



**OPPORTUNITY-SEIZING CAPABILITY AND CORPORATE VITALITY OF DOMESTIC AIRLINES IN NIGERIA**

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**ABSTRACT**

*This study examined the relationship between opportunity-seizing capability and corporate vitality of domestic airlines in Nigeria. The study adopted an explanatory cross sectional survey research design which was carried out at the organizational level of analysis. The population of this study was the nine (9) operational scheduled domestic airline operators in Nigeria. The managers involved were: Station Managers, Cabin Service Managers, Director of Airline Services, Operation Managers and Regional Managers. The study adopted the entire population as a census. The reliability of the instrument was ascertained using the Cronbach alpha reliability instrument with all items scoring above 0.70. The Spearman Rank Order Correlation Coefficient was utilized to establish the level of relationship as hypothesized with the aid of Statistical Package for Social Sciences version 23.0. Findings from the study revealed a strong positive significant relationship between opportunity-seizing capability and corporate vitality of domestic airlines in Nigeria. It was concluded that opportunity-seizing capability significantly relates with corporate vitality of domestic airlines in Nigeria. Implying that when domestic airlines in Nigeria deploy opportunity-seizing capabilities which are vital because of the ability to identify and seize venture opportunities which contributes to the firm's vitality, survival and growth. It was recommended that there is need for domestic airlines managers to frequently acquire knowledge about their competitive and market trends from external sources so as to be able to identify and acquire external knowledge (such as; market, customer trends) very quickly. Organizations should develop formal systems of circulating new information about the market trends in form of documents (such as, reports, newsletters) to update everyone within their respective organizations.*

**Keyword:** Opportunity-Seizing Capability, Corporate Vitality, Flexibility, Entrepreneurial Mindset

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## INTRODUCTION

In today's dynamic and turbulent environment, organizations are expected to deal simultaneously with the present as well as the future, and they are also expected to be capable of combining routine behaviour with improvisation (Winter, 2003 cited in Adim & Mezeh, 2021). Threats and opportunities arising from environmental uncertainties have been established to impact on business performance (Kwon, Ryu & Park, 2018). Companies perform in the environment that is part of their functioning conditions and which generates not only opportunities but threats as well. The general trend in the business environment currently shortens the product's life and business model cycle (Dyduch, 2017). At a time when the global economy coupled with global competition is creating rapid changes and intense competition is shortening product life cycles, it is clear that traditional managerial techniques are inadequate to respond properly to these changes or to rapidly changing market conditions. As a result, business organizations are compelled to include entrepreneurial spirit and innovation as an integral part of an overall strategy for business success (Tajeddini, Altinay & Ratten, 2017; Etemad, 2015).

Organization vitality is an issue that is important for organizations to survive and grow for a longer period (Bishwas, 2011). Organizations are contemporarily involved in crafting strategic actions and initiatives aimed at achieving set goals and showing sustained competitive capability. These actions tend to amplify the need for corporate vitality that can be attained through a critical analysis of the knowledge assets and experience of work members. The need for a quality workforce cannot be over emphasized against the backdrop of their strategic contributions towards corporate vitality. While this is acknowledged that the concept of vitality is relatively new in organizational studies, it has remained a significant subject owing to the fact that it connotes the strength and capability to withstand environmental stressors that impedes capacity to survive (Nadum, 2011).

It is no surprise that current debates involve discussing what leaders can do to create a sustainable work environment to meet these dynamic forces. One focus that seems to emerge from these debates is on establishing fertile ground to make an organisation and its employees more vital and energetic, or, in other words, focusing on promoting "corporate vitality (De Crème, 2017). Afema (2014) posits that corporate vitality is the aggregated momentum relating to firm capabilities, competencies and systems that guarantee strategic actions targeted at gaining competitive advantage. Vitality in firms' typifies the health and overall wellbeing that reinforces the multiple efforts at corporate survival. Essentially, the build-up of vitality in firms is necessarily activated and sustained by definite strategic attempts at having firms with capacity to compete. It is associated with market responsiveness capacity and strengthened ability for resource deployment.

