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DYNAMIC CAPABILITY AND ORGANIZATIONAL EFFECTIVENESS OF FOOD AND BEVERAGES FIRMS IN RIVERS STATE, NIGERIA

By

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Abstract

This study examined the relationship between dynamic capability and organizational effectiveness of food and beverages firms in Rivers state, Nigeria. The cross-sectional survey was adopted and a population of one hundred and eight (108) managers and supervisors from 12 manufacturing firms were covered. A census study was carried out and out of the total 108 copies of questionnaires issue, only 102 were retrieved and utilized. The data was analysed using the Pearson product moment correlation in order to ascertain the relationship between the dimensions of dynamic capability (organizational learning capability and resource utilization capability) and the measures of organizational effectiveness (adaptability and productivity). The result revealed that there is a significant and positive relationship between dynamic capability and organizational effectiveness. It was thus concluded that enhancing the dynamic capability of organizations will boost the adaptability and productivity of the organization. The study recommended among others that the management of food and beverages firms should renew its competences and enhance its innovation as such will help boost their adaptability.

Key Words: Adaptability, Organizational Learning Capability, Productivity, Resource Utilization Capability.

1.0 Introduction

In this day and age, companies are increasingly beset by a multitude of demands: they must constantly contend with new technology, shifting markets, and a more intense level of competition. As a result, the effectiveness of getting results is higher than ever. Businesses should make a priority of a company's ability to thrive since doing so helps benefit the company, both for the purpose of helping the business survive and in improving its effectiveness in the market. A concept that is common among academics is how to improve business effectiveness, and as a result, numerous theories have arisen because of this imperative. Redhu, Yadau, and Reetu (2020) noted that organizational effectiveness (OE) is the company's ability to achieve goals that will advance success or lead to an increase in profits. The authors believe that due of its positive effects on company success, OE is needed at multiple levels of the firm. Corporate entities are faced with goals and various requirements. The capacity to reach these aspirations and maintain their demands depends on their level of effectiveness. According to the previous assumption, OE represents the long-term capability of organizations to consistently accomplish their operational and strategic goals, as per Fallon and Brinkerhoff (1996). The notion of OE has been defined by several scholars as organizational success and worth during the past few years. Based on the earlier assumption, companies are considered as successful when they can grow their success or improve their value. According to Cameron (1970), who wrote on OE extensively, a firm is able to be successful when it has the ability to utilize its core resources. According to Dagogo and Ogechi (2020), worker collaboration is key to increasing effectiveness in the workplace.

The topic of dynamic capability has recently been essential because of the environment's impoundable nature, which affects enterprises' effectiveness to operate efficiently. Dynamic capability is defined as the capability of organizations to continually integrate, reconfigure, and reinvent their resources and competencies, as was elucidated by Wang and Ahmed (2007). The capacity to adapt to an ever-changing environment. Wang and Li (2013) noted the existence of four capabilities, which include the ability to discover new opportunities, to acquire new resources, to learn new things, and to connect these disparate entities together. Although the area of study is how to improve OE, there is a dearth of research that ties dynamic capability to OE in Rivers State food and beverage industries. This research will try to close the gap which is seen.

Statement of Problem

The food and beverage businesses are experiencing some serious operational issues right now. Liquidation rates are even higher because of the recent covid-19 outbreak, and this has brought down the market for many other kinds of companies, including the food and beverage enterprises. Because of this, it is essential that these businesses run effectively so they can be competitive and endure the unpredictability that may arise. The company's survival capabilities and performance are both hindered by low OE. It has the effect of reducing the likelihood of companies to meet their goals, which, in turn, could adversely affect their financial situation. If a company lacks the ability to succeed in its field, it will inevitably fail if it is known for being inefficient. Food and beverage companies in Nigeria have had a rough time in recent years, and Akhigbe and Onuoha (2019) find that the country's business climate is largely to blame. In addition, low business effectiveness can result in insolvency for the company in the short term. Despite attempts by earlier experts, ineffectiveness has persisted in these firms. The idea of this study is that food and beverage organizations in Rivers State, Nigeria can be better understood through an organizational investigation of how the dynamic capability correlates with their overall effectiveness.

