

Full Length Research

Strategic Network and Corporate Responsiveness in the Nigerian Aviation Downstream Sector

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Accepted 22 February 2024

The study looked at the relationship between a strategic network and corporate responsiveness in the downstream aviation industry of Nigeria. The method used was a cross-sectional survey design. All the companies in the aviation industry with functional branches at the international airports of Lagos and Abuja as well as Port-Harcourt are included in the research study population. The study advocated a census population, but it employed a judging technique to determine that the study's actual population was made up of 118 top-level managers and senior executives from the nine (9) downstream corporations permitted by the Federal Aviation Agency of Nigeria. The study applied content validity approach. The Cronbach alpha method was used to assess the internal consistency of the measurement instrument. The study adopted descriptive and inferential statistics to test hypotheses. From the data analysis, the findings show that there is a significant negative relationship between administrative network and corporate responsiveness of firms in the aviation industry; a significant positive relationship between financial networks and quality service delivery of aviation firms; a non-significant relationship between financial networks and corporate responsiveness of firms in the aviation industry. Based on the findings, we draw the conclusion that financial network and quality service delivery are significantly and favorably related as a result of the study's findings. Additionally, administrative network impinged on the corporate responsiveness of firms. According to the findings, organizational structure considerably modifies the link between corporate responsiveness and strategic network. So, in order to promote an open flow of information between staff members and top management teams, the study suggests fewer hierarchy levels. Additionally, management of aviation companies should guarantee a smooth exchange of information among those involved in the administrative network.

Keywords: Corporate Responsiveness, Nigerian Aviation Downstream Sector and Strategic Network

Citation: POAZI, F.D., COURT, T.O. (2024). Strategic Network and Corporate Responsiveness in the Nigerian Aviation Downstream Sector. *Inter. J. Econ. Bus. Manage.* Vol. 12(2), pp. 15- 28, March 2024

INTRODUCTION

The objective of the study is to empirically analyze corporate responsiveness (CR) and strategic network (SN) in Nigeria's downstream aviation industry. According to Maurice and Lu (2018), given the significant technological and financial commitment as well as the requisite aptitude, the aviation sector is perceived to be a more complicated business. However, aviation generally is one industry that links practically all other industries to expand any economy in the world (Waribugo and Chiedu, 2021). In other words, the aviation industry is crucial to guiding policies pertaining to tourism, manufacturing, oil, gas, and other industries. One of the key sectors in nation-building and a force that connects or melts many other industries is the aviation industry (Waribugo and Chiedu, 2021).

As it is, businesses large and small around the world confront difficult hurdles every day due to the unstable business environment. Competition between businesses operating in the same sector or businesses operating in other sectors is another factor that contributes to the issues that organizations face. According to Maurice and Lu (2018), the majority of

organizations exist and gain a competitive advantage because of challenges and a volatile business environment. These organizations demonstrate commitment, competence, and a willingness to provide leadership with the mindset of turning such challenges into opportunities. Concerns in the market have been raised by the growing level of rivalry among businesses in the same sector. This has become more and more the case when attention is paid to the shifting and deteriorating economies of developing countries, which have an impact on consumption habits of customers. Companies in this situation are acting quickly to put market-focused strategic initiatives in place. In fact, a company's strategic focus should be on quickly meeting market demands while also innovating to introduce new items. Both the upstream and downstream sectors of the country's economy depend heavily on the aviation industry. It lowers the cost of trade and facilitates cross-continental ecotourism and value chains (OECD, 2020). The aviation industry is praised for its complementarity and substitutability with other means of transportation, promoting economic trade and rapid expansion in addition to its role in facilitating the flow of goods, personnel, finances, innovation, and ideals (IATA, 2020).

Robert, Jeffrey, and Dennis (2009) consider corporate responsiveness as a competency, particularly for pioneering businesses that are quick to seize the moment's chances as they arise from shifting market conditions. To achieve either change adaptation or new product developments that meet market expectations, it is necessary to create distinct abilities and competencies that have been examined holistically (Dennis, 2016). Mizrui (2016) claims that being responsive entails acting in a proactive manner as opposed to reacting to market changes. Corporate responsiveness takes into account practical, efficient techniques that let organizations assess market dynamics and implement crucial, practical actions (Day, 1994).

The definition of a strategic network, on the other hand, is that which provides quick and organic techniques that enable a company to deal with environmental uncertainties that hamper efforts toward realizing goals (Day and Schoemaker, 2000). The idea that organizations are rapidly changing networks of relationships that offset and realign the traditional micro environmental perspectives of enterprises is a well-known fact. According to Venkatraman and Subramanian (2002), most businesses have limited internal resources, which lead them to be open to forming partnerships and networks of connections that, according to Venkatraman and Subramanian (2002), move complementary competencies that serve as a source of competitive advantage.

While technology advancements are often praised for opening the door for more extensive and high-quality operations, this is not compatible with how the marketing function has become more severe in terms of instilling and arousing rivalry. In a similar vein, organizational operators face yet another enormous issue in the form of a rise in operational inefficiencies brought on by the rising cost of production as a result of the economic crisis, particularly in developing countries. Partanen, Kauppila, Sepulveda, and Gabrielson (2018) contend that the cost of providing excellent customer service has significantly increased as a result of the market's quick changes. Controversially, continued operation in the face of resurgent competition explains the introduction and interconnections to examine the environmental qualities that have an intrinsic additional value. Simply put, maintaining your ability to be innovative, resourceful, and competitive is essential for maintaining the vitality of the business climate. What has been left out thus far are the strategic organizational activities that would probably encourage and strengthen a firm's responsiveness to market changes. These streams of strategic actions have been conceptually described as the responsiveness of firms to market changes.