Despite the fact that corporate vitality is an emerging construct, few empirical studies have been conducted to examine the concept using some predictor variables as could be seen in the study of Gabriel, George and Adim (2021) on the relationship between environmental dynamism and corporate vitality of fast moving consumer goods companies in Rivers State, Nigeria whose findings revealed that there is a strong positive relationship between environmental dynamism and corporate vitality of fast moving consumer goods companies in Rivers State, Nigeria. Similarly, Akpotu and Ozioko (2019) considered strategic learning and corporate vitality in the downstream Aviation Sector in Nigeria. From the study findings, the study concluded that building corporate vitality requires capturing knowledge, work skills and competencies through strategic learning that could be functional and context specific. In the same vein, Akpotu and Konyefa (2018) did a study on managerial mentoring behavior and corporate vitality in the Nigerian aviation sector. The findings indicates that a strong positive and significant relationship exist between managerial mentoring dimension of idea

clarification empathizing, shared experience and attentiveness and corporate vitality measured with resourcefulness, responsiveness and innovativeness.

The bridge to achieving a sustainable corporate vitality in a volatile and turbulent environment is the possession of dynamic capabilities which have been viewed as viable means for managing organizational resources in turbulent environments (Sawy, 2011). The prevalent competition have compelled firms to search for new strategies to arrive at a competitive edge, as the previously acceptable strategies are being eroded (Chirico & Salvato, 2008). Dynamic capabilities are viewed as core elements for organizations to build vitality in the ever present dynamic environment (Rehman & Saeed, 2015). Dynamic capabilities refer to the ability of a firm to configure its resources to adapt to a changing business environment (Pezeshkan, Fainshmidt, Nair, Frazier & Markowski, 2016). In the literature, various terms have been used for this concept, such as general dynamic capability and specific dynamic capability (opportunity recognition, seizing, and resource reconfiguration). This article focused attention on the effect of opportunity-seizing capability (which is defined as the ability to seize opportunities through mobilizing resources) as it is especially crucial to the growth of organizations (Lin & Wang, 2015; Pezeshkan *et al.*, 2016). According to Teece (2007), the nature of opportunity seizing capability (OSC) includes addressing perceived technology/market opportunities with new products/processes/services. This is associated with selecting or inventing business models that define commercialization and investment strategies as well as deciding when, where and how to invest. Opportunity seizing capability consists of micro-foundations involving product structure and business model selection, enterprise boundary selection, complementary asset and platform management, decision making and organizational culture management (Teece, 2007).

It is pertinent to focus on opportunity-seizing because even if companies recognize business opportunities, they can fail to invest in innovation especially if they are not captured in a timely and strategic way. Identifying opportunities (sensing) and actually executing them (seizing) requires distinct skills and processes. As resources of companies are limited, the ability to prioritize investments and select business models is critical. Furthermore, reconfiguring capability is of great importance as it is a capability to maintain a strategic competitive advantage from the point of time after seizing an opportunity (Min & Kim, 2021). However, if opportunities are not adequately seized first, the benefits of reconfiguring capability will be limited. Accordingly, it is regarded that companies' capability to seize opportunities is a priority in adapting and innovation.

Opportunity-seizing is defined as the mobilization of resources to address needs and opportunities (Teece, Peteraf & Leih, 2016). The ability of existing firms to capture opportunities involves resource acquisition and coordination to facilitate the introduction of new business solutions. This capability is distinct from the concept of opportunity-sensing, while these two capabilities are being interrelated. Opportunity-seizing focuses on using new knowledge to create new products/services, while sensing focuses on gathering new market knowledge and identifying opportunities through it (Pavlou & El Sawy, 2011). The purpose of this paper therefore was to examine the relationship between seizing capability and corporate vitality of domestic airlines in Nigeria. The specific objectives of the study were to:

- Examine the relationship between opportunity-seizing capability and flexibility of domestic airlines in Nigeria.
- Examine the relationship between opportunity-seizing and entrepreneurial mindset in Nigeria.

