

Strategic Network and Corporate Responsiveness in the Nigerian Aviation Downstream Sector

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Abstract

This study examined the relationship between strategic network and corporate responsiveness in the Nigerian Aviation downstream Sector. A cross-sectional survey design as method was adopted. The study population was all the firms within the downstream operational scope in the aviation sector, in the Port-Harcourt International Airport and with functional branches in Lagos and Abuja International Airports. The study espoused a census population and through a judgmental approach, the actual population for the study was 118 top level managers and top executives within the Nine (9) Federal Aviation Agency of Nigeria licensed downstream firms. To ensuring validity, the study relied on the expert and potent acumen of the supervisor. Reliability was measured with the aid of Cronbach-Alpha Statistical tool. Given a relational study, the Spearman Rank Correlation Coefficient was adopted with a view to test and analyse the hypotheses. Arising from the data analysis, the result revealed that there is a significant and positive relationship between administrative network and quality service delivery, administrative network and prompt service delivery. Arising from the result of the study, the researcher concludes that there is a significant and positive relationship between administrative network and quality service delivery. Also, there is a significant and positive relationship between administrative network and prompt service delivery. The results pointed out that organizational structure significantly moderates the relationship between strategic network and corporate responsiveness. Thus, the study recommends fewer hierarchy levels to ensure free flow of information between employees and top management teams. Also, management of the aviation firms should ensure a smooth flow of information among members of the administrative network.

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

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Background to the Study

The study is to empirically examine strategic network (SN) and corporate responsiveness (CR) in the Nigerian aviation downstream sector. According to Maurice and Lu (2018), the aviation sector is seen to be a more complex sector given the huge technological and financial involvement as well as the required craftiness. Nevertheless, aviation by and large is one sector that connects almost all other sectors to grow any economy in the world (Waribugo and Chiedu, 2021). In other words, the aviation sector critically plays a vital and strategic role in driving policies around tourism, manufacturing, oil, gas, etc. The aviation sector is one of the melting or connecting forces to many sectors and one of the most important fabrics in nation-building (Waribugo and Chiedu, 2021).

As it were organizations all over the world, big or small are daily faced with tremendous challenges with the turbulent business environment. These challenges facing organizations are further triggered by competitions amongst firms in the same sector or firms operating in different sectors. According to Maurice and Lu (2018), challenges and a turbulent business environment are part of the reasons most organizations exist and gain competitive advantage given the fact that such organizations show commitment, competence, and the willingness to provide leadership with a mindset of turning such challenges into opportune. The increased level of competition amongst firms in the same industry has triggered market concerns. This has been increasingly the case when attention is focused on the changing and dwindling economies of developing nations, which affect consumer consumption patterns. Firms in this situation are rapidly implementing market-oriented strategic measures. Indeed, corporate strategic focus is aimed at responding promptly to market needs while at the same time innovatively bringing new products to the market. The aviation sector is vital to the national economic growth of both upstream and downstream sectors. It cuts the cost of trade and makes ecotourism and value chains across continents easier (OECD, 2020). Apart from its role in facilitating the flow of commodities, personnel, finance, innovation, and ideals (IATA, 2020), the aviation sector is lauded for its complementarily and substitutability with other modes of transportation, supporting economic trade and fast growth.

Corporate responsiveness is viewed as a competency by Robert, Jeffrey, and Dennis (2009), particularly among pioneering enterprises that are eager to take advantage of current opportunities emerging from changing market conditions. Adapting to changes in the business environment necessitates the development of distinct talents and competencies been evaluated holistically to achieve either change adaptation or new product developments that suit market demands. According to Mizrui (2016), responsiveness is about proactive rather than reactionary behavior responding to market impulses. Corporate responsiveness considers effective and efficient methods that enable businesses to evaluate market dynamics and conduct functional and essential measures (Day, 1994).

On the other hand, a strategic network is defined as that which offers organic and swift approaches that enable the ability of a firm to cope with the environmental uncertainties that impede effort at goals (Day and Schoemaker, 2000). It is common knowledge that organizations are fast-evolving networks of relationships, considering increased globalization

realities that defray and reorient the traditional micro-environmental perspectives of firms. There is no doubt that most firms are limited in terms of internal resources; hence they are willing to create alliances and networks of relationships which, according to Venkatraman and Subramanian (2002), move complementary capabilities that constitute a source of competitive advantage.

