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Globalization and Organization Performance in Nigeria —A Review of Literature

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Abstract

This study examined globalization and organization performance in Nigeria, a review of literature. Globalization has become an experience that has turned the entire world into a global business village that can not be ignored by any organization if maximum or improve performance is to be achieved. This study was conducted using data from a single source. Information was obtained from magazines, articles, journals, periodicals, textbooks, the internet, and other unpublished materials applicable to the work written by different authors on the current topical issue. The secondary source of data collection was therefore adopted with the data examined using the content analysis approach due to its dependence on the secondary source data.

Keyword

globalization, organization, performance, entreprenuership

1. Introduction

Globalization can be characterized by four factors: the growing worldwide interconnections, rapid discontinuous change, increased number, and diversity of participants, as well as growing complexity (Parker, 2005). It can also be referred to as the interdependence of economies, through the increase in cross-border movement of goods, service, technology, and capital (Joshi, 2009).

As a result, the world has become a unified entity where different countries are simultaneously participating in the process of uniform investment, employment, production, marketing and financial business system.

Globalization has been able to break all the barriers that relate to the economic, social and cultural setting while technology and political factors are not left out. Globalization is a multifaceted occurrence that encompasses economic, social, political, technological and cultural dimensions.

In a simple term, its means the change manifestation of nations of the world into a global entity. It can also be described as a process where the people of the world come together for a different reason and unify as one body. The reasons are always different. It may be for economics, social, political, cultural and technological advantage depending on individual nation's objectives.

2. Aim and Methodology

The study was conducted using data from a particular source. Information was sourced from magazines, articles, journals, periodicals, textbooks, the internet, and other unpublished materials applicable to the work written by different authors on the current topical issue. The secondary source of data collection was therefore adopted with the data examined using the content analysis approach due to its dependence on secondary source of data

3. Overview of Globalization

Globalization is said to be a phenomenon and there is yet to be a universally accepted definition as scholars has defined it differently based on their perspective. Globalization is a multidimensional concept because it touches all the variables that support international trade.

Different researchers have defined Globalization mainly in the direction of one or two dimensions, however, the definition does not capture in totality what globalization connotes considering the present happening in the world of today. Lawson (2001) defined globalization in his book "the race to the top: the real story of globalization" as the process of world shrinkage, of distances getting shorter, things moving closer. Thus globalization, can be said to be related to the increasing easiness with which people from different nations of the world can relates, for mutual benefit

According to Albrow, (1990), globalization refers to "all those processes by which the people of the world are incorporated into a single world society". Similarly, McGrew (1992) stated that "Globalization constitutes a multiplicity of linkages and interconnections that transcend the nation-states (and by implication the societies) which make up the modern world system".

Thus the researcher sees globalization as the process of integration, interrelation however did not specified any factors to be integrated. According to Cerny (1995): Globalization is defined here as a combination of economic and political structures and processes deriving from the changing character of the goods and assets that comprise the base of the international political economy—in particular, the increasing structural differentiation of those goods and assets.

Similarly, Jones, (2002) suggested that “globalization may simply be an intensification of the process of international interdependence, a function of the growth of competition in an international free trade system intensified by the diffusion of technology”.

Bairoch and Kozul-Wright (1996) referred to globalization as a process in which the production and financial structures of countries are becoming interlinked by an increasing number of cross-border transactions to create an international division of labour in which national wealth creation comes, increasingly, to depend on economic agents in other countries and the ultimate.

The definition put forward by Cerny (1995), Jones, (2002) and Bairoch and Kozul-Wright (1996) sees globalization from the angle of financial integration and economic dimension.

Some scholars have also have focused on the social aspect of globalization. Thomas, and Wilkin (1997) stated that “globalization refers broadly to the process whereby power is located in global social formations and expressed through global networks rather than through territorially-based states”. McGrew (1998) defined globalization as a process that generates flows and connections, not simply across nation-states and national territorial boundaries, but between global regions, continents civilizations.

Jameson (1998) has highlighted the cultural aspect by which he defined globalization as a cultural process, globalization means the explosion of a plurality of mutually intersecting, individually syncretic, local differences; the emergence of new, hitherto suppressed identities; and the expansion of a worldwide media and technology culture with the promise of popular democratization. As an economic process, the assimilation or integration of markets, of labours, of nations.