Also, this study was guided by the following research question:

- What is the relationship between opportunity-seizing capability and agility of domestic airlines in Nigeria?
- What is the relationship between opportunity-seizing capability and learning of domestic airlines in Nigeria?

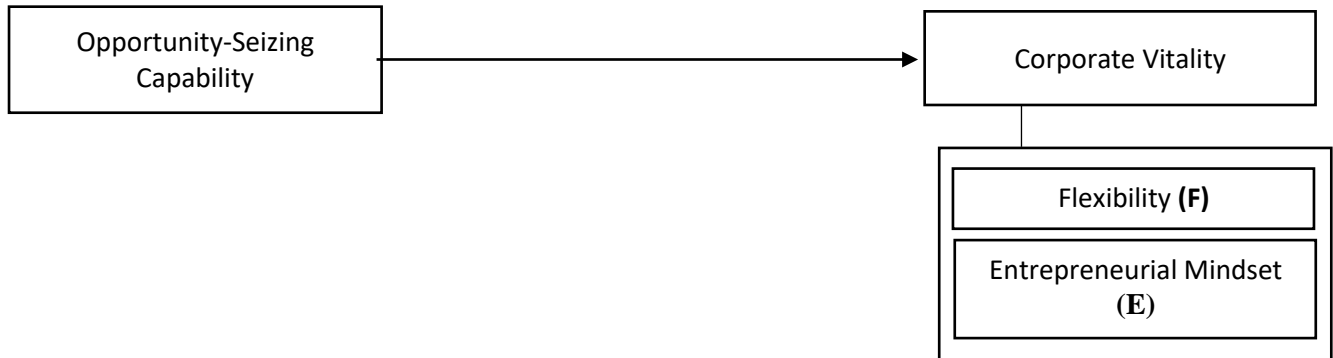


Figure 1: conceptual model for the relationship between opportunity-seizing capability and corporate vitality

Source: Desk Research (2021)

## LITERATURE REVIEW

### Opportunity-Seizing Capability

Once a new (technological or market) opportunity is sensed, it must be addressed through new products, processes or services. This characterizes Teece second fundamental class of dynamic capabilities – “Seizing opportunities”. This class involves, according to Teece (2007: 1326), “maintaining and improving technological competences and complementary assets and then, when the opportunity is ripe, investing heavily in the particular technologies and designs most likely to achieve marketplace acceptance”. As a result, in order to achieve superior firm performance the firm needs to strategize around investment decisions and get the timing right.

This is a firm’s learning, reflected by the ability to create internal knowledge, to acquire external knowledge and to assimilate internal and external knowledge through knowledge sharing (Vivas Lopez, 2005; Zahra & George, 2002). Knowledge creation and knowledge acquisition are very important as they build a basis for capability creation (Cepeda & Vera, 2007; Vivas Lopez, 2005). New processes and products mainly result from new combinations of knowledge (Augier & Teece,

2009). Firms are expected to possess knowledge-acquisition capability because the capability to create knowledge internally may not be sufficient to cope with the challenges arising from changes in the operating environment (Lichtenthaler, 2009).

Seizing capabilities refers to the frequency and speed of adaptation of organizational processes aimed at responding to opportunities and threats. They enable firms to build responsiveness to market or customer demands (Hult, Hurley, Giunipero & Nichols, 2000), through knowledge acquisition and creation and interpretation of the gathered information so as to filter the relevant and useful knowledge (Teece, 2007) which is shared within the firm. That way, all opportunities identified at the sensing capabilities stage are taken up quickly and used to improve firm performance.

### Corporate Vitality

Wyner, Donohoe and Matthews (2009), defined corporate vitality in relation with the ability to galvanize organizations energy across all roles and aspects that sustains its ability to attain goals. This simply means that vitality elucidates the efficient and dexterous running of the firm in its everyday undertakings and its eventual progression into inventive market oriented and goal driven entity.

