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CORPORATE PLANNING AND BUSINESS EFFECTIVENESS OF LAFARGE CEMENT COMPANY CALABAR, CROSS RIVER STATE.

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ABSTRACT

This study examined the effect of corporate planning practices on organisational effectiveness at Lafarge Cement Company, Calabar, Cross River State, Nigeria. Anchored on Goal Setting Theory, the study sought to determine how resource allocation and budgeting contribute to the attainment of organisational goals and overall effectiveness. A descriptive survey research design was adopted, and data were collected from a sample of 152 employees using a structured questionnaire. Both descriptive and inferential statistical techniques were employed, with multiple regression analysis conducted using SPSS version 25 to test the stated hypotheses. The findings revealed that resource allocation and budgeting have significant positive effects on organisational effectiveness, with resource allocation exerting a stronger influence. The study recommended that management should priorities strategic resource deployment and strengthen participatory and flexible budgeting systems to enhance performance. The study contributes to the corporate planning literature by providing empirical evidence from the Nigerian manufacturing sector and underscores the importance of aligning organisational goals with effective planning mechanisms to achieve sustainable organisational effectiveness.

Keywords: corporate planning, resource allocation, budgeting, organizational effectiveness

INTRODUCTION

Nowadays, the majority of prosperous businesses are able to persist because they provide the appropriate product at the appropriate moment. The most crucial managerial tool for performance is the organization's planning. In the past, a lot of important choices were taken without the aid of strategic preparation or thought. It doesn't matter if these choices were the result of good judgment or good fortune. They gave rise to the impetus that has propelled these organizations to their current positions. But in today's dynamic world, managers are realizing more and more that intuition and insight are insufficient to steer the course of big businesses. Performance is becoming the most crucial concern for both commercial and non-profit organizations due to the market's growing and fierce competition. Performance is becoming the most crucial concern for both commercial and non-profit organizations due to the market's growing and fierce competition. Financial success, product market performance, and shareholder return are its three distinct categories of firm outcome (Richard, Devinney, Yip, & Johnson 2009). Managers must be aware of the elements that affect an organization's effectiveness in order to take the necessary actions to start them.

Levinson (2018) defines corporate planning as the development of a strategy for achieving organizational objectives and enhancing business operations. It is viewed as a road map that gives the company the steps it needs to run. Without writing down both precise and general business plans, it is impossible to attain specified goals and employee unity of purpose, which leaves business operations vague and random. Business operations typically produce greater results for managers and owners of companies that adhere to the corporate planning philosophy than for those that do not (Levinson, 2018). According to Pearce & Robinson (2004), corporate planning is the process of developing, implementing, and controlling strategy as well as formally documenting organizational expectations using methodical criteria and thorough study. It is a method by which businesses imagine the future and create the processes and activities required to shape and realize that future. Corporate planning is a collection of fundamental procedures designed to produce better results for a business. This is very different from typical tactical

planning, which is more defensive and bases the company's strategy on how the competitor moves. Corporate planning in company gives particular divisions like marketing, projects, human resources, and financial priorities general guidance.

The organization's stakeholders benefit from corporate planning, but the senior manager is frequently the one who establishes the organization's overarching goals in the broadest sense. Corporate planning uses certain forces as an antecedent. These consist of supply chain management, budgeting, performance management, monitoring and control, and resource allocation. The ability of a company to remain competitive in a global marketplace is ensured by its efficacy. According to Jiang and Liu (2015), organizational effectiveness is a multifaceted concept that encompasses more than just financial effectiveness. It explains how well the company can satisfy both its own survival needs and those of its stakeholders (Griffin, 2003). Effective use of resources and customer service are essential to an organization's success. According to Olusanya, Awotungase, and Ohadebere (2012), all businesses must make good use of their material and human resources in order to provide high-quality goods and services at a low cost.

