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Organizational Flexibility and Competitive Advantage of Brewery Firms in Anambra State, Nigeria

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Abstract

This study examines organizational flexibility and competitive advantage of Brewing Firms in Anambra state. The objective of the research is to specifically examine the extent to which organizational flexibility enhances firms' competitive advantage. The study specifically, examines the relationship between Strategic flexibility and product quality, operational flexibility and service quality, structural flexibility and customers' satisfactions of Nigeria Brewery PLC and SAM Miller Brewery PLC. The population of the study was 1003 which cut across the two Brewing firms in Anambra state. However, considering the large size of the population the study adopted the Godden sample size statistical formula to reach respondents numbering 244 through a structured questionnaire but only 219 respondents completed and returned their questionnaire given 88 % retrieval rate. Pilot study was conducted using a test re-test method and tested using Cronbach alpha to establish the reliability of the instrument. The research elicited data from primary sources while the respondents were reached using structured questionnaire. The data were analyzed using a five point's Likert scale and hypotheses were tested using linear regression analysis. The research revealed that are significant positive relationship between Strategic flexibility and product quality, operational flexibility and service quality, structural flexibility and customers' satisfactions. The study therefore recommends that Brewing firms in Anambra state should not only sustain its strategic flexibility strategies but should carryout periodic review in order to give its products a competitive edge. More so, Operational flexibility strategies should be integrated and internalized within the firms so that the firms could be able to strive above their competitors. Finally, the research recommends that firms should strengthen their structural flexibility techniques so as to put the firms on a sound footing towards improved performance and customers' satisfaction.

Keywords: *Organization, Flexibility, Competitive Advantage, Brewery, Firms*

Introduction

Organization in the past decades conducted their activities under fixed conditions in pursuance of standardization, uniformity and adherence to strict regulations aimed at achieving firms immediate and strategic objectives. Thus, for most firms to accomplish their objectives they must ensure that all segments of the organizations as well a workforce are rigorously integrated to pursue these objectives.

However, the modern organizations resulting from the realty of globalization and advanced technology business operations are characterized with persistent changes, customers perceived sophiscation, stiff competitiveness in business as well as dynamic business environment (Huda & Akthan, 2019). Thus, for firms to strive amidst these they explore strategies to mobilize and adapt their resources meets the unexpected changes. The conscious approach of firms adopting their resources to suit the current circumstances is what is known as organizational flexibility (Charles *et*

al., 2013, Uchenna & Audu, 2021; Uchenna & Audu, 2022, Mwamasi, 2022). Therefore, these strategies include strategic flexibility, operational flexibility and structural flexibility (Allam *et al.,* 2021).

The integrated approach of exploring these strategies according to Allam et al (2021), Saens, Knoppen and Tachzawa (2018), Yu, Cadeaux and Luo (2015) enables firms to attain competitive edge above other firms thereby leading to product quality, service quality and customers satisfaction. Manufacturing sub-sector service as catalyst to the socio-economic development of nations across the globe considering its potential in generating revenue, exploration of indigenous technology as well as broadening employment opportunities. To this end, both developed and developing economies ensures that these firms strive. However, the Breweries firms in south east Nigeria particularly Anambra State seems not to have striven competitively in recent time in terms of product quality, service delivery and customers satisfaction. Even though, these firms' life Breweries Plc and SAB miller Plc have put up measures to ensure that its competitive advantage profile meets stakeholders' expectations but there seems to be a glaring gap between what the stakeholders expects and what the firms really offers. Hence there is need to examine the extent in which application of organizational flexibility influences competitive advantage of the selected Brewing firms in Anambra State.

Statement of the Problem

Manufacturing firms play significant role to the socio-economic development of Nigeria (National Bureau of statistics, 2023). Most manufacturing firms in Nigeria particularly Brewing firms in Anambra state have strived in recent time to pursue their immediate and strategic objective through improved product quality, service quality and customers satisfaction. However, it is still unclear on the extent of how these firms' initiates and adopts innovative strategies to adapt to the dynamic business environment and unpredictable business terrain hence, this study is expected to address this glaring gap.

Objectives of the Study

This research is carried out to examine how Organizational flexibility influences Competitive advantage of Brewing firms in Anambra State. However, this study is set to accomplish the following specific objectives:

1. To evaluate the relationship between Strategic flexibility and Product quality of Brewing firms in Anambra State.
2. To examine the relationship between Operational flexibility and service quality of Brewing firms in Anambra State.
3. To evaluate the relationship between Structural flexibility and Product quality of Brewing firms in Anambra State.