Therefore, corporate vitality is the corporate energy reflected in its resource, competencies and capabilities to enable it compete favourably, survive and gain competitive advantage (Akpotu & Konyefa, 2018). Afema (2014) posits that corporate vitality is the aggregated momentum relating to firm capabilities, competencies and systems that guarantee strategic actions targeted at gaining competitive advantage. Vitality in firms' typifies the healthiness and overall wellbeing that reinforces the multiple efforts at corporate survival. Essentially, the build-up of vitality in firms is necessarily activated and sustained by definite strategic attempts at having a firm with capacity to compete. It is associated with market responsiveness capacity and strengthened ability for resource deployment.

Organization vitality helps organization to know when there is requirement of a change for successful running of the organization, and provides strength to deal with the changing environment. Vitality word, in general, refers to health or growth and defines the healthy existence of an organization (Bishwas, 2015). Kark and Carmeli (2009), posit that the involvement in creative working helps in achieving high vital state. Organization vitality is enhanced by the number of new possibilities within the uncertain environment and helps in organizational survival (Loverde, 2005).

To remain vital in a competitive era, an organization has to change itself with respect to the environment. Aggressive competition change (which tends to directly and strongly challenge its rivals to achieve entry and develop position to outperform industry competitors in the marketplace) is crucial to the survival and success of organization (Allred & Swan, 2004). Firms that successfully achieved the competitive aggressiveness can perceive excellent competitiveness and greater business outcomes. For instance, to remain competitive, Unilever has considered vitality as its new mission which says "add vitality to life." Vitality should be evolved into the business itself and into the people who are

working in the business. Delivering vitality is one of the five pillars of the strategic goals defined in Unilever. Research and development, and acquisitions have been given more importance for achieving the required goal, that is, high vital state (Smith, 2009).

Narheke and Landtay (2011) views vitality of firms as being antecedental to some work place phenomena and occurrences like responsiveness and innovativeness. The underlying assumption in their thought is that organisations have the potential to promptly and timely respond to stakeholders' need areas while at the same time ensuring processes that guarantee overall goal attainment. The potency of corporate vitality to initiate, prosecute and sustain action at goals is so far characterized by resourcefulness, responsiveness and innovative practices.

### **Flexibility**

According to Zhou & Wu (2010) strategic flexibility is the ability of a firm to reallocate and reconfigure its organizational resources, processes, and strategies to deal with environmental changes. Strategic flexibility is firm's ability to adapt to environmental changes through continuous changes. Feifei (2011) strategic flexibility is firm's ability to adapt to environmental changes through continuous changes. Singh, Oberoi & Ahuja (2013) Strategic flexibility as the ability of a firm to react, proact, reposition or adapt to turbulent market conditions, supported by its resources and capabilities, to maintain its competitive advantage. Shah (2013) strategic flexibility is the ability of a firm to identify major shifts in its external environments and change courses by reallocating resources to meet the challenges of these changes – even halt or reverse course if need be.

With growing uncertainty in the business environment, it is essential for organizations to build flexibilities into the systems to cope with the dynamic environment, which point to the capability of an organization to respond effectively to the opportunities and challenges presented by the competitive environment (Sanchez, 1995;

Nandakumar, Jharkharia & Nair, 2014). Agility and versatility are needed by flexible organizations to change and innovate the strength and resilience to ensure stability and sustainability of competitive advantage (Rahrami, 1992).

The business environment has become more competitive and dynamic than ever before and companies are continuously forced to adapt to environmental changes (Grewal and Tansuhaj, 2001; Young-Ybarra & Wiersema, 1999). The ability of a company to rapidly identify major changes in the competitive landscape, reallocate resources to new courses of action and reconfigure existing organizational routines that support these actions, do ultimately determine whether a company can faster create competitive advantage than its rivals (Shimizu & Hitt, 2004; Nadkarni & Narayanan, 2007; Gelhard & Delft, 2015). This important dynamic capability is strategic flexibility (Eisenhardt, Furr & Bingham, 2010; Teece *et al.*, 1997).