Statement of the Problem

Corporate planners are undoubtedly responsible for doing a detailed analysis of the variables influencing Lafarge Cement Company, Calabar's success. Corporate planning affects an organization's operations at every level. Creating a strategic strategy requires a great deal of honesty, forethought, and discipline. Therefore, it is contended that managers' inability to develop and implement corporate plans in a comprehensive and strategic manner has prevented firms from progressing beyond their existing state and gaining a sustainable advantage in the fiercely competitive market. Previous empirical work has produced conflicting findings about corporate planning's effects on organizational effectiveness, even though there are evidence that it is essential to organizational performance.

A manufacturing company's ability to succeed or fail is largely dependent on its business plans and how successfully they are carried out. By giving each departmental unit the proper number of resources to enable them to successfully complete their assigned responsibilities, corporate planning helps the organization reach its targeted level of productivity. Effective corporate planning is hampered by a number of factors. Changes in the environment, inadequate resource allocation, budgeting, performance management, monitoring, and control, among other factors, have all had a negative impact on the manufacturing organization's ability to achieve the desired productivity level.

Furthermore, the effectiveness of corporate planning in promoting organizational performance may have been questioned due to a combination of inadequate implementation, low commitment, and a lack of necessary planning abilities. It is believed that this work would offer the necessary empirical data to support the fundamental advantages of corporate planning and offer a strategy for managers to successfully negotiate the challenging planning environments seen in Nigerian firms. In particular, it will help Lafarge Cement Company Calabar's management customize planning techniques to improve business performance, offer a knowledge base for scholars and students, and promote economic prosperity through the creation of jobs and corporate taxes, among other things.

Objectives of the Study

The general objective of the study is to determine how corporate planning has helped to enhance Business effectiveness of Lafarge Cement Company Calabar, Cross River State. Specific objectives include:

1) To determine the extent to which resource allocation affect organizational effectiveness of Lafarge Cement Company Calabar, Cross River State.
2) To establish the extent to which budgeting affect organizational effectiveness of Lafarge Cement Company Calabar, Cross River State.

Statement of Hypotheses

The following null hypotheses were formulated for the study.

$\mathbf{H_{01}}$: Resource allocation has no significant effect on organizational effectiveness of Lafarge Cement Company Calabar, Cross River State.

$\mathbf{H_{02}}$: Budgeting has no significant effect on organizational effectiveness of Lafarge Cement Company Calabar, Cross River State.

LITERATURE REVIEW

Corporate Planning

Businesses develop strategies to guide their activities in order to adjust to the dynamics of the environment in which they operate. When discussing corporate planning in writing, terms like "total plan," "long-range plan," and "corporate strategic plan" are commonly used. Regardless of the name given to it, they all agree that it is an ongoing, systematic approach to strategic decision-making. They all agree with Hussey (1971) that business

planning involves admitting that the organization does not function in a vacuum and that its surroundings have an impact on it. Corporate strategic planning comprises determining the right goals and objectives for the organization in light of its competence, resources, and capabilities as well as the uncontrollable environment it is confronting. Comprehensive corporate planning, according to Steiner (1967), is a system approach utilized in top management planning to steer the company through time through the turbulent waters of its environment and achieve predetermined goals. He gives a precise explanation of what business planning is. The planning looks at the framework and philosophy of business plans, as well as the feasibility of current options. He argues that identifying future opportunities and creating plans to seize them is the aim of careful company planning.

Corporate planning also takes the organization's overall operations and business into account. Corporate management is the culmination of decisions and activities undertaken in the development and implementation of strategies meant to advance the organization's objectives. According to Payne (1963), it is a discipline that mandates that every unit of an organization coordinate its operations with those of every other unit or function in accordance with predetermined objectives. According to Adeleke (2014), planning enables us to move from one place to another. Events that would not be possible otherwise are made possible by it. We would consequently leave everything up to chance if we didn't plan. Because it necessitates that we deliberately choose courses of action and base our choices on hope, purpose, knowledge, and thoughtful estimation, planning can be a very challenging task.

