

Strategic Agility and Organizational Performance in Selected Manufacturing Firms in South-South Nigeria

Deborah Nkereuwem Bassey

Grad. Student Department of Business Administration, Faculty of Management Sciences
Akwa Ibom State University, Obio Akpa Campus

Kingsley Lazarus Uwa, Ph.D.

Department of Business Administration, Faculty of Management Sciences, Akwa Ibom State
University, Obio Akpa Campus

Samuel Okurebia Ph.D.

Department of Business Administration, Faculty of Management Sciences, Akwa Ibom State
University, Obio Akpa Campus

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ABSTRACT: *This paper focused on the influence of strategic agility on organizational performance in selected manufacturing firms in South-South Nigeria. The general objective of the study was to examine the effect of strategic agility on organizational performance in selected manufacturing firms in South-South Nigeria. The research questions and hypothesis were formulated to work with the research objective. A survey research design was adopted for the study and a sample size of 177 respondents were drawn from the population of 319. The major instrument for data collection was structured questionnaire administered to the respondents using Bowley's formula for proportionate representation from the population. The data collected were analyzed using simple percentage and Simple Linear Regression Analysis. Results showed that strategic agility dimension of strategic leadership and organizational flexibility had a statistical influence on organizational performance with $X_1 = R^2 = 666$ and $X_2 = 763$ at 0.05 level of significance. Based on the findings of the analysis, the study concludes that, the dimensions of strategic agility (strategic sensitivity and core competence) are relational aspect that affects organizational performance. Consequently, it is recommended that every organization should be empowered with the dimensions of strategic agility to help them navigate complex and ever-changing business environment successfully.*

KEYWORD: strategic agility, strategic sensitivity, core competence, organizational performance.

INTRODUCTION

The need for strategic agility has replaced the old paradigms of strategic planning in the modern business environment, which is marked by quickening technical breakthroughs, intense global competition, and unheard-of market instability. It is now essential for an organization to be able to quickly adjust to changing conditions in order to survive and continue to succeed. The ability of an organization to proactively detect and react to changes in the environment is known as strategic agility. This ability promotes a flexible and dynamic approach to strategic decision-making (Uwa, 2021). The organizations with the highest ability for resilience will survive longer in this period of rapid technological advancement and business world dynamism rather than the organizations with the greatest physical fitness. Strategic agility and organizational performance are closely related concepts that were previously assessed using inflexible benchmarks and static measurements. Organizations are realizing that it is ineffective to stick to rigid, long-term plans when faced with unforeseen interruptions, thus they are placing more importance on their ability to adapt, learn, and reassess their tactics.

Fundamentally, in today's corporate environment, strategic agility has emerged as a critical component of organizational effectiveness. It serves as a prism through which businesses negotiate the complexity of the modern marketplace, allowing them to transform uncertainty into opportunity and disruption into a tactical edge. The quest of strategic agility becomes a strategic requirement as companies continue to face previously unheard-of difficulties, influencing the course of organizational success in a time of constant change. Tallon and Pinsonneault (2011) define strategic agility as a company's capacity to quickly respond to changes in the business environment, adapt to such changes, and take appropriate action to manage uncertainty. Agility, according to Teece, Peteraf, and Leih (2016), is the ability of an organization to refocus resources in order to generate value. The ability of an organization to swiftly recognize changes, strengths, opportunities, weaknesses, and dangers is known as agility (Ekanem, Akpan, Ekanem, and Edem 2023). This skill is demonstrated by the organization's ability to sense developing market trends, listen to customers, exchange information with suppliers, monitor demand, and identify impending environmental disruptions. Every successful organization exhibits agility in their ability to quickly recognize opportunities, unusual changes, alertness, and quick access to pertinent facts (accessibility); make firm decisions about how to operate; carry those decisions out quickly; and adapt the scope of their supply chain strategies and procedures to the level required to carry out their strategy (Uwa, 2022).

The idea of "strategic sensitivity" emphasizes how crucial it is for a company to be acutely aware of and responsive to its external environment. Organizations are realizing they need to go beyond standard strategic planning and have a heightened sensitivity to the aspects that

form their operating environment in the dynamic and quickly changing world of modern business. Fundamentally, strategic sensitivity is the capacity to identify and analyze cues from the outside world, such as changes in the market, the competitive landscape, technology, regulations, and socioeconomic conditions (Ekanem, Iko, Ekanem, and Ajibade 2023). It necessitates a proactive approach, whereby companies keep an eye on these outside variables and also foresee how they can affect the company (Uwa, 2014).

In the dynamic environment of contemporary business, organizational performance and strategic agility are interconnected ideas that both influence and enhance one another. They work together to create a symbiotic partnership that helps organizations survive in the midst of constant change while also navigating uncertainty. Organizational performance and strategic agility are essentially related aspects of a flourishing and successful company. Organizational performance, in turn, indicates how well strategic agility has worked to accomplish the goals of the business and maintain a competitive edge. Strategic agility offers the adaptive capacity required for organizational performance in a world that is changing quickly. When combined, they provide a potent synergy that helps organizations thrive in the face of unpredictability and constant change (Uwa, 2022).