The industry participants have not made a conscious effort to conform to and be consistent with the corporate responsiveness characteristics of quality service delivery, promptness in service delivery, and innovativeness. This is due to the lingering issues surrounding the downstream sector in Nigeria in particular.

The primary objective of the study is to establish a connection between corporate responsiveness and strategic network in Nigeria's downstream aviation industry while the specific objectives are to: ascertain the relationship between administrative network and innovativeness in the Nigerian aviation downstream sector; determine the relationship between financial network and quality service delivery in the Nigerian aviation downstream sector; ascertain the relationship between administrative network and corporate responsiveness in the Nigerian aviation downstream sector; determine the relationship between financial network and corporate responsiveness in the Nigerian aviation downstream sector; ascertain the moderation of organizational structure between administrative network and corporate responsiveness in the Nigerian aviation downstream sector; examine the moderation of organizational structure between financial network and corporate responsiveness in the Nigerian aviation downstream sector.

Theoretical and Conceptual Review

Resource Dependence Theory

The study is grounded in the resource dependence and social capital theoretical roots. The theory of resource dependence (RDT) is concerned with systematic procedures that rely on other enterprises both within and outside of the

business environment for the stimulation and utilization of some critical resources (Pfeffer and Salancik, 1978). This indicates that businesses work with other key stakeholders to manage their crucial resources. Organizations are not self-sufficient since they rely on resources from outside sources. According to Pfeffer and Salancik (1978), organizations rely on a resource environment that may impose constraints and uncertainty. RDT, on the other hand, is defined by firms' dependency on other enterprises for internal and external elements to obtain money for critical resources for growth and success (Curtis, 2017).

Network and Social Capital Theory

Social capital refers to the abilities that accrue to a person or group of people as a result of having a durable network of more or less established new acquaintances and acknowledgements (Coleman, 1988). According to Granovetter (1985), firms' economic actions and outputs are embedded in and impacted by their social relations in the absence of side actors. Social capital, which is found in social links or networks, improves actors' ability to achieve their goals. Members of the same alliance can rely on one another to uphold their pledges, lowering the risk of their interactions and collaborations leading to the intended outcome for coalitions (Gargiulo and Benassi, 2000; Colema, 1988) and it is especially beneficial for new, resource-constrained firms, such as start-ups. External connections can assist businesses in obtaining resources from outside sources, thus increasing the success of their specialization-based innovation projects. Social capital and networks are tremendously important and visible in diverse economies, particularly in emerging economies, for two main reasons. In-house potential is frequently the key forecaster in a new business venture. Among external networks, only linkages to venture capital firms were found to be positively linked with new venture performance.

Concept of Strategic Network

Melo and Galan (2011) have emphasized strategic networking as a method of improving skills in the face of increasing competition, limited resources, and ambiguous market signals (Melo and Galan, 2011). According to Sandberg (2007), a strategic network recognizes all stakeholders and should thus be integrated to leverage inherent deficiencies that exist in their independent operations. It is important to stress that strategic networks are not designed to diminish business autonomy but rather to provide the capabilities essential for effective and efficient service delivery.

In the face of growing environmental volatility, Halson and Jack (2010) argue that the extent to which organizations build and manage connections with internal and external stakeholders defines their future and sustainability. While these perspectives on modifying strategic management practices are empirically supported, there is a lack of empirical evidence on how such strategic initiation might generate functional and intended consequences. Depending on the network method employed, it appears that assumptions regarding individual liberty, alignment with participant goals, or ability to manage, administer, or coordinate coalitions successfully are all valid. The core environment, according to the IMPG, is a web of interconnections among different partners. Firms connect to bigger networks of relationships as a result of their interactions. For the actors engaged, the corporate world is a marketplace of prepared minds with the utmost competitiveness, seriousness, and often times, not strangers to those involved. Business actors' linkages, resource ties, and activity links bind the actors together, creating a strong interdependency between them. Because of this interdependence, dealing with multi-organizational processes may become more strategically vulnerable and complex (Krapfel, Deborah, and Robert, 1991).

On the one hand, a company's current network of relationships can provide a structure for opportunities, but it can also be strategically restrictive (Gulati, Nohria, and Zaheer, 2000). These constraints may result from a company's limited resources for establishing such connections, as well as the partners' expectations of relationship fidelity, which may restrict the creation of other possible ties (Gulati et al., 2000). Companies may risk losing control, unpredictable outcomes, and unwanted backlash when collaborating with other businesses. Networks form naturally as a result of firms interacting with one another; they evolve over time. Administrative standards, market systems, or even a single organization's managerial activities do not coordinate these numerous networks, which vary over time as a result of ongoing developmental partnerships.

Administrative Network

An administrative network can be best explained as a network that plays an organizing, mediating, and consulting role between firms. However, in context, administrative network goes beyond consulting and mediating, but for the purpose of a particular network arrangement or project, they are responsible for creating administrative teams to ensure well-managed and sustained relationships between the networks over a period of time. The administrative network is

essential for maximizing the coherence of all the networks involved in strategic networking operations. Classic examples of administrative network are the services rendered by the US embassies and consulates in managing their citizens all over the world. Thus, facilitating and creating relationships with respective countries around the globe is thus. In most cases, such US consulates or UK embassies will even have indigenous staff to help out in intervening or shaping the cultural ties of both countries with a view to building more relationships. Again, in some instances, such administrative networks will be responsible for crafting policies that drive organizations to achieve long-term goals.