Resource Allocation

According to Mwai et al. (2018), organizational resources are an organization's assets, talents, capabilities, and intangible possessions that are valuable, rare, non-replicable, and non-substitutable and that, when combined, give an organization a strategic advantage. Resources are the material and immaterial assets that a business uses to choose and implement its strategy (Ngui & Maina, 2019). Businesses within the same industry often have different internal resources (Jiang, 2014). One of the primary obstacles to the successful implementation of strategies is poor leadership in the utilization of resources, which results in failing organizations (Cater & Pucko, 2010). However, human capital, a robust and efficient pool of skills, and a well-crafted plan are crucial resources for strategy success. A company needs control over all of its assets, capabilities, organizational procedures, firm characteristics, information, and knowledge in order to create and implement strategies that improve its efficiency and effectiveness (Kariuki & Kilika, 2016). For improved performance and a competitive edge, an organization must work to allocate its resources in a way that is both economical and distinctive from that of its rivals. This is because it is thought to have an impact on how a company invests and even takes advantage of new opportunities. Businesses need a variety of resources to accomplish their objectives, including financial, human, physical, and technological resources. The growth and prosperity of an institution depend on all of these organizational resources.

Budgeting

An economic entity's commitments to planned activities, resource acquisitions, and uses are measured in a budget, which is created and approved before a specific time frame. A budget may also be defined as a financial plan of action that management has created for the entire organization or just a portion of it. Therefore, a budget is a comprehensive commitment to a course of action, which sets it apart from a "forecast," which is only an evaluation of future events that are likely to transpire in the absence of constructive planning action (Adeniyi, 2013). "Budgeting" refers to the process of creating budgets. As part of the management process, budgeting entails establishing performance standards for upcoming operations in order to exert control over expenses, profits, revenues, and other financial or non-financial activities. It therefore relates to the expression of an entity's future operating and financial decisions in either quantitative or qualitative plans of action, or both, and is a way to achieve accountability and control over the use of money or overall activities. Since every functional budget affects every other budget, budgets are coordinated with one another.

While Gorden Shillinglaw in Arora (2011) defined a business budget as “a pre-determined detailed plan of action, developed and distributed as a guide to current operations and as a partial basis for subsequent evaluation of performance,” Horngren, Stratton, Sutton, and Teall (2004) view the budget as the quantitative expression of a proposed plan of action for a specified period and an aid to coordinating what needs to be done to implement plans. Numerous literatures on corporate budgeting have confirmed that well-thought-out budgets can be a useful tool for informing employees about goals, limitations, and expectations. As a result, the budget serves as a road map for upcoming initiatives and establishes a number of objectives to be pursued along with potential means of achieving them.

Organizational Effectiveness

Since their founding, organizations have been deeply rooted in the idea of organizational effectiveness. It has to do with how well an organization uses particular tools and techniques to achieve its objectives without placing undue strain on its people. An organization's ability to mobilize its sources of influence for constructive action and adaptation is a measure of its effectiveness, which can be linked to the organization's survival (Pathak & Singh, 2013). The success of an organization in achieving its goals and running smoothly is referred to as organizational effectiveness. Determining how well an organization accomplishes its objectives with little loss of time or resources is a crucial component of organizational success (Maloney, 2019). Leadership, goal-setting, internal procedures, resource distribution, and employee participation are all included in this concept (Vulpen, 2020).

Organizational effectiveness practice ensures aligning an organization's mission, strategy, and operational structure which is crucial for achieving optimal performance. Additionally, a company's long-term survival and expansion depend heavily on organizational performance. The ability of an organization to effectively accomplish its goals and objectives is referred to as organizational effectiveness. It comprises assessing how effectively a business manages its personnel, sets up its procedures, and employs its resources to produce the intended outcomes. Stakeholder trust and confidence, which are fostered by the relationship dynamics of leadership, are another aspect of organizational effectiveness that goes beyond financial achievement (Jiang & Liu, 2015).