Thus, the study has general objective of examining the relationship between strategic network and corporate responsiveness in the Nigerian Aviation downstream Sector

Statement of the Problem

While technological outcomes are quite applauded as having paved the way for expanded and quality operations, it is not reconciled with how it has made the marketing function more rigorous in terms of instilling and heightening competition. In the same vein, an increase in operational inefficiencies owing to the rising cost of production due to the economic downturn, especially amongst developing nations, is yet another daunting challenge that organizational operators contend with. Partanen, Kauppila, Sepulveda, and Gabrielson, (2018) have argued that swift changes in the market have had a tremendous impact on the cost of serving the customer rightly. Contentiously, sustained operation in the face of renewed competition accounts for intro and inter-linkages to explore the inherent value-added features of the environment. Simply, remaining competitive, resourceful, and innovative is a critical orientation that is viewed plausibly for the dynamism associated with the business environment. These streams of strategic actions have been conceptually described as the responsiveness of firms to market changes, but what has been left out so far is what strategic organizational initiatives would likely stimulate and reinforce responsiveness in firms. Given the lingering issues surrounding particularly the Nigerian downstream sector; there has not been a deliberate effort by industry players to conform to and be consistent with the corporate responsiveness characteristics of quality service delivery, promptness in service delivery, as well as innovativeness. This study, therefore, is aimed at examining the empirical relationship between strategic network and corporate responsiveness in the aviation sector in Nigeria.

Objectives of the Study

The research's main goal is anchored on linking strategic network with corporate responsiveness in the Nigerian aviation downstream sector. The following are the particular goals:

1. To establish the relation between administrative network and quality service delivery in the Nigerian aviation downstream sector.
2. To determine the relationship between administrative network and prompt service delivery in the Nigerian aviation downstream sector.

Research Questions

Research questions are generated to guide the study and some of these questions are:

1. To what extent does the Nigerian aviation downstream sector have a relationship between administrative network and quality service delivery?
2. What is the relationship between administrative network and prompt service delivery in the Nigerian aviation downstream sector.

Research Hypotheses

Ho₁: There is no significant relationship between administrative network and quality service delivery in the Nigerian aviation downstream sector.

Ho₂: There is no significant relationship between administrative network and prompt service delivery in the Nigerian aviation downstream sector.

Literature Review and Theoretical Framework

Resource Dependence Theory

The theory of resource dependence (RDT) is concerned with systematic procedures that rely on other firms within and outside the business environment for the stimulation and use of some vital resources (Pfeffer and Salancik, 1978). This implies that firms collaborate with other vital stakeholders in managing their critical resources. Because they rely on resources from outside sources, organizations are not internally self-sufficient. Pfeffer and Salancik (1978) posited that organizations rely on a resource environment that might impose restrictions and uncertainties. However, according to Curtis (2017), RDT is characterized by organizations' reliance on other companies for internal and external factors to get finance for crucial resources for their growth and progress. One clear perspective of RDT states that, in order to improve their performance, businesses try to manage uncertainty and limit the impacts of various forces (Pfeffer and Salancik, 1978). As a result, managers make strategic decisions about inter-organizational and other external ties in order to change the organization's system of limitations and reliance (Pfeffer and Salancik, 1978).

Given the importance of business networks in this study's goal of achieving corporate responsiveness and a strategic network in the aviation downstream industry, RDT is an extremely pertinent theory (Pfeffer and Salancik, 1978). Strategic networks and researchers are primarily interested in connection power and leverage, as well as efficient resource dependency management. Additionally, resource dependence theory (RDT) views strategic partnerships or firms as an independent process that is reliant on environmental changes (Pfeffer and Salancik, 1978). RDT claims that businesses collaborate with other parties to reduce their reliance on essential resources. It suggests that businesses that lack available resources must collaborate with other businesses in an effort to acquire those resources. RDT has been found to be particularly useful within distribution network architecture in a variety of tasks in organizations, particularly enterprises interested in developing strategic links and networks (Hazen; Joseph; Jeremy and Christopher; 2016).

