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ELECTRONIC BUSINESS STRATEGIES AND ORGANISATIONAL PERFORMANCE OF SELECTED PAINT MANUFACTURING FIRMS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study examines the relationship between electronic business strategies and organisational performance of selected paint manufacturing firms in Port Harcourt, Rivers State. Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was eleven (11) paint manufacturing companies in Rivers State which are registered with the Rivers State branch of Paint Manufacturers Association of Nigeria (PMAN). This gave us a total of thrity-three (33) for the study. Structured questionnaire instrument title "electronic business strategies and organisational performance of selected paint manufacturing firms in Rivers State". The questionnaire was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (Statistical Package Social Sciences). The study revealed that there is a significant relationship between business model innovation and organisational performance of paint manufacturing firms in Rivers State. There is a significant relationship between digital marketing strategy and organisational performance of paint manufacturing firms in Rivers State. There is a significant relationship between technology infrastructure and organisational performance of paint manufacturing firms in Rivers State. The study concluded that there is a significant positive correlation between electronic business strategies and organisational performance in paint manufacturing firms in Rivers State. This finding underscores the strategic importance of digital integration in enhancing operational efficiency, market reach, and overall competitiveness within the industry. The study recommended that management of paint manufacturing firms should continuously evaluate and adapt their business models to align with changing market dynamics, customer needs, and competitive pressures.

INTRODUCTION

In the digital economy, electronic business (e-business) strategies have become fundamental to organizational sustainability, competitiveness, and performance across various industries. E-business involves the strategic use of digital technologies to transform business processes, deliver value to customers, and create competitive advantages (Laudon & Traver, 2021). Among the core dimensions of e-business strategies are business model innovation, digital marketing strategy, and technological infrastructure, all of which jointly redefine how firms create, deliver, and capture value in a networked economy. Business model innovation, in particular, allows firms to reconfigure their value proposition and revenue mechanisms through digitization and platform-based interactions (Chesbrough, 2010). These strategies have not only transformed customer engagement and supply chain coordination but have also enabled firms to penetrate new markets more effectively. As a result, understanding the dynamic relationship between these e-business strategy dimensions and organizational outcomes has become critical for firm-level strategic planning.

Digital marketing, a vital arm of e-business strategy, leverages digital channels to promote products, engage customers, and analyze behavioral data to optimize marketing efforts. Through tools such as search engine optimization, content marketing, email automation, and social media analytics, firms can refine customer targeting and value delivery (Tiago & Veríssimo, 2014). Meanwhile,

technology infrastructure comprising software systems, hardware capabilities, data storage, and connectivity underpins the functionality and scalability of these digital initiatives. Firms with robust digital infrastructure are better positioned to implement innovative business models and execute agile marketing strategies. For manufacturers, particularly in sectors such as paint production, the integration of technology into business strategy supports automation, inventory management, and customer relationship systems (Zhang et al., 2020). These shifts not only enhance operational efficiency but also redefine the competitive landscape within regional markets such as Rivers State. Organizational performance, a multidimensional construct, is often measured by indicators such as market share, profitability, and operational efficiency. Market share reflects a firm's relative position in its industry, profitability indicates financial sustainability, and efficiency highlights the optimal use of resources in producing outputs (Venkatraman & Ramanujam, 1986). These measures are influenced by how well a firm adapts to market demands and technological shifts. As such, firms that successfully adopt and implement coherent e-business strategies are more likely to outperform competitors by enhancing customer satisfaction, streamlining operations, and reducing transactional friction. In emerging economies, where infrastructure gaps and market fragmentation are prevalent, the role of e-business in bridging efficiency deficits is even more pronounced. Thus, empirical analysis of how e-business strategies correlate with performance metrics is both timely and necessary, particularly in industrial clusters like Rivers State. Therefore, this study seeks to investigate the relationship between electronic business strategies through their key dimensions and organizational performance among paint manufacturing firms in Rivers State, thereby contributing to strategic decision-making and academic discourse on digital transformation in emerging markets.

