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Research Paper

Strategic Alliances and Organisational Performance of Selected Super Markets in Nigeria.

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Abstract
The impact of strategic alliances on the organizational performance of Nigerian supermarkets was investigated in this study. Using a sample size of 200 respondents, ten of the best supermarkets were specifically chosen. 182 questionnaires in all, representing a 91% return rate, were obtained and analyzed. The data were analyzed using both descriptive and inferential statistical methods. The research hypotheses were subjected to multiple regression and correlation analysis, while the biographical information of the respondents was analyzed using descriptive analysis. Based on the data analysis, the results showed that collaborative problem-solving ($P = 0.000<0.05$), knowledge sharing ($P = 0.000<0.05$), and customer satisfaction ($P = 0.000<0.05$) significantly improve organizational performance. The study came to the conclusion that supermarkets will inevitably see increases in market shares, sales growth, and profitability if they give priority to these three important factors.

Keywords: *Strategic alliance, collaborative problem solving, knowledge sharing, customers' satisfaction, organizational performance, super markets, Nigeria.*

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I. INTRODUCTION

In today's businesses, organizations have been forced to cooperate or join forces in order to meet their goals and for sustainable competitive advantage due to global economic realities (Olannye, Orishede, & Okoh, 2023). Since many companies intentionally collaborate to boost sales, market share, and profitability, supermarkets in Nigeria are not immune to this collaborative force (Anucha, 2019). A strategic alliance is a partnership that unites several companies to accomplish shared objectives including increasing market share, enhancing operational effectiveness, or creating new goods (Katoo et al., 2023). A strategic alliance is the quick growth of relationships based on collaboration rather than ownership (Serrat, 2010). According to Obajaja-Edo, Odita, and Olannye (2023), companies are increasingly utilizing strategic alliances to manage risk and uncertainty, especially to gain access to a range of markets, technologies, and competencies. Strategic partnerships are necessary for the firms to benefit from each other (Olan et al., 2022).

Nigerian supermarkets frequently form strategic partnerships in order to pool resources, leverage one another's advantages, and achieve similar goals such as growing their product lines, improving logistics, and gaining a competitive edge (Nwokocha & Madu, 2020). Supermarkets in Nigeria are joining together to share resources, information, and skills in an attempt to improve sustainability in the retail industry (Anucha, 2019). These partnerships are being formed to enhance cooperative problem solving, information exchange, and customer satisfaction (Baxter et al., 2024). These partnerships seem to be established in order to accomplish a shared goal and enhance overall organizational performance with manufacturers, suppliers, and other businesses.

However, as the corporate world grapples with unprecedented levels of volatility and instability, businesses must reevaluate their approach and adopt collaborative alternatives to tackle the difficulties that lie ahead (Vuchkovski et al., 2023). According to Setiawan et al. (2020), collaborative problem solving refers to a scenario in which businesses pool their knowledge and expertise to recognize, assess, and resolve challenging issues while sharing responsibilities, risks, and resources in order to accomplish a common objective. Businesses can build on each other's strengths, make up for each other's weaknesses, and come up with innovative solutions that might not have been possible on their own when they work together (Japhet, Tuni & Chukwudi, 2022).

Organizations look on external partnerships to enhance their internal capabilities in order to remain competitive, with knowledge transfer being a major advantage (Al-Tabbaa & Zahoor, 2024). Knowledge offers a framework for assessing, comprehending, and assimilating new information. It is a dynamic combination of experience, context, values, information, expertise, and institutional guidance (Diab, 2021). In order to achieve organizational goals, this knowledge or expertise is crucial (Abubakar et al., 2017). Collaboration allows employees of impacted organizations to exchange knowledge since workers with the necessary skills or expertise are assets that may be used to gain a competitive edge (Xu & Wei, 2023). The terms knowledge sharing and knowledge transfer are synonymous (Al Kashari & Taheri, 2019). In order to promote collective knowledge, strengthen teamwork, and advance organizational progress, Picho (2023) defines knowledge sharing as the methodical interchange of information, knowledge, and expertise. Knowledge sharing is crucial for organizational success because it motivates people to work at their best, which aids in achieving objectives and business results. (Odunlami, Shonubi, & Akintaro, 2020).