Conceptual Review

Concept of Strategic Network

Strategic planning literature has emphasized strategic network as a means of enhancing capabilities considering the increased level of competition, lean resources, and increased ambiguous market signals (Melo and Galan, 2011). Sandberg (2007) argues that a strategic network recognizes all stakeholders and, therefore, should be integrated to leverage inherent deficiencies that work in their independent operations. A point of note here is that strategic networks are not intended to erode the autonomy of firms, but rather to offer the competencies required for effective and efficient service delivery. When compared to increased

environmental turbulence, Halson and Jack (2010) believe that the extent to which firms establish and manage relationships with intra- and inter-organizational stakeholders determines their future and sustainability. While these views on changing strategic management approaches are based on empirical evidence, there is a dearth of empirical evidence on how such strategic initiation can activate functional and desired outcomes. Depending on the network strategy used (Axelsson 1992; Hkansson and Ford, 2002), it appears that assumptions about individual liberty, alignment with participant aims, or able to handle and administer or coordinate the alliances successfully.

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 (Hkansson and Snehota, 1995). 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 contacts can provide an opportunity structure, but it can also be strategically restrictive (Gulati *et al.*, 2000; Hkansson and Ford, 2002). These limitations may come as a result of a company's limited resources for forging such links, as well as the partners' expectations of relationship fidelity, which may preclude the development of other potential relationships (Gulati *et al.*, 2000). While cooperating with other organizations, companies may risk a loss of control, unpredictable outcomes, and unanticipated backlash (Hkansson and Snehota, 1998). Networks are growing spontaneously as a result of firms' engaging with one another; they evolve over time (Hkansson and Snehota, 1995). Administrative norms, market mechanisms, or even the managerial actions of a single organization do not coordinate these various networks, which change over time as a result of continuing developmental alliances.

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 industry, the administrative network is, for example, the ticketing firms that have day-to-day relationships or links with the airline firms or aircraft owners in the area of selling tickets to passengers. Such ticketing firms take some crucial joint decisions with the owners of the lines and other networks that drive the aviation sector. Likewise, another administrative network that plays a similarly complementing role is that of the flight attendants/ticketing, catering, cargo handlers, and other logistics support firms (UPS, FedEx, and DHL, etc.). In the same vein, the Tertiary Education Trust Fund (TETFUND) is conducting some business with Niger Delta University in order to establish an administrative network by exchanging ideas and viewpoints, as well as making critical decisions regarding projects to be executed or not on campus at a given time.

Concept of Corporate Responsiveness

Corporate responsiveness is rapidly gaining momentum in strategic management literature (Lybrand and Kaizur, 2016). Its value has been partly linked to increasing business competition and the necessity to respond quickly to customers' insatiable want for more gratifying products and services. Perderon and Huniche (2006) define corporate responsiveness as an organization's capacity to respond quickly to changing market needs. According to Palsy and Palsy (2014), business responsiveness is defined as stringent organizational measures aimed at serving customers ahead of the competition in the face of changing market demands. In other words, corporate responsiveness is having a firm understanding of the limitless possibilities for addressing and proposing solutions to diverse business challenges.

Corporate responsiveness necessitates strategic adaptability to rapid environmental changes. With radical ingenuity and the audacity to meet new market demands, Godfrey, John, Aboteyure, and Carpenter (2016) highlighted that there is also consideration of rapid and suitable alternatives to both innovations by competing and assuring timely delivery. This is a strategic representation of the firm's responsive behavior. It aims to increase and maintain the desired market share that is available to competitors. According to Shimizu and Hitt (2004), conquering a new market necessitates character deriving from changes; fast actions, in addition to strategic competencies, are necessary for timely response to market stimuli. Given the global business environment's unpredictability, a company's strategic flexibility in addressing difficult challenges in an emerging market is crucial in maintaining a competitive advantage (Shimizu and Hitt, 2004). Regardless, a firm's strategic flexibility necessitates some amount of attention and a balance between necessary resource commitment and avoiding poor resource allocation. From numerous viewpoints, it is clear that corporate responsiveness refers to a company's ability to identify market changes and take strategic steps that enable them to quickly react to those changes by producing products that satisfy new market expectations.

