An Empirical Study of Small and Medium Enterprises in Sri Lanka. *International Journal of Multidisciplinary and Current Educational Research (IJMCER)*, *2*(5), 345–353.