Theoretical Framework

The fundamental paradigm for examining the connection between strategic goal-setting and organizational effectiveness is the Goal Setting Theory (Debara, 2022). Since its introduction by Locke and Latham (2019), Goal Setting Theory (GST) has emerged as the main theoretical framework for goal-setting interventions. A motivational theory called Goal Setting Theory (GST) clarifies the relationship between intentional goals and task completion. Goal Setting Theory was developed using an inductive approach that includes reviewing a large number of empirical research from a variety of fields, including business, medicine, sports, and fitness (Locke & Latham, 2013). Goal Setting Theory (GST)-based interventions have been shown to improve task-related performance, and four mechanisms are thought to be responsible for this effect. First of all, goal-setting helps people focus on activities that are important to their objectives while ignoring unrelated ones. Second, setting goals gives people energy so they can focus on achieving their objectives. Thirdly, objectives affect perseverance; harder objectives lead to greater effort. Finally, the pursuit of objectives encourages the discovery and development of tactics pertinent to the current task (Jeong, Healy, & McEwan, 2021).

The moderators that affect the relationship between goal setting and performance are another important component of Goal Setting Theory (GST). These moderators include things like aptitude, dedication to objectives, feedback, task difficulty, task understanding, and resources (Locke & Latham, 2013). First of all, those with greater ability levels—for example, technical proficiency in a particular sport—are more likely than people with lesser ability to accomplish their objectives. Second, it is hypothesized that the effectiveness of goal-setting increases when people are more dedicated to their objectives, which is impacted by important elements like self-efficacy and the significance given to the objectives. Third, determining future direction, allocating resources, and getting feedback on goal attainment all have an impact on how well goals are defined. Fourth, goal effectiveness was first found to be moderated by task complexity, particularly when a task is beyond one's capacity. Fifth, when people have the tools they need to do a task, they are more likely to achieve their goals (Jeong, Healy, & McEwan, 2021).

Empirical Literature

Enweazu, Okonji, and Olayemi (2023) studied corporate planning and organizational performance in Nigerian insurance companies. In this study, a descriptive survey design was used. The questionnaire yielded pertinent data, and a convenience sampling technique was employed to pick a sample of 372 respondents, who were workers of the chosen insurance companies in Lagos State, Nigeria. The Frequency Distribution and percentages were used to analyze the data. To evaluate the hypotheses, multiple regression analysis and simple linear regression were used. The results showed that corporate planning improves organizational competitiveness and facilitates the accomplishment of organizational goals. According to the study's findings, planning is a strategic instrument that improves organizational outcomes.

Research by Macaulay (2023) examined the connection between Port Harcourt bottling companies' organizational effectiveness and corporate planning strategies. The researcher developed four goals, research questions, and hypotheses in order to accomplish this. The study's population consisted of Port Harcourt bottling enterprises, and it used a quasi-experimental

research design. The exact sample size of 179 respondents was calculated using probability sampling, a straightforward random sampling technique. A well-designed, closed-ended questionnaire with a four-point Likert scale was used to gather data from primary sources. The univariate analysis was analyzed using the standard mean, while the bivariate analysis was analyzed using the Pearson product moment coefficient. The study's conclusions showed that organizational efficiency and corporate planning techniques are positively correlated.

The Sunny City Hotel in Ughelli, Delta State, was the subject of Akpoyibo and Edeme's (2023) study on the impact of corporate planning on organizational growth. Both primary and secondary sources provided information for the investigation. Statistical techniques such frequency distribution tables, percentages, means, standard deviations, and the T-test were used in the analysis of the data and testing of the hypotheses. Among other things, the research reached the following conclusion based on the hypothesis that corporate planning has no impact on timely service delivery. The researcher recommended the following actions based on the problem description: All staff levels should have access to more training and retraining; Sunny City Hotel, Ughelli, Delta State's corporate strategy impact on organizational growth The results of the study indicate that in order to support the growth required for better organizational growth, it is critical to distribute resources as a corporate planning strategy that fosters organizational growth. According to the report, hotels should focus on creating an improved system for allocating and managing their resources. This will help assure resource-driven innovation, which has the potential to guarantee growth augmentation.