Research Questions

This study is guided by the following research questions:

1. What is the relationship between Strategic flexibility and Product quality of Brewing firms in Anambra State?
2. What is the relationship between Operational flexibility and service quality of Brewing firms in Anambra State?

3. What is the relationship between Structural flexibility and Product quality of Brewing firms in Anambra State?

Statement of Hypotheses

Based on the research objectives and research questions this study formulates three hypotheses which are in their null form.

H_1: There is no significant positive relationship between Strategic flexibility and Product quality of Brewing firms in Anambra State.

H_2: There is no significant positive relationship between Operational flexibility and service quality of Brewing firms in Anambra State.

H_3: There is no significant positive relationship between structural flexibility and customers' satisfaction of Brewing firms in Anambra State.

Literature Review

Organizational Flexibility

Organizational flexibility is seen as the degree in which firms display technical and managerial ability with the view to having maximum control of firms' activities (Chuku & Onouha, 2022). Again, organizational flexibility according to Madhani (2013) Al Fadel (2015) and Zaidi and Alkhabrayi (2016) is seen as the capability or organization to integrate and adapt its internal resources to the pace of environmental climatic change with the view to pursuing the firm immediate and strategic objectives. This implies that organizational flexibility enables firms to exhibit high level of interactions with its immediate and remote environments without necessarily halting its technical and managerial competencies adversely. To this end, organizational flexibility can be measured with strategic flexibility, operational flexibility and structural flexibility.

Furthermore, strategic flexibility means the firm ability to adapt to in pursuance of firms performance (Jounna, 2015, Nzewi & Audu, 2023). This means that strategic flexibility enables firm to identify and cope with an unpredictable business environment which Barween, Muhammed and Ahmad (2020), Malik and Audu (2023) revealed that it could be displayed in form of range of possible strategic option, differentiation of business activities as well as integrating with the pace of changes in competing priorities. Additionally, operational flexibility is seen as the display of varieties in production volume within an organization (Innocent and Richard 2021). This implies that operational flexibility encompasses the sequencing and the heterogeneity of firms blue-print which creates firms adaptive and absorptive capability. Operational flexibility of firms is measured with new product flexibility volume flexibility and technology adaptive capability.

Dennis, Robert and Danico and Henk 2021 revealed that structural flexibility refers to the firm ability to build a sustainable structure to take care of the changes. Thus, structural flexibility creates an elastic avenue for firms to meets the immediate and likely future challenges resulting from the changes. This can be exhibited through manpower training, reorganization of the existing structure as well as redefining the accountability and reporting procedures stipulated by the firms.

Competitive Advantage

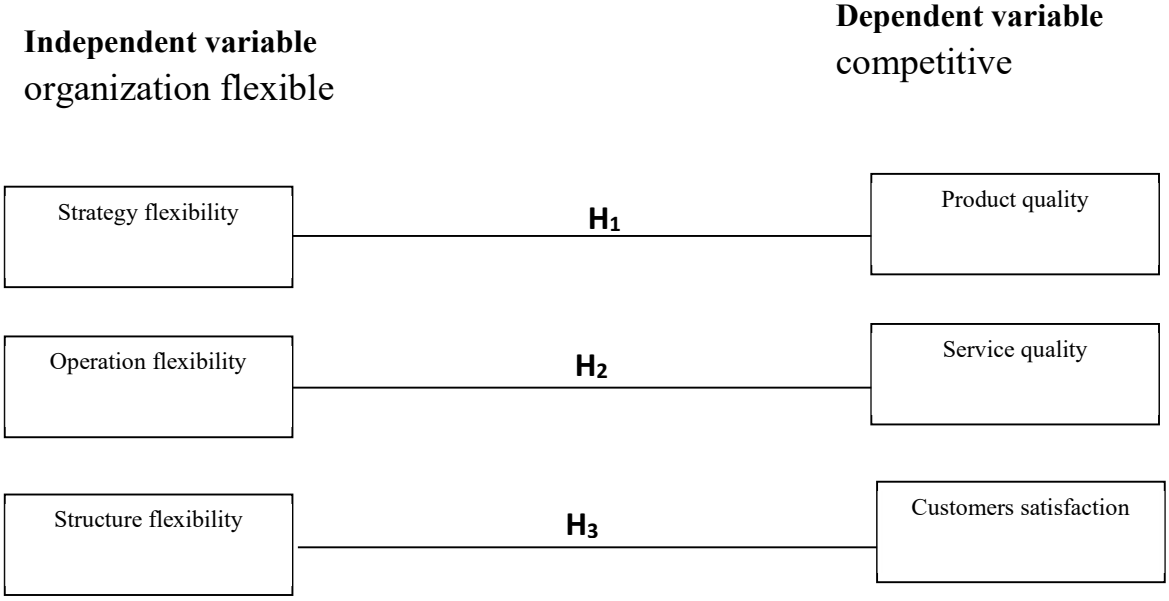
Competitive advantage as the firm ability to exceedingly excel above other competitors which is only achievable through display of innovative edge above other firms (Emhamad and Adel,