In the aviation business, for example, the administrative network includes ticketing companies that have day-to-day contacts or links with airline companies or aircraft owners in the field of selling tickets to passengers. These ticketing companies make critical collaborative choices with the owners of the lines and other networks that power the aviation industry. Similarly, the administrative network of flight attendants/ticketing, catering, cargo handlers, and other logistics support organizations fulfills a similar complementary role (UPS, FedEx, and DHL, etc.). Similar to this, the Tertiary Education Trust Fund (TETFUND) is working with Niger Delta University to develop an administrative network by exchanging ideas and perspectives and making important decisions about whether to carry out initiatives on campus at a certain moment.

Furthermore, while explicitly anticipated in environments where partners purposefully connect but also seek to coordinate such dialogues amongst firms as well as guidelines, these networks grow from the necessity to engage. Administrative network activity has been referred to as meta-governance, network governance, and network facilitation (Sorenson and Torfing, 2007). Network management was connected to the administrative network terminologies used by Mandell (2001) and Kickert, Klijn, and Koppenjan (1997). According to Klijn et al. (2010), the main contention is that meaningful outcomes in these complex interaction processes are challenging, if not impossible, to achieve in the absence of adequate network management tools. The purpose of the study is to shed more light on how administrative networks and corporate responsiveness relate to one another in the Nigerian aviation industry. When two compatible networks come together or meet, they do so with the idea that they are in agreement, even though they may have different views on the subject's objectivity and guiding principles. In this sense, administrative networks are based on the mutual benefit and productiveness of their ties rather than a required principle of oneness. Furthermore, networks are not afraid to disband if the objective that brought them together has been accomplished.

Financial Network

Assembling a financial network around a specific project is the task of syndicating businesses or alliances. One well-known instance of a financial network is Charles Soludo's 2006 recapitalization banking funds program. At that time, Nigeria or other large companies might be engaged in or interested in carrying out major historic initiatives that call for significant financial investments. In other words, a financial network is established to contribute to that pool and use such a pool as a base for carrying out that specific project because one firm might not be able to fulfill such a large capital requirement. Once more, the Bola Ahmed Tinubu/Raji Fashola Eko Atlantic City project in Lagos and the Dangote refinery are both products of a financial network where a few well-known figures and financial institutions have appropriated a certain capital pool. Another example of a financial network where foreign oil firms (IOCs) pay to subsidize Nigeria's educational decline is the Tertiary Education Trust Fund (TETFUND). As a result, international oil companies (IOCs) frequently contribute money to a pool for the purpose of funding large-scale projects in our educational institutions.

Corporate Responsiveness

Corporate responsiveness is quickly gaining traction in the literature on strategic management (Lybrand and Kaizur, 2016). Its value has been associated in part with escalating economic competitiveness and the requirement to act swiftly in response to consumers' insatiable desire for more satisfying goods and services. Corporate responsiveness is defined by Perderson and Huniche (2006) as an organization's ability to react swiftly to shifting consumer demands. Business responsiveness is described by Palsy and Palsy (2014) as strict organizational practices intended to provide clients with an edge over the competition in the face of changing market needs. To put it another way, being corporately responsive means having a strong grasp of the countless options for addressing and outlining answers to a variety of company difficulties.

The financial network has also been examined in light of government subsidies to the aviation industry, which are intended to help the economy. According to Kannan (2020), the American government and many European nations made significant contributions to the success of the Boeing 737 and Airbus. The Boeing 737 and Airbus have been heavily subsidized by the U.S. and U.K., as well as other European countries, which have heavily subsidized Boeing 737 and Airbus, resulting in a fierce rivalry between the two companies. Recent sales of the Boeing 737 Max have been

significantly impacted by the amount of money that European nations have given to airlines. This aircraft has also seen some technical problems with hardwires that have cost many lives. In light of the aforementioned, the study's objective is to ascertain how closely financial networks are related to corporate responsiveness in the Nigerian aviation sector.

Innovativeness

Goldsmith and Hofacker (1991) defined innovation as both an attitude and a practice. Innovativeness involves a behavioral change in reaction to stimuli, according to Stamboulis and Skyannis (2003) and Hjalager (2010). According to Mohammed, Shehnaz, and Constance (2018), Pallas, Bockermann, Gotz, and Tecklenburg (2013), and Zaltman, Duncan, and Holbrek (1973), open-mindedness, entrepreneurship, and most importantly, the willingness to be creative, are the characteristics that constitute innovation. While Avlonitis and Salavou (2008) stated that innovativeness is made up of a psychosocial component, which denotes an organization's technical competency as well as its behavioral readiness and commitment to essential innovation, as stated by Kundu and Katz in 2003, a company's desire to be innovative is correlated with its level of innovation.

More so, Hult, David, and Stanley (2005) defined innovation as a company's capacity to introduce new practices, products, or concepts into the firm. Amabile (1997) draws a link between the notion of an organization's creativity and the notion of innovation. Many creativity gurus advise their followers to "think beyond the box" and link creative thinking to powerful innovativeness (Reckhenrich, Martin and Anderson, 2009). In fact, proactive research into new business strategies is necessary for firm-level innovation (Menguc and Auh, 2006). Innovation both requires and benefits from creativity (Tang, 1999 and 1998). However, Yusuf (2009) emphasizes the value of creativity as a foundation for original thought.