A study on Nigerian Bottling Company, Ninth Mile Corner, Enugu, was conducted by Ekwochi in 2021. A survey research design was used. Using the Taro Yamane formula, a sample size of 109 was derived from the total population of 150. While secondary data was gathered from textbooks, periodicals, journals, newspapers, and the internet, primary data was gathered through questionnaires and direct observation. Tables and percentages were used for data analysis, and chi-square (X2) was used to evaluate the hypotheses. The study's conclusions demonstrated that corporate planning and organizational growth in Nigerian Bottling Company are significantly correlated, that corporate planners must allot sufficient resources for planning activities, that corporate planning has an impact on Nigerian Bottling Company performance, and that corporate planning models exist in manufacturing organizations. In order to support the management of commercial organizations, particularly the Nigerian Bottling Company, Enugu, we came to the conclusion that corporate planning had an impact on organizational growth.

Strategic planning and organizational performance were empirically investigated by Afolabi and Amusat (2021) using data from Nigerian industrial firms. Five manufacturing businesses in the city of Ibadan were chosen using the purposeful sampling approach, and 165 respondents were chosen using the simple random sample technique. The data was gathered using a structured questionnaire, and both descriptive and inferential statistical tools, including frequency, mean, standard deviation, and linear regression, were utilized to analyze the data. The findings indicated that respondents had little knowledge of and participation in the strategic planning process. The results also showed that, although not statistically significant, strategic planning has a beneficial effect on organizational performance (β = 0.617; t = 1.687; Pns). The study came to the conclusion that a key predictor of organizational effectiveness is the strategic planning process.

METHODOLOGY

Descriptive survey design was used in the study. In order to gather data that characterizes an actual phenomenon, this study used a descriptive survey. It is employed to collect data about a population, issue, or occurrence in order to forecast and inform choices. For the population, 401 management and non-management staff members of Lafarge Cement Company Calabar made up the study's target group while the Krejcie and Morgan (1970) table was used to determine the study's sample size. A sample size of 196 was provided by the table. For this study, the simple random sampling method was used. In terms of data collection, a structured questionnaire, the data for this study was gathered from primary sources.

Reliability and Validity

The reliability of the measurement instruments was assessed using Cronbach's Alpha to determine the internal consistency of the study variables. Reliability reflects the extent to which an instrument yields consistent results when measurements are repeated under similar conditions (Correa et al., 2025). The computed Cronbach's alpha coefficients indicate that resource allocation recorded a reliability value of 0.712, budgeting yielded 0.713 while organizational effectiveness recorded a value of 0.728. All coefficients exceed the minimum acceptable threshold of 0.70 recommended by Nunnally (1978), indicating that the measurement scales demonstrate satisfactory internal consistency. Regarding validity, the study established

both face and content validity of the research instrument. To achieve this, the questionnaire items were reviewed by two experienced strategic management specialists, one from academia and the other from industry. The experts evaluated the items for clarity, relevance, and alignment with the study constructs and subsequently reworded selected questions to better reflect the intended meanings. Their feedback was incorporated to enhance the clarity and adequacy of the instrument prior to the final data collection and analysis.

Analytical Techniques

Both descriptive and inferential statistical techniques were employed in analysing the data generated for this study. Descriptive statistics, specifically frequency distributions, percentages, and tabular presentations, were used to summarise and categorise respondents' demographic characteristics and responses in line with the research questions. This approach facilitated a clear understanding of the distributional patterns and general trends within the dataset. Inferential statistical methods were applied to draw conclusions about the study population based on the sample data. In this regard, multiple regression analysis was employed to examine the relationships between the independent variables and the dependent variable. The regression analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 25, which also enabled the assessment of key regression assumptions, including normality, linearity, and multicollinearity. The decision rule for hypothesis testing was based on a 5 per cent level of significance ($\alpha = 0.05$). Accordingly, the null hypothesis was rejected if the computed probability value (p-value) was less than or equal to 0.05, indicating a statistically significant relationship. Conversely, the null hypothesis was not rejected if the p-value exceeded 0.05, implying that the relationship was not statistically significant.