Statement of the Problem

One of the foremost challenges facing paint manufacturing firms is the difficulty in expanding and sustaining market share. This problem largely stems from weak customer outreach, limited brand visibility, and underdeveloped marketing channels. Many of these firms still rely on traditional brick-and-mortar approaches to business operations, ignoring the increasing importance of digital platforms in capturing wider audiences. In the digital era, where customer behavior is rapidly shifting online, failure to adopt e-business strategies such as digital marketing, e-commerce platforms, and customer relationship management systems severely limits a firm’s ability to compete effectively (Okpara & Nwaogu, 2021). Consequently, these firms are unable to penetrate new markets, retain customers, or respond dynamically to market demands, putting them at a competitive disadvantage. Profitability is another pressing concern among these manufacturing firms. The rising cost of inputs, inefficiencies in procurement, and limited access to real-time data for decision-making have contributed to poor financial outcomes (Chukwuemeka, 2022). E-business tools such as enterprise resource planning, digital procurement systems, and online financial management solutions offer opportunities to streamline operations and improve cost control. Unfortunately, most paint firms in Port Harcourt have yet to integrate such systems into their operations. The result is not only reduced profitability but also poor agility in responding to market fluctuations or managing overhead costs. The absence of digital pricing models, automated inventory systems, and online supply chain tracking continues to place these firms behind their more technologically advanced counterparts.

Efficiency, which directly impacts both production output and customer satisfaction, is also lacking in many of these firms. The problems stem from outdated manufacturing equipment, manual record-keeping, and fragmented communication channels. These inefficiencies lead to frequent downtimes, wastage of materials, and delays in order fulfillment (Iheanacho & Alagah, 2019). Incorporating e-business strategies such as automated production systems, cloud-based inventory management, and digital order processing could significantly improve operational efficiency. However, the reluctance or inability to invest in such technologies results in missed opportunities for performance optimization. By not embracing digital transformation, these firms struggle to compete with larger players who leverage e-business tools to improve responsiveness, scalability, and customer engagement.