2022). The needfulness and reality of competitive advantage only takes place at the instance f creativity and firm innovativeness which enable firms to strive competitively above other firms. To this end, Mohammed (2018) argued that competitive advantage of firms is measured with firms' product quality service quality as well as customers' satisfaction.

Bassam, Mehdi and Ayman (2014) sees product quality as the external and internal product features based on customers perceived value and perception in terms of durability, reliability, competence and performance. Claudia and Chris (2015) argued that the concept of product quality could be subjective however, it is fundamental that the most imperative angle in actualizing product is anchored on the customers. Service means the offering of an abstract consumption to the customers. Dahiander, Mahoney and Gann (2016) argued that service quality required to be delivered to clients being appraised using different techniques however, such evaluation is critical only when it is customers focused.

A customer is the client or those who benefit from firm's products or services. Customers are therefore expected to be the immediate focus of every firm because the level of satisfaction greatly affects patronage of the firms' products or services that is why firms must strive to ensure that their customers are satisfied.

Fig 1: Conceptual model



Source: Researcher's compilation, 2024

The model as shown in figure 1 illustrates the research model showing the independent variable as organizational flexibility and proxies with strategic flexibility, operational flexibility and structural flexibility. The dependent variable is competitive advantage and proxies with product quality, service quality and customers satisfaction. The model describes the relationship between the proxies of each independent and dependent variable. Thus, showing the relationship between strategic flexibility and product quality, operational flexibility and service quality as well as structural flexibility and customers' satisfaction.

Theoretical framework

This study explores the resources-based view (RBV) which potrays that firm competitive advantage can be pursued and obtain when scare, rare and heterogenous resources are possessed. To this end, Burney (1991) argued that for firms to have competitive edge above other firms they must be in possession of resources that are not commonly transferable or requiring an extensive learning curve by other firms to adopt and apply such resources. This research on organizational flexibility and firm performance is being anchored on the Resources Based View (RBV) because of its relevance to this research and its practical application.

Empirical Review

Joanna conducted a study in 2015 titled: strategic flexibility of Enterprises and the study examined. The relationship between strategic flexibility and performance of enterprises, the research adopted a descriptive research design and data were collected through primary sources while analysis carried out using both descriptive and inferential statistics. The findings revealed that there is a positive relationship between strategic flexibility and performance of enterprises. Again, Lolatendeu and Nazia conducted a study in 2017 titled: Does workplace flexibility usher innovation? A moderated mediation model on the enablers of innovative workplace behavior. The research investigated a moderated mediation on how organizational trust moderate the indirect effect of employee work behavior on flexible working conditions. The study reached respondents numbering 428 who are managerial executive of India manufacturing sector. Analysis was carried out using SOBEL macro and bootstrapping approach and effect of employee engagement is enhanced through organizational trust.

More so, Smith, Gilmer and Stockdale conducted a study in 2019 titled: culture and support for workplace flexibility matter: An Ecological framework for understanding flexibility support structures.

The study examined how culture influences workplace flexibility. The research adopted a qualitative technique and revealed that culture influences workplace flexibility.

In addition, Zeplin, Hotlan and Ferry conducted a study in 2020 on the Role of Top management commitment to enhancing the competitive Advantage through ERP integration and purchasing strategy. The study collected data using questionnaire of forty-nine manufacturing firms in Indonesia. Data was analyzed using smart Pls and result revealed that top management commitment influences ERP integration and the purchasing strategy, top management commitment influence competitive advantage.

Yesim and Bulent conducted research in 2020 on the role of organizational flexibility in organizational Agility: A research on SMEs. The study examined how organizational flexibility influences organizational agility. Data were collected from 111 managers of 46 firms in Turkey and hypotheses tested using regression. Findings revealed that there is a positive and significant relationship between organizational structure flexibility and organizational agility

Finally, Innocent and Richard in 2021 carried out research on operational flexibility and adaptive capability of manufacturing firm in south-south, Nigeria. the study appraised how operational flexibility influences adaptive capability of manufacturing firms in south-south Nigeria. the study reached 217 respondents using a structured questionnaire and data square equation modeling. Findings revealed that operational flexibility influences adaptive capability of manufacturing firms in south-south Nigeria.