Research Objectives

The objectives of this study are to examine the relationship between;

i. Organizational learning capability and adaptability of food and beverages firms in Rivers State, Nigeria.
ii. Organizational learning capability and productivity of food and beverages firms in Rivers State, Nigeria.
iii. Resource acquisition capability and adaptability of food and beverages firms in Rivers State, Nigeria.
iv. Resource acquisition capability and productivity of food and beverages firms in Rivers State, Nigeria.

Research Questions

The following questions served as a guide in the study;

i. What is the relationship between organizational learning capability and adaptability of food and beverage firms in Rivers State, Nigeria?
ii. Does organizational learning capability relates with productivity of food and beverages firms in Rivers State, Nigeria?
iii. What is the nature of the relationship between resource acquisition capability and adaptability of food and beverages firms in Rivers State, Nigeria?
iv. What is the relationship between resource acquisition capability and adaptability of food and beverages firms in Rivers State, Nigeria?

Research Hypotheses

The hypotheses below in null form are formulated as tentative answer to the research questions

Ho_1: There is no significant relationship between organizational learning capability and adaptability of food and beverages firms in Rivers State, Nigeria.

Ho_2: There is no significant relationship between organizational learning capability and productivity of food and beverages firms in Rivers State, Nigeria.

Ho_3: There is no significant relationship between resource acquisition capability and adaptability of food and beverages firms in Rivers State, Nigeria.

Ho_4: There is no significant relationship between resource acquisition capability and productivity of food and beverages firms in Rivers State, Nigeria.

2.0 Review of Related Literature

This research uses the resource-based theory as its premise. Resource-Based View (RBV) places the emphasis on an organization's resources, which the theory holds as the fundamental determinants of a company's success, and may lead to a sustainable competitive advantage (Mweru & Muya, 2016). Cooperation and resource coordination are needed for any business activity or function to be successful. This is because the resources of an organization are the origin of its capabilities.

The term "resources" encompasses the resources and tools available to the organization that enable it to develop and implement organizational plans that are used to improve its efficiency and effectiveness (Barney, 1991). RBV Theory advocates having confidence in doing resourcing actions because doing so will support and improve organizational effectiveness (Armstrong, 2009). To be effective and maintain an advantage over their competition, a resource's resources must have certain characteristics, and RBV say they have to be "heterogeneous resources" with features like "expensive, scarce, in-imitable, and non-substitutable" (VRIN). Studies such as those done by Barney (1991) and Talaja (2012) recognize a business that has this feature and utilizes its capabilities as one that will be successful in a variety of ways. They believe this sort of company will achieve effectiveness because of organizational, operational, and financial gains.

However, according to the resource-based perspective theory, the successful performance of an organization is seen to be contingent on having the correct mix of resources and capabilities (Kaleka, 2011). RBV theory analyzes the company's internal resources and capabilities to evaluate the firm's success (Roman-Jeronimo et al., 2019).