Conceptual Framework

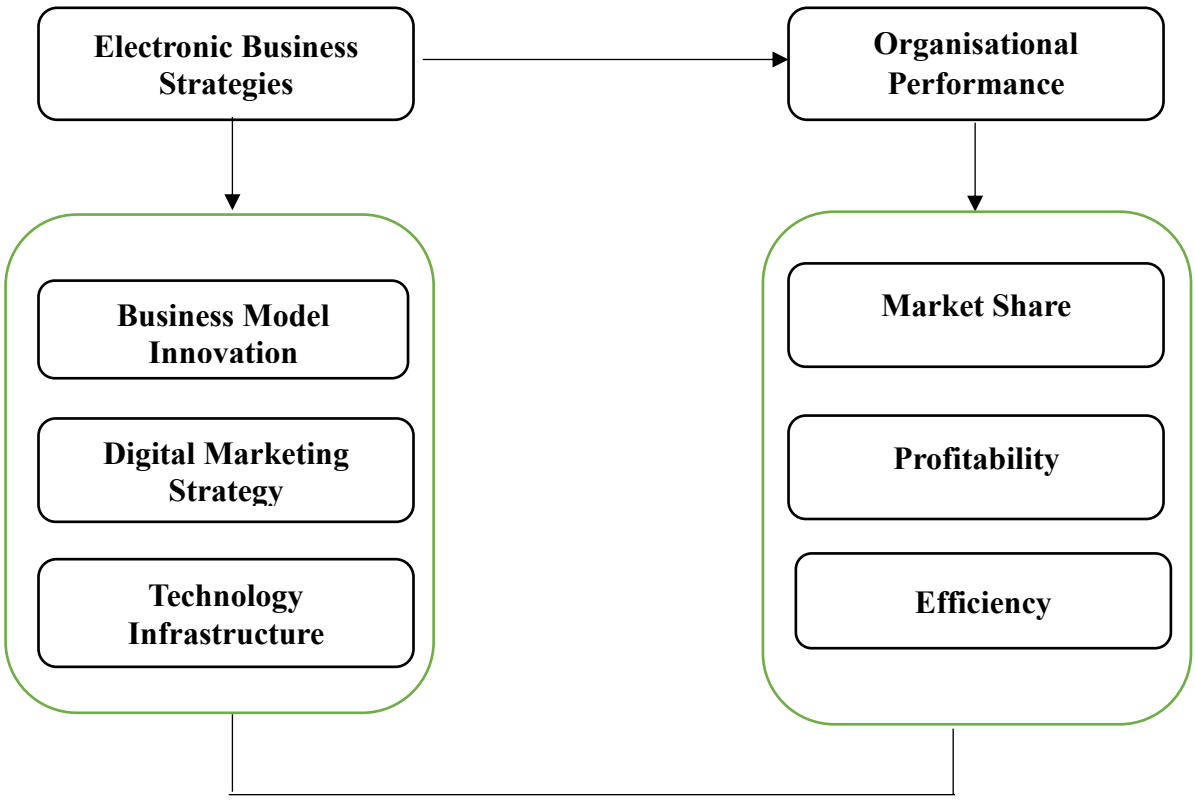

Figure 1: Conceptual framework showing the dimension/measures of Electronic Business Strategies and Organisational Performance of Selected Paint Manufacturing Firms in Rivers State
Sources: Adopted from Amit & Zot (2001) and Hill and Jones (2017)

Aims & Objectives of the Study

The aim of this study is to examine the relationship between electronic business strategies and organisational performance of selected paint manufacturing firms in Port Harcourt. The specific objectives are to:

i. Determine the relationship between business model innovation and market share of paint manufacturing firms in Rivers State.
ii. Determine the relationship between digital marketing strategy and organisational performance of paint manufacturing firms in Rivers State.
iii. Determine the relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State.

Research Questions

The following research questions were raised to guide the study.

i. What is the relationship between business model innovation and market share of paint manufacturing firms in Rivers State?
ii. What is the relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State?
iii. What is the relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State?

Hypothesis

The following null hypothesis were formulated and was tested at a significant level of 0.01.

Ho_1: There is no significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State.
Ho_2: There is no significant relationship between digital marketing strategy and profitability performance of paint manufacturing firms in Rivers State.
Ho_3: There is no significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State.

Significance of the Study

The significance of studying electronic business strategies and organisational performance extends across various stakeholders, including employees, employers, policymakers, and researchers

Employees: Understanding electronic business strategies helps employees adapt to digital tools, improve productivity, and remain competitive in an evolving workplace. It enhances their skill sets, job satisfaction, and alignment with organizational goals.

Managers: For managers, the study provides insights into how e-business strategies drive performance, enabling better decision-making, resource allocation, and innovation management to maintain market relevance.

Paint Manufacturing Firms: The study informs firms on how leveraging digital strategies can optimize operations, expand market reach, and enhance customer engagement, ultimately leading to improved performance and profitability.

Researchers: This study offers a foundation for further academic inquiry into digital transformation, providing empirical data and theoretical perspectives that can guide future research in industrial and strategic management.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to electronic business strategies and organisational performance. Discussions on electronic business strategies are restricted to business model innovation, digital marketing and technology infrastructure; while organisational performance as the dependent variable is measured and discussed through market share, profitability and efficiency.

Geographical Scope: The geographical scope of this study is delimited to paint manufacturing firms operating in Port Harcourt, Rivers State.

Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of paint manufacturing firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

This section reviews various extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Electronic Business Strategies

Electronic business (e-business) refers to the integration of innovative digital technologies into business processes, products, and services to create value, improve efficiency, and foster competitive advantage. According to Amit and Zott (2001), e-business innovation is not merely about digitizing existing business processes but rethinking value creation in an interconnected digital environment. It encompasses the novel use of the internet and other digital tools to redesign business models and operations fundamentally. Turban et al. (2018) further expand on this by emphasizing that e-business innovation entails a strategic transformation in how organizations interact with stakeholders, deploy information technologies, and generate revenue through new channels. This transformation allows firms to exploit opportunities presented by digital ecosystems, which include cloud computing, big data analytics, and artificial intelligence, ultimately changing the landscape of business competition and collaboration.