Additionally, the successful application of innovation in this case, inventiveness, is thought to be made possible by creative techniques (Yusuf, 2009). Sundbo, Sundbo, and Andres (2015) and Salavou, Baltas, and Lioukas (2004) both looked at creativity in terms of a business's capacity for thought with the aim of producing ideas that are distinctive and would inspire or lead to fresh and helpful discoveries. More specifically, creativity refers to a company's potential to produce fresh ideas as well as its ability to successfully implement those ideas (Markides, 2008; Richet, 2013). Stam, De Jong, and Marlet (2008) see creativity as a strategy for coming up with fresh concepts to encourage long-term progress. Wang and Ahmed (2004) contend that the capacity to go beyond discoveries that are immediately apparent or thoughts that are novel requires going beyond customary working practices or automatic mental patterns.

In the meantime, according to Stamboulis and Skyannis (2003), the tourism industry and enterprises in particular need behavioral transformation to remain competitive while simultaneously managing changes in and impediments in the global marketplace. The authors contend that small tourism enterprises must be fixated on innovation if they are to combat and resolve the myriad challenges provided by new tourism activities and destinations.

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Quality Service Delivery

The provision of high-quality services is seen as a key tool in a company's effort to differentiate itself from its rivals. In a survey of 320 companies in Pakistan's telecom market, Warraich, Warraich, and Asif (2013) found that service quality is a comparative advantage. Additionally, tangibility and dependability are crucial traits in deciding competitive advantage. According to Ines and Wijetunge (2016), service quality is one of the most important factors in acquiring a competitive edge. In Croatian empirical studies of small hotels, this was found. Hotels must uphold strict requirements to safeguard the level of service, it has been established. Establishing long-term client connections in small and large organizations requires a variety of key characteristics, including a personal touch, a specialized offering, employee loyalty, quick decision-making, quick delivery, local image, improved innovation, and higher adaptability (Pauline and Pauric, 1999). Passemard and Kleiner claim that while gaining an advantage over competitors is difficult, maintaining one is quite difficult (2000). The accomplishment of three requirements is necessary for maintaining a competitive edge. One is dependent on beneficial sources. The quantity of sources of competitive advantage is the second aspect to take into account. We constantly try to improve and update ourselves, which is the third justification. The company must adopt the unnatural behavior of frequently changing its strategy in order to maintain its competitive advantage.

Due to the widening gaps in business competitive positions, the expansion of the technological demand for national infrastructure was what initially launched the globalization process. Putting quality first can provide businesses with a competitive edge by focusing on client satisfaction (Wirtz, Heracleous and Pangarkar, 2008). In other words, timely service provision that satisfies market demand is what is meant by "quality service delivery" from a business perspective. In order to provide their clients with high-quality services and goods, businesses systematically arrange their delivery routes.

The majority of firms, especially those in the aviation industry, actively and passionately pursue these objectives with the intention of enhancing customer satisfaction and loyalty in the air transport industry (Kim, 2013). Given that the aviation industry is frequently quite competitive and that most businesses are delivering and bringing to bear products and services of high quality in order to achieve a competitive advantage in the marketplace, this is becoming increasingly relevant to the industry. More specifically, this study's assessment and establishment of the concept of quality service delivery (providing timely services that satisfy required market specifications), notably in the Nigerian aviation downstream sector, is one of its most important objectives. In line with the theoretical and conceptual review, the following hypotheses are presented for consideration

H1: There is a significant relationship between administrative network and innovativeness in the Nigerian aviation downstream sector;

H2: There is a significant the relationship between financial network and quality service delivery in the Nigerian aviation downstream sector;

H3: There is a significant relationship between administrative network and corporate responsiveness in the Nigerian aviation downstream sector;

H4: There is a significant relationship between financial network and corporate responsiveness in the Nigerian aviation downstream sector;

H5: Organizational structure moderates the relationship between administrative network and corporate responsiveness in the Nigerian aviation downstream sector;

H6: Organizational structure moderates relationship between financial network and corporate responsiveness in the Nigerian aviation downstream sector.

METHODOLOGY

Philosophical Foundation

The nomothetic and the idiographic, two well-established and seemingly incompatible methodologies, are frequently the philosophical pillars of social science studies. Each technique is distinguished by distinctive features that specify the structure and format of fieldwork, the generation of data, and the use of interpretative designs to generate data (Yin, 2004). The nomothetic (quantitative) methodology is founded on the positivist social paradigms, which take an objectivist stance when approaching social reality through social interaction, associations, events, and circumstances. As a result, the study used a cross-sectional survey approach. The cross-sectional survey was chosen because it can produce data from a collection of classified respondents using a questionnaire instrument. Therefore, the population of this study largely consists of all the companies working in the downstream aviation sector at the Port-Harcourt International Airport and having operational and functional branches at the Abuja and Lagos International Airports. According to the Federal Aviation Agency of Nigeria's (FAAN) Schedule (2018), there are nine (9) licensed cargo handling, ticketing, and food and beverage businesses functioning as required and having their operational offices at Port-Harcourt Airport. The sampling strategy for this article takes into account two levels of analysis from the standpoint of macro analysis, which includes those who make up this frame and have corporate job titles like Managing Directors, General Managers, Heads of Departments, and Unit Heads. Knowing this, the study's real population is 118. All of these businesses have FAAN licenses, National Association of Travel Agencies (NANTA) registrations, and Nigeria Aviation Handling Company PLC registrations (NAHCO).