Summary of Literature / Gap

Significant number of studies have been conducted on organizational flexibility and competitive advantage Jonna (2015), Zeplin et al (2020) and innocent and Richard (2021) but there is a dearth of literature on a study that examine the relationship between organizational flexibility and competitive advantage decomposing the variable specifically with strategic flexibility, operational flexibility, structural flexibility, product quality, service quality and customer satisfaction in the selected firm hence, this study fills the research gap.

Research Methodology

The research adopted a descriptive research design. This research method is a research survey design involving surveying the respondents with the view to collecting responses with the aim of making statistical analysis. Thus, this study which examines Organizational flexibility and competitive advantage involved collecting data through primary sources. The primary data obtained were through a structured questionnaire while the data were subjected to descriptive and inferential analysis. The population of this study comprised the entire employees in Nigeria Brewery PLC and SAM Miller Brewery PLC Anambra state South-East Nigeria which is 1003. This population specifically include employees of Nigeria Brewery PLC 521 and SAM Miller Brewery PLC 482. However, considering the fact that the population for this study may not be manageable effectively, it becomes impossible to study the entire population. Thus, the research adopted Godden' statistical formula.

The Godden (2004) sample size determination statistical technique is appropriate for determination of sample size with a finite population less than 50,000

The Godden (2004) formular denoted as.:

$$SS = \frac{Z^2 (P)(1-P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New SS} = \frac{SS}{1 + \frac{(SS-1)}{\text{Population}}} \quad \text{equ (2)}$$

Where SS = Sample size
Z = Confidence level 95 %
P = Percentage of population (70%)
C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.7)(1-0.7)}{0.05^2} \quad \text{equ (1)}$$

$$SS = \frac{3.8416 (0.7)(1-0.7)}{0.0025}$$

$$SS = \frac{0.806736}{\quad}$$

$$0.0025$$

$$SS = 322$$

Population = 1003

$$\text{New SS} = \frac{322}{1 + \frac{(322 - 1)}{1003}}$$

$$\frac{322}{\frac{322}{1 + 0.32}}$$

$$SS = \frac{322}{1.32}$$

$$\text{New SS} = 244$$

Therefore, the sample size = 244
However, out of the total 244 questionnaire distributed only 219 were duly completed and returned giving a retrieval rate of 88%.

The questionnaire was the only source of primary data therefore in doing this the study designed a structured questionnaire which was close ended while a five- point Likert-scale responses of strongly agree, Agree, Undecided, Disagree and strongly disagree was used. The decision criterion is to accept any item with a mean of 3.00 and above otherwise such a mean will be rejected.

Reliability of the Instrument

Reliability statistics was conducted to determine the internal consistency of the instrument. To test the reliability of the instrument, the study conducted a pilot study by distributing questionnaires numbering twenty (20) to the target respondents through the help of two trained research assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) which yielded the result of 0.74 for organizational flexibility and 0.83 for Competitive advantage which is deemed reliable, the results of the reliability statistics conducted is shown is table 1.

Table 1. Reliability Test Results

Decomposed variables	Number of items	Cronbach Alpha
Organizational flexibility	9	0.74
Competitive Advantage	9	0.83

Source: SPSS statistical analysis version 22.

Data Presentation and Analysis

Descriptive Statistics

Key: 5 is Strongly Agree (SA), 4 is Agree (A) 3 is Undecided (U), 2 is Disagree (D) and 1 is Strongly Disagree (SD).