Statement of the problem

Maintaining company performance is a constant struggle for organizations all around the world. Due to the open market rivalry and globalization that characterize 21st-century industry, the majority of business organization managers find it challenging to consistently achieve intended business performance. Companies across a variety of industries have reported unstable performance, seeming uncertainty about the tactics to use in response to flexible rules, and unstable performance brought on by difficulties in the local and global economic environment.

The decline in performance of firms, according to Zafari (2017) cut across developed, emerging and developing countries due to poor strategic agility and inadequate response to microeconomic and macroeconomic factors challenges like performance industry environmental factors, task environment, natural and technological environments, social environments, economic and cultural environments, and political, law and security environments coupled with the management of marketing content and product marketing.

However, Oyerinde et al. (2018) and Onigbinde (2014) had noted that the majority of firms in Nigeria had continuously declined in performance as a result of poor strategic agility and a failure to respond to environmental challenges, but these earlier studies had not conceptualized the relationship between strategic agility and firm performance; as a result,

this study was created to look at the impact of strategic agility on firm performance in a sample of manufacturing firms in the South-South region of Nigeria.

Objectives of the study

The general objective of the study was to examine the effect of strategic agility on organizational performance in selected manufacturing firms in South-South Nigeria. The specific objectives include;

- i. To examine the effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria
- ii. To ascertain the effect of strategic sensitivity on sourcing and organizational performance in selected manufacturing firms in South-South Nigeria

Research questions

The following questions were formulated;

- i. What is the effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria?
- ii. What is the effect of strategic sensitivity on organizational performance in selected manufacturing firms in South-South Nigeria?

Statement of hypotheses

H₀₁: There is no significant effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria

H₀₂: There is no significant effect of strategic sensitivity on organizational performance in selected manufacturing firms in South-South Nigeria

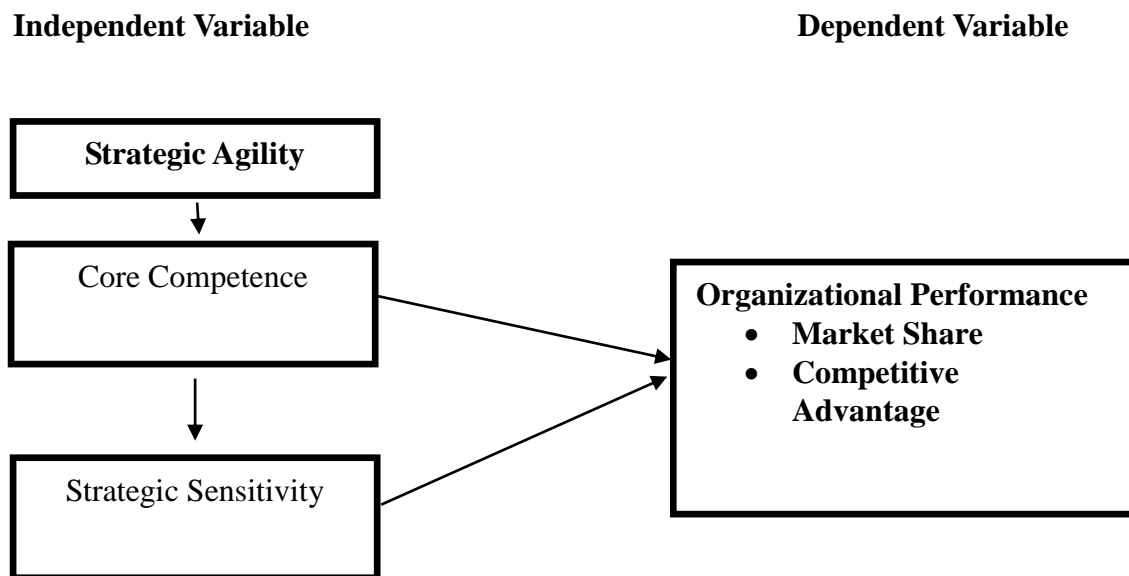
LITERATURE REVIEW**Conceptual Framework**

Figure 1. Conceptual model of strategic agility and organizational Performance by the researcher, 2023.

Concept of strategic agility

Organizations use strategic agility as a dynamic and adaptable method to manage the constantly shifting business environment. In an era marked by swift technical progress, capricious market fluctuations, and changing consumer demands, strategic adaptability has emerged as an indispensable skill for maintaining resilience and competitiveness (Ekanem, Iko, Ekanem, and Ajibade 2023). It includes the capacity to detect shifts in the external environment quickly, to make well-informed decisions, and to move quickly to carry out activities that are in line with the overall organizational plan. Strategic agility, as opposed to conventional, inflexible strategic planning, values adaptability, creativity, and a proactive mentality in order to proactively address new possibilities and difficulties. Not only do strategically agile organizations anticipate change well, but they also thrive on it, using uncertainty as a driving force for innovation and ongoing development. To put it simply, strategic agility is the ability to respond quickly and proactively to a constantly changing business environment. It helps firms stay ahead of the curve and responsive in the fast-paced, globally interconnected world of today.