Organizations are operating in the era of changing environment that are characterized by globalization, computerization, information technology, and changing purchasing patterns. The sustenance of competitive advantages has become challenging and there little or no long-term stability. Therefore, organizations need to be flexible and act more intelligently with their environment; high firm performance comes from not only having timely and needed information about changing markets but understanding the implications or actions that are necessary as a consequence of this knowledge, and acting appropriately (Javalgi, Whipple, Ghosh, & Young, 2005). Merely possessing valuable resources and capabilities is not adequate to respond to the ever present hypercompetitive environment effectively; dynamic capabilities is needed to develop and renovate these organizational resources and capabilities (Teece *et al.*, 1997). These dynamic capabilities necessary to enhance the flexibility of the organizations at strategic level is the strategic flexibility (Eisenhardt & Martin, 2000).

### **Entrepreneurial Mindset**

In an era which is driven by accelerating change, with flexibility, entrepreneurial actions are essential for survival of any organization. Ireland, Hitt, Camp and Sexton (2001) have found that entrepreneurship and strategic management processes contribute to firm's growth and success. According to Sushil (2003), enhancing flexibility promotes entrepreneurship in the organization. Using the technical infrastructure, knowledge, organizational flexibility, and entrepreneurship the organization can achieve high growth path (Guadamillas, Donate & Sa'nchez de Pablo 2008). Increased entrepreneurial activity helps the organization to remain vital. The role of technical infrastructure in knowledge exchange can be seen in H-Bank where the infrastructure pushed the knowledge interchange in the organization and save money, time, and organizational resources and ultimately leads to better customer service and satisfaction (Chua, 2009).

Entrepreneurial mindset refers to a specific state of which orientates human conduct towards entrepreneurial activities and outcomes. Entrepreneurial mindset, therefore, is the ability to quickly sense, take action and get organized under uncertain conditions. An entrepreneur requires the ability to alter their way of thinking in order to see the endless possibilities in the world. The entrepreneur should have the ability to persevere, accept and learn from failure and get comfortable with a certain level of discomfort. The entrepreneur must apply cognitive strategies as a way of solving problems such as reasoning, analysing, experimenting, etc. The entrepreneur mindset involves employing numerous cognitive strategies to identify opportunities, consider alternative options, and take action. The entrepreneurial mindset requires constant thinking and rethinking, adaptability, and self-regulation - the capacity to control our emotion and impulses (Sage, 2017).

Covin, Green and Slevin (2006) defined entrepreneurial mindset as a behaviour, disposition,

attributes and attitude that are connected with creativity, innovation with a view to capture opportunities in the business environment for organizational success. Antoncic and Hisrich (2003) also defined entrepreneurial mindset as the mental process and inclination toward capturing opportunity by being creative and innovative in time of favorable and turbulent times. But to Asenge, Diaka and Soom (2015) entrepreneurial mindset is defined in a holistic perspective. They assert that entrepreneurial mindset is considered a holistic perception of generating novel ideas, evaluating opportunities and risks, or starting and running a business, whereby an individual internally assesses his or her perceptions based on holistic rather than functional attributes.

Organizations with entrepreneurial mindset are often drawn to opportunities, innovation and new value creation. An entrepreneurial mindset according to Dhliwayo and Vuuren (2007) indicates a way of thinking about business and its opportunities that aim at maximizing the benefits associated with uncertainty. The characteristics include the ability to take calculated risks and accept the realities of change and uncertainty. For Senges (2006) it portrays the innovative and energetic search for opportunity and facilitates actions aimed at exploiting market opportunities within a country or access to foreign markets.