Quality Service Delivery

Quality service delivery to most organizations, particularly the ones in the aviation sector, is actively and vigorously pursuing such goals with the mindset of bringing satisfaction and loyalty to the air transport space (Kim, 2013). This is becoming so pertinent to the aviation sector given that the sector is often fiercely competitive, and as such, most firms are offering and bringing to bear products and services of high quality in order to gain a competitive advantage in the marketplace. More so, one of the critical concerns of this study is to assess and establish the understanding of quality service delivery (rendering timely services that meet desired market specifications), particularly in the Nigerian aviation downstream sector.

Literarily, promptness is about carrying out or executing a plan, action without any delay of any kind but quickly and ready to always deliver or respond. Promptness and timeliness in delivering a product and service are geared towards solving a problem and quite resolute and important to determining customer satisfaction. One of the main components for developing client loyalty has been identified as prompt service and product delivery (Andreassen, 2001; Tax and Brown, 2000). In other words, it is crucial and vital to adapt to the rapidly changing business environment. As a result, commercial organizations have turned their attention to building successful rapid service delivery procedures (Davidow, 2003). In the views of Stevens, Spaid, and Breazeale (2018), promptness and timeliness share the same conceptual understanding of providing products and services to customers on time with no intention of unnecessary delays, given that the market is always saturated with products and services for customers to choose from.

Methodology

Philosophical Foundation

Social research is premised on two longstanding and seemingly divergent approaches, namely, the nomothetic and the idiographic. Each methodology is defined by distinguishing characteristics which clearly define the structure and format of field work, data generation and the application of interpretative designs to generated data (Yin, 2004). The nomothetic (quantitative) methodology is based on the social paradigms of positivism, which approach social reality from the objectivist view, in that social action, associations, events, and situations are perceived as real and deterministic of the behaviour of the various social actors within them. As a result, actions are involuntary and primarily the result of social institutions and facts that have a dominant effect on their constituent elements. Hence, knowledge within this framework can be obtained and transferred explicitly, analyzed quantitatively, and interpreted based on generalizable indices aimed at inference (Yeasmin and Rahman, 2012; Uddin and Hamiduzzaman, 2009; Onwuegbuzie and Leech, 2005).

Thus, this study adopted a cross-sectional survey design. The choice of the cross-sectional survey was made for its ability to generate data from a set of categorized respondents using a questionnaire instrument. The population of this study is therefore primarily all the firms operating in the downstream aviation sector at the Port-Harcourt International Airport and with operational and functional branches in Abuja and Lagos International Airports. From the Federal Aviation Agency of Nigeria (FAAN) Schedule (2018), there exist nine (9) licensed

cargo handling, ticketing and food and beverages firms operating as prescribed and having their operational headquarters at Port-Harcourt Airport.

Sampling technique of this article considers two level of analysis from the perspective of macro analysis which includes those who make up this frame are those with corporate job designations such as Managing Directors, General Managers, Heads of Departments, and Unit Heads. Having known this, the actual population for the study is 118. These firms are all registered under FAAN licensed, National Association of Travel Agencies (NANTA) and Nigeria Aviation Handling Company PLC (NAHCO).

Table 1: Showing Population Distribution of the Firms

S/N	Firms	Designations	No of Participants Per Firm
1	A	MD/CEO/COO	9
2	B	GM	2
3	C	Branch Manager	3
4	D	Head of Marketing	18
5	E	Head of Finance /Account	27
6	F	Head of Operations	10
7	G	Chief Auditor	4
8	H	Head of Logistics	18
9	I	Head of Admin	27
Total			118

Source: Research Desk (2022).

Method of Data Collection

According to Bryman and Bell, 2006; 2003; Sekaran, 2003, research data is often obtained through face-to-face interviews, mail, questionnaires, telephone, observations, reports, and results of experiments. In view of the above this study therefore adopted the structured questionnaire as its instrument in the generation of primary data. The questionnaire therefore consisted of two main sections, namely (a) the demographic section, and (b) the content scope of the study. Thereafter, all dimensions and measures are further measured using a consistent multi-item instrument scaled on a 5-point Likert type scale (ranking from 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree for analytical consistency).