Al-Rodhan, and Stoudmann (2006) and Hebron and Stack (2013) was able to come up with a more generalized definition that encompasses the dimensions glonalization of economic, political, cultural and social factors.

According to Al-Rodhan and Stoudmann (2006), “globalization is a process that encompasses the causes, course, and consequences of transnational and transcultural integration of human and non-human activities”.

Similarly, Hebron and Stack (2013) defined globalization as “the further development of the process initiated over many centuries, reflected in the trade expansion, exploration, conquest, migration, colonization, technological advancement, and so on that have taken place throughout the world history”.

Molle (2002) and Orozco (2002) summarised thus: Globalization refers to the process of increasing social and cultural interconnectedness, political interdependence, and economic, financial and market integrations that are driven by advances in communication and transportation technologies, and trade liberalization.

Even though different scholars have taken the pains to define globalization from various perspectives and numerous viewpoints, it is germane to know that globalization is not a new occurrence. It can be categorized as the process of expansion across continental borders in terms of migration, trade and commerce, military alliance and warfare, technology advancement and colonization.

In the researcher's viewpoint, globalization can be defined as a transborder business relationship that encompasses the economic, social, cultural and political with the help of technology for a mutual benefit for the participating nations and regions of the world.

4. Benefits of Globalization

Globalization offers an expanded market for an organization which make them more productive and profitable. This has forced some firms to produce more quality goods that can withstand global competition. Over the years, increases economic cooperation between different countries of the world has lifted the expansion of world export level to the growth of gross world product to a range of 2.5% - 3% from an average of below 2% in the 1980s (United Nations, 2001). Eguavoen, (2007) noted that globalization results to increases investment and trade flows which enable countries to develop more rapidly and increase their stock of productive capital. The current growth in the infrastructure, internet and telecommunication sectors globally was identified as the primary reason for the expanded markets because the entire globe has shrunk and the challenge of distance has been resolved to a large extent.

The benefits of external financing can not be ignored. Globalization has opened doors to external financing, Many organization has benefitted substantially from the external financial body. Nations have access to external fund from IMF and other international financial bodies. Also aids and grant are also available for nation utilization.

Further advantage is the greater consumption of worldwide entertainment and the rapid spread of consumer products to other countries. In addition, globalization leads to an increase in the availability of diverse products, services, and technology.

There is also the advantage of labour mobility which give room for free flow of labour, this has given the opportunities of access to talented and highly skilled personnel. Even though this opportunity is to the disadvantage of developing nations as it gives way for brain drain. Also workplace discrimination, slavery and child labour have been reported in the current times and this has been attributed to globalization.

Globalization also brings about rapid world-class infrastructural development in the national, regional and international. International roads, railways, telephony, internet, ports, airways have been developed and constantly improved to ensure convenience and safety in the movement of goods, services and data across the globe.

Pettinger (2014) isolated five benefits derived from globalization. These include lower prices for consumers, greater choice of goods, bigger export markets for domestic manufacturers, economies of scale through being able to specialize in certain goods, and greater competition for local firms and keeping costs down. This means that globalization has brought about productivity efficiency, the gain of economic welfare, help countries to improve growth and reduction of poverty.

It also brings about production specialization. According to Pettinger (2014), globalization makes production to be increasing in specialized products. This enables goods to be produced in different parts of the world at lower average costs and lower prices for consumers.

4.1 Challenges of Globalization

One of the challeges of globalization is environmental degradation, Globalization has resulted in the overutilization of environmental resources resulting in environmental degradations. Marginalization of local firms-most of the multinationals shift to the developing countries where there is low labour cost, this subject the existing local firms on the verge of either been acquired or economically crippled. This has negatively affected the economies of the host countries. The more multinational organization firms relocate to developing countries, many jobs in the firm's original location are lost as a result of such restructuring. Continuous relocation has been accused of destabilizing trade unions in developed countries, therefore, weakening their bargaining powers on behalf of their members.

4.2 Organisational Performance

Organizational performance comprises the actual output or results of an organization as measured against intended goals and objectives (Virgina, 2009). According to Chen et al. (2002), organizational performance is all about goal accomplishments through the transformation of inputs into outputs. Performance referent is a benchmark used to make sense of an organization's standing along with a performance measure (Short & Palmer, 2003). The concept of performance relates more to input and output, more of the idea of the outcome achieved at a specified period of time. According to the Cambridge dictionary, performance is defined as "how well a person, machine, etc. does a piece of work or an activity".This connotes that performance relates to the result/outcome of every activity that one embarks upon. The Explanatory Dictionary of the Romanian Language defines performance as "a result (particularly good) obtained by someone in a sporting contest; a special achievement in a field of activity; the best result obtained by a technical system, a machine, a device, etc."