Sambamurthy Bharadwaj, and Grover. (2016) see strategic agility as a process of identifying market opportunities which aligns between internal resources and external stakeholders. Sambamurthy *et al.* (2016) describe agility as a dynamic capability to sense organizational changes and react to them in a rapid manner. Further on, Nazir and Pinsonneault (2012) believe that IT and agility boost firm performance by using the defining elements of agility: sensing and responding. Tallon *et al.* (2018) support the significance of strategic agility for the IT industry. When addressing strategic agility as a concept, a company should always be opened to transformation. Teece *et al.* (2016) consider that strategic agility is achieved only through openness to novelty and flexibility to implement change. Lowry and Wilson (2016) comment upon the importance of investing in IT resources for a company in order to be able to obtain a leverage on the market. Queiroz, Tallon, Sharma, and Coltman (2018) add that strategic agility is a dynamic capability governed by IT, who is contributing to improving the firm performance. Warner and Wäger (2019) consider that strategic agility is a dynamic capability as well. The authors believe that in a digital modern business environment, strategic agility is central in dealing with uncertainty. With strategic agility, organizations can for-see and adjust their response to the incoming changes. Păunescu *et al.* (2018b) add that when making a change, a company must have a business continuity plan. It means one must secure that the company is able to cope with turbulent change and at the same time manage to function at full speed.

Measures of Strategic Agility

Core competence

Core competence is a term that is frequently used interchangeably with other terms, such as unique capabilities, organizational competences, or dynamic capabilities. Success in an organization is typically the result of these key competencies (Oyedijo, 2020). An organization's key competencies are determined by the resources it has access to (Bratianu, 2015). These core competencies serve as a competitive advantage for firms that possess them and enable them to operate in both favorable and unfavorable economic conditions. These firms view these competencies as their most valuable organizational assets. According to Bratianu (2015), core competencies are broadly centered on marketing, research and development, human resources, financial, and other resource competencies. However, the conceptualization of core competencies varies based on the firm's age, production, and products it handles. The present investigation employed Oyedijo's (2020) definition of core competencies, meaning that the assessment of core competencies was conducted from the perspectives of marketing, human resource, research and development, and financial resource competencies.

Strategic sensitivity

According to Ekanem, Iko, Ekanem, and Ajibade, (2023). Strategic sensitivity involves recognition and monitoring of opportunities and threats from both the external and internal environment. Strategic sensitivity is defined as the sharpness of perception of, and the intensity of awareness and attention to, strategic developments (Doz and Kosonen, 2010). Strategic sensitivity can be defined as the openness and reporting of a large capacity of information by maintaining relationships with a variety of individuals and organizations (Ekanem, Iko, Ekanem, and Ajibade, 2023). Strategic sensitivity means being open to as much information, intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations (Doz and Kosonen, 2010). Strategic sensitivity is a combination of foresight, insight and simple probing, with the most importance on insight (Doz and Kosonen, 2010). According Bratianu (2015) defines the same phenomenon as consistently identifying and seizing opportunities more quickly than the competitors. According to him, companies need to have shared real time market data that is detailed and reliable; small number of corporate priorities in order to focus efforts; clear performance goals for teams and individuals; and mechanisms to hold people accountable and to reward them (Bratianu 2015). What it takes from the management is following the flow of information, sustaining a sense of urgency, maintaining focus on critical objectives, and recruiting entrepreneurial employees (Bratianu 2015).

Organizational performance

According to Cascio (2014) organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. Kaplan and Norton (2015) defined organizational performance as the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations future performance (Ittner and Larcker, 2012). Although many studies have found that different companies in different countries tend to emphasize on different objectives, literature suggests financial profitability and growth to be the most common measures of organizational performance (Ekanem, 2021).

There is an almost limitless range of definitions that may be applied to the concept of performance, many of which are contextual or functional in nature. Anthony (2014) provided a clear and concise definition of performance that shared the idea of two main components: effectiveness and efficiency. Efficiency is the ability to perform in terms of inputs and outputs such that a bigger volume produced for a given number of inputs translates into a higher level

of efficiency. The performance by which anticipated results are attained is referred to as effectiveness (for instance, the goal of avoiding supply interruptions throughout time might be considered an efficient outcome) (Uforo, Malachi and Baridam 2022). Non-financial performance metrics like as market share, firm profitability, company efficiency, competitive advantage, customer satisfaction, and firm inventiveness were used to conceptually define and quantify organizational performance. The financial components, customer aspects, internal company procedures, and learning and growth are among the model viewpoints on firm performance. Market share, profitability, competitive advantage, and customer satisfaction were all included as firm performance metrics in this study. (2018) Uwa and Akpaetor).

Measures of Organizational Performance

Market share: According to Cole (2016), Market Share (MS) is the rate of a market either in units or in revenue, accounted for by a specific entity. Market share is calculated on a national level, as well as on more regional and local levels, to determine specific MS. The most basic way of calculating MS is to take the total number of sales for a company and then divide that number by the total sales for the industry. Essentially, MS is the percentage of consumers that a company has captured from its specific, desired market within an industry.