Method of Data Collection

Research data is frequently gathered by in-person interviews, mail, questionnaires, telephone, observations, reports, and experiment findings in accordance with the view of Bryman and Bell (2006 and 2003), and Sekaran (2003). A structured questionnaire was chosen for this study's instrument for gathering primary data in light of the aforementioned factors. A demographic part and a section outlining the study's topic scope were the two primary components of the questionnaire. Then, utilizing a consistent multi-item instrument scored on a 5-point Likert type scale (rating from 5 =

strongly agree, 4 = agree, 3 = somewhat agree, 2 = disagree, and 1 = strongly disagree for analytical consistency), all dimensions and measurements are further measured.

Validity and Reliability of Research Instrument

The degree or extent to which a research tool measures what it has been created and promises to measure is referred to as the tool's validity. According to Sekaran's 2003 argument, the acceptability of such an instrument for an investigation is based on its applicability. While the degree to which a research tool exhibits stability, dependability, predictability, and precision, as well as the degree of consistency in terms of responses or scores over repeated trials under the same assumptions, parameters, and conditions, can be defined as the tool's reliability. To put it another way, a research tool is regarded as dependable if its outcomes are accurate and consistently replicable (Sekaran, 2003). When choosing between an internal reliability test (Cronbach alpha) and an external reliability test, one should take into account these aspects (Kothari, 2004). Using the Cronbach Alpha method once more, the internal consistency of the study instrument was calculated. Accepting the reliability of the investigated constructs was based on Nunnally's (1978) alpha criterion of 0.70. The instrument's Cronbach alpha coefficients are displayed in table 3.2 below for comparison.

Table 1. Reliability Coefficients of Variables

S/No	Dimensions/Measures of the Study Variables	Number of items	Number of cases	Cronbach's Alpha
1	Administrative Network	4	98	0.844
	Financial Network	5	98	0.873
2	Quality Service Delivery	4	98	0.724
3	Innovativeness	5	98	0.821
4	Corporate Responsiveness			

Source: Research data output, 2022

Data Analyses Technique

Data collected were analysed with frequency tables, percentages, mean scores, and standard deviations are among the descriptive analytical techniques. Smart Partial Least Square (PLS) version 4 Statistical Package for Social Sciences (SPSS) 24 version were applied to analyze and test the hypotheses formulated.

DATA ANALYSIS RESULTS

Analysis of Strategic Network

The following tables show the results of a series of multi-item instruments that were on a 5-point Likert scale in order to determine the responses to strategic network dimensions, including administrative network, financial network, and technical network.

Table 2. Response Rate and Descriptive Statistics for Administrative Network

Administrative Network	SA	A	MA	D	SD	Mean	Std.
1. My company ensures that we have partners that supports our work goals	24 24.5%	34 34.7%	13 13.3%	16 16.3%	11 11.2%	3.45	1.325
2. We have common links with our partners to enrich decision making	40 40.8%	23 23.5%	12 12.2%	13 13.3%	10 10.2%	3.71	1.385

Continuation of Table 2.

3.	We are always involved in inter-firm communication with other business partners	33 33.7%	42 42.9%	7 7.1%	8 8.2%	8 8.2%	3.86	1.210
4.	We find it easy to take joint decision	25 25.5%	49 50.0%	5 5.1%	10 10.2%	9 9.2%	3.72	1.217

Source: SPSS Output of Response Rates and Descriptive Statistics for Administrative Network

Item one of the Table 1.3 above aimed to assess whether respondents' employers make sure that their business partners support their objectives. According to the table, there were 34 (34.7%) highly agreeing, 24 (24.5%) strongly agreeing, 13 (13.3%) agreeing, 16 (16.3%) disagreeing, and 11 (11.2%) strongly disagreeing. The average score and standard deviation were both 3.45, revealing a high degree of congruence. Our second question also examined whether respondents' firms share connections with their partners in order to improve decision-making. The findings showed that 10 (10.2%) strongly disagreed, while 13 (13.3%) agreed, 12 (12.2%) moderately agreed, and 40 (40.8%) strongly agreed. The mean and standard deviation values, which were 3.71 and 1.385, respectively, demonstrated a high tendency toward consensus. The third question asked was whether they communicate with other business partners from other firms on a regular basis. Results showed that 42 (42.9%) agreed, 7 (7.1%) moderately agreed, 8 (8.2%) strongly disagreed, and 33 (33.7%) strongly agreed. The result, which has mean and standard deviation values of 1.210 and 3.86, respectively, shows a strong tendency toward agreement. The final question evaluated how simple it was for them to reach a consensus. 25 (25.5%) respondents strongly agreed, 49 (50.0%) agreed, 5 (5.1%) somewhat agreed, 10 (10.2%) disagreed, and 9 (9.2%) strongly disagreed, according to the data. The average score of 3.72 and the standard deviation of 1.217 corroborate that the results indicate a substantially stronger ability to agree.