Many performance definitions are attributed to the concept that has to do with the subjective nature. However, many scholars have defined the concept of performance very close to environmental factors. Performance can also relate to how far set goals are achieved. Didier Noyé, (2002) believes that performance consists in "achieving the goals that were given to you in the convergence of enterprise orientations" he opined that performance is more than getting an outcome, but the result is gotten as a comparison between outcome and the objective. This definition also shows that performance is associated with a limited number of objects, which are those that get the best results. Many performance definitions can be traced to the concept that has to do with the subjective nature. Further, performance can be said to be futuristic because it is an expected outcome from an activity or an assignment given base on the objective, target goal that was set to achieve. Michel Lebas (1995) characterizes the performance as future-oriented, designed to reflect particularities of each organization/individual and is based on a causal model linking components and products. He defines a "successful" business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. The definition also pointed out that performance is all about meeting a targeted goal which is futuristic subject to the individual entity.

Whooley (1996) stated that performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere. It can be asserted that performance include: components, products, consequences, impact and can also be related to the economy, efficiency, effectiveness, cost-effectiveness, or equity.

Rolstadas, (1998) believes that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation, and profitability. Folan (2007) highlighted three priorities and objectives in defining performance:

1). Performance should be analyzed by each entity within the limits of the environment in which they decide to operate. For example:

2). a company's performance needs to be analyzed in the markets in which it operates and not those that are not relevant to its operations.

3). Performance is always linked to one or several objectives set by the entity whose performance is analyzed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies.

4.) Performance is reduced to the relevant and recognizable features. Further, according to Folan's theory, the dynamics of performance are affected by the environment, the objectives or goal to be achieved and the relevant and recognizable features. Annick Bourguignon (1997) identifies three main senses of the word performance: -

i. Performance is a success. Performance does not exist in itself. It varies by representations of the "success" of businesses or actors.

ii. Performance is the result of the action. This meaning contains only value. Performance measurement is understood as an assessment of achieved outcomes, in the course of a process, an activity.

iii. Performance is action. In this regard, performance is a process, and not a result that occurs at a particular time.

These criteria or sense also inform us that that performance can also be a success/failure, positive/negative because when performance is below expectation or target goal, then this is regarded as poor performance.

4.3 Importance of Organization Performance

The organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Experts in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. It helps decision-makers, stakeholders, and investors to take appropriate business decisions. Performance measurement is critical for the effective management of any firm (Demirbag et al., 2006). Without measurement of outcome, the gap will not be discovered and the improvement process will become impossible. Organizational performance improvement requires measurements to identify the level to which the use of organizational resources impact business performance (Gadenne & Sharma, 2002; Madu et al., 1996). The success of any firm is shown by its performance over a periodic time frame. The measurement is subject to some indices and factors. However, this parameter is not cast in gold as it is subject to an individual organization and what is planned to measure.

Researchers have extended efforts to determine measures for the concept of performance as a crucial notion. Finding a measurement for the performance of the firm enables the comparison of performances over different periods. Nevertheless, no specific measurement with the ability to measure every performance aspect has been proposed to date (Snow & Hrebiniak, 1980).

4.4 Determinant of Organization Performance

There is a saying that what you can not measure you can not manage nor control. Hence measurement is very key in determining the performance of whatever nature. Measurement of performance can offer significant invaluable information to allow management's monitoring of performance, report progress, improve motivation and communication and pinpoint problems (Waggoner et al.,1999).

Organizational performance can be judged by many different constituencies, resulting in many different interpretations of successful performance. Each of these perspectives of organizational performance can be argued to be unique. Further, each organization has a unique set of circumstances, making performance measurement inherently situational (Cameron & Whetton, 1983).

According to Cameron and Whetten (1983), the importance of business performance in strategic management can be categorized into three dimensions; theoretical dimension, empirical dimension, and managerial dimension.

Al-Matari et al. (2014) opined that "In theory, the concept of performance forms the core of strategic management and empirically, most strategy studies make use of the construct of business performance in their attempt to examine various strategy content and process issues". In management, the significance of performance is clear through the many prescriptions provided for performance enhancement.