In addition to the internal advantages, such increased productivity and creativity, there is a crucial external benefit: higher consumer satisfaction (Nwafili, 2024). Customer satisfaction is crucial in today's competitive environment and a major factor in organizational performance (Kotler & Keller, 2016). From interactions with sales and customer service to the caliber of the product or service, customer satisfaction gauges how satisfied customers are with their overall experience (Obafemi, 2024). According to Harzaviona and Syah (2020), a happy client is a valuable asset who becomes a devoted supporter and a passionate ambassador, propelling business expansion through recommendations, positive word-of-mouth, and repeat business, ultimately improving organizational performance and profitability.

Although the value of strategic alliances in Nigeria's retail sector is well acknowledged, many supermarkets in the nation find it difficult to establish and sustain successful relationships, which results in lost chances for expansion, innovation, and enhanced performance (Nwokocha & Madu, 2020). In particular, Nigerian supermarkets' long-term viability and competitiveness in the market are in jeopardy due to their incapacity to use strategic alliances to boost customer satisfaction, spur innovation, and increase operational efficiency (Ezuwore-Obodoekwe et al., 2021). Therefore, the goal of this research is to investigate how strategic alliances impact the organizational performance of selected Nigerian supermarkets.

INSIGHTS FROM LITERATURE AND HYPOTHESES FORMULATION

1.1.1. Strategic Alliances and Organizational Performance

Strategic alliances are growing in popularity in today's changing business environment as organizations band together to pool their resources, experience, and strengths in an effort to gain enduring and competitive advantages (Musili & Deya, 2023). A strategic alliance is a cooperative arrangement between two or more distinct enterprises to achieve a common goal and share risks and benefits, as opposed to destructive rivalry and conflicts. (Mgaaa, 2018). Businesses are considered to be in a collaborative relationship when they voluntarily work together to trade, share, or jointly manufacture commodities, technologies, or services while taking advantage of each other's advantages (Ryan-Charleton, Gnyawali & Oliveira, 2022). A strategic alliance is a cooperative partnership in which two or more firms pool resources, expertise, and risks to achieve a common goal while giving up some control over the joint venture, (Njoroge & Mbugua 2017). In order to ensure a company's long-term survival, a strategic alliance or partnership aims to maximize collaborative benefits while providing access to vital resources that promote competitiveness, inter-organizational cooperation, knowledge advancement, mitigate the risks of overspecialization, improve service quality, accelerate innovation, facilitate outsourcing, enable knowledge sharing, grow customer bases, and more (Obaja-Edo, Odita & Olannye, 2023). Umar (2020) asserts that strategic alliances, which include joint ventures, licenses, long-term supply, and cooperative research and development (R&D), go beyond standard corporate transactions but do not completely integrate. Furthermore, through R&D and technology-focused collaborations as well as by generating economies of scale for market-based alliances, strategic alliances strengthen an organization's long-term competitive advantage (Charles, Kunle, & Kapaya, 2021). Many supermarkets' organizational performance benefits greatly from strategic collaborations (Muthoka & Odour, 2014). Imujaro and Mwanazia (2025) discovered a strong positive correlation between the success of Nairobi supermarkets and strategic alliances. Strategic alliances improve the profitability, expenses, and revenues of Nigerian commercial banks (Edewwhor & Okoh, 2024).