Validity and Reliability of Research Instrument

The validity of a research instrument can be described as the degree or extent to which it measures what it has been designed and claims to measure. Sekaran (2003) argued that this suitability becomes the basis of the acceptability of such an instrument for the investigation.

Whereas the reliability of a research instrument can be described as the extent to which it depicts stability, dependability, predictability, and precision, as well as the level of consistency as regards to responses or scores over repeated trials under the same assumptions, parameters, and conditions. In other words, a research instrument is considered reliable if its results are precise and consistently reproducible (Sekaran, 2003). These factors should be considered

when deciding whether to use an internal reliability test (Cronbach alpha) or an external reliability test (Kothari, 2004).

Again, the internal consistency of the research instrument was measured using the Cronbach Alpha technique. The Nunnally (1978) alpha threshold of 0.70 was the basis for accepting the reliability of the constructs examined. The table 2 below shows the results of the Cronbach alpha coefficients for the instrument.

Table 2: 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
2	Quality Service Delivery	4	98	0.724
3	Prompt Service Delivery	5	98	0.821

Source: Research data output, 2022

Data Analyses Technique

The data obtained from the field were analyzed for common understanding. The descriptive analytical tool namely frequency tables were used in analyzing demographic data due to nominal scale used. The inferential analysis was conducted using Spearman Rank Order Correlation Coefficient and the Partial Correlation analysis. The uniqueness of these techniques was owed to their abilities to show the nature of relationships between two or more variables. These were done with the aid of the Statistical Package for Social Sciences (SPSS) software 24.0 version.

Data Analysis and Outcomes

Analysis of Strategic Network

The data analysis and outcomes explain the data according to the objectives of the study and are often interpreted through frequency, median, and standard deviation. In analyzing the univariate data of the research, a 5-point Likert scale type of strongly agree, agree, Moderately Agree, Disagree, and Strongly Disagree was used. The bivariate test was conducted using Spearman's Rank Order Technique for the purpose of responding to the study questions as well as hypotheses testing. A multivariate hypothetical statement was tested using the Zero-order Partial Correlation Technique. In order to ascertain the responses to strategic network dimensions such as administrative network, financial network, and technical network, they were measured on a set of multi-item instruments, all scaled on a five-point Likert scale and presented in the following tables below:

Table 3: Rates of Response 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
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

The table 3 above, item one sought to evaluate whether respondents' companies ensure that they have partners that support their work goals. The table showed that 24 (24.5%) strongly agreed; 34 (34.7%) agreed; 13 (13.3%) moderately agreed; 16 (16.3%) disagreed and 11 (11.2%) strongly disagreed. This disclosed a great degree of congruence, as the average score was 3.45 alongside the standard deviation of 1.325. In addition, our second item assessed whether respondents' organizations have common links with their partners to enrich decision-making. The results revealed 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 showed a strong propensity for consensus with mean and standard deviation scores of 3.71 and 1.385 respectively. Meanwhile, the third item sought to assess whether they are always involved in inter-firm communication with other business partners. Results displayed that 33 (33.7%) strongly agreed; 42 (42.9%) agreed; 7 (7.1%) moderately agreed; 8 (8.2%) disagreed while 8 (8.2%) strongly disagreed. The result indicates a high tendency towards an agreement with mean and standard deviation scores of 1.210 and 3.86, respectively. The last item sought to assess whether they found it easy to take a joint decision. The results revealed that 25 (25.5%) respondents strongly agreed; 49 (50.0%) agreed; 5 (5.1%) moderately agreed, 10 (10.2%) of the respondents disagreed while 9 (9.2%) strongly disagreed. Therefore, the results specify a much greater ability to accord, as confirmed by the average score of 3.72 and 1.217 for the standard deviation.

