

**CONSUMER PURCHASING DECISION AND ORGANISATIONAL RESILIENCE
DURING THE COVID-19 PANDEMIC: A STUDY OF UNILEVER COMPANY PLC**

OBAKPOLOR SHALOM ESGHENE

13AD014690

SEPTEMBER, 2021

**CONSUMER PURCHASING DECISION AND ORGANISATIONAL RESILIENCE
DURING THE COVID-19 PANDEMIC: A STUDY OF UNILEVER COMPANY PLC**

BY

OBAKPOLOR SHALOM ESEOGHENE

(13AD014690)

B.Sc. Marketing, Covenant University, Ota Ogun State.

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRDUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE
DEGREE OF MASTERS OF SCIENCE (M.Sc.) IN MARKETING IN THE
DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND
SOCIAL SCIENCES, COVENANT UNIVERSITY.**

SEPTEMBER, 2021

ACCEPTANCE

This is to attest that dissertation is accepted in partial fulfillment of the requirements for the award of degree Masters of Science (M.Sc.) in Marketing in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

Mr. John A. Philip
(Secretary, School of Postgraduate Studies)

.....
Signature and Date

Prof. Akan B. Williams
(Dean, School of Postgraduate Studies)

.....
Signature and Date

DECLARATION

I, OBAKPOLOR, SHALOM ESEOGHENE (13AD014690), declare that this research was carried out by me under the supervision of Dr. Omotayo. A. Adegbuyi of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation were duly acknowledged.

OBAKPOLOR, SHALOM ESEOGHENE

.....

Signature and Date

CERTIFICATION

We certify that this dissertation titled “**CONSUMER PURCHASING DECISION AND ORGANISATIONAL RESILIENCE**” **DURING THE COVID-19 PANDEMIC: A STUDY OF UNILEVER NIGERIA PLC** is an original research work carried out by **OBAKPOLOR, SHALOM ESEOGHENE (13AD014690)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota Ogun State, Nigeria under the supervision of Dr. Omotayo A. Adegbuyi. We have examined and found this work acceptable as part of the requirement for the award of Master of Science in Marketing.

Dr. Omotayo A. Adegbuyi
(Supervisor) Signature and Date

Prof. Anthonia A. Adeniji
(Head, Department of Business Management) Signature and Date

Prof. Adedoyin O. Ologunde
(External Examiner) Signature and Date

Prof. Akan B. Williams
(Dean, School of Postgraduate studies) Signature and Date

DEDICATION

This research work is dedicated to God, the giver of wisdom and knowledge, who provided supernaturally all through this program.

ACKNOWLEDGEMENTS

First and foremost, my profound gratitude goes to the Almighty God for the gift of life, strength and opportunity, and grace to complete this project.

I recognize and appreciate the Chancellor of Covenant University, Dr. David O. Oyedepo, for the spiritual ambiance and vision. I also appreciate the management team of Covenant University ably led by the Vice-Chancellor, Prof. Abiodun H. Adebayo, the Registrar, Dr. Promise O. Omidiora, the Dean, School of Postgraduate Studies: Prof. Akan B. Williams, the Dean College of Management and Social Sciences, Prof. Uwalomwa Uwuigbe, for their commitment towards the successful completion of this programme. I am most grateful.

I deeply appreciate Dr. Omotayo A. Adegbuyi, my supervisor, my academic coach and mentor he has been a sincere and thorough guardian on this journey thus far, my utmost appreciation sir. I would like to recognize the leadership of the department ably led by Prof. Adeniji A. Anthonia. I would also like to appreciate the incumbent PG Coordinator of the Department, Dr. Ebeguki Igbino, for her administrative support. Many thanks to all the senior lecturers in the Department for their inputs and contributions to the success of the work, Prof. Rowland E.K Worlu, Dr. Olaleke Ogunnaike, Dr. Oladele J. Kehinde, Dr. Mercy E. Ogbari and Dr. Oyewunmi Olabode.

