

Facility Location and Organisational Competitiveness in GB Foods Nigeria Limited

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Abstract- *The study examined the effects of facility location on organizational competitiveness in GBfoods Nigeria limited (the producer of Gino brands). The objectives of the study were to examine the effect of facility location on product availability and customers' satisfaction in GBfoods limited. The study employed survey research design; questionnaire was used to gather information as a source of primary data. The population of the study is customers of GBFoods Nigeria Limited in Ojuwoye market and Mushin Market. The study used two sample groups of wholesalers and final consumers of the population. A total sample of 445 was selected altogether. Snowball sampling method was used to reach the final consumers of the Company via the company middlemen. 445 questionnaires were administered of which 417 questionnaires were duly filled and returned. Regression analysis with $p = 0.000 < 0.05$ for both hypotheses of the study showed that facility location has significant effect on organizational competitiveness. It is hereby recommended that Organization should make sure that its facility location is closer to the market so as to facilitate prompt service and attention to customers*

Indexed Terms- *Customer Satisfaction, Organizational Competitiveness, Facility Location, Product Availability.*

I. INTRODUCTION

Competition signifies rivalry for superiority (Anna, Joanna, & Katarzyna, 2021). Competitiveness has always been a significant stipulation for the achievement of companies' objectives (Kuzmiński, Jalowiec, Maśloch, Wojtaszek, and Miciuła, 2020; Kuzhda and Vork, 2016). Porter (1990) explained that competitiveness is the ability of a particular firm to successful fighting in a given business environment. Lall (2001) explains organizational competitiveness as

the capability of an establishment to perform above benchmark companies in terms of profitability, sales, or market share. Similarly, Buckley, Pass, and Prescott (1988) consider competitiveness to be identical to a firm's long-run profit performance, its ability to give back to employees and generate greater proceeds for shareholders.

According to Dapper, George, and Nwiko, (2021), facility location is a cogent factor that outlines and determines the victory or collapse of entrepreneurial development and business activities in every economy and as well establishes the efficacy of the entrepreneurial and business activities. An optimal location is one where the cost of the product is at lowest amount, with an exorbitant market share, minimum risk, the maximum social gain (Sargent, 2021). Evaluating business location cannot be overstressed; business location provides mixed favours to firms and resource availability to enhance growth and competitive advantage depending on the size and type of business (Dapper, et al.,2021).

The accurate facility location facilitates firm to supply customers efficiently within smallest possible time and delivery cost (Ajitabh, and Momaya, 2021). The decision of facility location considers broad factors such as economic advantages, ease of activities serviceability, reduction of lead-time and functional joint with the point of demand and point of supply while maximizing the current constraints (Owen; Daskin, 1998) The appointment of an adequate facility location provides a competitive edge to the business organizations, and quite understandably requires a long-term dedication. Hence, location choice is a difficult uncompounded tactical resolution that involves the satisfaction of various criteria (Athawale; Chakraborty, 2010).

Facility location strategies play a notable role in determining the right location alternatives for various

kinds of facilities. (Seyyed, Robert, & Maryam, 2012). The decision of facility location is a way to determine proper geographic location for a firm's activities (Krajewski, 2007); and similarly facility location is the decisions of establishing proper location for a company in the supply chain (Arabani & Farahani, 2012). The choice of facility location is extremely imperative to accomplish proficient supply chain practices to develop to the new markets, for cost minimization and for re-collection of end of life products or substandard goods from customers for recycling or appropriate discarding (Thanh, 2009).