RESULTS AND DISCUSSION OF FINDINGS

The results and discussion of findings are organised into two broad sections. The first section presents the results of the analysis and is further divided into descriptive analysis and hypothesis testing. The second section focuses on the discussion of the findings in relation to the study objectives and existing literature. These sections are presented sequentially below.

Results

Descriptive Analysis

A total of 196 questionnaires were administered to management and non-management staff members of Lafarge Cement Company Calabar. Of these, 163 questionnaires were retrieved, representing a high response rate. However, 11 questionnaires were incorrectly completed and were subsequently excluded from the analysis. This resulted in a final usable sample size of 152 representing a response rate of 77.6%. The demographic characteristics of the respondents were analysed using frequencies and percentages to provide an overview of the sample composition as shown in Table 1. With respect to sex distribution, the results indicate that majority of respondents were male. Specifically, 94 respondents (61.8%) were male, while 58 respondents (38.2%) were female. This suggests a higher representation of males within the organisational context of the study.

Table 1: Respondents' Characteristics

Variable	Category	Frequency	Percentage (%)
Sex	Male	94	61.8
	Female	58	38.2
	Total	**152**	**100.0**
Educational Qualification	Secondary	36	23.7
	Undergraduate	62	40.8
	Postgraduate	41	27.0
	Others	13	8.6
	Total	**152**	**100.0**
Status in Company	Permanent	89	58.6
	Casual	44	28.9
	Others	19	12.5

Variable	Category	Frequency	Percentage (%)
	Total	**152**	**100.0**

In terms of their educational qualifications, the findings reveal that 13 respondents (8.6%) possessed secondary school qualifications, while 62 respondents (40.8%) held undergraduate degrees. Furthermore, 41 respondents (27.0%) had postgraduate qualifications, and 36 respondents (23.7%) reported other forms of educational attainment, such as professional certifications. This distribution indicates that most respondents were relatively well educated, with a substantial proportion possessing tertiary-level qualifications. Regarding respondents' employment status within the company, the results show that 89 respondents (58.6%) were permanent staff, 44 respondents (28.9%) were engaged on a casual basis, and 19 respondents (12.5%) fell under other employment categories, such as contract or temporary appointments. This suggests that most participants occupied stable employment positions in the company.

Assumptions of Regression Analysis

The assumptions underlying multiple regression analysis were examined to ascertain whether any violations occurred. Normality and linearity were assessed using graphical methods. The histogram of standardized residuals displayed an approximately normal distribution around the mean, while the Normal P–P Plot of Regression Standardized Residuals showed points that closely followed a straight line. These results suggest that the assumptions of normality and linearity were reasonably satisfied. To assess multicollinearity, Tolerance values and Variance Inflation Factors (VIF) were computed for the independent variables. The tolerance values for both resource allocation and budgeting were 0.995 while the corresponding VIF values were both 1.005, All values fall well within the acceptable thresholds (Tolerance > 0.10 and VIF < 10), indicating the absence of multicollinearity and confirming the suitability of the dataset for regression analysis.

Test of Hypotheses

The primary objective of this study was to examine the effect of corporate planning on organizational effectiveness of Lafarge Cement, Cross River State. Specifically, the study assessed the effects of resource allocation and budgeting on organizational effectiveness. Using multiple regression analysis, the results revealed that the overall regression model was statistically significant, as indicated by the ANOVA results ($F = 21.201$, $df = 2,145$; $p < 0.001$), as presented in Table 2. This finding confirms that the model is appropriate for further interpretation. Furthermore, the model accounted for approximately 22.6% of the variance in organizational performance of Lafarge Cement, Cross River State (Table 3). The Table 3 indicates that budgeting and resource allocation jointly explain 22.6% of the variation in the dependent variable, with the model demonstrating a moderate explanatory power ($R = 0.476$) and an adjusted R^2 of 0.216 after controlling for model complexity.