Analysis of Corporate Responsiveness

In order to ascertain the responses to corporate responsiveness, the measures, namely quality service delivery, prompt service delivery, and innovativeness, was measured on a set of multi-item instruments; all scaled on a five-point Likert scale and are as presented.

Table 3. Response Rate and Descriptive Statistics for Innovativeness

Innovativeness	SA	A	MA	D	SD	Mean	Std.
1. Our company is always introducing new service area because we share knowledge with our partners	38 38.8%	23 23.5%	11 11.2%	16 16.3%	10 10.2%	3.64	1.401
2. Our new service ideas are always successfully implemented because we enjoy the support of our administrative networks	53 54.1%	21 21.4%	6 6.1%	8 8.2%	10 10.2%	4.01	1.366
3. We promptly implement our new service initiative because we enjoy financial support from our network of relationship	40 40.8%	23 23.5%	12 12.2%	13 13.3%	10 10.2%	3.71	1.385
4. We innovate and ensure implementation because we enjoy technical support from our network of technical partners	30 30.6%	35 35.7%	9 9.2%	20 20.4%	4 4.1%	3.68	1.223

Source: SPSS Results showing Response Rate and Descriptive Statistics for Innovativeness

Arising from Table 1.4 sought to evaluate whether respondents' companies are always introducing new service areas because they share knowledge with their partners. The table showed that 38 (38.8%) strongly agreed; 23 (23.5%) agreed; 11 (11.2%) moderately agreed; 16 (16.3%) disagreed; and 10 (10.2%) strongly disagreed. The mean score of 3.64 and the standard deviation of 1.401 showed a strong trend of concordance. Equally, the second item assessed whether respondents' new service ideas are always successfully implemented because they enjoy the support of their

administrative networks. The results revealed that 53 (54.1%) strongly agreed; 21 (21.4%) agreed; 6 (6.1%), moderately agreed; 8 (8.2%) disagreed while 10 (10.2%) strongly disagreed. This showed a strong trend of agreement, as reflected in the mean score of 4.01, and standard deviation of 1.366. As for the third item, it sought to assess whether they promptly implemented their new service initiative because they enjoy financial support from their network of relationships. Results showed that 40 (40.8%) strongly agreed; 23 (23.5%) agreed; 12 (12.2%) moderately agreed; 13 (13.3%) disagreed while 10 (10.2%) strongly disagreed. This result indicates a substantial level of consensus which has been demonstrated by the mean and standard deviation of 3.71 and 1.385 respectively.

Whereas the last item sought to assess whether they innovate and ensure implementation because they enjoy technical support from their network of technical partners. The results showed that 30 (30.6) percent of the participants strongly agreed; 35 (35.7%) of the respondents agreed; 9 (9.2%) of the respondents moderately agreed; 20 (20.4%) of the participants disagreed, while 4 (4.1%) strongly disagreed. A critical view of the results indicates greater strong conformity, as confirmed by the mean of 3.68 and the standard deviation of 1.223 scores respectively

Table 4. Response Rates and Descriptive Statistics for Financial Network

Financial Network	SA	A	MA	D	SD	Mean	Std.
1. It is not hard for us to raise funds because of our network of relationships	25 25.5%	25 25.5%	5 5.1%	23 23.5%	20 20.4%	3.12	1.528
2. Our company relates with other firm in same industry to put financial resource together	41 41.8%	12 12.2%	4 4.1%	27 27.6%	14 14.3%	3.40	1.584
3. Our financial ability cannot be doubted because of the network of firm that relate with us	27 27.6%	32 32.7%	7 7.1%	10 10.2%	22 22.4%	3.33	1.532
4. Our company is leveraged in terms of finances for our programmes by our network partners	28 28.6%	23 23.5%	6 6.1%	18 18.4%	23 23.5%	3.15	1.582
5. Our company innovative ability is owned to the financial leverage we enjoy from our network partners	47 48.0%	24 24.5%	6 6.1%	11 11.2%	10 10.2%	3.89	1.384

Source: SPSS Output of Response Rates and Descriptive Statistics for Financial Network

From Table 1.5, item one sought to evaluate whether in the respondents' It is not difficult for us to raise funds because of our network of relationships. The table showed that 25 (25.5%) strongly agreed; 25 (25.5%) agreed; 5 (5.1%) moderately agreed; 23 (23.5%) disagreed and 20 (20.4%) strongly disagreed. According to the average score of 3.12 and standard deviation of 1.528, there was a propensity for conformity. Accordingly, our second item assessed whether respondents' companies were related to other firms in the same industry to put financial resources together. The results revealed that 41 (41.8%) strongly agreed; 12 (12.2%) agreed; 4 (4.1%), moderately agreed; 27 (27.6%) disagreed while 14 (14.3%) strongly disagreed. This demonstrated a strong possibility for accordance, as indicated by a mean score of 3.40 as well as a standard deviation of 1.584. Then the third item sought to assess whether their financial ability could not be doubted because of the network of firms that relate to them. Results showed that 27 (27.60%) strongly agreed; 32 (32.7%) agreed; 7 (7.1%) moderately agreed; 10 (10.2%) disagreed while 22 (22.4%) strongly disagreed. This result suggests a significant predisposition in agreement, especially evidenced mostly by average and standard deviation scores of 3.33 and 1.532 in that order.