Research Model

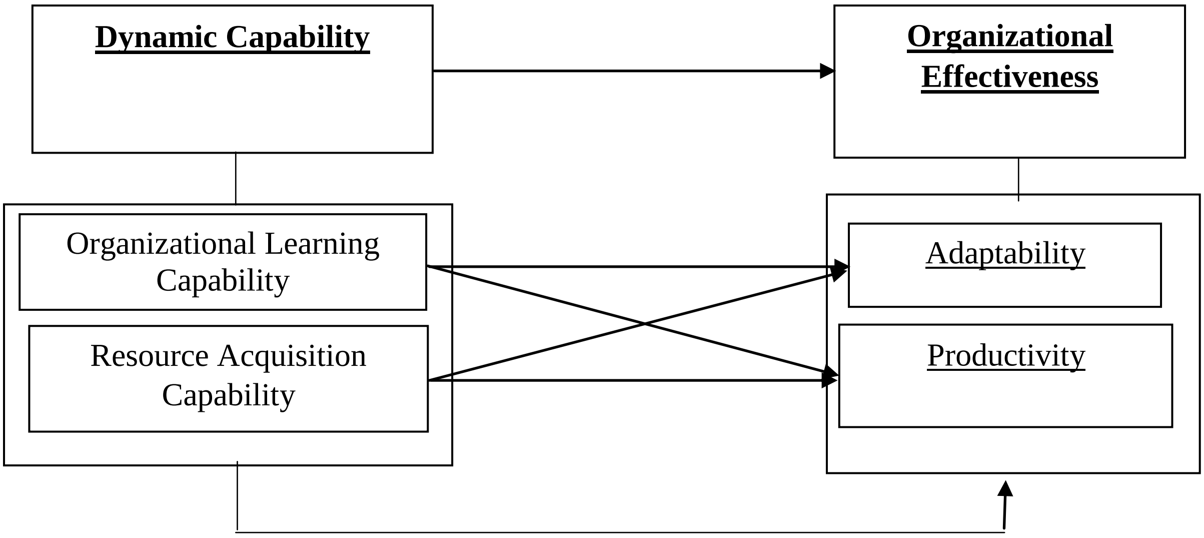

Figure 2.1: A model showing the link between dynamic capability and organizational effectiveness.
Source: Adapted from Wangand Li (2013) and Carton (2004)

Concept of Organizational Effectiveness

The phrase "organizational effectiveness" measures a broad array of elements related to a firm's operational effectiveness. The results demonstrate how one aspect of organizational performance is linked to organizational effectiveness (Lee and Choi, 2003). A company's ability to successfully operate in the long run and achieve its operational and strategic goals is called organizational effectiveness (Fallon and Brinkerhoft, 1996). According to Rahimi and Noruzi (2011), however, it is a challenge to clearly articulate what organizational effectiveness really is. A better option is to pick a theory or practice that's most appropriate for your company, and use it.

The ability of an organization to obtain and utilize resources to fulfill its goals is defined by Federman (2006) as organizational effectiveness. The ability of an organization to get necessary resources in order to accomplish its goals is also termed organizational effectiveness (Henry, 2011). Further, McCann (2004) said that successful achievement of an organization's objectives was dependent on the competency of fundamental strategies.

Kataria et al (2013) defined organizational effectiveness as the ability to mobilize the various internal centers of power (facilities, knowledge, etc.) in order to produce and adapt to the organization's various requirements. In contrast to poor-quality work that does not succeed in the marketplace, quality organizations thrive in the face of adversity and are consistently effective to deliver high-quality products and services. In addition, the results of Vinitwatanakhun's (1998) study indicated that the workplaces that prioritize employee skills and organizational satisfaction typically benefit employees in their effectiveness to gain skills and self-confidence, and thus feel more equipped to face the challenges of the outside world and find a sense of security and support.

As Baker and Branch (2002) concluded, scientific effectiveness is one of the most difficult and time-consuming endeavors in which to operate because the company has to carry out projects with limited resources, conduct themselves with the highest degree of responsibility, and provide effective management in order to be successful. Even if a lot of businesses are trying to be more efficient, the managers of these businesses first think of themselves as scientists and subsequently as managers. To fulfill this effectiveness, they must plan and control the workings of their company (Ashraf & Kadir, 2012).

The organizational effectiveness of an organization is influenced by four different ways of thinking: the system resource approach, the goal approach, the strategic constituency approach, and the internal process approach, according to Balduck and Buelens (2008). The system resource method is all about looking at the data that is entered. The course details the effectiveness of an organization to procure resources externally to improve their ability to function effectively (Schermerhon et al. 2004). Managers are encouraged to see the company as both an integral whole and as an essential component of the overall sector. A good relationship between the products or services produced by a resource and the resources received might be effective if there is a strong correlation between them (Cameron, 1981; Mullins, 2008).

