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2022/2023 PhD Thesis Abstract

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RT: Strategic Flexibility and Organizational Performance of Quoted Pharmaceutical Companies in Nigeria

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AB: The pharmaceutical industry is critical to the well-being of the people, but equally becoming increasingly susceptible to global disruptions. In Nigeria, evidence has shown that the pharmaceutical industry is plagued with low organizational performance, as indicated by low employee productivity, poor market share, low innovation performance, poor sales growth and low profitability, which may be due to lack of strategic flexibility. Existing findings have remained inconclusive on the effect of strategic flexibility on organizational performance in the context of quoted pharmaceutical companies in Nigeria. This study examined the effect of strategic flexibility (resource flexibility, coordination flexibility, proactive flexibility, reactive flexibility, futurity) on organizational performance of quoted pharmaceutical companies in Nigeria.

The study adopted survey research design. The population comprised 642 management and senior staff of six quoted pharmaceutical companies in Nigeria. Total enumeration method was employed for the study. A structured and adapted questionnaire was used. Cronbach's alpha reliability coefficients for the constructs ranged from 0.72 to 0.94. A response rate of 79.9% was achieved. Data were analyzed using descriptive and inferential (partial least squares structural equation modeling) statistics.

Findings showed that strategic flexibility had positive significant effect on organizational performance of quoted pharmaceutical firms in Nigeria ($Adj.R^2 = 0.59, p < 0.05, F^2 = 1.45, Q^2 =$

0.59). Strategic flexibility equally had positive significant effect on employee productivity ($Adj.R^2 = 0.36, p < 0.05, Q^2 = 0.34$); market share ($Adj.R^2 = 0.38, p < 0.05, Q^2 = 0.36$); innovation performance ($Adj.R^2 = 0.42, p < 0.05, Q^2 = 0.41$); sales growth ($Adj.R^2 = 0.45, p < 0.05, Q^2 = 0.44$); profitability ($Adj.R^2 = 0.39, p < 0.05, Q^2 = 0.38$). Marketing competence significantly moderated the effect of strategic flexibility on organizational performance of quoted pharmaceutical firms in Nigeria ($\beta = -0.09, t = 2.98, p < 0.05, \Delta R^2 = 0.05$). Supply chain agility significantly moderated the effect of strategic flexibility on organizational performance ($\beta = -0.09, t = 3.58, p < 0.001, \Delta R^2 = 0.06$). Furthermore, the effect of strategic flexibility on organizational performance was jointly and significantly moderated by marketing competence and supply chain agility ($\beta = -0.08, t = 3.01, p < 0.05, \Delta R^2 = 0.07$).

The study concluded that strategic flexibility improved organizational performance of quoted pharmaceutical companies in Nigeria. The study recommended that management of quoted pharmaceutical companies in Nigeria should pay serious attention to strategic flexibility as organizational capability that can enhance performance.

Keywords: Coordination flexibility, Marketing competence, Organizational performance, Resource flexibility, Strategic flexibility, Supply chain agility

Word Count: 389

Abbreviations: RFN: Researcher's Full Name, RD: Researcher's Department, RS: Researcher's School, RE: Researcher's Email, RAE: Researcher's Alternate Email, RP: Researcher's Phone Contact, RT: Registered Title, MS: Main Supervisor, ME: Main Supervisor's E-mail Address, SP: Main Supervisor's Phone Contact, CS: Co-Supervisor, CE: Co-Supervisor's E-mail Address, CP: Co-Supervisor's Phone Contact, AB: Abstract

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