### **Opportunity-Seizing Capability and Corporate Vitality**

Morgan, Okon, Amadi, Emu and Ogar (2021) investigated the dynamic capabilities of family business as a catalyst for survival and growth in Nigeria. A quantitative technique involving a descriptive survey was adopted for the study. A questionnaire measurement instrument was constructed and deployed on a sample of 410 respondents in the selected family businesses. Copies of the questionnaire measurement instrument were conveniently distributed to employees of the selected family businesses to obtain data for the study. Exploratory Factor Analysis (EFA) was used to validate the constructs in

the measurement instrument. Structural Equation Modeling (SEM) was used to estimate the structural relationship between constructs of family business dynamic capabilities for survival and growth. The results showed that the sensing and seizing capabilities of the family business have a significant positive effect on survival and growth ( $\beta = 0.56$ ;  $p=0.00$ ). Based on this result, H1 was supported and accepted, implying that a 1% increase in sensing and seizing capabilities of family business will result in a 0.56% increase in the firm's survival and growth. The study concluded that sensing and seizing capabilities of the family business had a significant positive effect on survival and growth.

Similarly, Rono, Korir and Komen (2021) carried out a study on effect of dynamic capabilities on competitive advantage of manufacturing firms in Nairobi, Kenya. The study adopted explanatory research design and data was collected using survey approach on a target population of 762 manufacturing firms registered under Kenya Association of Manufacturers. A sample size of 321 firms was selected based on Yamane formula of determination in selecting respondents to be served with the questionnaires. Pearson correlation was used to test the linear relationship of variables while multiple regression model was used to analyze data in order to test the hypothesis for the study. Descriptive and inferential statistics were used in data analysis and the study findings revealed that there was a positive and significant effect of sensing capabilities and competitive advantage ( $\beta=.392$ ,  $p=.000$ ); seizing capabilities and competitive advantage ( $\beta=.194$ ,  $p=.000$ ); reconfiguration capabilities and competitive advantage ( $\beta =.174$ ,  $p=.001$ ) with all p-value being less than .05. The study concludes that firms with a stronger commitment to deploying dynamic capabilities (sensing, seizing and reconfiguration) are more successful hence firms need to continuously deploy all firm-relevant capabilities in line with the Dynamic Capabilities View and Resource-Based View because ignoring deployment of a single dynamic capability can negatively affect



the deployment of other dynamic capabilities since they are correlated and interwoven together.

Furthermore, Ezenwakwelu, Akpan and Ogbogu-Asogwa (2021) carried out a study on enabling service innovation through dynamic capabilities: Insight from telecommunication firms in Rivers State. This study adopted both causal design and cross-sectional design. The causal research design was followed since the study was concerned with the examination of the effects and relationship between dynamic capabilities and service innovation. Also, cross-sectional design was adopted since data from the study respondents were collected at a specific point in time. The Partial Least Square - Structural Equation Modeling (PLS-SEM) was used in analysing the inferential statistics. The study revealed that there is a positive and significant relationship between dynamic capabilities and service innovation of the firms. It was deduced that a blend of sensing, seizing and reconfiguration capabilities is paramount for telecommunication firms to achieve a high level of service innovation. The analyses of data showed that sensing, seizing and reconfiguration capabilities significantly and positively correlated with service innovation of the telecommunication firms. Based on this finding, it is deduced that, a blend of sensing, seizing and reconfiguration capabilities is essential for the telecommunication firms to achieve high level of service innovativeness.

Furthermore, it was found that sensing capability has the strongest effect on service innovation of the firms, followed by seizing capability and lastly reconfiguration capability.

From the foregoing discourse, the study hypothesized thus:

- **Ho<sub>1</sub>**: There is no significant relationship between opportunity-seizing capability and flexibility of domestic airlines in Nigeria.
- **Ho<sub>2</sub>**: There is no significant relationship between opportunity-seizing and entrepreneurial mindset of domestic airlines in Nigeria.