Another method, called the goal approach, is used to assess the output in order to determine the most important operational goals, like making money, creating new products, and increasing quality (Schermerhorn et al., 2004). There are some key concepts underpinning the goal method, but one of these assumptions is that there are only a fixed number of goals, and some crucial resources are required to achieve them (Robbins, 2003). Furthermore, the process approach is devoted to understanding how much material is being used for production, as well as monitoring the creation process (Shermerhorn et al. 2004). This indicates that the business is strong on the inside, has excellent operational effectiveness, and efficient processes (Ashrat & Kadir, 2012).

And finally, the strategy constituency method works on the effect of an organization on its most important stakeholders and how that affects their interests (Schermerhorn et al., 2004). To be successful, this method requires buy-in from everyone who's relevant to the company. The minimal satisfaction of all the key constituents defines organizational effectiveness in this view (Ashrat & Kadir, 2012).

Adaptability

An organization's adaptability is its ability to identify and seize opportunities for change in a dynamic environment (Schulse & Pinkow, 2020). When the complexity of the corporate environment rises, organizations must place themselves in dynamic situations by looking into their complexity, contextual environment, and distributed approach to enhance adaptability.

The ability to move rapidly to new opportunities, avoid complacency, and react to volatile markets is what is referred to as adaptability (Birkin, Shaw and Gibson, 2004).

In the context of organizational studies, adaptation to changes in the environment is a must for any company in a field, according to Uhl-Bien and Arena (2018). As a result of the dynamic competitive climate of most businesses, businesses are forced to continuously innovate to gain an advantage and keep themselves safe (Teece, 2012; Hauschildt et al, 2016). Wiltbank et al (2006) underline that an adaptive organization has a greater chance to succeed, given the empirical backing (i.e. organizations which is flexible and adaptive are able to outmaneuver their competitors by quickly capturing new opportunities). As a result, it will raise the company's overall productivity, which will improve the firm's standing (Schulse & Pinkow, 2020).

But to win, firms must be able to alter strategy and culture; as a result, it is imperative that they adopt adaptability (Barakonyi, 2007). In addition, Hermans et al (2014) claim that a company's adaptive capacity refers to everything that allows a business to retain its capability to work in a sustainable and profitable way as a result of being able to meet shifting requirements and conditions over the course of its technological life cycle. In other words, people use the company's adaptability to examine the firm's financial strength (Geraedts, Olsson & Hansen, 2017).

Productivity

Productivity is defined as a ratio of an organization's success in converting inputs like money, machines, and materials into commodities or services (Green, 2016; Tokarcikova, 2013). To further clarify this, in terms of performance (i.e., higher functional and organizational performance, which includes quality), Dorgan (1994) defines productivity as the generation of outputs relative to inputs. It is economically measurable as the productivity of output to input (Nda and Fard, 2013). The third aspect of productivity is the input/output ratio, which is defined as a measure of efficiency (Pritchard, 1995). (b) Productivity is whatever makes the organization work better, and (c) production is the process of forming and putting together the combination of efficiency and effectiveness.

The productivity of an organization is measured by the amount of work it completes with its resources in an organizational period of time. Capital, land, labor, technology, and entrepreneurship make up these resources. A rise in output with an increase in intake leads to an increase in the relationship between the two (Ilo, 2005).

Bhatti (2007) notes that productivity is a measurement of success that combines the factors of efficiency and effectiveness. It can also be described as the number of company employees' ability to work. Therefore, in light of the correlation between outputs and inputs, productivity might be defined as such (Qureshi, 2007).