The fourth item sought to assess whether their company is leveraged in terms of finances for our programs by our network partners. Results showed that 28 (28.6%) strongly agreed; 23 (23.5%) agreed; 6 (6.1%) moderately agreed; 18 (18.4%) disagreed while 23 (23.5%) strongly disagreed. This result suggests a larger internal consistency, as demonstrated by the average score of 3.15 as well as the standard deviation of 1.582. The last item sought to assess whether their company's innovative ability is owned by the financial leverage we enjoy from our network partners. The results showed that 47 (48.0%) respondents strongly agreed; 24 (24.5%) agreed; 6 (6.1%) moderately agreed; 11 (11.2%) of the respondents disagreed while 10 (10.2%) strongly disagreed. A critical view of the results reveals a strong trend in consensus, as seen by the mean score of 3.89, and standard deviation of 1.384.

In consideration of the hypothesis test, table 5 below demonstrates the outcome of the analysis. The results indicated that there is a non-significant negative relationship between administrative network and innovativeness of firms in the aviation industry; there is a significant negative relationship between administrative network and corporate responsiveness of firms in the aviation industry; there is a significant positive relationship between financial networks and quality service delivery of aviation firms; there is a non-significant relationship between financial networks and corporate responsiveness of firms in the aviation industry; Organistional structure moderates the relationship between administrative networks and corporate responsiveness; oragnisational structure does not moderate the relationship between financial networks and corporate responsiveness of firms in the aviation industry.

Table 5. Test of Hypotheses of Strategic network and Corporate Responsiveness of Firms in Aviation Industry

Hypotheses		Coeff.	Std. Dev.	T-test	P values	Remarks
H ₁ :	Admn Networks -> Innovativeness	-0.105	0.085	1.237	0.216	NS
H ₂ :	Admn Networks -> Corporate Responsiveness	-0.37	0.133	2.789	0.005	S
H ₃ :	Fin Networks -> Quality Service Delivery	0.277	0.115	2.421	0.016	S
H ₄ :	Fin Networks -> Corporate Responsiveness	-0.117	0.148	0.793	0.428	NS
H ₅ :	Org. Structure x Admn Networks -> Corporate Responsiveness	0.209	0.079	2.659	0.008	S
H ₆ :	Org. Structure x Fin Networks -> Corporate Responsiveness	0.068	0.099	0.684	0.494	NS

Source: Data Analysis Output from smart PLS version 4; Not Supported (NS); Supported(S)