1.1 Statement of the problem

The decision of facility location is to agree on the right geographic location for a company's operation (Krajewski, 2007); and likewise facility location is the decisions of setting up of proper location for a company in the supply chain (Arabani & Farahani, 2012). The accurate facility location allows firm to serve customers efficiently within least possible time and delivery cost (Harris et al., 2014). In addition, some of the past studies (Njelita, & Anyasor 2020; Diriba & Tika 2021; Seyyed, Robert, & Maryam, 2012; Arabani & Farahani, 2012; Krajewski, 2007; Harris et al., 2014; Dapper, et al 2021; David 2009) have clearly shown that facility location is positively related to customers' satisfaction and product availability. Nevertheless, many companies located their production facility (factory) closed to market, yet their products are not well pronounced in the market shelves and their brands are at-times do become scarce (unavailable) in the local market for customers possession. As a result, this study wants to examine the effect that facility location has on organisational competitiveness vis a vis product availability and customers' satisfaction.

More so, the study is as well necessary in order to confirm or counter the results from past authors in industrial sector as majority of past studies [Njelita, & Anyasor, (2020); karon (2021); Anjali (2022); Opeyemi, Grace, and Abiola, (2020); and Diriba & Tika (2021); David 2009; and Justine (2019)] in this area of study were conducted at service sector.

1.2 Objectives of the study

The primary objective of the study is to examine the effect of facility location on organizational

competitiveness in GB foods Nigeria Limited. The specific objectives are to:

- Examine the effect of facility location on the availability of GBfoods Nigeria limited products in the market.
- Investigate the effect of facility location on customers' satisfaction of GBfoods Nigeria limited.

1.3 Research Questions

- What is the effect of facility location on availability of GBfoods Nigeria limited products in the market.
- How does facility location affect customers' satisfaction of GBfoods Nigeria limited products?

1.4 Research Hypotheses

- Ho1: There is no effect of facility location (facility Proximity) on product availability in the market
 Ho2: Facility location (facility Proximity) has no effect on customers' satisfaction.

II. LITERATURE REVIEW

2.1 Facility Location

Facility Location selection is a vital planning task with major pressure on a company's future orientation and competitiveness. It is somewhat hard, since multiple location factors are usually of decision-relevance, incomparable, and sometimes conflicting (David, Matthias, & Thomas 2021). Facility location is among the serious strategic decisions for any organization. It not only brings the organization's identity but also joins the point of production and point of utilization (Sanjib, & Dragan, 2020). Business location is a growth system; it is a major determining factor for customer patronage and sales volume. Dapper, et al (2021) observed that the most significant factor of entrepreneurship and small business development is the strategic location of the business which could include the nearness to raw material, accessibility to business premises, good road network, busyness of the area of the business etc. The decision of facility location is determination of the right geographic location for a company's functions (Diriba & Tika 2021) and equally facility location is the conclusion on establishing proper location for a company in the supply chain (Diriba & Tika 2021).

Ilian & Yasuo (2005) described location as the selection approach of entering business. Dapper, et al (2021) in their studies viewed location in terms of type which could be local or international location. Location decision is a well-established research area within Operations Management and is one of the major decision areas of operations management (Render and Heizer, 2016). The location decision of a facility is part of a corporate planning process. Generally, an organisation commences the site choice process by forecasting future capacity prerequisites. If capacity dearth is in the forecasts, the managers may opt to subcontract, make bigger existing sites, or reposition to a new site. If the business owners or managers decide to relocate, the location choice is created to achieve the project. (Alice, Eveth, & Charles, 2018).

Each location preference makes available various probable chances and occasionally intimidation which often emerge as a benefit or a hindrance. It is therefore very important that business owners or managers give concentration and judge critically, those reason that will decide the value of their location decisions.

2.1.2 Factors Affecting Location Decision

When it comes to location decision, the analysis to inform any location decision should contain definite prospective factors (MacCarthy, 2003). There are a range of factors affecting the business owners' decision making processes. However, entrepreneurs can control their location decisions but are not able to control single or combined location factors (Verdonk, 2010). It is suggested that the important success factors affecting locations decisions should be grouped based on the country, region, site decisions and type of the company. These consist of: rental rates, labour, the electricity tariffs, proximity to customers, competitors, or suppliers, and attractiveness of the location (in terms of considerations such as safety and culture (Render & Heizer, 2014) and Safety and health regulations (Fassoulis & Nikolas, 2015).