For every measure of any sort to take place, there must be yardsticks, indices, and metrics that must be strategically considered. Scholars and researchers have come up with several dimensions to measure performance. There are three major areas of organization outcomes that have been used in the measurement of organisational performance. These include (i) product market performance (sales, market share, etc.); (ii) shareholder return (total shareholder return, economic value-added, etc.) and (iii) financial performance (profits, return on assets, return on investment, etc.) There are countless number of way that has been brought forward to measure financial performance and amount them are measurement of performance as the level of Return on Assets (ROA), Return on Equity (ROE), Tobin-Q, Profit Margin (PM), Earnings Per Share (EPS), Divided Yield (DY), Price-Earnings Ratio (PE), Return on Sales (ROS), Expense to Assets (ETA), Cash to Assets (CTA), Sales to Assets (STS), Expenses to Sale (ETS), Abnormal returns; annual stock return (RET), Operating Cash Flow (OCF), Return on Capital Employed (ROCE), Labor productivity (LP), Critical business Return on Asset (CROA), Cost of

Capital (COC), Market Value Added (MVA), Operation Profit (OP), Return on Investment (ROI), Market-to-book value (MTBV), Log of market capitalization, LOSS, Growth in Sales (GRO), Stock Repurchases, Sales Per Employee (SPE), Return on revenue (ROR), Output per staff (OPS), Cost Per Service Provided (CPSP) and Cost per Client Served (CCS), Superior to cumulative abnormal returns (CARs), Profit Per Employee (PPE) and Return on Fixed Assets (ROFA) etc. Most of these proposed measures have been utilized by studies regarding governance (Al-Matari et al., 2014). Al-Matari et al. (2014) also opined that recently, attention has been directed toward determining the corporate governance effectiveness through different measurements of firm performance, one that is related to the production process, namely technical efficiency. This is because the main element of business organization is its operation function which refers to the transformation of inputs into outputs, and wherein efficiency is very significant (Sheu & Yang, 2005). However, for this study, two indices will be employed and the measurement will be categorized into two classifications as accounting-based measurement and marketing based measurement as it is explained below:

4.4.1 Accounting-Based Measurement (ABM)

Accounting-based measurement is generally considered an effective indicator of the company's profitability and the business when compared to the benchmark rate of return equal to the risk-adjusted weighted average cost of capital. The accounting-based measurement indicators to the profitability of firms in the short term are Return on Assets (ROA), Return on Equity (ROE) (ROS) (PM), Return on Investment (ROI), (OCF), (EPS), (OP), (GRO), (ROCE), (ETA), (CTA), (STS) and others as we will offer below. However, because of its backwards-looking factor and its partial estimation of the future event in terms of depreciation and amortization, the profit measurement has been criticized over time.

Kapopoulos and Lazaretou (2007) opined that the rate of profit is measured by the accountant, limited by standards established by the profession, and is hence impacted by the accounting practices like the various methods employed for the assessment of tangible and intangible assets. Also, the Rate of Return (ROA), as an accounting-based measurement, gauges the operating and financial performance of the firm (Klapper & Love, 2002). The measurement is such that the higher the ROA, the more effective is the use of assets to the advantage of shareholders (Haniffa & Huduib, 2006). Higher ROA also reflects the company's effective use of its assets in serving the economic interests of its shareholders (Ibrahim & AbdulSamad, 2011). Hence ROA measures the operating and financial performance of an organization in relation specifically to stakeholders (Al-Matari. et al., 2014). According to Hutchinson and Gul (2004) and Mashayekhi and Bazazb (2008), accounting-based performance measures the management actions and outcome and it is preferred over market-based measures when the relationship between corporate governance and firm performance is to be investigated.