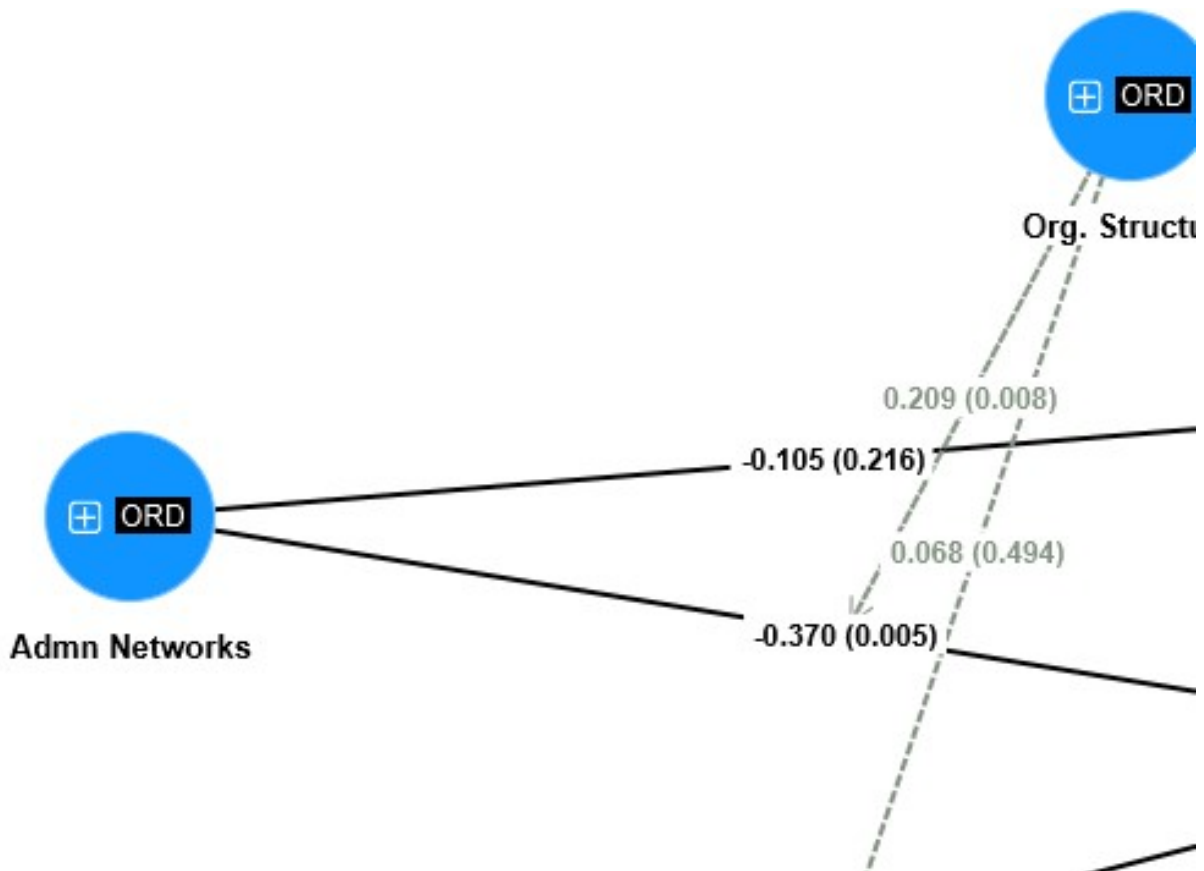


Figure 1: Structural Model of Strategic Network and Corporate Responsiveness

Discussion of Findings

The results of this study showed a reasonably substantial link between corporate responsiveness and strategic network in the downstream aviation industry of Nigeria. Zaheer and Bell's (2005) investigation into the influence of network structure on business performance and innovation supports the findings. Through strategic alliances, the analysis validated the value of networks for start-ups and smaller businesses, and the results showed that companies with both partnerships and alliances outperform those with fewer alliances. However, there is a difference because the analyzed factors in the current study had strong connections, whereas they had a moderate link in Rehman and Zafar's (2015) study. Furthermore, the results support earlier research by Amoako (2012), which discovered that effective strategic networking increases one's ability to compete favorably throughout the marketplace.

Similarly, the current study's findings confirm those of Rehman and Zafar (2015), whose studies focused on investigating the correlation amongst networks and the profitability of a company using qualitative reasoning in Pakistan. The investigation confirmed the significance of networks for new and smaller enterprises via strategic alliances, with the findings indicating that corporations with both partnerships outperform organizations with less alliance. Although, there is a variance as the current study had a strong relationships of the studied variables whereas that of Rehman and Zafar (2015) was a moderate relationship. More so, the finding reinforces previous study of Amoako, (2012), who found that proper strategic networking leads to better competitive advantage in the market. In other words, ongoing customer satisfaction evaluations are a critical component of assuring business effectiveness.

The results show a significant relationship between administrative network as well as corporate responsiveness in downstream Nigerian aviation from the perspective of administrative networks and corporate responsiveness. Thus, the results of the current study are consistent with those of earlier research by Zaheer and Bell (2005), who investigated the effects of network topology on company innovation and growth. According to Zaheer and Bell's (2005) research, a firm's degree of innovation and effectiveness is significantly influenced by the size of its network. Although this study concentrated on massive investment options, investigations into small-sized enterprises, including those of small auditing companies, are necessary. A major focus of the research was the network consisting of and size of mutual funds.

Considering all the foregoing, the investigation in several respects supports Klijn et al. (2010) claims that organizational ecosystems are sustained by interactions between governmental, regulatory agencies, commercial, and private sector actors, even if these interactions aren't always equitable. Interactions within the network may lead to sharp debates over, say, how the costs and rewards of a solution should be distributed. The stakeholders' differing perspectives on the cause and desired solution, and/or effective management structures that may be utilized to incorporate filtering can be major roadblocks to developing efficient solutions to satisfy the interests.

The findings, demonstrate a considerable positive correlation involving financial network and corporate responsiveness in the Nigerian aviation downstream. This finding agrees with the conceptual arguments of Fardnia, Kaspereit, Walker, and Xu (2020) that the financial network is considered to be the most powerful network amongst the various networks in any setting, particularly in the business world. This is a network of firms that facilitates the financial influence of firms within the network space. In other words, the proper financial weight and coordination of funds by one entity in gaining competitive advantages for the networks was all that was required for the networks to function properly and sustainably to achieve the collective goals and aspirations. The financial network is about establishing connections between profitability and network formation. It is imperative to state the fact that organizations possess vital assets, sublet sections of product lifecycles, or trade with several participants in the market who have strategic capabilities. In the light of moderation of organization structure, there were interactions between the linkages of administrative and financial networks vis a vis corporate responsiveness of aviation firms in Nigeria.

CONCLUSION

This study's main goal was to investigate and ascertain the relationship between the administrative network and innovativeness in the Nigerian aviation downstream sector. In the current global and international markets, the downstream aviation industry in Nigeria has a sizable customer base and significant growth potential. However, the Nigerian aviation industry, especially the downstream, is facing a number of difficulties, including poor corporate improvement, process failures such as ongoing inefficiencies, an excessive number of unseemly as well as amateurish employee behaviors, and just a failure to immediately address issues and concerns. Consequently, we concluded that there is a negative significantly strong correlation between administrative network and innovativeness in the Nigerian aviation downstream sector. According to the findings, there is a strong and significant correlation between the administrative networks in Nigeria's downstream aviation sector has not turned in the desired innovativeness nor the corporate responsiveness of the firms in the aviation sector.

Another objective was to determine the relationship between the financial network and the downstream Nigerian aviation industry's provision of high-quality services. As a result, the study comes to the conclusion that there is a very strong association between the financial network and the provision of high-quality services in Nigeria's downstream aviation industry. Again, based on the findings, there is a favorable and significant connection between the financial network and the provision of high-quality services. In other words, the study's findings show a substantial relationship between corporate responsiveness in the Nigerian aviation downstream sector and the financial network as a dimension of the strategic network.

RECOMMENDATIONS

We recommended that heads of departments and managers should encourage administrative network as a strategic business culture and a knack for innovation in the Nigerian aviation downstream sector. Thus, curbing uncertainty to stay proactive and not reactive in the business ecosystem is therefore necessary. Further, we strongly recommended that managers and CEOs to have a financial network with proper financial management and monitoring teams to have a smooth and unhindered accomplishment of quality service delivery in the Nigerian aviation downstream sector.

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