2.2 Competitiveness

Competitiveness is an organization long-run revenue generation tendency and its capability to compensate its employees and provide higher income to its owners. More so, Chao-Hung, & Li-Chang [2010] opines that an organization's competitiveness is its economic

might against its competitor in the universal marketplace where products, services, people and innovations move freely in spite of the geographical boundaries. A competitive advantage is a sign of actions of an enterprise which are carried out better than its competitors and distinguishes a venture in the eyes of consumers. Wang, (2014); Grant, (2010); and Isoraite, (2018) highlight the ability for generating greater profitable values than generated by competitors in the market (Barney & Clark, 2007; Hosseini et al., 2018; Yuleva-Chuchulayna, 2019) and the capacity to grab market prospect and deactivate intimidation from rivalry (Sigalas et al., 2013). Internally, the benefit is understood as the capability to employ the competitive potential in a way that allows for effective creation of a market offer and effective mechanism of competing that create additional worth that a company is able to generate for its customers (Anna W., Joanna D., and Katarzyna, 2021). Rivalry in the markets is becoming harder as the working environment is persistently changing in complexity. Various firms seem to understand their customers are looking for better products and value from competing brands to acquire satisfaction, and more value for their money (Njelita, & Anyasor, 2020).

The chief debatet presented by the writers [(Ajitabh, and Momaya (2004); Chao-Hung, and Li-Chang (2010); Porter (1990); and Buckley, Pass, & Prescott,(1988) is that no solo determinant of competitiveness can completely capture all related sub-variables of competitiveness, therefore the measures of performance, potential and process should be examined together and in relation to a company's competitors. They suggest a set of diverse measures, such as: lucrative market share (the performance dimension), technological development, long-run price and cost effectiveness (the potential dimension), and closeness to customer, investment strategy, commercialization of technology and management attitude to internalization (the process dimension). Thus, the study captures organisational competitiveness as product availability (Justine 2019) and customers satisfaction (Sheryl, 2021).

2.2.1 Components of organizational Competitiveness

2.2.1.1 Product Availability

Steady product availability is the core of a constructive shopping experience and the main support to ensure revenue stream and loyal customers (Justine 2019). Inability to make available the right product at the right time and price, can make firms lose business to its direct rivals. That's because as products become unavailable, organization should expect a drop in the overall shopping experience (Anjali 2022).

What is more, as organization drop more business, its reputes suffers. If business cannot create sufficient products to meet the needs of consumer, how can such business expect customers to come again; then; it leads to a bad resultant effect on business competitiveness (Karon 2021)

A store's optimal level of product availability thus depends on customers' propensities, when facing an out-of-stock item, to reduce current expenditures and to switch stores on future shopping trips. An increase in retail competition can affect these risks (David, 2009).

Regular product availability is the spirit that makes organization with retail line business successful competitively since it provides the structure for organization commodities and attracts target market by creating the product they need to satisfy their needs. However, stock-out rates differ noticeably across stores and markets, and high in-stock levels are reported to provide retailers with a significant competitive advantage (Andersen 1996).

Results of low product availability are: stock out and empty shelves, customers anger and frustration, loosing of on sales, detrimental effect between middlemen (wholesalers and retailers) and manufacturer (supplier)

2.2.1.2 Customer Satisfaction

Customer Satisfaction as 'a dimension that decides how glad customers are with a company's products, services, and capabilities.' Equipped with information from surveys and ratings, business can make well-informed decisions concerning how to advance their products and services.

Customer satisfaction is necessary to the prospect of business. Not only do pleased customers come back

and become loyal, repeat buyers, but they also divulge their experiences to friends and family (Sheryl, 2021). Customer retention rate is the proportion of customers kept. It is the opposite of churn rate, which is the fraction of customers lost (deyan, 2022). Accomplishment is mostly in relation to the retention of customers, which again depends on the Customer Satisfaction level. Nick, & Paul.(2022) conducting a customer satisfaction survey is a good way to assess where you belong in terms of customer loyalty. Some companies get response about Customer Satisfaction through the proportion of complaints and some through non-systematic surveys, but some do not determine Customer Satisfaction at all, because "the system would not contribute anything constructive and is very time-consuming" (Chotipanich, 2004). Besides, customer satisfaction assessments allow the determination of the vital factors that affect fulfillment or displeasure with services. Once they are defined, one can make suitable efforts to get rid of the unhelpful factors. In other words, an organization can then handle its resources more proficiently.