Table **2.** Descriptive Statistics on Independent variable

S/no	Organizational Flexibility	5 SA	4 A	3 U	2 D	1 SD	Mean	Standard Deviation
	Strategic flexibility							
1.	There is range of possible strategic options	95 (43.2%)	72 (32.7%)	30 (13.6%)	5 (2.3%)	17 (7.7%)	4.02	1.17
2.	There is differentiation of business activities	87 (39.5%)	75 (34.1%)	28 (12.7%)	10 (4.5%)	19 (8.6%)	3.92	1.22
3.	My employer integrate itself with the pace of change in competing priorities	43 (19.5%)	37 (16.8%)	60 (27.3%)	64 (29.1%)	15 (6.8%)	3.13	1.32
	Operational flexibility							
4.	My firm adopts new product flexibility	78 (35.5%)	82 (37.3%)	15 (6.8%)	35 (15.9%)	9 (4.1%)	3.84	1.19
5.	My employer is concerned about volume of product flexibility	58 (26.4%)	30 (13.6%)	20 (9.1%)	84 (38.2%)	27 (12.3%)	3.04	1.44
6.	My employer is concerned about technical adaptive capability.	102 (46.4%)	76 (34.5%)	25 (11.4%)	5 (2.3%)	11 (5%)	4.16	1.05
	Structural flexibility							
7.	There is manpower training by my employer to enable the firm cope with changes.	94 (42.7%)	40 (18.2%)	40 (18,2%)	18 (8.2%)	27 (12.3%)	3.71	1.41
8.	My employer is concerned about re-organization of the existing structure.	28 (12.7%)	0 (0.0%)	47 (21.4%)	111 (50.5%)	33 (15%)	2.45	1.15
9.	My employer is concerned about redefining accountability-reporting procedure.	124 (56.4%)	3 (1.4%)	2 (0.9%)	63 (28.6%)	27 (12.3%)	3.61	1.64
	Average mean/SD						3.43	1.29

Source: Research Survey, 2024

Table 2 shows the responses to likert-scale questions, the mean and standard deviation. For the question on whether there is range of possible strategic options operations the responses show that 95 respondents representing 43.2% strongly agreed that, 72(32.7%) agreed, 30 (13.6%) were undecided, 5 (2.3%) disagreed and 17 (7.7%) strongly disagreed. The mean value is 4.02 and standard deviation is 1.17 which means that most respondents strongly agreed since the mean value >3.00.

For the question on whether there is differentiation of business activities.87 (39.5%) strongly agreed, 75 (34.1%) agreed, 28 of the respondents (12.7%) were undecided, 10 of the respondents (4.5%) disagreed while 19 (8.6%) strongly disagreed. This implies that most of the respondents agreed since the mean value and standard deviation are 3.92 and 1.22 respectively justify mean > 3.00.

The question on whether the employer integrate itself with the pace of change in competing priorities 43 respondents representing (19.5%) strongly agreed, 37 (16.8%) agreed, 60 of the

respondents (27.3%) were undecided, 64 respondents (29.1%) disagreed while 15 respondents (6.8%) strongly disagreed. Thus, it means that most of the respondents agreed since the mean and standard deviation shows 3.84 and 1.19 respectively justifying > 3.00.

On the question on whether the employer integrate itself with the pace of change in competing priorities 58 respondents representing (26.4%) strongly agreed, 30 (13.6%) agreed, 20 of the respondents (9.1%) were undecided, 84 respondents (38.2%) disagreed while 27 respondents (12.3%) strongly disagreed. Thus, it means that most of the respondents agreed since the mean and standard deviation shows 3.04 and 1.44 respectively justifying > 3.00.

For the question on whether the employer is concerned about technical adaptive capability, 102 respondents representing 46.4% strongly agreed, 76 respondents (34.5%) agreed, 25 respondents (11.4%) were undecided, 5 respondents (2.3%) disagreed while 11 respondents (5%) strongly disagreed. This shows that most of the respondents agreed since the mean score of 3.16 and standard deviation of 1.05 > 3.00.

For the question on whether there is manpower training by employer to enable the firm cope with changes, 94 respondents representing 42.7% strongly agreed, 40 respondents (18.2%) agreed, 40 respondents (18.2%) were undecided, 18 respondents (8.2%) disagreed while 27 respondents (12.3%) strongly disagreed. This shows that most of the respondents agreed since the mean score of 3.71 and standard deviation of 1.41 > 3.00. More so, the question on whether employer is concerned about re-organization of the existing structure, 28 respondents representing 12.7% strongly agreed, 47 respondents (21.4%) were undecided, 111 respondents (50.5%) disagreed while 33 respondents (15%) strongly disagreed. This shows that most of the respondents disagreed since the mean score of 2.45 and standard deviation of 1.15 < 3.00.

Finally, for the question on whether employer is concerned about redefining accountability-reporting procedure., 124 respondents representing 56.4% strongly agreed, 3 respondents (1.4%) agreed, 2 respondents (0.9%) were undecided, 63 respondents representing 28.6% disagreed while 27 respondents representing 12.3% strongly disagreed. This means that most of the respondents agreed since the result shows the mean value of 3.61 and standard deviation of 1.64 respectively justifying mean value > 3.00. Therefore, on the average, the mean value is 3.43 and standard deviation for work process innovation is 1.29 indicating that overall Organizational flexibility is accepted.