Competitive advantage: Competitive advantage is simply the ability of an organization to stay ahead of present or potential competition. It is the superior performance or performance edge of an organization in form of market leadership. According to Uforo, Malachi, and Baridam (2022), competitive advantage is anything that can be done better by the firm when compared to the competitors. According to Uforo, Malachi, and Baridam (2022), a competitive advantage is any value that a company offers that encourages clients or end users to choose its goods or services over those of its rivals and creates barriers to entry for current or prospective direct rivals. A firm's ability to improve the quality of its products, reduce the costs of its products, or enlarge market share or profit is known as competitive advantage (Ukpong, Uwa, and Ekanem, (2022).

Strategic Agility and Firm Performance

Strategic agility creates organizational ability to continuously, adequately adjust and adapt in appropriate time with the organization's strategic direction in achieving overall firm performance (Weber and Tarba, 2014). In the 21st century business environment, embracing strategic agility will enhance continuous performance and adequate adjustment of the organization towards dynamic business environment and adapt in appropriate time. The performance of an organization depends on its strategic agility measures toward its competitors, customers, suppliers, partners and governments polices. Weber and Tarba,

(2014) conceptually viewed strategic agility as a powerful predictor to guide against negative effect of business environmental changes and for future preparedness in order to outperform other competitors and attaining superior profitability. Studies have emphasized that strategic agility enhance operational productivity, product reliability, quality of service and speed and operational performance (Al-Romeedy, 2019). Most literatures on the link between strategic agility and firm performance in different industries have shown that strategic agility practices by organizations significantly improve firm competitive advantage and overall performance.

Core Competence and Organizational Performance

Marketing competence entails consistent research on the various marketing roles/functions. The competence leads to efficient pricing strategies, distribution channels and efficient sales promotion (Uwa, Ubong, and Etimfon, 2018). Marketing competence therefore provides companies with the capacity for offering and delivering superior quality to customers', efficient management relating to acquisition and retention of customers (Zaim, Yasar and Unal, 2013). This ensures smooth operations by the various parties involved in the production and distribution chain. The study viewed marketing competence through its product line, development of fresh products and customer interests and wants that are imbedded in the product as per the customer focus. Human resource competence is hinged on the role performed by individuals in an organizational setting. It comprises the collective knowledge amassed within a company from collaboration and experience, which produces "inputs" into the business's operations. Because it is derived from interactions that occur at work and develops over time within the organization, this "experiential" knowledge cannot be purchased or sold on the open market (Uwa, Ubong, and Etimfon, 2018).

Strategic Sensitivity and Organizational Performance

Strategic sensitivity and organizational performance are interconnected concepts that play a pivotal role in the success and sustainability of modern businesses. In a rapidly changing and complex business environment, organizations must possess the ability to sense, interpret, and respond strategically to external factors (Northous, 2016). This is where strategic sensitivity comes into play. Strategic sensitivity refers to an organization's capacity to actively monitor and discern changes in its external environment. It involves a keen awareness of market dynamics, emerging trends, competitor actions, and regulatory shifts Ekanem, Iko, Ekanem, and Ajibade, (2023). Essentially, strategic sensitivity enables organizations to anticipate and understand the implications of external changes, fostering a proactive approach to decision-making. Organizations with high strategic sensitivity go beyond reacting to immediate challenges; they actively seek to comprehend the deeper forces shaping their industry and the broader business landscape. This awareness is crucial for formulating effective strategies that align with the evolving environment, ensuring the organization remains agile and resilient. Organizational performance, on the other hand, encompasses the outcomes and results

achieved by an organization in pursuit of its goals. This includes financial metrics, operational efficiency, customer satisfaction, innovation, and the overall ability to adapt to changing circumstances. High organizational performance is indicative of an entity's ability not only to survive but to thrive in a competitive marketplace Ekanem, Iko, Ekanem, and Ajibade, (2023). The relationship between strategic sensitivity and organizational performance is dynamic and reciprocal. A heightened awareness of external dynamics allows organizations to make informed strategic decisions, adapt their approaches, and capitalize on emerging opportunities. This, in turn, positively influences organizational performance across various dimensions.

Theoretical Review

Dynamic Capability Theory (DCT) by Teece, Pisano and Shuen (1997)

Dynamic Capability Theory (DCT) is the capability of an organization to purposefully adapt an organization's resource base. Dynamic capabilities theory (DCT), which was developed by Teece, Pisano and Shuen (1997) was defined as “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” and it examines how firms address or bring about changes in their turbulent business environment through reconfiguration of their firm-specific competencies into new competencies (Teece, *et al.* 1997).The concept of Dynamic Capabilities Theory (DCT)explained the mechanism that links resources and product markets to competitive advantage and firm survival. The DCT further explain how firms gain sustainable competitive advantage, survive in competitive and turbulence business environment in several ways. The DCT frame work on three fundamental presumptions. Firstly, the capacity to sense and shape opportunities. Secondly, to seize opportunities. Thirdly, to maintain competitiveness through reconfiguring the enterprise’s assets (Teece, *et al.* 1997).