Analysis of Corporate Responsiveness

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

Table 4: Rate of Responses and Descriptive Statistics for Quality Service Delivery

Quality Service Delivery	SA	A	MA	D	SD	Mean	Std.
1. We had delivered our services with quality in focus because we enjoy network support in all areas	39 39.8%	33 33.7%	-	13 13.3%	13 13.3%	3.73	1.440
2. Our company meet customer specification because we enjoy an operational support that serve our purpose	36 36.7%	18 18.4%	9 9.2%	18 18.4%	17 17.3%	3.39	1.551
3. Our services are reliably delivered because we enjoy a network of relationship that support in all area of need	22 22.4%	34 34.7%	12 12.2%	11 11.2%	9 9.2%	3.40	1.306
4. We are interested in optimal service quality because our services are funded by our network of partners	43 43.9%	23 23.5%	12 12.2%	11 11.2%	9 9.2%	3.82	1.350

Source: SPSS Output showing Rate of Responses and Descriptive Statistics for Quality Service Delivery

From table 4, item one sought to evaluate whether respondents had delivered our services with quality in focus because they enjoy network support in all areas. The table showed that 39 (39.8%) strongly agreed; 33 (33.7%) agreed; 13 (13.3%) disagreed; and 13 (13.3%) strongly disagreed. This disclosed a strong trend of concordance, as seen with the mean rating of 3.73, while 1.440 for standard deviation. Consequently, the second item evaluated whether the respondents' company meets customer specifications because they enjoy operational support that serves their purpose. The results revealed that 36 (36.7%) strongly agreed; 18 (18.4%) agreed; 9 (9.2%), moderately agreed; 18 (18.4%) disagreed while 17 (17.3%) strongly disagreed. The mean and standard deviation scores of 3.39 and 1.551, respectively, showed a strong likelihood of agreement. Afterward, the third item sought to assess whether their services are reliably delivered because we enjoy a network of relationships that support in all areas of need.

Results showed that 22 (22.4%) strongly agreed; 34 (34.7%) agreed; 12 (12.2%) moderately agreed; 11 (11.2%) disagreed while 9 (9.2%) strongly disagreed. This result indicated a significant propensity for consensus, as illustrated by the mean score of 3.40 and 1.306 for standard deviation. Also, the last item sought to assess whether they are interested in optimal service quality because their services are funded by their network of partners. The results showed that 43 (43.9%) respondents strongly agreed; 23 (23.5%) respondents agreed; 12 (12.2) percent of the participants moderately agreed; 11 (11.2%) of the participants disagreed; while 9 (9.2%) strongly disagreed. A critical view of the results confirms that there is a substantial level of consensus, as confirmed by the mean score of 3.82 and the standard deviation of 1.350.

Table 5: Response Rates and Descriptive Statistics for Prompt Service Delivery

Prompt Service Delivery	SA	A	MA	D	SD	Mean	Std.
1. Our services are timely delivered because we ensure supply chain overhaul always	38 38.8%	23 23.5%	11 11.2%	16 16.3%	10 10.2%	3.64	1.401
2. We render services through an integrated approach relying on our network	30 30.6%	35 35.7%	9 9.2%	20 20.4%	4 4.1%	3.68	1.223
3. We serve our customer timely because we enjoy technical leverage from our network of relationship	24 24.5%	50 51.0%	16 16.3%	4 4.1%	4 4.1%	3.88	0.966
4. We serve our customers properly because we enjoy financial support from our network of relationship	30 30.6%	35 35.7%	9 9.2%	20 20.4%	4 4.1%	3.68	1.223
5. We serve our customer promptly because our administrative network is reliable	39 39.8%	33 33.7%	-	13 13.3%	13 13.2%	3.73	1.440

Source: SPSS Output showing Response Rates and Descriptive Statistics for Prompt Service Delivery