1.1.2. Organisational Performance

The term "organizational performance" has several different meanings. Both objective and subjective methods have been used by researchers to conceptualize it. The objective approach employs quantitative accounting criteria to analyze organizational performance, whereas the subjective approach gauges performance based on the organization's ability to successfully and efficiently achieve its goals and objectives (Evwierhurhoma and Oga, 2020). The subjective approach states that organizational performance is the extent to which a business uses its available resources to achieve its objectives in an effective and efficient manner (Umar, 2020). This implies that a company's capacity to maximize resources, accomplish goals, and succeed is assessed by organizational performance. Achieving a specific result is only one aspect of organizational performance; another is how well that result fits the firm's stated aims and objectives. Comparing actual performance reveals the discrepancy between what was accomplished and what was planned (Elena-Iuliana & Maria, 2016).

Traditionally, the financial performance of a business has been evaluated using metrics such as return on equity (ROE), return on assets (ROA), and return on sales (ROS). According to Contu (2020), this perspective ignores other aspects of organizational effectiveness in favor of focusing only on financial performance. According to Richter et al. (2017), as referenced in Contu (2020), operational performance includes a more comprehensive and wide-ranging understanding of performance, going beyond just financial aspects to include other important elements of an organization's operations and activities. In contrast, traditional financial metrics represent a microscopic view of business performance. Due to the complexity of performance, a range of performance indicators are needed to assess the operational, behavioral, and financial aspects of an organization's success (Mwagona & Kinyua, 2023). In order to evaluate the performance of an organization, Hernant (2009) used three primary indices: market-based performance, which includes sales volume, weekly customer count, and average transactions per customer; productivity, which includes sales per square meter of floor area, sales per inventory investment, and sales per labor hour; and financial performance, which includes gross profit, operating cost, operating profit, profitability, and so on.

However, Muthoka and Oduor (2014) contend that patronage and environmental factors are what drive a store's performance. Stores that satisfy their expectations in terms of location, hours, layout, merchandise, customer service, and advertising draw in customers. Financial metrics such as profitability, value enhancement, and share price growth; effective resource allocation; comparing actual output to target standards; and continuous monitoring and adjustments to effectively accomplish organizational goals are all considered components of organizational performance, according to Umar (2020). Human resources, organizational assets, government regulations, organizational culture, leadership, working conditions, organizational structure, economic considerations, and technology are all elements that impact an organization's effectiveness (Mabia & Hove, 2020).

2.1.3. Collaborative Problem Solving and Organizational Performance

In order to overcome unpredictability and promote sustainable success, the dynamic global business environment demands creative leadership, strategic collaborations, and cooperative relationships (Texas A &M University Corpus Christi, 2024). Thus, collaborative problem solving involves working with others to share ideas, information, and abilities in order to tackle complicated challenges (Li, Huang & Song, 2020). It describes a process where people collaborate and use their varied backgrounds and abilities to create a common understanding and solution to an issue (Han, Krieger & Greif, 2023). Setiawan et al. (2020) define collaborative problem solving as a coherent approach where individuals work together to identify, assess, and resolve problems, selecting and implementing the best solution in a timely and unhindered way. Effective teamwork is essential to an organization's growth and production (Ugwu, 2020). It has been demonstrated that encouraging students to collaborate to solve problems improves their academic performance and critical thinking abilities (Xu, Wang, & Wang, 2023). According to research by Rofik, Setyosari, Effendi, and Sulton (2022), teachers can improve their project competency by using the collaborative problem-solving paradigm.

Successful organizations solve problems well (Ugwu, 2020). Collaboration is said to reveal creative answers to complicated problems as they emerge. Teams may find, evaluate, and apply the best solutions by utilizing different options and abilities, which boosts productivity and competitiveness (Setiawan et al., 2020). Thus, it can be claimed that collaborative problem solving is a powerful tool that finds, evaluates, and applies the best and most efficient strategy for resolving challenging issues that enhance organizational performance .As a sequel to the above, it is hypothesized that;

Hypothesis 1: Collaborative problem solving has a positive effect on organizational performance of selected supermarkets in Nigeria.