Despite the popularity and insightful theoretical foundation, the DCT approach does not answer all questions of sustainable competitive advantage. Zahra, Sapienza and Davidson (2006) argue that that there are some inconsistencies and ambiguities in the literature of DCT. Another criticism of the concept is that DCT are difficult to measure empirically. In the opinion of Ambrosini, Bowman and Collier (2009), to understand dynamic capabilities, the managerial perceptions of the need for change – functions of their perceptions of their firms’ external and internal environments need to be considered. Thus, it is possible for a manager to misperceive the need for change and as a result fail to apply appropriate DCT. The DCT framework help scholars to understand the foundations of long-run enterprise success while helping managers delineate relevant strategic considerations and the priorities they must adopt to enhance enterprise performance and escape the zero profit tendency associated with operating in markets open to global competition (Teece, *et al.* 1997).

Empirical review

Ekanem, Iko, Ekanem, and Ajibade. (2023) The aim of the study was to examine the relationship between Strategic Sensitivity and Firm Competitiveness of Deposit Money Banks in Akwa Ibom State. A sample size of 180 employees were adopted for this study and were assessed using the systematic sampling technique. The main data used were from primary sources gathered with the use of a likert scaled questionnaire. Data gathered were analyzed with the Pearson's Product Moment Correlation (PPMC) Analysis at a 0.05 significant level. It is concluded that there is a significant relationship between strategic sensitivity and firms' competitiveness. Since the relationship of strategic sensitivity is significant, it is a good predictor of firm's competitiveness. It is recommended that Deposit Money Banks in Uyo, Akwa Ibom State need to build strong capabilities. Have the strategic foresight, proactivity and adaptability and flexibility to analyze the dynamic business environment and constantly in addition to mitigation strategies, carefully analyze opportunities and threats. Lower production costs than other competitors.

Hamdan et al., (2020) aimed to identify the strategic sensitivity and its impact on enhancing the creative behavior of Palestinian NGOs in Gaza Strip, and the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations working in Gaza Strip governorates, and the cluster sample method was used and the sample size reached (343) individuals (298) questionnaires were retrieved, and the following results were reached: The relative weight of strategic sensitivity was 79.22 (%), and the relative weight of creative behavior was 78.99 (%), showing a statistically significant relationship between all strategic sensitivity and creative behavior, and the presence of a sensitivity effect.

Lengnick-Hall and Beck. (2019) give details why firms' resilience capacity can be regarded as a predictor to strategic agility, and also as moderator of the connection involving a firm's dynamic actions and performance subsequently. They asserted that resilience capacity provides the basis for restoration after a severe shock and can offer an opportunity for an organization to undergo a positive transformation as a result of overcoming an exceptionally challenging experience. Equally, strategic agility facilitates a firm to introduce and apply nimble, flexible, and energetic competitive moves acceptable to respond absolutely to fluctuations imposed by numerous variables and to introduce shifts in approach to create innovative realities in marketplace (McCann, 2004).

METHODOLOGY

Research Design

This study adopted a cross-sectional survey design. The rationale for the choice of the cross-sectional studies allows you to collect data from a large pool of subjects and compare differences between groups. Cross-sectional studies capture a specific moment in time.

Population of the Study

The universe or population of a study signifies the numerical strength of all the subjects relating to the phenomenon of interest into which the research is conducted. The total population for this study was three hundred and nineteen (319) senior, middle and intermediate management staff of selected quoted manufacturing firms in South-South Nigeria. These firms were selected based on proximity and are quoted by the Nigerian Stock Exchange as Breweries in Nigeria. The distribution of the population is shown below:

Population Distribution Table

Respondents	No of staff
Champion Breweries Plc. Uyo	88
Nigeria Bottling Company Port Harcourt	64
International Breweries plc Port Harcourt	74
Nestle Nigeria plc, Port Harcourt	93
Total	319

Source: Human Resource Department of Organizations under study, 2023.

Determination of Sample Size

A Taro Yamani formula was used to determine a sample size of 177 respondent from the staff of selected Manufacturing firms in Akwa Ibom Sate and Rivers State.

Formula $n = \frac{N}{1 + N(e)^2}$

$$n = \frac{N}{1 + N(e)^2}$$

N = population

n = sample size

e = error term

From the formula above, the sample size is given as:

$$n = \frac{319}{1 + 319(0.05)^2}$$

$$n = \frac{319}{1 + 319(0.0025)}$$

$$n = \frac{319}{1 + 0.7975}$$

$$n = 319/1.7975 = 177$$

$$n = 177$$

A sample size of 177 respondents was used for this study.

Sources of Data

Data for this research were obtained from primary. The primary source comprises relevant information to this study were obtained through the use of structured questionnaires.

Method of Data Collection

The instrument used in collecting of the research data was a modified Likert questionnaire formulated around the research question. Hence, there arises a need to quantitate the qualitative Likert responses as strongly disagree = 1, disagree = 2, Undecided = 3, agree = 4, strongly agree = 5 to facilitate statistical analysis. Once the responses are converted to numerical values using the accepted procedures, the responses become interval data (Sullivan and Artino, 2013). The researchers administered the questionnaire to the respondent to complete by themselves using interval scale. This is to obtain the necessary information on the perception of the respondents towards the research topics.