I wish to appreciate the faculty members of the Department of Business Management Dr. Salau Odunayo Paul, Dr. Stephen Ibidunni, Dr. Falola Hezekiah Olubusayo, Dr. Mosun Adeyeye, Dr. Amahian Augusta Bosedo, Dr. Borishade Taiye Tairat, Mrs. Aka Deborah Oluwaseun. Special mention must be made to my colleagues who have contributed positively to this project in one way or the other. I appreciate Miss Sporah Mengot Miss Belema Ogulu Miss Kalu Abigail Miss Temitope Yaya. Thank you all. I would also like to thank the employees of Unilever for their response

I would also like to thank and appreciate the most important people in my life, my parents Rev. and Pastor (Mrs.) Godwin Obakpolor for their prayers and encouragement all through my life and through this programme, ensuring I was never in lack of anything. God would forever reward you for the love that you have lavished on me. To my wonderful siblings Miss Faith Obakpolor, Miss Love Obakpolor, Mr. Tega Obakpolor, thanks for your ceaseless encouragement all through this project. I love you all.

My heartfelt gratitude also goes to my very supportive and encouraging friends Dr. Abayomi Ariyo, Miss Ivy Ifeoma Nebe, Miss Joy Magani, Miss Keziah Olaniyi, your labour of love will never be in vain in Jesus name.

TABLE OF CONTENTS

CONTENT	pages
COVER PAGE	i
TITLE PAGE	ii
ACCEPTANCE	iii
DECLARATION	iv
CERTIFICATION	v
DEDICATION	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURES	xiv
ABBREVIATION	xv
ABSTRACT	xvi
CHAPTER ONE: INTRODUCTION	
1.1 Background to the study	1
1.2 statement of the Research Problem	3
1.3 Objective of the Study	6
1.4 Research Questions	6
1.5 Research Hypothesis	6
1.6 Significance of the Study	7
1.7 Scope of the Study	7
1.8 Operationalization of Research Variables	8
1.9 Structure of the Study	9
1.10 Operational Definition of Terms	10
CHAPTER TWO: LITERATURE REVIEW	
2.0 Preamble	13
2.1 CONCEPTUAL FRAMEWORK	13

2.1.1 Consumer purchasing behaviour	13
2.1.2 Factors Affecting Consumer Behaviour	15
2.1.3 Consumer Buying Decision Process	25
2.1.4 Level of Consumer Decision Making	27
2.1.5 Different Types of Decision Making	28
2.1.6 Motives that Influence Purchase Decision	32
2.1.7 Dimensions of Consumer Purchasing Decision	33
2.1.8 Organisational Resilience	35
2.1.9 Dimensions of Organisational Resilience	39
2.2 Theoretical Framework	44
2.2.1 Dynamic Capabilities (DC)	44
2.2.2 Social Cognitive (SCT)	56
2.3 Empirical Review	59
2.4 Gap in Literature	61

CHAPTER THREE: METHODOLOGY

3.0 Preamble	63
3.1 Research Philosophy	63
3.2 Research Method	63
3.3 Research Design	64
3.4 Population of the study	64
3.5 Sample Frame	65
3.6 Determination of Sample Size	65
3.7 The Sampling Technique	66
3.8 Method of Data Collection	67
3.9 Reliability of Research Instrument	67
3.10 Method of Data Analysis	68
3.11 Ethical Consideration	68

CHAPTER FOUR: RESULTS AND DISCUSSION

4.0 Preamble	70
4.1 Presentation of Data	70
4.2 Demographic Profile of Respondents	71
4.3 Descriptive analysis of data on significant variables	74
4.4 Test of hypotheses	89
4.5 Summary of hypotheses	97
4.6 Summary of findings	98
4.1.6 Empirical findings	99
4.2.6 Theoretical findings	99

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary	101
5.2 Conclusion	102
5.3 Contribution to knowledge	103
5.4 Recommendations	104
5.5 Suggestions for future research	104
REFERENCES	106
APPENDICE	121