### METHODOLOGY

The study adopted an explanatory cross sectional survey research design which was carried out at the organizational level of analysis. The population of this study was the nine (9) operational scheduled domestic airline operators in Nigeria. The managers involved were: Station Managers, Cabin Service Managers, Director of Airline Services, Operation Managers and Regional Managers. The study adopted the entire population as a census. The reliability of the instrument was ascertained using the Cronbach alpha reliability instrument with all items scoring above 0.70. The Spearman Rank Order Correlation Coefficient was utilized to establish the level of relationship as hypothesized with the aid of Statistical Package for Social Sciences version 23.0.

**Table 1: Reliability Cronbach's Alpha ( $\alpha$ ) test**

Construct/dimensions	Pilot Test			Final study		
	Number of scale items	Number of Cases	Cronbach alpha ( $\alpha$ )	Number of scale items	Cronbach alpha ( $\alpha$ )	Number of Cases
Opportunity-Seizing	5	9	0.865	5	0.871	39
Flexibility	4	9	0.890	4	0.853	39
Entrepreneurial Mindset	4	9	0.945	4	0.938	39

Source: SPSS Output

Table 1 shows the results of the Cronbach alpha reliability test carried out using SPSS version 23.0 to assess the mean of the responses for each item. The results reveal that all the coefficients are higher

than 0.70, which is the acceptable value. This indicates that the correlation within the study variables is high, therefore there is a high level of reliability of the research instrument.

## DATA ANALYSIS AND RESULTS

### Bivariate Analysis

The Correlation Rho values were used to provide answers to the research questions. The interpretation of the correlations rho values were guided by the positions of Cooper and Schindler (2014) on decision scale frame. The interpretation of Cooper and Schindler (2014) correlation decision scale frame as used in this study are presented below:

- $\pm 0.00 - 0.19$  = Very Weak Correlation
- $\pm 0.20 - 0.39$  = Weak Correlation
- $\pm 0.40 - 0.59$  = Moderate correlation
- $\pm 0.60 - 0.79$  = Strong Correlation
- $\pm 0.80 - 0.99$  = Very Strong Correlation

- $\pm 1$  = Perfect Correlation

With regards to the test of hypotheses, the level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ( $p > 0.05$ ) or rejecting the null hypothesis in ( $p < 0.05$ ).

### Opportunity-Seizing Capability and Corporate Vitality

Table 2 shows the result of correlation matrix obtained for opportunity-seizing capability and the measures of corporate vitality. Also displayed in the table is the rho-value which was used to answer the research question while the statistical test of significance (p - value) was used to accept or reject the hypotheses and generalize our findings to the study population.

**Table 2: Correlation results for Opportunity-Seizing and Corporate Vitality Measures**

		Seizing	Flexibility	Entrepreneurial	
Spearman's rho	Seizing	Correlation Coefficient	1.000	.674**	.568**
		Sig. (2-tailed)	.	.000	.000
		N	39	39	39
	Flexibility	Correlation Coefficient	.674**	1.000	.984**
		Sig. (2-tailed)	.000	.	.000
		N	39	39	39
	Entrepreneurial	Correlation Coefficient	.568**	.984**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	39	39	39

Source: SPSS Output

### Opportunity-Seizing Capability and Flexibility

#### What is the relationship between opportunity-seizing capability and flexibility of domestic airlines in Nigeria?

The correlation coefficient (rho) for opportunity-seizing capability and agility indicate that there is a strong positive correlation between opportunity-seizing capability and flexibility. The direction and strength of this relationship is depicted by the rho-value of 0.674. Implying that an increase in flexibility was as a result of the adoption of

opportunity-seizing capability in the studied domestic airlines in Nigeria. Therefore, there is a positively strong correlation between opportunity-seizing capability and flexibility of domestic airlines in Nigeria.

#### Ho<sub>1</sub>: There is no significant relationship between opportunity-seizing capability and flexibility of domestic airlines in Nigeria

From the result obtained from table 2 above, the sig- calculated is less than significant level ( $p=0.000 < 0.05$ ). Thus, we reject the null hypothesis and accept the alternate. Consequently, based on

this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between opportunity-seizing capability and flexibility of domestic airlines in Nigeria.