Customer Satisfaction has become one of the commonest prescriptions to managers and organizations and comes from a wide variety of sources. These prescriptions centre on the notion that since customer satisfaction is a critical subject-matter in market performance, then it follows that it should be assessed and used by management in decision making (Piercy, 1996). Variables affecting customer satisfaction are: Accessibility, Empathy, Language, Response Time, Convenience, Choices, Quality, Reasonable Prices, Appreciation, Loyalty Programs, and Community

2.3 Theoretical Review

This sub-unit is to trace the genesis of the construct as put forward by early scholars.

2.3.1 The Sargent Florence's Theory.

Sargant (2021) puts forward that a better location is one where the cost of the product is kept to a minimum, with a large market share, least risk, the maximum social gain. Every entrepreneur is faced with the challenge of deciding the best location for siting of his plant or factory. The choice of plant or facility location is germane for the success of an organization. The author of this theory identified that

the relation of an industry to area is not as important as the relation of the distribution of the occupied population as a whole. It means he does not accept relation between industry and geographical area.

The variables affecting facility location are: nature of product and industry, nearness to raw materials, proximity to market, workforce requirement, availability of power and fuel, availability of water, land, transport and communication facilities, climate, total costs, availability of infrastructural, suppliers industries location, free trade zone, political risks, government policies, environmental regulation, host community, competitive advantage, goodwill of place, personal factors, historical religious factors, etc.

2.3.2 Austrian School Theory

Ludwig von Mises stated that Market competition is an automatic dynamic process and not a specific market structure. The tendency towards market equilibrium is the result of entrepreneurial activity. An enterprise wins or loses in competition depending on the strength of its capabilities and the degree its offers match the market needs

2.3.3 Theoretical Framework

Consequently, the underpinning theories of this work are The Sargent Florence's Theory and Austrian school theory. The Sargent Florence's Theory of facility location claims that a better location is one where the cost of the product is kept to a minimum, with a large market share, least risk, the maximum social gain. Individual entrepreneur is faced with the challenge of deciding the best location for siting of his plant or factory. The selection of plant or facility location is germane for the success of an organization. The theory also suggests one of the variables (dependent variable) of this work (competitive advantage) as part of the determinants of facility location.

More so, Austrian school theory states that enterprise wins or loses in competition depending on the strength of its capabilities and the degree its offers match the market needs. This submission underpins customers' satisfaction which happens to be one of the proxies of this study.

2.4 Empirical Review

Opeyemi, Grace, and Abiola, (2020) investigated the variables affecting customers' repeat patronage in Southwest Nigerian fast-food restaurants. The outcomes revealed that location is one of the factors enhancing customers' repeat patronage.

In Alice, Eveth, & Charles, (2018), the results of the study show that positive relationships existed between facility location and business performance

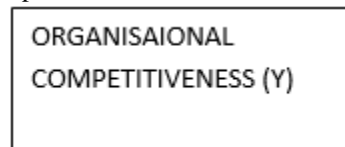
Dapper, et al (2021) result indicated that there is a significant relationship between accessibility, site image, packing space and the empirical referents of business growth and thereby recommended that new business owner should site their businesses in area that could be easily accessed by customers with traceable site images, with adequate parking facilities laced with comfort and security.

Seyyed, Robert, & Maryam, (2012); Arabani & Farahani, (2012); Krajewski, (2007); and Harris et al. (2014) showed that facility location is positively related to customer satisfaction and expansion of market share.