Table **3.** Descriptive Statistics on dependent variable

S/no	Competitive advantage	5 SA	4 A	3 U	2 D	1 SD	Mean	Standard Deviation
	Product quality							
10.	My employer offers reliable products.	115 (52.3%)	0 (0.0%)	26 (11.8%)	33 (15%)	45 (20.5%)	3.49	1.69
11.	I observed that product offered by my firm meets specification.	01 (0.5%)	114 (51.8%)	68 (30.9%)	2 (2.7%)	28 (12.7%)	4.11	1.42
12.	The firm offers attractive products to clients.	53 (24.1%)	23 (10.5%)	37 (16.8%)	18 (8.2%)	88 (40%)	2.70	1.64
	Service quality							
13.	I am constantly encourage to serve customers with courtesy,	46.4 (46.6%)	34.5 (34.7%)	3.6 (3.7%)	3.2 (3.2%)	11.9 (11.9%)	4.01	1.31
14.	The Services my firm offers to customers are very efficient.	112 (50.9%)	77 (35%)	3 (1.4%)	5 (2.3%)	22 (10%)	4.15	1.23
15.	My employer is conscious about adding value while rendering services to customers.	40 (18.2%)	0 (0%)	16 (7.3%)	126 (57.3%)	37 (16.8%)	2.45	1.30

	Customers satisfaction							
16.	I observed that customers express confidence on the firms' products.	101 (45.9%)	53 (24.1%)	38 (17.3%)	8 (3.6%)	19 (8.6%)	3.95	1.25
17.	The customers do repeat purchase of the firms' products.	40 (18.2%)	0 (0%)	16 (7.3%)	117 (53.2%)	46 (20.9%)	2.41	1.33
18.	I observed that customers do recommend the firm products to other customers.	101 (45.9%)	53 (24.1%)	47 (21.4%)	8 (3.6%)	10 (4.5%)	4.04	1.12
Average mean/SD							3.47	1.36

Source: Research Survey, 2024

Table 3 shows the responses on the Likert scale questions, mean and standard deviation. For the question on whether the employer offers reliable products, 115 respondents (52.3%) strongly agreed, 26 respondents (11.8%) were undecided, 33 respondents (15%) disagreed while 45 respondents (20.5%) strongly disagreed. The mean value of 3.49 and standard deviation 1.69 > 3.00 which means that most of the respondents agreed. For the questions on whether product offered by my firm meets specification, 114 respondents (51.8%) strongly agreed, 68 respondents (30.9%) agreed, 2 respondents (0.9%) were undecided, 6 respondents (2.7%) disagreed while 28 respondents (12.8%) strongly disagreed. The mean value is 4.11 and standard deviation 1.41 > 3.00 showing that most of the respondents agreed.

For the questions on whether firm offers attractive products to clients, 53 respondents (24.1%) strongly agreed, 23 respondents (10.5%) agreed, 37 respondents (16.8%) were undecided, 18 respondents (8.2%) disagreed while 88 respondents (40%) strongly disagreed. The mean value of 2.70 and standard deviation 1.64 < 3.00 indicating that most of the respondents disagreed. In addition, for the question on whether employees are constantly encourage serving customers with courtesy, 102 respondents (46.4%) strongly agreed, 76 respondents (34.5%) agreed, 8 respondents (3.6%) were undecided, 7 respondents (3.2%) disagreed while 26 respondents (11.8%) strongly disagreed. Therefore, with the mean value of 4.01 and standard deviation of 1.31 which is 3.00 it means that most of the respondents agreed. For the question on whether the services firm offers to customers are very efficient 112 respondents (50.9%) strongly agreed, 77 respondents (35%) agreed, 3 respondents (1.4%) were undecided, 5 respondents (2.3%) disagreed while 22 respondents (10%) strongly disagreed. The mean value of 4.16 and standard deviation 1.23 > 3.00 indicating that most of the respondents agreed.