Validity

According to Bell, Bryman, and Harley (2018), a construct's validity refers to how well it assesses the goal it was intended to achieve. According to Johnston (2014), there are three techniques to assess validity: face or content validity, construct validity, and criteria validity. Construct and content validity were both used in this investigation. The legitimacy of the instrument's content was confirmed by consultation with expert initiative specialists. With the supervisor's help, construct validity was tested to make sure the instrument accurately captured all of the conceptual framework's components.

Reliability

Data reliability measures the internal consistency of the research instruments. According to Burns and Grove (2013), reliability refers to the degree of consistency with which the instrument measures an attribute. Reliability of the questionnaire were measured using Cronbach's alpha correlation which ranges from 0 to 1 (Kothari, 2004). A higher alpha coefficient values imply that the scales are more reliable and vice versa. Therefore, the rule of thumb is that acceptable alpha should be at least 0.70 or above (Hall, 2008).

Reliability Analysis

Scale	Cronbach's Alpha	Number of Items	Reliability
Core Competence	0.823	4	Reliable
Strategic Sensitivity	0.911	4	Reliable
Organizational Performance	0.901	4	Reliable
Total	0.941	12	Reliable

Source: Survey data, 2023

Method of Data Analysis

This paper utilized the statistical tool of Simple Linear Regression in which SPSS package of version 25 was used in analyzing the data in order to ascertain the effect of the identified variables. Simple Linear Regression was used to model the association between two continuous variables. Often, the objective is to predict the value of an output variable (or response) based on the value of an input (or predictor) variable.

To determine the significant relationship that exists between the independent variable (X_1 = Core competence -F, X_2 Strategic sensitivity -SS, and the Dependent Variable (Y = Organizational performance), the Simple Linear Regression 'R' is used. This enable the researcher to predict if there exists any relationship between the dependent variable (Y) and the independent variables(X). All hypotheses are tested at 0.05 level of significance.

Data Presentation

This section is basically designed to present, analyzed and interpret the primary data obtained via the questionnaire which was administered to the respondents. These are shown in the table below:

Table 1: Percentage analysis of Responses on Core Competence

Core Competence	Extent of Agreement					
	SA	A	UD	SD	D	Total
We foster innovation and drive continuous improvement	62 (41%)	65 (43%)	2 (1%)	9 (6%)	12 (8%)	150 (100%)
We encourage innovation and creativity	57 (38%)	66 (44%)	6 (4%)	11 (7%)	10 (7%)	150 (100%)
There are effective communication skills within the organizations	66 (44%)	61 (41%)	2 (1%)	12 (8%)	9 (6%)	150 (100%)
There is team Collaboration towards goal attainment	58 (39%)	67 (45%)	5 (3%)	11 (7%)	9 (6%)	150 (100%)

Source: Field survey 2023

Table 1 A) shows that 62 respondents representing 41% strongly agreed, 65 respondents representing 43% agreed, 2 respondents representing 1% were undecided, 9 respondent representing 6% strongly disagreed, 12 respondents representing 8% disagreed that they foster innovation and drive continuous improvement.

B) shows that 57 respondents representing 38% strongly agreed, 66 representing 44% agreed, 6 respondents representing 4% were undecided, 11 respondents representing 7% strongly disagreed, and 10 representing 7% agreed that they encourage innovation and creativity.

C) shows that 66 respondents representing 44% strongly agreed, 61 respondents representing 41% agreed, 2 respondents representing 1% were undecided, 12 respondents representing 8% strongly disagreed and 9 respondents representing 6% disagreed that there are effective communication skills within the organizations.

D) shows that 58 respondents representing 39% strongly agreed, 67 respondents representing 45% agreed, 5 representing 3% were undecided, 11 respondents representing 7% strongly disagreed, 9 respondents representing 6% disagreed that there is team collaboration towards goal attainment.

Table 2: Percentage analysis of Responses on Strategic Sensitivity

Strategic Sensitivity	Extent of Agreement					
	SA	A	UD	SD	D	Total
We focus on long-term goals and outcomes rather than short-term gains.	52 (35%)	71 (47%)	8 (5%)	4 (3%)	15 (10%)	150 (100%)
We actively scan the environment, engaging in scenario planning exercises,	66 (44%)	61 (41%)	2 (1%)	12 (8%)	9 (6%)	150 (100%)
We encourage a culture of open communication and feedback and fostering a mindset of curiosity and learning.	62 (41%)	65 (43%)	2 (1%)	9 (6%)	12 (8%)	150 (100%)
We comprehend, and interpret changes, trends, and opportunities in the internal and external business environment	57 (38%)	66 (44%)	6 (4%)	11 (7%)	10 (7%)	150 (100%)

Source: Field survey 2023

Table 2 A) shows that 52 respondents representing 35% strongly agreed, 71 respondents representing 47% agreed, 8 respondents representing 5% were undecided, 4 respondents

representing 3% strongly disagreed, 15 respondents representing 10% disagreed that they focus on long-term goals and outcomes rather than short-term gains.