In Diriba & Tika (2021), the result indicates that facility location has direct and significant effects on organizational performance. Further, the result also shows the existence of indirect effects of location factors on firms performance when transportation factors acts as intermediary variable between facility location and organizational performance.

In David (2009), the result indicates that product availability is a significant measure of quality and that the risk of buyers switching stores appears to provide strong incentives for investments in product availability.

2.5 Conceptual Framework



III. METHODOLOGY

The study employed survey research design because it is used to examining the features, behaviours or opinions of a group of people through the use of a structured questionnaire in gathering data for the analysis. This research design is adequate being that it allows researchers to explain and translate the responses from respondents to determining the nexus between the dependent variable, and the independent variable. More so, the adoption of this design helped to focus on the discovery of web of factors, with particular reference to the link between dependent and independent variables. The adoption of this design is consistent with the studies of (Dapper, et al 2021; Diriba & Tika, 2021; Njelita & Anyasor, 2020; Elif, 2016; and Marcela & Tomas 2012).

The populations of this study are the customers (Wholesalers of GBfoods Nigeria limited and consumers of the selected markets in major consumer markets in Lagos metropolis). The reason why the consumer markets were chosen as the source of information of the study is because the products from GBFoods Nig. Limited are consumable goods. The target markets are Mushin market and Ojuwoye Market (also in Mushin axis) of Lagos metropolis. The brain behind the choice of Mushin market and Ojuwoye market was that both markets are few of the consumers' markets closer to the factory of GBfoods and aside the proximity, Mushin is densely populated and highly residential among other consumers' market.

The researcher employed snowball sampling technique. Therefore, researcher visited the company marketing department to request for the list of their major wholesalers in Mushin axis. Meanwhile, the organization is using in-house distribution system whereby the organization uses distribution vans to supply various products to various markets. The researcher subsequently demanded to have the list of wholesalers under each distributors. A list consisting of sixty (60) wholesalers was given for both markets. Thirty-nine (39) and twenty-one (21) wholesalers from Ojuwoye and Mushin Markets respectively. The study used two sample groups from the population. The first sample group is wholesalers' group. The second group is final consumers' group. 385 samples

were selected using Cochran sample selection model from final consumers. The researcher merged wholesalers with final consumers making a total sample of 445 altogether. Meanwhile snowball sampling technique was employed to reach the final consumers of the Company via the company middlemen. 445 questionnaires were administered out of which 417 questionnaires were duly filled and returned.

$$n = \frac{[Z^2 pq]}{e^2}$$

Where n = is the value of the level of confidence in Z table

p = probability of success

q = probability of failure

e^2 = level of significance

Z = 95% confidence level

$P = 0.5, q = 1-p$

Level of Significance = 5%

Therefore:

$$n = \frac{[(1.96)^2 (0.5) (1-0.5)]}{(0.05)^2} = 385$$

3.1 Research Instrument and Administration

A questionnaire was adapted from extant literatures [(Diriba & Tika 2021); Opeyemi, Grace, & Abiola (2020); and Anderson, & Sullivan, (1993)], these were used to collect data relating to dependent (companies competitiveness proxied by customers satisfaction and product availability) and independent variable (.facility location held constant) of the study. The questionnaire design was in three parts: part A was for demographic data while parts B and C were used to obtain information required for the analysis of the independent, dependent and variables respectively.

Two hundred and ninety-six (296) instruments were administered in Ojuwoye market and one hundred and forty-nine (149) in Mushin market.. Each variable question on the independent and dependent variables was designed in the form of a modified 5-point Likert-type scale format of Very likely (Vl) = 5, likely (H) =4, averagely likely (MH) = 3, somewhat likely (ML) = 2, no likely = 1. . The scaling is in ordinal form where 5points implies highest score and 1point implies lowest score. However, research questions related to customer satisfaction are a bit modified but with similar scaling such as very high = 5, high = 4, averagely high = 3, low = 2, low = 1.