For the questions on whether employer is conscious about adding value while rendering services to customers, 40 respondents (18.2%) strongly agreed, 16 respondents (7.3%) were undecided, 126 respondents (57.3%) disagreed while 37 respondents (16.8%) strongly disagreed. The mean value of 2.45 and standard deviation 1.30 < 3.00 indicating that most of the respondents disagreed. In addition, for the questions on whether customers express confidence on the firms' products, 101 respondents (45.9%) strongly agreed, 53 respondents (24.1%) agreed, 38 respondents (17.3%) were undecided, 8 respondents (3.6%) disagreed while 19 respondents (8.6%) strongly disagreed. The mean value of 3.95 and standard deviation 1.25 > 3.00 indicating that most of the respondents agreed. For the questions on whether the customers do repeat purchase of the firms' products, 40 respondents (18.2%) strongly agreed, 16 respondents (7.3%) were undecided, 117 respondents (53.2%) disagreed while 46 respondents (20.9%) strongly disagreed. The mean value of 2.41 and standard deviation 1.33 < 3.00 indicating that most of the respondents disagreed. Again, for the questions on whether observed that customers do recommend the firm products to other customers, 101 respondents (45.9%) strongly agreed, 53 respondents (24.1%) agreed, 47 (21.4%)

were undecided, 8 respondents (3.6%) disagreed while 10 respondents (4.5%) strongly disagreed. The mean value of 4.04 and standard deviation 1.11 > 3.00 indicating that most of the respondents agreed. Finally, the average mean value of 3.47 and standard deviation 1.36 > 3.00 indicating acceptance of the overall response on competitive advantage.

Test of Hypotheses

The study tests three hypotheses using linear regression with the aid of Statistical Packages for Social Sciences (SPSS). In other to make specific inferences the study adopted model summary, analysis of variance (ANOVA) and coefficients. The decision rule is to accept P. value if the alpha value is ≥0.05 otherwise the null hypotheses be rejected.

Test of Hypotheses

Hypothesis 1

H_1: There is no significant positive relationship between Strategic flexibility and Product quality of Brewery firms in Anambra State.

Table 4 Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853[a]	.723	.721	1.42895	.364

a. Predictors: (Constant), strategic flexibility
b. Dependent Variable: Product quality

Table 4 shows that there is a significant positive relationship between the dependent variable (product quality) and independent variable (strategic flexibility) as indicated by a strong R of 0. 853. The coefficient of determination R^2 (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that strategic flexibility increases 0.723 which means that strategic flexibility the 72% of product quality. This also implies that a 1% increase in strategic flexibility will lead to 72% of product quality. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.721 and the standard error of the estimate is considered low at 1.42895. Finally, the model shows that there is no auto regression in the variables as the Durbin Watson of 0.364.

Table 5 ANOVA

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	177.6314	1	177.631	86.993	.000[a]
Residual	443.091	217	2.042		
Total	620.721	218			

a. Predictors: (Constant), strategic flexibility
b. Dependent Variable: product quality

The ANOVA table for regression line shows that the P-value is 0.000 which is lower than 0.05 alpha values. The table also shows the f statistics of 86.993. Therefore, it shows that significant positive relationship exists between strategic flexibility and product quality which implies that the null hypothesis is rejected.

Table 6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.386	.346		1.114	.000
	Strat. flex.	.772	.083	.535	9.327	.000

a. Dependent Variable: Product quality

To test the significance of the regression for the two variables strategic flexibility (independent variable) and product quality (Dependent variable) the P-value was considered. The result shows that the average product quality is 0.386 when strategic flexibility is zero. The t-test value is 1.114 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that if there is no strategic flexibility the average value of product quality is 0. 772. The average rate of change in product quality due to single change in strategic flexibility is 0.772. The t-test value of 9.327 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in strategic flexibility impact in the shape of increase on product quality which means that the null hypothesis that there is no significance relationship between strategic flexibility and product quality is rejected.

Hypothesis 2

H_2: There is no significant positive relationship between Operational flexibility and service quality of Brewery firms in Anambra State.

Table 7.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.750[a]	.563	.561	.99483	.412

a. Predictors: (Constant), operational flexibility

b. Dependent Variable: service quality

Table 7 shows that there is significant positive relationship between the dependent variable (service quality) and independent variable operational flexibility as indicated by a strong R of 0.750. The coefficient of determination R^2 (R square), which measures the percentage of the total change in dependent variable that indicates that operational flexibility increases 0.563 which means that operational flexibility increases the 56% of service quality. This also implies that a 1% increase in operational flexibility will lead to 56% service quality. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.561 and the standard error of the estimate is considered low at 0.99483. Finally, the model shows that there is no auto regression in the variables as the Durbin Watson of 0.412.

Table 8 ANOVA

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	157.218	1	157.218	158.856	.000[a]
	Residual	214.763	217	.990		
	Total	371.982	218			

a. Predictors: (Constant), operational flexibility

b. Dependent Variable: service quality

The ANOVA table for regression line shows that the P-value of significance is 0.000 which is less than 0.05 alpha values. The table shows the F statistic of 158.856. Therefore, it shows that significant positive relationship exists between operational flexibility and service quality which implies that the null hypothesis is rejected.