B) shows that 66 respondents representing 44% strongly agreed, 61 respondents representing 41% agreed, 2 respondents representing 1% were undecided, 12 respondents representing 8% strongly disagreed and 9 respondents representing 6% disagreed that they actively scan the environment, engaging in scenario planning exercises.

C) shows that 62 respondents representing 41% strongly agreed, 65 respondents representing 43% agreed, 2 respondents representing 1% were undecided, 9 respondent representing 6% strongly disagreed, 12 respondents representing 8% disagreed that they encourage a culture of open communication and feedback and fostering a mindset of curiosity and learning.

D) shows that 57 respondents representing 38% strongly agreed, 66 representing 44% agreed, 6 respondents representing 4% were undecided, 11 respondents representing 7% strongly disagreed, and 10 representing 7% agreed that they comprehend, and interpret changes, trends, and opportunities in the internal and external business environment.

Table 3: Percentage analysis of Responses on Organizational Performance

Organizational Performance	Extent of Agreement					
	SA	A	UD	SD	D	Total
A strong value proposition is essential for organizational competitiveness.	66 (44%)	61 (41%)	2 (1%)	12 (8%)	9 (6%)	150 (100%)
We embracing new technologies, processes, and ideas can lead to improved products and services.	62 (41%)	65 (43%)	2 (1%)	9 (6%)	12 (8%)	150 (100%)
Efficient operations and processes contribute to cost savings and enhanced customer satisfaction	52 (35%)	71 (47%)	8 (5%)	4 (3%)	15 (10%)	150 (100%)
A positive brand reputation built on trust, reliability, and customer satisfaction can attract and retain customers even in a competitive market.	58 (39%)	67 (45%)	5 (3%)	11 (7%)	9 (6%)	150 (100%)

Source: Field survey 2023

Table 3 A) shows that 66 respondents representing 44% strongly agreed, 61 respondents representing 41% agreed, 2 respondents representing 1% were undecided, 12 respondents representing 8% strongly disagreed and 9 respondents representing 6% disagreed that they strong value proposition is essential for organizational competitiveness.

B) shows that 62 respondents representing 41% strongly agreed, 65 respondents representing 43% agreed, 2 respondents representing 1% were undecided, 9 respondent representing 6% strongly disagreed, 12 respondents representing 8% disagreed that they embracing new technologies, processes, and ideas can lead to improved products and services.

C) shows that 52 respondents representing 35% strongly agreed, 71 respondents representing 47% agreed, 8 respondents representing 5% were undecided, 4 respondents representing 3% strongly disagreed, 15 respondents representing 10% disagreed that efficient operations and processes contribute to cost savings and enhanced customer satisfaction.

D) shows that 58 respondents representing 39% strongly agreed, 67 respondents representing 45% agreed, 5 representing 3% were undecided, 11 respondents representing 7% strongly disagreed, 9 respondents representing 6% disagreed that a positive brand reputation built on trust, reliability, and customer satisfaction can attract and retain customers even in a competitive market.

Testing of Hypotheses

H₀₁: There is no significant effect of core competence on organizational performance in selected manufacturing firms in South So South Nigeria.

Table 4. Regression analysis showing result for core competence on organizational performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.669	.664	.43220

a. Predictors: (Constant), core competencies

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	1	49.445	62.587	.000 ^b
	Residual	50.576	149	.790		
	Total	100.021	150			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), core competence

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.570	.089		3.430	.000
core competence	.766	.021	.972	17.127	.000

a. Dependent Variable: organizational performance

The model summary in table 4. shows an R- value of 0.882. the result shows positive impact of core competence on organizational performance in selected manufacturing firms in South-South Nigeria. The R square- value of 0.664 shows that 66.4% variation in core competencies was accounted for by variations in organizational performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies a positive impact of core competencies on organizational performance. Also, the B-coefficient of 0.766 implies that holding every other thing constant, the model predicts 0.766 unit increase in core competencies given a unit increase in organizational performance.

H₀₂: There is no significant effect of strategic sensitivity on organizational performance in selected manufacturing firms in South-South Nigeria

Table 5 Regression analysis strategic sensitivity on organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.615	.611	.44520

a. Predictors: (Constant), strategic sensitivity

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	1	49.445	62.587	.000 ^b
	Residual	50.576	149	.790		
	Total	100.021	150			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), strategic sensitivity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.470	.089		6.430	.000
1 strategic sensitivity	.530	.021	.861	10.117	.000

a. Dependent Variable: organizational performance

The model summary in table 5 shows an R- value of 0.761. The result shows a positive relationship between strategic sensitivity and organizational performance in selected manufacturing firms in South-South Nigeria. The R square- value of 0.611 shows that 61.1% variation in strategic sensitivity was accounted for by variations in organizational performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is a positive relationship between strategic sensitivity and organizational performance. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predicts 0.530 units increase in strategic sensitivity given a unit increase in organizational performance.