2.1.4. Knowledge Sharing and Organizational Performance

According to Al Kashari and Taheri (2019), the terms "knowledge sharing" and "knowledge transfer" are frequently used interchangeably to describe the process through which individuals, groups, or organizations communicate and exchange concepts, information, and expertise (Picho, 2023). Knowledge sharing, according to Evwierhurhoma and Oga (2020), entails the reciprocal exchange of organizational information and human skills. Knowledge sharing, according to Diab (2023), is the dissemination and sharing of information, expertise, and best practices among groups, individuals, and the entire company. According to Al Kashari and Taheri (2019), knowledge sharing entails facilitating the dissemination, utilization, and accessibility of knowledge across an organization. The value and competitiveness of a company can be greatly increased when knowledge is transformed and disseminated throughout the business (Shonubi et al., 2020). In addition to official employee training, knowledge is also gained through real-world experience, day-to-day tasks, employee interactions, and feedback (Diab, 2021). Knowledge sharing goes beyond simple communication and depends on a symbolic relationship between people, in which the recipient and the knowledge bearer work together to improve communication (Al Kashari & Taheri, 2019). Time constraints, organizational cultures that prioritize secrecy, and the "knowledge is power" mentality are the primary causes of knowledge hoarding (Shonubi et al., 2020). Explicit and tacit knowledge are two categories of knowledge (Sunarta, Rohman & Kawedar 2020, Diab 2021). Explicit knowledge, sometimes referred to as codified knowledge, is information that is readily recorded, disseminated, and transferred using formal language, such as databases, manuals, and guides. Conversely, as tacit knowledge is stored in the human mind and is frequently subconscious, it is difficult to express, convey, or transmit since it is subjective, experiential, and intuitive (Sunarta et al., 2020; Diab, 2021). An organization's pursuit of a sustainable competitive advantage is closely linked to the significance of knowledge sharing, which is an essential part of knowledge management (Al Kashari & Taheri, 2019).

On the other hand, organizational performance is greatly impacted by information exchange (Picho, 2023). Because of the benefits, the majority of businesses are actually working hard to create an information-sharing culture (Al Kashari & Taheri, 2019). Sunarta et al. (2020) provided empirical evidence that knowledge sharing, both explicit and tacit, has a direct and indirect impact on organizational performance in three-, four-, and five-star hotels in Bali Province, Indonesia. Given these results, the following hypothesis can be made:

Hypothesis 2: Knowledge sharing has a positive effect on organizational performance of selected supermarkets in Nigeria.