Table 9. Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.265	.228		5.545	.000
	Oper. Flex.	.714	.057	.650	12.60	.000

a. Dependent Variable: service quality

To test the significance of the regression for the two variables operational flexibility (Independent variable) and service quality (dependent variable) the P-value was considered. The result shows that the average service quality is 0.714 when operational flexibility is zero.

The t-test value is 5.545 and its sig value is 0.000 which is less than alpha value hence, it means that it is statistically significant. This implies that if there is operational flexibility there, the average service quality is 0.714. The average rate of change in service quality due to single change in operational flexibility is 1.714. The t-test value of 12.60 and its sig value are 0.000 which is less than the alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in operational flexibility impact on the shape of increase in service quality which means that the null hypothesis that there is no significant positive relationship between operational flexibility and service quality is rejected.

H_3: There is no significant positive relationship between structural flexibility and customers' satisfaction of Brewering firms in Anambra State.

Table 10. Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.829[a]	.687	.066	1.07232	.163

a. Predictors: (Constant), structural flexibility

b. Dependent Variable: customers satisfaction

Table 10 shows that there is a significant positive relationship between the dependent variable (customers satisfaction) and independent variable (structural flexibility) as indicated by a strong R

of 0. 829. The coefficient of determination R^2 (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that structural flexibility increases 0.829 which means that structural flexibility increases the 83% of customers satisfaction. This also implies that a 1% increase in structural flexibility will lead to 83% customers' satisfaction. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.687 and the standard error of the estimate is considered low at 1.07232. Finally, the model shows that there is no auto regression in the variables as the Durbin Watson of 0.163.

Table 11. ANOVA

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	92.022	1	92.022	80.028	.000[a]
Residual	249.522	217	1.150		
Total	341.543	218			

a. Predictors: (Constant), structural flexibility
b. Dependent: customers satisfaction

The ANOVA table for regression line shows that the P-value is 0.000 which is lower than 0.05 alpha values. The table also shows the f statistics of 80.028. Therefore, it shows that significant positive relationship exists between structural flexibility and customers' satisfaction which implies that the null hypothesis is rejected.

Table 12. Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.239	.205		10.92	.000
	Struc. fle	.462	.052	.519	8.946	.000

a. Dependent Variable: customers satisfaction

To test the significance of the regression for the two variables structural flexibility (independent variable) and customers' satisfaction (Dependent variable) the P-value was considered. The result shows that the average customers' satisfaction is 0.462 when structural flexibility is zero. The t-test value is 8.946 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that if there is no structural flexibility the average customers satisfaction is 0. 462. The average rate of change in customers' satisfaction due to single change in structural flexibility is 0.462. The t-test value of 10.92 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in structural flexibility impact in the shape of increase on customers' satisfaction which means that the null hypothesis that there is no significance relationship between structural flexibility and customers' satisfaction is rejected.

Discussion of Findings

Based on empirical evidence this research has been able to establish that that is a significant positive relationship between organizational flexibility and competitive advantage. More so, the study revealed that there is a significant positive relationship between structural flexibility and

product quality. This finding supports the findings of Lalatendu and Nazia (2017) who revealed that organizational flexibility has a positive impact on firm performance. In addition, the study also revealed that there is a positive significant relationship between operational flexibility and service quality. This finding also supports the Resource Based View which buttresses how organizations can strategies competitively using their rare resources finally; the research revealed that there is a significant positive relationship between structural flexibility and customers' satisfaction. The finding conforms to the finding of Zeplin, Hotlan and Ferry (2020) and the finding of Innocent and Richard (2021) which revealed that there was a positive significant relationship between organizational flexibility and firm performance.

Conclusions

The research concludes that organizational flexibility enhances firm competitive advantage. This is obvious because through adoption of such organizational flexibility the firms have been able to strive competitively in terms of product quality, service quality and customers satisfaction. More so, firm flexibility strategies enable them to achieve a sound competitive advantage in terms of improved product, service delivery and market share.

Recommendations

The research therefore recommends that Brewery firms in Anambra state should not only sustain its strategic flexibility strategies but should carryout periodic review in order to give its products a competitive edge. More so, Operational flexibility strategies should be integrated and internalized within the firms so that the firms could be able to strive above their competitors. Finally, the research recommends that firms should strengthen their structural flexibility techniques so as to put the firms on a sound footing towards improved performance and customers' satisfaction.

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