4.4.2 Market-Based Measurements (MBM)

The performance of a firm can be measured through sales revenue, market share, profitability, competitive advantage, customer satisfaction and loyalty. This relates to the second type of measurement called the Market-based measurement which is categorized as long term and measurement like Tobin's

Q, Market Value Added (MVA), Market-to-Book Value (MTBV), Abnormal Returns (AR); Annual stock return (RET), Dividend Yield (DY) and among others. The market-based measurement is characterized by its forward-looking aspect and its reflection of the expectations of the shareholders concerning the firm's future performance, which has its basis on previous or current performance (Al-Matari. Et al., 2014). Tobin's Q refers to a traditional measure of expected long-run firm performance (Bozec, Dia, & Bozec, 2010). As a result, when the company's market-based performance is higher than the results of Tobin's Q, this indicates that the company has performed well. Nuryanah and Islam (2011) stated that when the firm market-based performance is higher than the result of Tobin's Q, this shows that the firm has succeeded in achieving its planned performance. However, if it is less than Tobin's Q, then the company needs to review its strategy to improve its short-term performance. Any negative performance is a signal that investors are losing. Therefore there is a need for the firm to review and update its objective, change strategy for its desire of competing in the marketplace to be accomplished.

Aside from the above-mentioned measurement, there are still some other measurements that also needed to be factored in having a holistic performance result. Hence this measurement can not be captioned under Accounting base measurement or Market-based measurement. Example output per staff, cost per service provided and cost per client served. It is also important to state for knowledge purpose that there is a distinct difference between accounting and market-based measurements because while one looks backward the other looks forwards. This indicates that each of the measurement method identify performance from different perspective. Also accounting based measurement is used by accountant with the limitation of accounting standard and accountability while the market base measurement is employed by investor to measure performance limited with their perception

Accounting profit ratios are backwards-looking measures (Shan & McIver, 2011) whereas Tobin's Q is described as a forward-looking measure of firm performance. The second difference is that of actual measuring performance: Accounting profit measures are often employed by accountants limited by accounting standards and accountability. Tobin's Q measure is being explored by investors who are limited by their perceptions (acumen, optimism and pessimism). Demsetz and Villalonga (2001) stated that Tobin's Q is favoured by several economists who are better informed of the market constraints and not the accounting constraints (Demsetz & Villalonga, 2001).

5. Theoretical Review

The Grand Theory: The Agency, Stakeholder and Pecking Order Theory

Agency theory is a principle that is used to explain and resolve issues in the relationship between business principals and their agents. Most commonly, that relationship is the one between shareholders, as principals, and company executives, as agents. In essence, agency theory states that the principal delegates decision making authority to the agent. Many decisions that affect the finances of the principal is made by the agent. And that in the course of this act, different opinions, priorities and interests can arise. The theory assumes that the interest of the principal and the agent are not always aligned and this is referred to as the Principal-Agent problem.

The stakeholder theory as detailed by R. Edward Freeman in his book Strategic management: A stakeholder Approch (1984) is of the view of capitalism and its states that there is an interrelated relationship between the business owner and the stakeholder i.e., customers, suppliers, employees, investors who have a stake in the organization. The theory argues that a firm should create value for all stakeholders and not the shareholders alone. R.Edward Freeman stated that the 21st Century is one of "Managing for Stakeholders." The task of executives is to create as much value as possible for stakeholders without resorting to tradeoffs. Great companies endure because they manage to get stakeholder interests aligned in the same direction.

Pecking order theory was first suggested by Donaldson in 1961 and it was modified by Stewart C. Myers and Nicolas Majluf in 1984. It states that companies prioritize their sources of financing (from internal financing to equity) according to the cost of financing, preferring to raise equity as a financing means of last resort. Hence, internal funds are used first, and when that is depleted, debt is issued, and when it is not sensible to issue any more debt, equity is issued.

6. Empirical Review

A study by Aluko et al. (2004) on the impact of globalization on the Nigerian manufacturing sector centred on selected textile firms from Lagos was conducted and the study shows that globalization had strong adverse effects on capacity utilization in the manufacturing sector. And that the challenge linked with globalization and liberalization of trade hindered economic growth and sustainable development. The study noted in its conclusion that if Nigeria still intends to maintain the manufacturing sector of the economy, then there is a need to have or look for alternative consideration on globalization and her membership of the WTO agreement. Further, another study by Agu et al. (2016) on the impact of globalization on Nigeria manufacturing sector, and the objective of the study was: to evaluate the impact of trade liberalization on the consumption of Nigeria made products, to determine the impact of technology on product quality in the Nigerian manufacturing industry, to ascertain the effect of globalization on employee job relations in Nigeria manufacturing industry: The study in its conclusion stated that globalization is a sword of double edge that promotes and demote the economic activities of any developing nation. The study opined that government should reposition its policies to monitor the activities of these agents of globalization as it affects our manufacturing sector.