Richard et al (2009) state that productivity in an organization includes three broad areas of performance: a company's productivity to produce a profit, which includes financial performance like return on assets, return on investment, and the like; the market share of its products; and overall shareholder return. In addition, Victoria (2019) concluded that an organization's productivity is a third consideration. Thus, productivity capacity show how effectively and efficiently organizational resources are employed to achieve outcomes.

Concept of Dynamic Capabilities

The creation of new competitive advantage for enterprises in order to address changing market needs in a timely manner is the driving purpose behind the dynamic capability idea.

It's also laid out in two (2) ways. To start, dynamic capability is about organizations' ability to maintain their abilities, such as dynamic innovation. The “capabilities” mentioned earlier are the second dynamic capability, which encompasses how the company may utilize its competencies to overcome obstacles as circumstances change, according to Zaidi (2011). The authors claim that the dynamic capability of an organization is the capacity to renew its competencies and other organizational resources so that the company can keep up with the constantly evolving business environment by adapting, integrating, and reconfiguring both internal and external resources. Dynamic capability, according to Helfat et al (2007), refers to a firm's ability to adapt and grow its resource base. In agreement with the definition of Helfat et al (2007), Danneels (2002) emphasized that a dynamic perspective is critical for an organization's resource-based view (RBV) so they can understand how firms evolve through time by regularly changing and revamping themselves (Ambrosini, Bowman & Collier, 2009).

A positive association has been demonstrated in the empirical studies that Hung et al (2010) cited, which highlights a correlation between dynamic capabilities and organizational success. Research by Danneels (2002) on five different tech organizations discovered that innovation skills can boost company capacities, effectiveness, and performance. This study found that differing dynamic capabilities in a firm may have a major impact on its success. The findings from this study showed that slight differences in the dynamic capabilities of an organization can greatly affect its performance.

More importantly, it is imperative to recognize that capabilities that change are not the same as capabilities that are dynamic like supply chain and marketing (Gnizy et al., 2014). The need to remain relevant and competitive is especially important in this shifting business climate, which is why dynamic capabilities serve as a way to find necessary resources and capabilities (Wilden et al, 2013). Also, tacit organisational factors, such as routines, processes, managerial thinking, and knowledge, are strongly connected with dynamic skills, as stated by Easterby-Smith, Lyles, and Peteraf (2009), and Samsudin and Ismail (2019).

In addition, according to Barreto (2010), there is a long-term concern about strategic management, and this is mostly due to dynamic capacities. When they consider market adaptation to be important, firms' success is no longer tied exclusively to their competencies and resources; rather, they need to be able to successfully adjust themselves to the market (Rua, Franca & Ferdinadez, 2018). Dynamic capacities are essential to the resource-based view (RBV), but it's another factor used to describe competitive advantage in the ever-changing business environment (Barreto, 2010; Samsudin & Ismail, 2019). Also, in a fast-paced and dynamic market, an organization's resources must be dynamic, and managers must understand how to change their strategies as needed to meet changing demands (Monteiro, Soares & Rua, 2017).

A business's ability to develop is a dynamic advantage, but how can a firm use its ability to adapt to environmental shifts and strategic goals? Zahra et al. (2006) discuss how businesses may use their adaptability to achieve both. Being able to adapt to the environment makes organizations' responses more effective, efficient, and rapid, increasing performance (Wilden, et al., 2013). This suggests that a dynamic strategy offers additional alternatives for management to better take advantage of possibilities to improve profits by boosting business intelligence and to adjust operations in response to market pressures (Teece, 2007).

Organizational Learning Capability

Organizational learning capability represents a company's ability to gain, invent, transfer, and integrate information to shape organizational behavior and cognition in order to improve the company's success (Gomes & Wojahn, 2016). The ability of organizations to absorb and transform new information and apply it to the development of new products/services with competitive advantage and high production speed was defined by Hsu and Fang (2009) as organizational learning capability. For Chiva et al (2007), learning capacity, defined as the capability of organizations to develop internally, is seen as both a management role that promotes learning, and an administrative function inside the learning process. Because of this, they saw it as the absence of any organizational learning process hurdles (i.e., absence of constraints), like Camps, Alegre, and Torres (2011). A company's organizational learning capabilities serve as a helper of organizational learning.