2.1.5. Customers Satisfaction and Organizational Performance

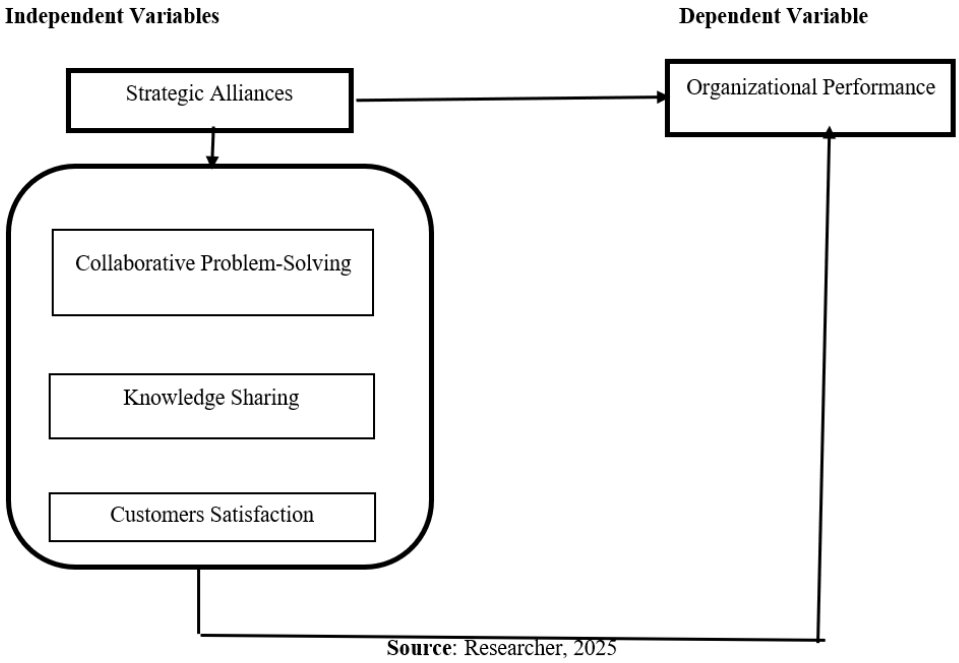
Customer satisfaction measures how satisfied customers are with the overall experience, from sales and customer service contacts to the quality of the product or service (Obafemi, 2024). According to Kotler and Keller (2016), customer satisfaction is the result of a consumer comparing their expectations with the benefits and outcomes that a product really provides. Delivering individualized solutions that satisfy consumers' requirements, desires, and expectations through the prompt and economical provision of goods, services, or value-added offerings is how Zakari and Ibrahim (2021) define customer satisfaction. It's the favorable emotional reaction that happens when a product meets or beyond a customer's expectations, resulting in a feeling of contentment or enjoyment (Ndubisi & Nwankwo, 2019). Mazreku (2015) defines satisfaction as evaluating if the product's quality matches initial expectations by comparing pre-purchase expectations with post-purchase experiences. According to Suchanek and Kralova's (2015) research, three main factors—customer behavior, product attributes, and relative performance in comparison to competitors—have an impact on customer satisfaction. According to Obafemi (2024), ignoring customer satisfaction can result in organizational stagnation, a drop in performance and accessibility, and eventually a threat to the organization's reputation.

In the meanwhile, organizational performance is impacted by consumer satisfaction. Since happy consumers become devoted supporters and defenders of the brand, satisfaction breeds loyalty, which in turn fuels corporate results including higher sales, market share, and performance (Obafemei, 2024). Customers' satisfaction and bank performance in Nigeria are significantly positively correlated, according to Ndubisi and Nwankwor's (2019) results. In actuality, customer happiness has an impact on the performance of small and medium-sized businesses (SMEs) in Nigeria (Zakari & Ibrahim, 2021). Organizational performance is positively and significantly impacted by customer satisfaction aspects. According to Souchanek and Kralova (2015), these considerations include product quality, client requirements, comparison with competing products, etc. In light of these revelations, it can be hypothesized that;

Hypothesis 3: Customer satisfaction has a positive effect on organizational performance of selected supermarkets in Nigeria.

2.1.6 Conceptual Framework

Organizations establish strategic alliances in order to increase customer happiness, share knowledge, and collaborate to solve issues. According to the research assessment, these partnerships have a beneficial effect on supermarket performance, as demonstrated by increased market share, sales growth, and organizational profitability. As seen by the model below, businesses are driven to build strategic alliances because they recognize how these partnerships can improve their overall performance:



Source: Researcher, 2025

2.2. METHODOLOGYResearch Design

A cross-sectional survey research design technique was used for this study because it can reveal patterns, correlations, and interactions between variables (Kumar, 2019). Because cross-sectional surveys only collect data from a sample once rather than over an extended period of time, they are easier and less expensive than longitudinal investigations (Bryman, 2016).

2.3. Location of the Study

This study concentrated on the main offices of the chosen supermarkets in Nigeria, which are primarily in Lagos and only one in Abuja, in order to obtain insight into their corporate strategies and decision-making processes, as strategic alliances are established at the corporate level.

2.4. Target Population

Although all supermarkets in Nigeria are included in this study, only the top ten (10) supermarkets in Nigeria, as determined by Okoroafor (2024), were chosen because of time and resource limitations. Shoprite, Prince Ebeano Supermarket, Grand Square, CCD Superstores, Addide Supermarket, Market Square, Hubmart Stores, Justrite Superstore, Mallmart Superstore, and SPAR Nigeria are a few of them. The supermarkets' top management teams and senior executives, as well as their employees and customers, were the main targets of the poll.