Table 2: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.780	2	13.890	21.201	.000[b]
	Residual	94.997	145	.655		
	Total	**122.777**	**147**			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budgeting, Resource Allocation

Table 3: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476a	.226	.216	.809

a. Predictors: (Constant), Budgeting, Resource Allocation

Test of Hypotheses

The hypotheses were tested using the unstandardized (B) and standardized regression (β) coefficients, t-statistics, and corresponding p-values derived from the multiple regression analysis. The results for the two hypotheses are presented in Table 4. Overall, the findings indicate that all the hypotheses were rejected based on the regression results. Hypothesis One stated that resource allocation has no significant effect on the organisational effectiveness of Lafarge Cement Company, Calabar, Cross River State. The regression analysis shows that resource allocation has a significant positive effect on organisational effectiveness ($B = 0.428$, $\beta = 0.413$, $t = 5.644$, $p < 0.001$). This result led to the rejection of H_{01}, indicating that effective allocation of organisational resources substantially enhances operational efficiency and overall effectiveness within the company. Hypothesis Two stated that budgeting has no significant effect on the organisational effectiveness of Lafarge Cement Company, Calabar, Cross River State. The findings revealed that budgeting exerts a statistically significant positive effect on organisational effectiveness ($B = 0.206$, $\beta = 0.209$, $t = 2.856$, $p = 0.005$). Consequently, H_{02} was rejected, suggesting that sound budgeting practices contribute meaningfully to organisational planning, control, and performance outcomes.

Table 5: Test of Hypotheses

	Unstandardized Coefficients		Standardized Coefficients			
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**	**Decision**
[redacted]	1.797	.381		4.714	.000	
	.428	.076	.413	5.644	.000	Reject
	.206	.072	.209	2.856	.005	Reject

Dependent Variable: Organizational Effectiveness

Discussion of Findings

This study examined the effects of resource allocation and budgeting on organisational effectiveness, drawing theoretical grounding from Goal Setting Theory and empirical support from prior studies. Hypothesis One stated that resource allocation has no significant effect on organisational effectiveness. The findings of this study revealed that resource allocation has a statistically significant and positive effect on organisational effectiveness, leading to the rejection of the null hypothesis. This result aligns strongly with Goal Setting Theory, which emphasizes that goal attainment is contingent not only on goal clarity but also on the availability and proper deployment of resources necessary for execution. In the absence of adequate resource allocation, organisational goals remain aspirational rather than actionable. Empirically, this finding is consistent with the study by Ekwochi (2021), which demonstrated a significant relationship between corporate planning, resource allocation, and organisational growth in the Nigerian Bottling Company. Ekwochi specifically noted that insufficient allocation of resources undermines planning effectiveness and organisational outcomes. Similarly, Akpoyibo and Edeme (2023) found that effective resource distribution as part of corporate planning strategies significantly enhances organisational growth and service delivery in the hospitality sector, reinforcing the argument that resources serve as enablers of performance. The present finding therefore extends existing evidence by confirming that resource allocation is a critical mechanism through which organisational goals are translated into effective performance outcomes.

Hypothesis Two posited that budgeting has no significant effect on organisational effectiveness. The regression results indicated that budgeting exerts a significant positive influence on organisational effectiveness, resulting in the rejection of the null hypothesis. From the perspective of Goal Setting Theory, budgeting provides a formal structure through which organisational goals are prioritised, monitored, and evaluated. Budgets function as operational representations of goals, guiding managerial actions and ensuring alignment between planned objectives and actual performance. This finding corroborates the results of Enweazu et al. (2023), who found that corporate planning of which budgeting is a core component, significantly improves organisational competitiveness and goal attainment in Nigerian insurance companies. Likewise, Macaulay (2023) established a positive relationship between corporate planning strategies and organisational effectiveness among bottling firms, suggesting that systematic budgeting enhances coordination and performance efficiency. Although Afolabi and Amusat (2021) reported that strategic planning had a positive but statistically insignificant effect on organisational

performance, they nonetheless concluded that strategic planning remains a key predictor of organisational effectiveness. This divergence may be attributed to differences in organisational contexts, levels of planning sophistication, and managerial participation in budgeting processes.