Gomes and Wojahn (2016) point out that, when organizations construct methods and practices that promote learning, they also cultivate a work environment where employees learn more quickly. Learning capability is all about facilitating the learning process and raising performance; its essentials include learning techniques like these (Mbengue & Sane, 2013).

Furthermore, organizational learning capability has major positive effects on the company's performance (Pham, 2016). The new product must adapt to quickly changing environmental settings, and this requirement necessitates the need for a strong organizational learning capability according to Wheelright and Clark (1992). Onag et al. (2014) claim that organizational learning capability is the key to success for an organization and contributes to its ability to compete. Furthermore, they claimed that focusing the company on learning increases organizational efficiency and effectiveness.

As explained by Shoid, Kassim, and Salleh (2011), organizational learning capability includes an organization's ability to implement accurate management practices, structures, and processes that improve, support, and promote learning. Increased learning capability will therefore be obtained by growing this activity (Goh, 2003). Organizations that apply organizational learning capabilities view the external environment as a capability to gather and share knowledge on external changes to improve management processes, products, and methods (Akgun et al, 2013).

Resource Acquisition Capability

The ability to get valuable, physical, and intangible resources is referred to as resource acquisition capability (Baoshan, et al., 2009). Based on resource-based view (RBV), resources are utilized to explain organizational performance and effectiveness (Brush, Greene & Hart, 2001). This supports our conclusion that internal resources are essential, and how to better them is necessary for increasing productivity. The capability of resource availability on the overall success of a company has been discussed in many papers (Baoshan et al, 2009). According to them, the life and success of a resource is heavily impacted by the two aspects involved in obtaining resources. Resource availability and organizational goals to succeed and prosper, a company must first acquire the essential resources.

Additionally, Premaratue (2002) found that environmental uncertainty had an inverse effectiveness with the capability of an organization to get resources and so strengthen their influence. There are important distinctions in effectiveness value that can impact how new ventures operate in a company. Human and capital resources thus influence each other to create a positive impact on the company's profits.

It was also found that when member relationships improved, information was shared more quickly. So that the group can obtain the resources they need to better their capability and effectiveness. Social contact allows organizations to find and develop excellent resources, resulting in an improvement in their acquisition capability. So, in the event that a business team gets closer, it can work together to help their teammates work more effectively by making them more likely to have the necessary resources. This organization not only acquires unique resources, but they can also use the resources for others to find additional materials, enhancing their overall resource gathering capabilities (Baoshan, Hisrich & Dong, 2009).

Empirical Review

In previous years, scholars have explored numerous techniques that improve OE. In the recent study, Zhou, Zhou, Feng, and Jiang (2017) investigated how to improve company performance through dynamic capability and innovation, a third factor that moderates their relationship. The research project involved a survey with 231 participants. The data was gathered from Chinese enterprises using the copies of the questionnaire. Partial least squares was used to perform analysis. The outcome showed that detecting capability and reconfiguration had a notable relationship with the productivity of organizations. There was, however, no correlation between integration and company performance. It was determined that company performance is supported by the dynamic capability of corporations.

In their study, Takahashi and Semprebon (2016) examined how marketing capabilities, as well as dynamic capability, affected the performance of a company. The workers were selected as the population, with 316 of them being covered in the survey. A design was used to conduct the survey. The model was used in the analysis of the data to conduct structural equation modelling. The study found that firms who excel in the capability have dynamic sales teams, and this is influenced by their marketing. To improve a company's standing, it is said that enterprises should cultivate dynamic capability.