Chaffey (2015) identifies e-business innovation as the creative adaptation and application of emerging technologies to improve customer experiences, streamline internal processes, and develop new business models. This definition suggests that innovation in the e-business context is a multi-level phenomenon involving the interplay between technology adoption and strategic reconfiguration. Teece (2010) supports this notion by highlighting the dynamic capabilities required by firms to sense digital opportunities and reconfigure their assets accordingly. This includes the ability to innovate continuously in response to changing digital environments. Moreover, the shift from traditional to digital business paradigms necessitates new managerial approaches that can harness digital innovation to drive sustainable performance (Bharadwaj et al., 2013).
According to Sawhney, Wolcott, and Arroniz (2006), digital platforms enable innovation not only within firms but across business networks, encouraging openness, flexibility, and real-time responsiveness. This networked innovation model is increasingly enabled by cloud-based platforms and application programming interfaces (APIs), which facilitate modular and scalable business innovations. Yoo, Boland, Lyytinen, and Majchrzak (2012) emphasize that digital technologies have distinctive properties—such as reprogrammability and connectivity—that allow for the recombination of digital components across contexts, making innovation more fluid and continuous. Therefore, e-business innovation should be viewed as an ongoing process of experimentation and adaptation, deeply embedded in the evolving digital infrastructure that supports modern commerce.

Dimensions of Electronic Business Strategies

Business Model Innovation

Business model innovation has emerged as a crucial dimension of electronic business (e-business) strategies, reflecting the need for firms to adapt their value creation and capture mechanisms in response to digital transformation. In the context of e-business, BMI involves rethinking traditional models to leverage digital technologies for enhanced efficiency, customer engagement, and competitive advantage. Companies are increasingly redesigning their operations, revenue models, and customer interfaces to integrate digital platforms and data-driven processes (Chesbrough, 2010; Amit & Zott, 2001). The dynamic nature of digital markets necessitates continuous experimentation with business models, enabling firms to remain agile and responsive to technological changes and consumer behavior shifts (Teece, 2010).

Digital Marketing Strategy

The concept of a digital marketing strategy is integral to the broader framework of electronic business (e-business) strategies, serving as a critical dimension through which organizations leverage digital technologies to achieve competitive advantage. Digital marketing strategies encompass the use of online platforms, social media, search engine optimization (SEO), content marketing, and data analytics to engage customers, enhance brand visibility, and drive sales (Chaffey & Ellis-Chadwick, 2019). These strategies align with e-business objectives by facilitating direct interaction with consumers, enabling real-time feedback, and fostering personalized marketing approaches that are scalable and cost-effective (Tiago & Veríssimo, 2014). Moreover, digital marketing supports the integration of customer relationship management (CRM) systems and e-commerce platforms, contributing to seamless user experiences and operational efficiency (Strauss & Frost, 2014).

Technology Infrastructure

Technology infrastructure is a foundational dimension of electronic business (e-business) strategies, serving as the backbone that supports digital transformation, online service delivery, and seamless information flow. It encompasses hardware, software, databases, network resources, and enterprise systems that collectively enable firms to implement and scale e-business initiatives (Zhu & Kraemer, 2005). A robust technological infrastructure not only facilitates operational efficiency but also enhances customer experience and competitive positioning in digital marketplaces (Bharadwaj,

2000). Moreover, the alignment of IT capabilities with business objectives is essential for leveraging emerging technologies and responding agilely to market changes (Chen, Mocker, Preston, & Teubner, 2010). As such, organizations that invest strategically in IT infrastructure are better positioned to innovate and sustain long-term e-business performance (Byrd & Turner, 2001).

Concept of Organisational Performance

Organisational performance is a multidimensional construct that has been approached from various theoretical perspectives across disciplines such as management, economics, and organizational theory. According to Richard et al. (2009), organisational performance includes three specific areas: financial performance (e.g., profits, return on assets), product market performance (e.g., sales, market share), and shareholder return (e.g., total shareholder return, economic value added). Furthermore, Venkatraman and Ramanujam (1986) suggest that performance can be evaluated along financial and operational dimensions, with operational performance focusing on factors such as market effectiveness, product quality, and innovation. In this view, performance is not merely a financial metric but a broader concept involving organizational effectiveness and strategic positioning.