From table 5, item one sought to evaluate whether the respondents' services are timely delivered because they ensure supply chain overhaul always. 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. This showed a high propensity to agree, as evidenced by a 3.64 mean score and a 1.401 standard deviation. Also, the second item assessed whether they render services through an integrated approach relying on our network. The results revealed that 30 (30.6%) strongly agreed; 35 (35.7%) agreed; 9 (9.2%), moderately agreed; 20 (20.4%) disagreed while 4 (4.1%) strongly disagreed. While 3.68 is the average score, with 1.223 being the standard deviation, which shows a great degree of agreement. Then the third item sought to assess whether they serve their customers timely because they enjoy technical leverage from their network relationship. Results showed that 24 (24.5%) strongly agreed; 50 (51.0%) agreed; 16 (16.3%) moderately agreed; 4 (4.1%) disagreed while 4 (4.1%) strongly disagreed. This result indicates a remarkable level of consensus, as shown by the average score of 3.88 and the standard deviation of 0.966. Also, the fourth item sought to assess whether they serve their customers properly because they enjoy financial support from their network of relationships. Results showed that 30 (30.6%) strongly agreed; 35 (35.7%) agreed; 9 (9.2%) moderately agreed; 20 (20.4%) disagreed while 4 (4.1%) strongly disagreed. The average score of 3.68 and the standard deviation of 1.223 indicate a strong trend of consensus. Also, the last item sought to assess whether they serve their customers promptly because their administrative networks are reliable. The results showed that 39 (39.8%) respondents strongly agreed; 33 (33.7%) agreed; 13 (13.3%) of the respondents disagreed while 13 (13.3%) strongly disagreed. A

critical view of the results indicates a significant level of congruence, as confirmed by a mean score of 3.73 and 1.440 for standard deviation.

Correlation between Administrative Network and Measures of Corporate Responsiveness

The correlation analysis found is shown in Table 4.15 for administrative network and corporate responsiveness. The significance test (p-value) is shown in the table, which allows the study to answer the research questions as well as give a general perspective of the entire study group.

Table 6: Correlations Matrix for Administrative Network and Measures of Corporate Responsiveness

			Administrative Network	Quality Service Delivery	Prompt Service Delivery	Innovativeness
Spearman's rho	Administrative Network	Correlation Coefficient	1.000	.758**	.697**	.649**
		Sig. (2-tailed)	.	.000	.006	.003
		N	98	98	98	98
Quality Service Delivery	Quality Service Delivery	Correlation Coefficient	.758**	1.000	.690**	.849**
		Sig. (2-tailed)	.000	.	.000	.000
		N	98	98	98	98
Prompt Service Delivery	Prompt Service Delivery	Correlation Coefficient	.697**	.690**	1.000	.801**
		Sig. (2-tailed)	.006	.000	.	.000
		N	98	98	98	98
Innovativeness	Innovativeness	Correlation Coefficient	.649**	.849**	.801**	1.000
		Sig. (2-tailed)	.003	.000	.000	.
		N	98	98	98	98

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

Source: SPSS Result Showing Correlations Matrix for Administrative Network and Measures of Corporate Responsiveness

The result in table 6 shows the correlation between the administrative network and the measures of corporate responsiveness.

Testing of Hypotheses

Hypothesis One

There is no significant relationship between administrative network and quality service delivery in the Nigerian aviation downstream sector.

The analysis in the table revealed that there is a strong and positive relationship between the Nigerian aviation downstream sector's administrative network and quality service delivery, judging by the judging by probability value (PV) of $(0.000) < (0.05)$ level of significance. And this was further emphasized by $\rho=0.758$, indicating that 75% of the growth experienced in the dependent variable was predicted by the independent variable. Hence, the null hypothesis was rejected and, in conclusion, there is a strong significant correlation between administrative network and quality service delivery in the Nigeria aviation downstream sector.

Hypothesis Two

There is no significant relationship between the administrative network and prompt service delivery in the Nigerian aviation downstream sector.

This relationship had a $\rho=0.697$, which shows a high correlation as well as a strong substantial relationship. By interpretation, there is a significant correlation between administrative network and prompt service delivery in the Nigerian aviation downstream sector, owing to the $(P < 0.006) < (0.05)$ level of significance as shown in the table. Thus, the study rejects the null hypothesis and concludes that there is a substantial relationship between administrative network and prompt service delivery in the Nigeria aviation downstream sector.

Discussion of Findings

The findings as presented in this study disclosed a moderately strong correlation with both strategic network and corporate responsiveness in the Nigerian aviation downstream sector. The findings are corroborated by Zaheer and Bell (2005), who carried out a study to examine network structure's effects on firms' performance and innovation. 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 relationship 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 accordance with specific objectives, the following findings emerged:

1. The investigation discovered a strong significant correlation between administrative network and quality service delivery in Nigeria's aviation downstream sector. This was further corroborated by the correlation coefficient figure $\rho= 0.758$ and probability value (PV) $=0.000 < 0.05$.
2. Furthermore, the study discovered a substantial positive relationship between administrative network and prompt service delivery in the Nigerian aviation downstream sector, judging probability value (PV) $= 0.006 < 0.05$ and correlation coefficient figure.