3.2 Pilot Study

The pilot study was undertaken to observe the understanding of the research instruments. The aim of the pilot study was to modify the instrument so that respondents would have no problems in answering the questions and there were no difficulties in recording the data. The pilot was deemed needed in order to determine the zeal of the respondents to answer the questions, for the researcher to have a prior knowledge of the reactions of the respondents, and to determine the reliability of the instruments by the time it is applied in an environment. In going by this, ten percent (10%) of the respondents (at Egbeda Market) were used. The outcome of the pilot study showed that the questionnaire was reliable, since the Cronbach's *alpha* of the scale for all the measurements was greater than 0.70. Some of the questions were re-modified while some parts were reframed wholly based on the ideas of the respondents.

3.3 Validity of Instrument

The questionnaire was validated using face, content and constructs validity. For content validity, the instrument was validated by the opinion of gurus in the research discipline both in the academia and the researcher's supervisor. The contributions were used to modify the questionnaire as necessary. Face validity was carried out by sampling the understanding of the instrument. The researcher wished to know if the respondents could easily understand what was needed of them. Exploratory factor analysis was done to establish construct validity of the questionnaire using Varimax Extraction Method. The factor loadings of these items were used to establish the Average Variance Extracted (AVE). Average Variance Extracted (AVE) greater than 0.5 was managed as an extra evidence of convergent validity. The construct validity of all sub-variables included in the study was subsequently confirmed.

3.4 Confirmatory Factor Analysis

| S/N | Variables | No. of Items | AVE | KMO | Bartlett Test |
|-----|----------------------|--------------|-------|-------|---------------|
| 1 | Product Availability | 6 | 0.784 | 0.692 | 0.000 |

| | | | | | |
|---|-----------------------|---|-------|-------|-------|
| 2 | Customer Satisfaction | 6 | 0.819 | 0.790 | 0.000 |
| 3 | Facility Location | 6 | 0.861 | 0.638 | 0.000 |

Source: Field Survey (2022)

3.5 Reliability of the Instrument

The reliability of the data gathered was confirmed using internal consistency techniques through the pilot study and Cronbach's *alpha* co-efficient was derived via Statistical Package for Social Sciences (SPSS). The outcome of the test conducted indicated that the research instrument used for evaluation was highly reliable based on the 0.70 benchmark (Hair, Ringle, & Sarstedt, 2011; Serbetar & Sedlar, 2016). The results are illustrated in Table below.

| S/N | Variables | No. of Items | Cronbach's Alpha Coefficient |
|-----|-----------------------|--------------|------------------------------|
| 1 | Product Availability | 6 | 0.729 |
| 2 | Customer Satisfaction | 6 | 0.801 |
| 3 | Facility Location | 6 | 0.713 |

Source: Field Survey (2022)

3.6 Method of Data Analysis

The data obtained in the course of the research work were analyzed using inferential statistical techniques. The stage (the inferential analysis) analyzed the responses and established the effects and relevant relationships through regression models using SPSS (Statistical Package for Social Sciences) software.

3.7 Operationalization of Variables

The operational model for the study variables is denoted in the equations below:

$$Y = f(X)$$

Where;

Y = Dependent Variable

X = Independent Variable

Y = Company Competitiveness (CC)

$$Y = (y_1, y_2)$$

Where:

y₁ = Product Availability (PA)

y₂ = Customers Satisfaction (CS)

X = Facility Location (FL)

PA = f(FL)

Where:

fl= facility location

The models developed for each of the hypotheses are written as:

$$y_1 = f(fl)$$

$$y_1 = \beta_0 + \beta_1 fl$$

$$PA = \beta_0 + \beta_1 fl + e \text{ -----i}$$

$$y_2 = f(fl)$$

$$y_2 = \beta_0 + \beta_1 fl$$

$$CS = \beta_0 + \beta_1 fl + e \text{ ----- ii}$$

IV. RESULTS / FINDINGS

The study used regression analysis for testing the significance of the study hypotheses. 417 questionnaire copies of the administered 445 were completely filled and used for the work.