### **Opportunity-Seizing Capability and Entrepreneurial Mindset**

#### **What is the relationship between opportunity-seizing capability and entrepreneurial mindset of domestic airlines in Nigeria?**

The correlation coefficient ( $\rho$ ) for opportunity-seizing capability and entrepreneurial mindset indicate that there is a moderate positive correlation between opportunity-seizing capability and entrepreneurial mindset. The direction and strength of this relationship is depicted by the  $\rho$ -value of 0.568. Implying that an increase in entrepreneurial mindset was as a result of the adoption of opportunity-seizing capability in the studied domestic airlines in Nigeria. Therefore, there is a positively strong correlation between opportunity-seizing capability and entrepreneurial mindset of domestic airlines in Nigeria.

#### **Ho<sub>2</sub>: There is no significant relationship between opportunity-seizing capability and entrepreneurial mindset of domestic airlines in Nigeria**

From the result obtained from table 2 above, the sig- calculated is less than significant level ( $p=0.000<0.05$ ). Thus, we reject the null hypothesis and accept the alternate. Consequently, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between opportunity-seizing capability and entrepreneurial mindeset of domestic airlines in Nigeria.

### **DISCUSSION OF FINDINGS**

The study examined the relationship between seizing capability and flexibility of domestic airlines in Nigeria. The finding revealed that there is a strong positive and significant relationship between seizing capability and flexibility of domestic airlines

in Nigeria. This study's finding concurs with the findings of Okuwa and Onuoha (2019) and found that 70% of responsiveness of manufacturing firms in Rivers State can be explained by seizing capability and that also that 74% of flexibility of manufacturing firms in Rivers State can be explained by seizing capability.

Also, the study examined relationship between seizing capability and entrepreneurial mindset of domestic airlines in Nigeria. The finding revealed that there is a moderate positive and significant relationship between seizing capability and entrepreneurial mindset of domestic airlines in Nigeria. This finding corroborates with the assertion that with the changes in dynamic environment, more firms have employed entrepreneurial orientation with the characteristics of innovativeness, risk-taking and proactiveness (Covin & Slevin, 1991; Lumpkin & Dess, 1996). In this sense, dynamic capabilities can be cultivated, with the gain of competitiveness. Wiklund (1999) found that entrepreneurial orientation has an essential effect on organizational culture, internal operation process, organizational learning and capabilities improvement. Therefore, entrepreneurship strategy is becoming the key choice in response to complex environment as well as managerial transformation (Zahra, Sapienza & Davidsson, 2006). Besides, higher level of entrepreneurial orientation supports the capabilities of discovering opportunities, which will have a positive effect on dynamic capabilities (Jantunen, Puumalainen, Saarenketo & Kyläheiko, 2005). Generally, entrepreneurial oriented firms can create, define, discover and exploit new market opportunity earlier than competitors (Hamel & Prahalad, 1994). Moreover, Subba and Narasimha (2001) revealed a positive effect of entrepreneurial orientation on dynamic capabilities, which indicated that entrepreneurial organization would help form dynamic capabilities.

### **CONCLUSION AND RECOMMENDATIONS**

With an increase in environmental turbulent, firms are facing more and more difficulties in identifying

and exploiting appropriate business strategies. Since, the act of gaining and sustaining competitive operations in highly turbulent business environments has become more demanding and challenging, the need for firms to possess vital opportunity-seizing capability cannot be over-emphasized. Therefore, this study concludes that opportunity-seizing capability significantly relates with corporate vitality of domestic airlines in Nigeria. Implying that domestic airlines in Nigeria should have opportunity-seizing capabilities which are vital because of the ability to identify and seize venture opportunities that can contribute to the firm's vitality, survival and growth.

The study recommends that there is need for domestic airlines managers to frequently acquire knowledge about their competitive and market trends from external sources so as to be able to identify and acquire external knowledge (such as; market, customer trends) very quickly. Organizations should develop formal systems of circulating new information about the market trends in form of documents (such as, reports, newsletters) to update everyone within their respective organizations.

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