In the study of Rasaki et al. (2013) on Globalization and economic growth in Nigeria, the objectives of the study were to: describe the trend of macroeconomic variables; examine the impact of globalization on the economic growth of Nigeria; to determine the relationship between foreign direct investment, inflation and exchange rate; the relationship between trade openness and exchange rate, inflation and dummy (structural change) variable; estimates the factors contributing significantly to the economic growth in Nigeria and to proffer policy recommendation on how globalization can further enhance the economic development of Nigeria. The result reveals that the interest rate has been fluctuating in the years under review, further revealed that inflation is a significant variable contributing to economic growth (proxy by RGDP), inflation and exchange rate shows a negative relationship but significant at 5 per cent level of probability and inflation is the only significant variable having a positive relationship with the foreign direct investment in the model. As a result of the findings, the study concluded that inflation plays a substantial role if the economy is to enhance economic growth in the world economy. It, therefore, recommended that fiscal and monetary policies should be given priority to enhance economic growth through globalization

In study conducted by Oluyemisi A. G. (2012), the effect of globalization on Performance in the Nigerian banking industry of which primary and secondary data were used for the study and a random sampling technique was used in selecting 30% of marketers. The results indicated that globalization had significant and positive effects on the performance of banks. Higher profitability was because of wider market coverage of banks in the country, both locally and internationally. The study concluded that globalization had no significant effect on market structure but greatly improved the performance of banks in Nigeria

7. Globalization and Organization Performance in Nigeria

Adei (2004) posits that globalization is a phenomenon whereby distinct and separate national markets are becoming one huge global marketplace, with resulting internationalization of production and selling to the world as one market. According to Harvey and Novicevic (2002), there are various factors that drive increasing globalization which can be grouped under four broad categories: 1) Macro-economic factors, 2) political factors, 3) technological factors, and 4) organizational factors. Macro-economic factors include, for example, an acceleration of technology transfer among countries and a rapid increase in populations in emerging economies. Political factors are privatization, deregulation and trade liberalization of many nations in favor of free flows of trade and investments (Eden et al., 2001; Hafsi, 2002). Technological forces such as advance development in communication and transportation technologies, which promote growth in international business transactions, are also key drivers of rapid globalization (Graham, 1996; Knight, 2000).

While benefits are associated with globalization that nation has taken advantage of, it is also good to note that there are embedded challenges that can not be ignored because of its effects. Globalization has come up with limiting the challenge of trade and capital mobility and basic technology development. It has also shrunk communication and transportation in terms of cost and timing. Globalization comes with certain opportunities and weaknesses. According to D'Aveni (1994), globalization brings about both higher opportunities, as well a higher level of threats to business firms. The opportunities of global organization performance remain very high and this can be found among the industrialized nation to the exclusion of developing nations like Nigeria. Globalization presents opportunities to the developing nation that can be tapped into without any restriction and these opportunities have boosted the performance of some firms in Nigeria.

The impact of globalization on organisational performance can not be underrated in Nigeria business environment. Nigeria in recent times has witnessed tremendous success in terms of performance as a result of globalization. It is good to note that despite the opportunities presented by globalization, there are still some attached threats associated with it that have crippled some firms. The speed at which the effect of globalization is spreading is fast day-by-day and no nation can afford to be behind if such a nation is to maintain acceptance rate of growth and development. It is also observed that the growing impact of two major distinct global trends, which has a profound implication on the world economy, are rapid growth of information technology and the increased global trade integration (Dani. 1999). It has been established that Organisational performance encompasses three specific areas of firm outcomes. These include (a) financial performance (profits, return on assets, return on investment, etc.); (b) product-market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value-added, etc.).

Globalization has assisted many firms in the area of opportunities to create wealth through export-led growth, especially in the agro sector and strategic business alliance by expanding international trade in goods and services and gaining access to new ideas, technologies and institutions. According to the National Bureau of Statistics (NBS), Nigeria exported agro-food items worth N165.27 billion in the second quarter of 2021, representing a 112% increase compared to N78.03 billion recorded in the corresponding period of 2020. The implication of this is that all the firm that are involved in this business transaction would have recorded some level of growth in one or more strategic area of firm outcome positively.