4.1 Test of Hypotheses

Hypothesis 1

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .961 ^a | .924 | .922 | .20027 |

a. Predictors: Facility_location

Table 3(a)

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------------------|------|
| 1 | Regression | 34.413 | 1 | 34.413 | 860.25 ^b | .000 |
| | Residual | 16.640 | 416 | .040 | | |
| | Total | 51.053 | 417 | | | |

a. Dependent Variable: Product_Availability

b. Predictors: (Constant), Facility_location

Table 3(b): model summary

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .164 | .146 | | 1.120 | .266 |
| Facility_location | .972 | .033 | .961 | 29.291 | .000 |

a. Dependent Variable: Product_Availability

Table 3(c):

From table 3(a): Model 1 exposes that R = 0.961, R² = 0.924 and [F 860.25, sig value = .000]. The value of coefficient of determination, R² shows that 92.4% of the variance in the product availability was accounted by facility location. The remaining 7.6 % of the total variation in product availability are explained by factors not part of the model. The adjusted R-squared value was found to be 0.922. The explained variation in the relationship was found to be significant (p = 0.000<0.05). The regression coefficients section in Table 3(b) shows that the coefficient and constants were not only positive but also significant (p<0.05). Based on the findings, we can state that facility location significantly affects product availability. Therefore, the null hypothesis (Ho) 1, which says that there is no effect of facility location on product availability, is hereby rejected

Hypothesis 2

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .851 ^a | .802 | .800 | .20193 |

a. Predictors: (Constant), Facility_location

Table 4 (a)

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 28.780 | 1 | 28.780 | 848.774 | .000 ^b |
| Residual | 14.144 | 416 | .034 | | |
| Total | 42.924 | 417 | | | |

Dependent Variable: Customer_satisfaction

b. Predictors: (Constant), Facility_location

Table 4 (b)

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .164 | .146 | | 1.120 | .266 |
| | Facility_location | .852 | .033 | .961 | 27.182 | .000 |

a. Dependent Variable Customer_satisfaction

Table 4 (b)

From table 4(a): Model 1 reveals that $R = 0.851$, $R^2 = 0.802$ and $[F = 848.774., \text{sig value} = .000]$. The value of coefficient of determination, R^2 indicates that 80.2% of the variance in the customers' satisfaction was accounted for by facility location. The remaining 19.8 % of the total variation in customers' satisfaction are explained by factors not included in the model. The adjusted R-squared value was found to be 0.800. The explained variation in the relationship was found to be significant ($p = 0.000 < 0.05$). The regression coefficients section in Table 4(b) shows that the coefficient and constants were not only positive but also significant ($p < 0.05$). Based on the findings, we can state that facility location significantly affects customer's satisfaction. Therefore, the null hypothesis H_02 , which states that Facility location has no effect on customers' satisfaction, is hereby rejected

4.2 Discussion of Results

The outcomes of the work revealed that facility location have significant effect on corporate competitiveness (vis - a - vis product availability and

customers' satisfaction). This discovery correspond with Opeyemi, Grace, & Abiola, (2020). The outcome of the study show that location is one the factors enhancing customers' repeat patronage. More so, in Alice, Eveth, & Charles, (2018), the results of the study show that direct relationships existed between facility location and business performance. The result of this study is also in alignment with Seyyed, Robert, & Maryam, 2012; Arabani & Farahani, 2012; Krajewski, 2007; Dapper, et al 2021; Justine 2019; and David 2009 that showed that facility location is positively related to customer satisfaction and improvement in customers shopping experience.

4.3 Conclusion and Recommendation

The work hereby arrived at a conclusion that facility location has a significant effect on organization competitiveness, and thus, recommended that:

Organizations should make sure that their facility location is closer to the market so as to facilitate prompt service and attention to customers;

That organization should make enough products available the market the to meet the demands of consumers to prevent customers' product switch

Organization that expects customers to return (repeat patronage) should focus on meeting the need of its market through avoiding stock out;

Low product availability and stock out leads to a bad resultant effect on organization competitiveness.

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