Daft (2013) defines organisational performance as "the organization's ability to attain its goals by using resources in an efficient and effective manner," highlighting both the process and outcomes of managerial efforts. This dual emphasis reflects the view that performance involves not only achieving results but doing so through optimal use of inputs. According to Lebas and Euske (2002), performance is dynamic and context-dependent, evolving with internal capabilities and external environmental conditions. The Balanced Scorecard approach developed by Kaplan and Norton (1992) supports this multidimensional view, suggesting that performance should be evaluated through financial, customer, internal process, and learning and growth perspectives. This framework aligns with the resource-based view of the firm, which posits that sustained competitive advantage and thereby performance stems from the strategic deployment of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991).

Neely, Gregory, and Platts (1995) argue that performance measurement systems must be tailored to reflect organisational strategy, industry context, and stakeholder expectations. As such, no universal metric can capture organisational performance across all sectors and timeframes. Instead, organisations must adopt flexible and responsive performance measurement tools that align with their strategic goals. Performance is also increasingly viewed through a stakeholder lens, recognising that value creation must extend beyond shareholders to include customers, employees, suppliers, and the broader community (Freeman, 1984). Thus, organisational performance is not a static or isolated metric but a comprehensive reflection of how well an organisation balances economic, social, and environmental demands in pursuit of sustainable success.

Measures of Organisational Performance

Market Share

Market share is a critical indicator of organisational performance, reflecting a firm's competitiveness and its position relative to industry rivals. It represents the proportion of total sales in a market captured by a particular company, often serving as a proxy for effectiveness in strategic execution, customer satisfaction, and brand strength (Kotler & Keller, 2016). High market share may correlate with economies of scale, pricing power, and improved profitability (Grant, 2019). Conversely, a decline in market share can signal strategic misalignment or deteriorating customer loyalty (Hill, Jones, & Schilling, 2014). As such, market share is not merely a financial metric but a strategic tool for assessing long-term viability and relative performance within the competitive landscape (Pearce & Robinson, 2013).

Profitability

Profitability is widely recognized as a key indicator of organizational performance, reflecting a firm's ability to generate income relative to its expenses and other relevant costs incurred during a specific period. It serves as a fundamental criterion in evaluating the efficiency and sustainability of business operations, offering insight into the effectiveness of managerial decisions and strategic initiatives (Brigham & Houston, 2019). According to Hitt, Ireland, and Hoskisson (2017), profitability not only signifies financial success but also indicates the organization's competitive position within its industry. Furthermore, profitability metrics such as return on assets (ROA), return on equity (ROE), and net profit margin are critical tools for stakeholders in assessing value creation and long-term viability (Kaplan & Atkinson, 2015). As such, profitability remains central to both internal management and external evaluation of performance, influencing investment decisions, strategic planning, and resource allocation (Anthony, Hawkins, & Merchant, 2014).

Efficiency

Efficiency is a critical dimension of organisational performance, referring to the optimal use of resources to achieve desired outcomes with minimal waste. It is concerned with the relationship between inputs and outputs, reflecting how well an organisation transforms resources such as labor, capital, and time into products or services (Daft, 2016). High efficiency indicates that an organisation is able to produce more with less, contributing to cost reduction and enhanced competitiveness (Jones & George, 2020). Efficiency is often contrasted with effectiveness, the former focusing on the means and the latter on the ends; yet, both are essential for holistic performance evaluation (Richard et al., 2009). In operational terms, metrics such as productivity ratios, turnaround times, and cost per unit are commonly used to assess efficiency (Hill, Jones, & Schilling, 2014).

EMPIRICAL REVIEW

Kareem et al., (2014) worked on electronic commerce and business performance: an empirical investigation of business organizations in Nigeria. The aim of the study was to understand how e-commerce adoption impacts business outcomes in Nigerian supermarkets. The aim was to assess effects on service operations, cost reduction, and profitability. A structured questionnaire was administered to operators and staff across eight supermarkets in Ibadan (48 respondents in total). Data analysis was conducted using simple regression. The study revealed that adoption of e-commerce showed significant positive relationships with improved service operations, reduced operational costs, and enhanced profit levels. The study concluded that e-commerce implementation leads to lower transaction costs, better service quality, broader market reach (including international), and increased profitability. The study recommended that supermarket management to invest in IT training and quality technology assets to sustain efficiency gains and improve customer retention.