Globalization demands trade liberalization, which means unrestricted movement of trade, finance and investment across the international border, Globalization allows Nigeria to export and import goods, capital and investment without restriction. Nigeria has witnessed in the past few years of Nigeria banks opening up in some African countries including countries in the western world. This has impacted their performance positively. It has also given room for the mobility of labour because some of the staff (top management) were from Nigeria. According to Dangote 2019 socioeconomic impact assessment study on Dangote group operations in Nigeria, Ethiopia, Senegal, and South Africa, 54,005 jobs was sustained (direct, indirect, induced) in these four markets in the year under review. This was mage possible because of trade liberalization and unrestricted movement of trade.

Globalization generates global marketplaces, and with the help of communication technology. This have created opportunities in the world of business and bring about connections to the market. Many E-commerce businesses have sprung up as a result of technology to enter and participate in the global market. Many firms get their stock online and sell online. Many virtual businesses are in existence and they have recorded a good performance. For example in Nigeria are the likes of Jumia, Konga and also Amazon and eBay. Czenter (2002, p. 7) stated that Information and communications technology plays a tremendous role in all areas of today's organizations. ICT is expected to drive organizations to greater and efficient performance. It provides the opportunity for organizations to be in any location on the globe, even the remotest of the locality. Organizations are expected to take advantage of the ICT revolution to establish a virtual presence in the international economy as an e-business on the internet (Czenter, 2002, p. 7). Welch and Liesch (2002) noted that market transactions have become easier because of the globalization of technology. Nevertheless, this has also enabled customers to access more information easier and faster at a very lower cost, and also helped them to become aware of alternative products which may be cheaper, and or of higher quality, and thus, consumers are ever ready to switch. Some many research firms and business consultants are riping for the benefit of globalization in enhancing their performance. The internet access helps them to get information as may be needed without the need to embark on extensive travelling. This has invariably reduced their operational cost, increase efficiency while still achieving the proposed result.

Firms that intend to play in the global market must be ready to face competition with other similar organizations. Harvey et al. (2002) Hitt et al. (1998) as cited in Obiekwe and Ejo-Orusa (2019), in their study, opined that organizations with operations at domestic, national, regional, international and global markets are now competing against each other; a situation that has created immense opportunities for both small and large firms. Even though this seems to pose a kind of challenges for organization performance in the short run, such competition looks very healthy and it is assumed that it will produce a better economy that will benefit the overall of society in terms of continuous business operation, employment generation when there is the expansion and opportunity to earn foreign currency and increase GDP. Globalization allows for free movement of workers (Mobility of labour), this has given room for skilled workers to move freely to other nations with high pay/wages. Also in the area of sharing of knowledge, technology has assisted so many organization with little capital or fund to enhance their performance. Technology has made it possible for people to enhance their capacity in terms of training without going out of the shore of their country but through virtual distance, learning. This has increased capacity with a little cost which invariabliy increase capability and ultimately improve performance.

New markets are discovered by firms, the new sources of raw materials, the latest technology for production and low-cost of manpower that is important for efficient and effective production of goods and services. All this put together promotes rapid commercial and economic growth in Nigeria and invariably improve performance.

8. Conclusion

As long as the world continue to be in place, international trade or globalization will continue to expand, the world will not stop to shrink. Hence Nigeria firms should as a matter of urgency put in more effort to play largely in the forefront. Nigeria should wake up to the challenge and continue to restructure countries' economic, social and political institutions and structures to take advantage of the facilitating drivers of globalization. The advantage of globalization concerning firm performance in Nigeria lies in the capacity to bring economic growth and high per capita income through export-led growth and deliberate intention to expand the scope of international trade of goods and services, access to new markets with quality products and services at a lower cost in the global market.

Globalization offers performance value enhancement for organizations playing in a globalize oriented environment. Nigeria firms have had a hard knowledge of the harsh impact of globalization through rigorous competition from the organization with modern technological know-how, and huge financial capacity levels. This relates more to multinational corporations (MNC) which tend to have high-quality products, considerable low price with high technological know-how, and huge financial investment base. However, some are still surviving and exploring the advantage of globalization in expanding their business base across national, region and to the international domain. In Nigeria, many banks and manufacturing firms have leverage on the merit of Globalization to set up their business beyond the national to the region and international level. The Nigeria small and medium scale industries are also encouraged to participate in the Global market without any delay because there are tremendous opportunities available irrespective of the cope of business. There is no doubt that the threat are there, however it is the responsibility of the manager to respond to the challenges with the appropriate cognitive ability rather that reacting to it.

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