LIST OF TABLES

Title of table	Pages
Table	
3.1 Reliability of statistics of research instrument for the study	68
4.1 Response frequency	70
4.2.1 Gender	71
4.2.2 Age	71
4.2.3 Marital status	72
4.2.4 Educational qualification	73
4.2.5 Number of years in the organization	73
4.2.6 Department	74
4.3.1 Our consumers are influenced to purchase products that are located in neighbourhood shops and supermarkets	75
4.3.2 Our consumers are influenced to purchase products that are easily accessible	76
4.3.3 The visibility of our products influences consumer decision to purchase	76
4.3.4 Our brand name influences consumer decision to purchase our product	77
4.3.5 Our consumers trust the brand name	78
4.3.6 Our consumers are satisfied with the brand name	78
4.3.7 The price of our products influence consumers to purchase them	79
4.3.8 Consumer switch to other brand that are cheaper	79
4.3.9 Consumers still buy the same quantity	80
4.3.10 Which of these do consumers consider most when deciding to buy a product or not	81
4.3.11 My organization is able to speedily respond to changes in the business environment	82
4.3.12 Whenever we experience a set-back, we are able to recover and improve in our activities.	82
4.3.13 We are focused on responding to uncertainties	83
4.3.14 During an average day, employees interact often enough to know what's going on in our organization	84

4.3.15 Managers actively listen for problems in our organization because it helps them to prepare a better response	84
4.3.16 Our organization proactively monitors what is happening in its industry to have an early warning of emerging issues	85
4.3.17 My organization has a culture where creativity and innovation is highly regarded	86
4.3.18 Management in my organization actively seeks and rewards innovative ideas	86
4.3.19 My organization focuses on developing new competencies even if the existing ones are effective	87
4.3.20 My organization has the capability to restructure itself when confronting crisis	88
4.3.21 My organization is capable of dealing with complex problems	88
4.3.22 My organization identifies and evaluates strategies for the management of disruptions	89
4.4.1 Model Summary of location choice and pro-active posture significant	90
4.4.2 ANOVA of location choice and pro-active significance	91
4.4.3 Coefficients of location choice and pro-active posture significance	91
4.4.4 Model Summary of product choice and situational awareness	92
4.4.5 ANOVA of product choice and situational awareness	93
4.4.6 Coefficients of product choice and situational awareness	93
4.4.7 Model Summary of brand choice and innovation	94
4.4.8 ANOVA of brand choice and innovation	95
4.4.9 Coefficients of brand choice and innovation	95
4.4.10 Model Summary of pricing choice and adaptability	96
4.4.11 ANOVAa of pricing choice and adaptability	97
4.4.12 Coefficients of pricing choice and adaptability	97
4.5 Summary of Hypothesis Results	98

LIST OF FIGURES

Figures	Title of figures	Page
1.1	schematic model	9
2.1.3	consumer buying process	25
2.1.5	different types of decision making	28

ABBREVIATIONS

CPD- CONSUMER PURCHASING DECISION

DC- DYNAMIC CAPABILITES

SCT- SOCIAL COGNITIVE THEORY

RBV- RESOURCE-BASED VIEW

ABSTRACT

The goal of every organisation is to achieve its goals and objective; providing goods and services that satisfy the needs and wants of consumers, maximizing profits and increase growth in market share. The outbreak of the Covid-19 pandemic sent unprecedented shockwaves across the globe, creating an unparalleled crisis in terms of our health, severely affecting the way we live and work. The goal of this study is to define and explore the relationship between consumer purchasing decision and organizational resilience during the covid-19 pandemic in the manufacturing sector; Unilever company Nigeria Plc. The objectives of this research were to; ascertain the effectiveness of location choice on pro-active posture, measure the degree of effect of product choice on situational awareness, ascertain the impact of brand choice on innovation, determine the effect of pricing choice on adaptability. Two theories were adopted for this study; Dynamic Capabilities Theory, and Social Cognitive Theory. Four (4) sub-variables was used to measure the predictive outcome of Consumer Purchasing Decision and Organizational Resilience in the Manufacturing industry. The methodology adopted was quantitative research which was used to collect primary data through an online google form (due to the Covid-19 pandemic lockdown) from 264 employees of Unilever company Nigeria Plc from different departments of the organization in Lagos State, Nigeria. Linear regression was used to analysis the hypothesis formulated. The results showed that every organisation's goal is to maximize profit, but also the input and processes are required for maximum output, product choice plays an important role in situational awareness, brand choice has a significant effect on innovation and pricing choice has a significant effect on adaptability. This study concludes that organisations should identify what motivate different consumers in the marketplace.

Keywords: *Consumer Purchasing Decision, Organisational Resilience, COVID-19 pandemic, Dynamic capabilities, Social cognitive theory.*