Ogunsola and Babalola (2019) carried out study on use of e-business strategies and performance of small- and medium-scale enterprises in Ibadan, Nigeria. The aim of the study explored the influence of e-business strategies (including social media marketing and online payment) on SME performance. The study aimed to determine the extent and effectiveness of e-business use among SMEs in Ibadan. A mixed-methods survey using structured questionnaires (120 SMEs) and interviews with 15 key informants. Quantitative data were analyzed via descriptive statistics and binary logistic regression; interviews were content-analyzed. The study found that use of e-business significantly influenced SME performance ($p = 0.003$). However, many owners underutilized available strategies despite awareness of benefits. Key barriers included high setup/running costs, limited government support, and security concerns. Social media marketing was highlighted as an under-leveraged tool despite its ability to enhance customer interaction and market reach. The study concluded that the adoption of e-business strategies positively affects SME performance, but full benefits are hindered by external and internal obstacles. The authors recommended that suggested interventions include

government-backed financial assistance (loans, grants), investment in stable power infrastructure, and continuous training for SME staff on e-business applications and security best practices.

THEORETICAL REVIEW

Resource-Based View Theory

Resource-based view theory was initially propounded by Birger Wernerfelt in his seminal paper "A Resource-Based View of the Firm" (1984), later developed and popularised by scholars such as Barney (1991). The resource-based view theory argues that a firm's sustainable competitive advantage arises from its possession of valuable, rare, inimitable, and non-substitutable resources. These resources include tangible and intangible assets such as proprietary technology, brand reputation, organisational culture, and employee expertise. In the context of electronic business (e-business), the resource-based view theory framework helps explain how internal capabilities such as digital infrastructure, IT competencies, and data analytics can create strategic advantages over competitors (Barney, 1991; Wernerfelt, 1984).

The application of the resource-based view theory theory is particularly relevant in assessing electronic business strategies among paint manufacturing firms in Port Harcourt, Rivers State, where competition is influenced by technology adoption and operational efficiency. These firms operate in an increasingly digital marketplace where e-business tools such as enterprise resource planning systems, e-commerce platforms, and customer relationship management software are critical. According to Zhou and Li (2010), firms that integrate internal digital capabilities into their core strategies often outperform competitors by enhancing supply chain coordination, customer service, and decision-making efficiency. For Port Harcourt's paint manufacturers, leveraging these digital assets can translate into improved responsiveness, reduced lead times, and better market penetration, directly supporting the resource-based view theory assertion that resources underpin strategic success.

Moreover, organisational performance is intricately linked to how well firms utilise their unique resources in the digital context. Studies have shown that firms with robust digital infrastructures aligned with strategic objectives tend to exhibit higher profitability, innovation, and customer satisfaction (Wade & Hulland, 2004). For paint manufacturing firms in Port Harcourt, possessing digital resources without strategic alignment may not yield performance improvements. The resource-based view theory thus provides a crucial lens for evaluating the impact of internal capabilities on business outcomes. When these firms invest in training, digital literacy, and integration of IT into value creation processes, they build a foundation for sustained competitive advantage and superior performance (Barney, 2001; Teece, Pisano, & Shuen, 1997).

METHODOLOGY

Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was eleven (11) paint manufacturing firms in Rivers State which are registered with the Rivers State branch of Paint Manufacturers Association of Nigeria (PMAN).

1. Intercolor Industries (Nigeria) Ltd
2. Portland Paints & Products Nigeria Plc (Sandtex Paints)
3. DN Meyer Plc (Meyer Paints)
4. Berger Paints Nigeria Plc
5. President Paints Nigeria Ltd
6. Terra Paints (Technotap Nigeria Ltd)
7. Wesly Paints
8. Demcok Paints Ltd
9. Dulux Colour Centre (Franchise – Port Harcourt)
10. Chumaco Paints Nigeria Ltd
11. Global Tile & Paint Ing.