3.4 Sampling and Sampling Techniques

As advised by Bryman (2016), a non-probability sampling strategy was used to select a convenient and manageable sample of 20 employees from each supermarket's main office because the population number was unknown. This increases the number of participants in the sample to 200. This study used a stratified random approach to guarantee that all selected stores participated because of the sample's heterogeneity.

3.5. Research Instrument/Data Collection Method

A questionnaire was used as the data gathering tool in this investigation. The management, employees, and consumers of the ten supermarkets, as well as their strategic partners, were surveyed in order to gather data. It was impossible to obtain the supermarkets' financial accounts because they were neither quoted nor registered on the stock exchange market. Therefore, the information gathered from the 200 structured questionnaires that were sent will be the basis for the research. There were two sections, A and B, on the closed-ended questionnaire. While Section B offered questions necessary for the development of the research hypotheses, Section A asked questions pertaining to the biographical information of the respondents. Strongly agree (SA) to strongly disagree (SD) is the range of a five-point LIKERT scale used for the questions

3.6. Validity and Reliability of Measuring Instruments

The questionnaire's content validity was thoroughly examined to ensure the accuracy and consistency of the data gathered. In order to ensure that the instrument successfully caught the data it was intended to gather, it was necessary to request expert opinions and evaluations to verify that it measured the intended constructs and variables. Cronbach's alpha was used to evaluate the questionnaire's reliability, and a pilot study made the analysis easier. The study looked at four important factors: information sharing, customer happiness, cooperative problem solving, and organizational performance. A coefficient of 0.60 or greater was considered acceptable, in accordance with the traditional threshold. All of the variables showed good reliability, as indicated by the Cronbach's alpha results for collaborative problem solving (0.894), knowledge sharing (0.899), customer happiness (0.855), and organizational performance (0.898).

3.7. Model Specification and Estimation Techniques

Strategic partnership was the independent variable in this study, and organizational performance was the dependent variable. Three proxies were used to evaluate strategic alliances: customer happiness, information exchange, and cooperative problem-solving. On the other hand, market share, sales growth, and profitability were used to assess organizational effectiveness. Both descriptive and inferential analyses were performed on the gathered data. The biographical information of the respondents was subjected to descriptive analysis, and the study hypotheses were subjected to multiple regression and correlation analysis using SPSS software. The following is the multiple regression model:

$Y = f(X1, X2, X3, Xn)$ -- (1)

$OP = f(CPS, KS, CS)$ -- (2)

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta nXn + \mu$………....…………………………. (3)

The econometrics Model is given as;

$OP = \beta 0 + \beta 1CPS + \beta 2KS + \beta 3CS + \mu$……………………………………………. (4)

Where;

Y = Dependent Variable; measured by profitability, sales growth and market share.

X = Independent Variables; measured by collaborative problem solving, knowledge sharing and customers' satisfaction

OP = Organizational Performance, CPS =Collaborative Problem Solving, KS = Knowledge Sharing, CS= Customers' Satisfaction, $\beta 0$ = Intercept, $\beta 1 - \beta 3$ = Co-efficient of Independent Variables, μ = Error term