The 2019 study led by Kareem and Alameer (2019) examined dynamic capability, which they then utilized to consider its influence on OE. The study used a survey approach. Workers numbered 342 were recruited for the study, and they were given online surveys. But just 215 out of the surveys were recovered and used. The data was analysed by using structural equation modelling. The findings were that learning capability and organization reconfiguration can both improve the company's effectiveness. Despite sensing capability, OE didn't alter the outcomes. The research concluded that a jump in learning and capability to transform oneself would lead to a more superior effectiveness.

The research by Peng, Zhang, Yen, and Yang (2019) examines how well organizations function based on their dynamic capacities. The research employed a survey design, which targeted one thousand (1000) respondents. A total of 234 copies of the questionnaires were used for data collection, and almost all of them were favourably received. Analysis utilized hierarchical regression and multiple regression. Discoveries showed that the different aspects of dynamic capability link to company performance.

The work of Chium and Chen (2016) examined the correlation between knowledge management capability and OE found in Taiwanese public utilities. We used a survey to complete a structural equation modelling analysis of data collected from 302 questionnaires. The conclusions show that the capability to manage knowledge has a significant and favourable correlation with company effectiveness.

3.0 Methodology

The survey design was adopted and the population of the study are the one hundred and eight (108) managers and supervisors from 12 food and beverages firms. A census study was carried out because the population was not too large to cover. Copies of well-structured questionnaires were issued to the 108 respondents. The independent variable (dynamic capability) was operationalized in organizational learning capability and resource acquisition capability as given in Wang and Li (2013). Each of the dimensions was measured with a set of 5 items. On the other hand, the dependent variable was measured using adaptability and productivity as given in Carton (2004). 5 items were used in measuring each of the construct. The responses to these items were measured on a 4-point likert, scales ranging from 1 – 4. Where 1 = Strongly disagree, 2 = Disagree 3 = Agree and 4 = Strongly agree. The data was analysed using Pearson product moment correlation.

4.0 Results

From the one hundred and eight (108) copies of the research instrument distributed, only 102 copies which represented 94.4% of distributed questionnaires were retrieved and utilized for the study. The hypotheses test was undertaken at a 95% confidence interval. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Test of Hypotheses

Table 1: Organizational Learning Capability and Adaptability

Correlations

		Organizational Learning Capability	Adaptability
Organizational Learning Capability	Pearson Correlation	1	.618
	Sig. (2-tailed)		.000
	N	102	102
Adaptability	Pearson Correlation	.618	1
	Sig. (2-tailed)	.000	
	N	102	102

From table 1, the outcome revealed that organizational learning capability relates with adaptability given the p-value of 0.000 ($P=0.000 < 0.05$) with correlation of 0.618. Thus, the null hypothesis was rejected and the alternate hypothesis was accepted.

Table 2: Organizational Learning Capability and Productivity

Correlations

		Organizational Learning Capability	Productivity
Organizational Learning Capability	Pearson Correlation	1	.216
	Sig. (2-tailed)		.000
	N	102	102
Productivity	Pearson Correlation	.216	1
	Sig. (2-tailed)	.000	
	N	102	102

The analysis in table 2 showed that the P-value of 0.000 was less than level of significance of 0.05 ($P=0.000<0.05$). This suggests a significant positive relationship between organizational learning capability and productivity with correlation of 0.216.Thus, the null hypothesis was rejected and the alternate hypothesis was accepted.

Table 3: Resource Acquisition Capability and Adaptability

Correlations

		Resource Acquisition Capability	Adaptability
Resource Acquisition Capability	Pearson Correlation	1	.763
	Sig. (2-tailed)		.000
	N	102	102
Adaptability	Pearson Correlation	.763	1
	Sig. (2-tailed)	.000	
	N	102	102

In table 3, the P-value of 0.000 which was less than 0.05 level of significance, revealed a significant positive relationship amongst resource acquisition capability and adaptability. A strong correlation of 0.763 was observed. Hence, the null hypothesis was rejected and the alternate hypothesis was accepted.