The sample size for this study was the eleven (11) paint manufacturing companies earlier indicated as the population. The study adopted the census techniques. One of the reasons for applying census method is the limited and manageable size of the population. With regard to the respondents of the study given the strategic nature of the study, three key managers (production manager, marketing manager and logistics manager) were chosen as respondents from each using simple random sampling of the eleven firms constitute the study subject. This gave us a total of thirty-three (33) for the study. Structured questionnaire instrument title "Electronic Business Strategies and Organisational Performance of selected paint manufacturing firms in Port Harcourt. The questionnaire was developed on five-point likert scale.

Electronic business strategies and organisational performance of selected paint manufacturing firms in Port Harcourt. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. The test-re-test method was used. 15 copies of the questionnaire instrument were issue and some later same copies were issue through electronic media. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.800	6

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

DATA ANALYSIS

Ho_1: There is no significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State.

Table 2: Correlation on Business Model Innovation and Market Share

		Business model innovation	Market share
Business model innovation	Pearson Correlation	1	.466
	Sig. (2-tailed)		.000
	N	92	92
Market share	Pearson Correlation	.466	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 2: correlation on business model innovation and market share revealed that there is a significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State.

Ho_2: There is no significant relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State.

Table 3: Correlation on Digital Marketing Strategy and Profitability

	Digital marketing strategy	Profitability

Digital marketing strategy	Pearson Correlation	1	.555
	Sig. (2-tailed)		.000
	N	92	92
Profitability	Pearson Correlation	.555	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 3: correlation on digital marketing strategy and profitability revealed that there is a significant relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State.

Ho_3: There is no significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State.

Table 4: Correlation on Technology Infrastructure and Efficiency

		Objective function	Efficiency
Objective function	Pearson Correlation	1	.866
	Sig. (2-tailed)		.000
	N	92	92
Efficiency	Pearson Correlation	.866	1
	Sig. (2-tailed)	.000	
	N	92	92

. Correlation is significant at the 0.01 level (2-tailed).

Table 4: correlation on technology infrastructure and efficiency revealed that there is a significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State.

DISCUSSION OF FINDINGS

Table 2: correlation on business model innovation and market share revealed that there is a significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between business model innovation and market share of paint manufacturing firms in Rivers State. Table 3: correlation on digital marketing strategy and profitability performance revealed that there is a significant relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between digital marketing strategy and profitability of paint manufacturing firms in Rivers State. Table 4: correlation on technology infrastructure and efficiency revealed that there is a significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between technology infrastructure and efficiency of paint manufacturing firms in Rivers State.

Similarly, Kareem et al., (2014) worked on electronic commerce and business performance: an empirical investigation of business organizations in Nigeria. The study revealed that adoption of e-commerce showed significant positive relationships with improved service operations, reduced operational costs, and enhanced profit levels. The study concluded that e-commerce implementation

leads to lower transaction costs, better service quality, broader market reach (including international), and increased profitability. The study recommended that supermarket management to invest in IT training and quality technology assets to sustain efficiency gains and improve customer retention.

CONCLUSION

The study concluded that there is a significant positive correlation between electronic business strategies and organisational performance in paint manufacturing firms in Rivers State. This finding underscores the strategic importance of digital integration in enhancing operational efficiency, market reach, and overall competitiveness within the industry.

RECOMMENDATIONS

1. Management of paint manufacturing firms should continuously evaluate and adapt their business models to align with changing market dynamics, customer needs, and competitive pressures.
2. Management of paint manufacturing firms should invest in and optimize comprehensive digital marketing strategies, including social media engagement, search engine optimization, and targeted online advertising, to improve market reach, brand visibility, and customer engagement, thereby strengthening organisational performance.
3. Management of paint manufacturing firms should prioritize the development and modernization of their technology infrastructure such as enterprise resource planning systems, automated production tools, and data analytics platforms to improve operational efficiency, decision-making, and competitive advantage.

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