IV. DATA ANALYSIS AND RESULTS.

4.1. Biographic Features of the Respondents

The respondents' demographic data showed that 106 of them were female (58%), and 76 of them were male (42% of the sample). The respondents' age distribution was as follows: The following age groups were represented: 15 were under 20 years old (8%), 36 were between 21 and 30 years old (20%), 47 were between 31 and 40 years old (26%), 40 were between 41 and 50 years old (22%), 28 were between 51 and 60 years old (15%), and 16 were over 60 years old (9%). The respondents' marital status revealed that 84 were married, making up 46% of the sample, and 98 were single, making up 54%. The research also revealed that 14 respondents, or 8% of the sample, had postgraduate degrees; 92 respondents, or 51% of the sample, had an HND or B.Sc. degree; 50 respondents, or 27% of the sample, had an NCE or ND; and 26 respondents, or 14% of the sample, had an O' level. Ten of them represented 5% of the managerial cadre, twenty-five represented 14% of the supervisory cadre, ninety-two represented 51% of the workforce, and fifty-five represented 30% of the firm's loyal customers, according to the roles that the respondents held within the organizations. This is shown in Table 1 below:

Table 1: Biographic Data

	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic	Variance Statistic
Gender	182	1	1	2	1.58	.037	.495	.245
Age	182	5	1	6	3.43	.104	1.408	1.981
Marital Status	182	1	1	2	1.46	.037	.500	.250
Educational Background	182	3	1	4	2.52	.062	.833	.693
Position Held in the Organization	182	3	1	4	3.05	.060	.812	.660
Valid N (listwise)	182							

Source: SPSS Output

4.2. Test of Hypotheses

Table 2: Correlation Matrix

Correlations

		Collaborative Problem Solving	Knowledge Sharing	Customers Satisfaction	Organizational Performance
Collaborative Problem Solving	Pearson Correlation	1	.974**	.991**	.985**
	Sig. (2-tailed)		.000	.000	.000
	N	182	182	182	182

Knowledge Sharing	Pearson Correlation	.974**	1	.984**	.984**
	Sig. (2-tailed)	.000		.000	.000
	N	182	182	182	182
Customers Satisfaction	Pearson Correlation	.991**	.984**	1	.989**
	Sig. (2-tailed)	.000	.000		.000
	N	182	182	182	182
Organizational Performance	Pearson Correlation	.985**	.984**	.989**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	182	182	182	182

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

Source: SPSS Output

The study's findings, which put the assumptions to the test, demonstrated that customer satisfaction, knowledge sharing, and cooperative problem-solving are all highly predictive of organizational performance, with a positive correlation coefficient signifying a substantial relationship.

The correlation coefficient, (r = 0.985) is evidence that a positive correlation of 98.5% exists between collaborative problem- solving and organizational performance as assessed on a number line of 100%. The coefficient of correlation between Knowledge sharing and organizational performance which is (r = 0.984) is greater than the significant relationship between collaborative problem-solving and knowledge sharing (r = 0.974), which is 97.4% on a number line of 100%.

Again, the coefficient correlation between customers satisfaction and organizational performance which is (r = 0.989) is greater than the significant relationship between collaborative problem-solving and knowledge sharing (r = 0.974) and the significant relationship between knowledge sharing and customers satisfaction (r = 0.984). By implication, 98.9% positive significant relationship exists on a number line of 100% as can be seen on table 2 above.

Table 3: Multiple Regression Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.872	.190		4.584	.000
	Collaborative Problem Solving	.309	.069	.319	4.470	.000
	Knowledge Sharing	.345	.053	.357	6.550	.000
	Customers Satisfaction	.303	.085	.321	3.556	.000

a. Dependent Variable: Organizational Performance

Source: SPSS Output

From the regression table, it is clear that collaborative problem-solving, knowledge sharing, and customer satisfaction have a significant positive relationship with organizational performance ($\beta = 0.319, t = 4.584, P = 0.000 < 0.05$), ($\beta = 0.357, t = 6.550, P = 0.000 < 0.05$), and ($\beta = 0.321, t = 3.556, P = 0.000 < 0.05$), respectively. Hence, the alternative hypotheses are accepted while the null hypotheses are rejected.