Administrative Network and Corporate Responsiveness

From an administrative network and corporate responsiveness point of view, the findings

indicate a strong, substantial connection involving administrative network and corporate responsiveness in the Nigerian aviation downstream. Thus, the current study's findings agree with previous studies by Zaheer and Bell (2005), who carried out a study to examine network structure's effects on firms' performance and innovation. Zaheer and Bell (2005) studies concluded that an organization's network size is a key innovative determinant of a firm's level of performance and innovation. A key focus of the study was on the network structure and size of mutual funds, and while this study focused on large mutual funds, there is a need for studies on small-sized businesses, small audit firms being one of them.

Similarly, the finding is in alignment with the earlier studies of Maurice (2017), who analyzed the effect of strategic network and resource renewal on the educational sector in Botswana and found that strategic network correlates with resource renewal significantly. The study also concludes that the resource renewal effort of school operators can be attained through an established strategic network of relationships that leverages their capacity to embark on renewal. Even though managing relationships has indeed been proven to affect the success of alliances, the concept of partnership or network governance theory focuses on roles and institutions while ignoring crucial management strategies (Ireland et al., 2002).

Given the above, the study in many ways is aligned to Klijn et al (2010) views indicating that networks are supported by interrelationships, although not necessarily fair, among governmental, business, or private sector actors. Interactions within the network may result in severe disagreements concerning the distribution of a solution's costs and benefits, for example. Divergent views among the actors on this source, including the intended answer, and or efficient leadership frameworks that could be used to involve sorting, can be significant hurdles to creating effective ways to fulfill the stakeholders.

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2. Furthermore, the study discovered a substantial positive relationship between administrative network and prompt service delivery in the Nigerian aviation downstream sector, judging probability value (PV) = 0.006 0.05 and correlation coefficient figure.

Conclusion

The Nigerian aviation downstream sector is labeled as one of the emerging markets with a vast customer base and a high growth potential. However, the Nigerian aviation sector, particularly the downstream, is suffering from a range of challenges ranging from poor reputational and operational challenges like continuous unnecessary delays and too many unholy and unprofessional approaches of some staff, not responding to issues and complaints promptly. These and many more necessitated the need to examine the relationship between strategic network and corporate responsiveness in the downstream aviation sector in Nigeria.

Given the objective of the study, this was to ascertain the relationship between administrative network and quality service delivery. Based on the findings, it was established that there is a positive and significant relationship between administrative network and quality service delivery in the Nigerian aviation downstream sector. This implies that the higher the aviation downstream sector adopts an administrative network, the higher the quality-of-service delivery will increase. The study thus concludes that the administrative network as a dimension of the strategic network significantly relates to corporate responsiveness in the Nigerian aviation downstream sector. In the same vein, the administrative network substantially has a positive relationship with other measures like quality service delivery and prompt service delivery.

Recommendations

In view of the results, conclusions as well as possible consequences of the research, the respective recommendations are proposed:

- i. The study recommends a well-coordinated administrative network with an adequate communication system to leverage capabilities and capacities to instill quality service delivery in the Nigerian aviation downstream sector. Given that a halt in information or communication will lead to a collapse of the network arrangements and systems, thus affecting the responsiveness and productivity of the firms involved in the administrative network.
- ii. Also, the study recommends that the management of these Nigerian aviation downstream firms build an administrative network as supportive and strategic partners to add value to achieve prompt service delivery in the downstream sector.

Contribution to Knowledge

This study was carried out to contribute to the need to enhance the performance of firms in the Nigerian aviation downstream sector. The findings and the conclusion reached contributes to the existing body of knowledge. The contribution is anchored on the need for strategic network and corporate responsiveness in delivering quality, prompt service, and innovativeness to all downstream firms in the Nigerian aviation sector.

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