SUMMARY AND CONCLUSIONS

This study examined the effect of corporate planning practices on organisational effectiveness at Lafarge Cement Company, Calabar, Cross River State, with particular emphasis on resource allocation and budgeting as dimensions of corporate planning. Anchored on Goal Setting Theory, the study was designed to determine how structured planning mechanisms support the attainment of organisational goals and enhance overall effectiveness. Data were collected from a sample of 152 employees using a structured questionnaire, and both descriptive and inferential statistical techniques were employed in the analysis.

The descriptive results revealed that the workforce of Lafarge Cement Company is predominantly male, with a substantial proportion of respondents possessing undergraduate and postgraduate qualifications. This indicates a relatively skilled and educated workforce capable of understanding and engaging in formal planning processes. In terms of employment status, most respondents were permanent staff, suggesting organisational stability and continuity, which are conducive to effective planning and implementation of corporate strategies. These demographic characteristics provide important context for interpreting the inferential findings, as employee competence and job security can influence perceptions of planning effectiveness and organisational performance.

The inferential results demonstrate that corporate planning practices significantly influence organisational effectiveness. Specifically, resource allocation was found to have a strong and statistically significant positive effect on organisational effectiveness, indicating that the strategic deployment of financial, human, and material resources enhances operational efficiency and facilitates goal attainment. Budgeting was also shown to exert a significant positive influence on organisational effectiveness, highlighting the role of structured financial planning and control systems in aligning organisational activities with predetermined objectives.

Based on these findings, the study concludes that organisational effectiveness at Lafarge Cement Company is shaped by both contextual factors and deliberate managerial actions. While the demographic profile of employees suggests a supportive environment for planning implementation, it is the effective utilisation of corporate planning tools such as resource allocation and budgeting that ultimately drives organisational effectiveness. The study therefore affirms the central proposition of Goal Setting Theory that clearly defined goals, when supported by adequate resources and systematic planning, lead to improved organisational outcomes.

RECOMMENDATIONS

Based on the evidence, the following recommendations are advanced:

1) Given that resource allocation has a significant positive effect on organisational effectiveness, management should adopt a more strategic approach to allocating financial, human, and material resources. This involves ensuring that resources are distributed based on clearly defined priorities and performance objectives rather than on routine or historical allocations. Effective monitoring mechanisms should also be established to track resource utilization and minimize waste.
2) Considering the significant impact of budgeting on organisational effectiveness, the organization should strengthen its budgeting framework to improve planning accuracy and managerial control. Budget preparation should be participatory, involving key operational and department managers to enhance ownership and commitment. Furthermore, periodic budget reviews should be conducted to accommodate environmental changes and operational uncertainties. Strengthening budget monitoring and evaluation systems will also ensure that organisational activities remain aligned with strategic objectives, thereby improving performance outcomes.

LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

Although this study provides valuable insights into the relationship between corporate planning and organisational effectiveness, certain limitations must be acknowledged. First, the study focused on a single organization, which may restrict the generalizability of the findings to other firms or sectors. Organisational structures, cultures, and planning practices may vary significantly across industries, potentially influencing the observed relationships. Second, the study relied primarily on questionnaire-based data, which may be subject to respondent bias, including social desirability

and perceptual bias. Third, the scope of the study was limited to two dimensions of corporate planning (resource allocation and budgeting) thereby excluding other relevant planning components such as forecasting, strategic control, and performance evaluation systems. Future research should therefore consider expanding the scope to include multiple organizations across different sectors and regions to enhance external validity. Longitudinal research designs may also be adopted to examine how corporate planning practices influence organisational effectiveness over time. Additionally, future studies could integrate moderating or mediating variables such as leadership style, organisational culture, or environmental uncertainty to provide a more comprehensive understanding of the conditions under which corporate planning contributes most effectively to organisational performance.

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