4.3. Discussion of Findings

The regression analysis revealed a significant positive impact of collaborative problem solving on organizational performance ($\beta = 0.319, t = 4.584, P = 0.000 < 0.05$), indicating that enhanced collaborative problem solving capabilities lead to improved organizational outcomes. Specifically, a 3.19% change in collaborative problem-solving as represented by ($\beta = 0.319$) is associated with a corresponding 3.19% change in organizational performance. This means that increasing collaborative problem-solving by 3.19% will yield a proportional 3.19% increase in organizational performance, and conversely, a decrease in collaborative problem-solving will result in a corresponding decline. This finding aligns with Ugwu's (2020) assertion that effective collaborative problem-solving is a key driver of organizational success.

Hypotheses 2 revealed a significant positive correlation between knowledge sharing and organizational performance ($\beta = 0.357, t = 6.550, P = 0.000 < 0.05$) indicating that increased knowledge sharing leads to improved business success. In fact, the results show that a rise in knowledge sharing variables is associated with a 3.57% increase in organizational performance, given the beta value as ($\beta = 0.357$). Conversely, a decline in knowledge sharing will lead to a corresponding 3.57% decrease in organizational efficiency and effectiveness. This finding supports Picho (2023), who opined that knowledge sharing has a significant positive impact on organizational performance, highlighting the importance of knowledge sharing in driving business success.

The regression analysis of Hypothesis 3 revealed a significant positive effect of customer satisfaction on organizational performance ($\beta = 0.321, t = 3.556, P = 0.000 < 0.05$), indicating that satisfied customers contribute to improved organizational outcomes. The results show that a 3.21% increase in organizational performance can be expected for every unit increase in customer satisfaction, given the beta value as ($\beta = 0.321$). Conversely, a decrease in customer satisfaction will lead to a corresponding decline in organizational performance. This finding supports Obafemi's (2024) argument that customer satisfaction is positively correlated with organizational performance, emphasizing the need for organizations to focus on delivering high levels of customer satisfaction to achieve success.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research examined the effect of strategic alliances on the organizational performance of selected supermarkets in Nigeria, focusing on three key variables: collaborative problem-solving, knowledge sharing, and customer satisfaction. Organizational performance was assessed through metrics such as profitability, sales growth, and market share. A thorough review of existing literature revealed that these three variables have a significantly positive effect on organizational performance. The analysis of the research hypotheses showed that collaborative problem-solving ($\beta = 0.319, t = 4.584, P = 0.000 < 0.05$), knowledge sharing ($\beta = 0.357, t = 6.550, P = 0.000 < 0.05$), and customer satisfaction ($\beta = 0.357, t = 6.550, P = 0.000 < 0.05$) have a significant positive effect on organizational performance. The findings suggest that Nigerian supermarkets can benefit from forming strategic alliances to enhance collaborative problem-solving, knowledge sharing, and customer satisfaction, ultimately driving business success. By doing so, supermarkets can collectively address challenges, share valuable insights, and prioritize customer satisfaction to achieve improved organizational performance.

5.2 Conclusion and Recommendations.

In conclusion, this study offers empirical support for the notion that collaborative problem-solving, knowledge sharing, and customer satisfaction are key factors influencing organizational performance in the supermarket industry in Nigeria. According to the research, supermarkets that give priority to these three variables are probably going to experience an increase in profitability, sales growth, and market shares.

Therefore, it is recommended that supermarket managers and stakeholders in Nigeria should concentrate on;

1. Encouraging and supporting a collaborative problem-solving organizational culture inside the companies to improve teamwork and creativity.
2. Facilitating knowledge sharing among employees to prevent workplace ostracism and enhance decision-making and service delivery.
3. Making customer satisfaction a top priority by implementing efficient customers' relationship management and feedback systems.

By taking these actions, supermarkets in Nigeria stand to benefit from increased competitiveness, business success, and achieve sustainable growth.

6. Data Availability: Data used in this study are not available online.

7. Conflict of Interest: There is no conflict of interest in this study.

8. Funding: The authors never received any funding from either individuals or corporate organizations**.**

9. Ethical Approval and Informed Consent: All participants in this study gave their consent before participating in the study.

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