Discussion of FINDINGS

Based on the objectives of the study, the following findings were made;

To examine the effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria.

The model summary in table 4 shows an R- value of 0.882. the result shows positive impact of core competence on organizational performance in selected manufacturing firms in South-South Nigeria. The R square- value of 0.664 shows that 66.4% variation in core competencies was accounted for by variations in organizational performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies a positive impact of core competencies on organizational performance. Also, the B-coefficient of 0.766 implies that holding every other thing constant, the model predicts 0.766 unit increase in core competencies given a unit increase in organizational performance. This means that there is significant influence of core competencies on organizational performance in selected

manufacturing firms in South-South Nigeria. This study is supported by Tairas, Kadir, Muis and Mardiana (2016) investigated “the influence of strategic leadership and core competency through entrepreneurship strategy and operational strategy in improving the competitive advantage of private universities in Jakarta, Indonesia.” The results showed that strategic leadership and core competency had a positive and significant relationship with competitive advantage with respect to private universities in Jakarta.

The second objective was to ascertain the effect of strategic sensitivity on sourcing and organizational performance in selected manufacturing firms in South-South Nigeria

The model summary in table 5 shows an R- value of 0.761. The result shows a positive relationship between strategic sensitivity and organizational performance in selected manufacturing firms in South-South Nigeria. The R square- value of 0.611 shows that 61.1% variation in strategic sensitivity was accounted for by variations in organizational performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 62.587 and its corresponding P- value of 0.00. This implies that there is a positive relationship between strategic sensitivity and organizational performance. Also, the B-coefficient of 0.666 implies that holding every other thing constant, the model predicts 0.666 units increase in strategic sensitivity given a unit increase in organizational performance. This was in line with the study of Ekanem, Iko, Ekanem, and Ajibade. (2023) whose study was to examine the relationship between Strategic Sensitivity and Firm Competitiveness of Deposit Money Banks in Akwa Ibom State. The study concluded that there is a significant relationship between strategic sensitivity and firms’ competitiveness. Since the relationship of strategic sensitivity is significant, it is a good predictor of firm’s competitiveness. It is recommended that Deposit Money Banks in Uyo, Akwa Ibom State need to build strong capabilities. Have the strategic foresight, proactivity and adaptability and flexibility to analyze the dynamic business environment and constantly in addition to mitigation strategies, carefully analyze opportunities and threats. Lower production costs than other competitors.

Summary

The major findings of this study are concluded below:

There is a significant effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria. In table 4.2.3, core competencies showed a significant positive relationship to organizational performance $B = 0.882$, $t_{calc.} = 17.127$, $p > 0.000$). This study was in tangent with the work of Tairas, Kadir, Muis and Mardiana (2016) who investigate the influence of strategic leadership and core competence through

entrepreneurship strategy and operational strategy in improving the competitive advantage of private universities in Jakarta, Indonesia.

There is a significant effect of strategic sensitivity on organizational performance in selected manufacturing firms in South-South Nigeria. In tables 4.2.4 shows that strategic leadership ($B = 0.761$, $t \text{ calc.} = 10.127$, $p < 0.000$) has a significant positive contribution to organizational performance. This is in line with the study of Hamdan et al., (2020) aimed to identify the strategic sensitivity and its impact on enhancing the creative behavior of Palestinian NGOs in Gaza Strip, results were reached that the relative weight of strategic sensitivity was 79.22 (%), and the relative weight of creative behavior that enhances performance was 78.99 (%), a statistically significant relationship between all strategic sensitivity and creative behavior, and the presence of a sensitivity effect.

CONCLUSIONS

Strategic agility and its dimensions (strategic sensitivity and core competence) are relational aspects that affect organizational performance in particular manufacturing in South-South Nigeria, according to the study's findings. The study's empirical findings unequivocally support the following:

There is a significant effect of core competence on organizational performance in selected manufacturing firms in South-South Nigeria.

There is a significant effect of strategic sensitivity on organizational performance in selected manufacturing firms in South-South Nigeria.

Recommendation

It is recommended that core competence, is a unique set of capabilities, knowledge, and resources that a company possesses that distinguish them from its competitors. It represents the collective skills and expertise that enable an organization to deliver value to its customers and achieve a competitive advantage in the market. Core competence is the foundation upon which a company builds its business and drives its success.

Developing strategic sensitivity actively help in scanning the environment, engaging in scenario planning exercises, encouraging a culture of open communication and feedback, and fostering a mindset of curiosity and learning. It is an essential skill for leaders and organizations seeking to navigate complex and ever-changing business landscapes effectively. By being strategically sensitive, leaders can make informed decisions that lead to sustainable success and competitive advantage. It was suggested that further studies should be conducted using the variables of strategic agility as it was used in this study to see if they would produce similar results or contrary to the result obtain in this study. Strategic agility brings multiple contributions to organizations by enhancing their competitiveness, innovation, risk

management, and overall adaptability. Additionally, it contributes to the body of knowledge by generating research, sharing best practices, and fostering ongoing discussions within academic and business circles.

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