Table 4: Resource Acquisition Capability and Productivity

Correlations

		Resource Acquisition Capability	Productivity
Resource Acquisition Capability	Pearson Correlation	1	.618
	Sig. (2-tailed)		.001
	N	102	102
Productivity	Pearson Correlation	.618	1
	Sig. (2-tailed)	.001	
	N	102	102

The outcome in table 4 showing the link between resource acquisition capability and productivity showed a P-value of 0.001 and correlation of 0.618, showed a substantial nexus amongst the variable. The null hypothesis was rejected and the alternate hypothesis was accepted.

5.0 Discussion of Findings

A company's effectiveness is greatly influenced by its dynamic capability. The p-value of 0.000 ($P=0.000 < 0.05$) and correlation of 0.618 demonstrates a significant connection between organizational learning capability and adaptability. This idea says that improving organizational learning capability will assist the organizations improve their adaptability. The variable correlation of 0.618 demonstrated that there is a strong association. A unit change in organizational learning capability explains 38% of overall variation in adaptability of food and beverage firms. Additionally, the finding that organizational learning capability is linked to overall productivity as shown in Table 2 (with a P-value of 0.000, well below the significance level of 0.05) reveals a strong positive relationship between the variables. A significant positive link can be shown in the data, one that is both moderate and strong. This signifies that if the organizational learning capability is improved, it will assist boost productivity a little. The coefficient of determination was just 0.046. When a company has different levels of capability for organizational learning, this has a predictable effect on the firm's productivity. It concurs with the conclusions of Zhou, Zhou, Feng, and Jiang (2017), who found that dynamic capability is connected to businesses' performance, and has a direct capability with their sensory and reconfiguration capabilities.

The positive and strong association between resource acquisition capability and adaptability (shown in table 3) shows that raising a firm's ability to obtain resources will aid its adaptability. Organizations with resources that enable them to adjust to changes are better equipped to handle the unpredictability of the resource. In the worst case, a lack of capability to improve the firm's resource to find and use resources will hamper the company's adaptability. The significant relationship is evidenced by a correlation of 0.763. The coefficient of determination (r2) was 0.582 for the second time. This means that an increase in resource acquisition capability by a single unit accounts for 58.2% of overall variation in adaptability. Similarly, with a P-value of 0.001, resource acquisition capability of enterprises has a positive relationship with productivity. It shows that a rise in resource capability will help improve productivity. The resource acquisition capability to productivity correlation is extremely strong when r=0.618. The coefficient of determination was 0.382. This means that up to 38.2% of productivity capability can be explained by changes in resource acquisition capabilities. This aligns with Kareem and Alameer (2019), who have found that an organization's effectiveness can be improved through dynamic capability. Moreover, it concurs with the effectiveness made by Chium and Chen (2016), who asserted that organizations are able to maximize their output through greater managerial understanding of capability.

6.0 Conclusion and Recommendation

The ability of a company to be successful in any field will depend on how effectively they are able to meet their needs in their internal environment. Firms that are able to grow, adapt, and stay competitive must be better able to teach themselves and retain the ability to grow and adapt. Unless they enhance their ability to learn, companies will be at risk of become less efficient, which would eventually put their longevity in jeopardy. The company can readily handle unforeseen turbulence when it possesses dynamic capability, and it becomes more effective as a result. To function well in all situations, an organization should have dynamic capabilities like the ones seen in businesses. Companies' capability to acquire resources is critical for an organization's ability to effectively conduct business. Overall, boosting organizational dynamic capabilities will improve the overall flexibility and productivity of the company. The following suggestions are put forth:

i. To increase their adaptability, the management of food and beverage enterprises should renew their capabilities and promote their creativity.
ii. Organizations should plan and implement adjustments in their skillset to adapt to changes in the environment.
iii. The management should devise ways to acclimate and put fresh information to use by applying it to new projects that will increase productivity.
iv. Food and beverage enterprises need to stock up on accessible materials to build critical qualities that are hard to imitate, making them more effective.

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