

# STRATEGIC SENSITIVITY AND ORGANIZATIONAL SUCCESS IN SELECTED MANUFACTURING FIRMS IN AKWA IBOM STATE

By

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## ABSTRACT

This study examined the relationship between strategic sensitivity and organizational success in selected manufacturing firms in Akwa Ibom State. The main objective of the study was to determine the relationship between strategic sensitivity dimensions such as strategic proactivity and strategic adaptability, on organizational success in selected manufacturing firms in Akwa Ibom State. The research question and hypotheses were formulated in line with the research objective. Methodologically, survey research design was adopted in the study. Related literatures aimed at enriching the conceptual framework were reviewed. The population of the study was 48 management staff of selected manufacturing firms in Akwa Ibom State. The collected data were further analyzed using simple percentage and Ordinal Logistic Regression at a 0.05 level of significance. Findings showed that the two independent variables (strategic proactivity = 5.111, PV= 002, and Strategic adaptability, = 4.246, PV= 000) were significantly related with organizational success in selected manufacturing firms in Akwa Ibom State. It was concluded that managers should often employ a combination of approaches depending on their specific circumstances, goals, and resources. The key recommendation is that managers should be taking a proactive and forward thinking approach to navigate the complexities and uncertainties of the big environment.

***Keywords:** Strategic sensitivity, strategic proactivity, strategic adaptability, organizational success and manufacturing firms in Akwa Ibom State.*

## INTRODUCTION

### Background of the Study

Organizations are exposed to risks in competitive contexts because of the constant changes and difficulties of today's business climate. Due to the unpredictability of environmental events, strategic planning procedures may become muddled, making responsiveness necessary for firms to thrive in an unstable situation. Because of this, strategic sensitivity is a crucial business requirement in these kinds of competitive environments. It allows organizations to stay aware of the ever-changing landscape and make the necessary adjustments to gain a sustainable competitive advantage through the application of contemporary strategic concepts. Organizations that lack strategic sensitivity confront a wide range of difficulties, including political, social, technological, and economic ones (Ekanem et al., 2023). They must also deal with the effects of globalization, which have led to intense competition and rapid technological advancement as well as ongoing shifts in consumer preferences and expectations. An organization's capacity to recognize and adjust to shifts in markets, industries, and technology is reflected in its strategic sensitivity. Long-term success requires an understanding of the significance of strategic sensitivity in gaining organizational success (Uwa, 2022). Strategic sensitivity describes an organization's scanning ability and knowledge development about its context, the internal assessment of its capacities and its alignment of functions and behaviour in a manner that advances it towards its goals and objectives (Ekanem et al., 2023). Pulaj and Pulaj (2021) opined that strategic sensitivity can be futuristic as well as focused on the present functions of the organization. Primarily, it is concerned with planning the best course of action based on learning and the predictions of the future hence, its concerns are based on addressing the uncertainties of the environment.

Strategic proactivity is an approach to organizational management that emphasizes a forward-thinking, anticipatory stance (Jiang, 2018). It involves taking proactive steps to shape the future rather than merely reacting to events or trends as they unfold. Strategic proactivity is about actively seeking opportunities, preparing for potential challenges, and influencing outcomes in a deliberate and planned manner. Strategic proactivity is particularly important in dynamic and rapidly changing environments, where being reactive may lead to missed opportunities or inadequate responses to emerging challenges. By adopting a proactive mindset and approach, organizations can position themselves to not only survive in uncertain times but also thrive and lead in their respective industries. Strategic adaptability is the capacity of an organization to adjust, evolve, and thrive in response to changing circumstances, whether they arise from shifts in the external environment, emerging opportunities, or internal challenges (Fioretti, 2021). It involves a dynamic approach to strategic planning and execution that allows the organization to effectively navigate uncertainty and capitalize on new possibilities. Strategic adaptability is particularly important in industries and environments characterized by rapid technological advancements, shifting market dynamics, and

evolving customer expectations (Akpan & Uford, 2024). Organizations that prioritize strategic adaptability are better positioned to not only survive in turbulent times but also to thrive and lead in their respective markets.

### **Statement of the Problem**

Strategic sensitivity encompasses the organization's capacity to detect, interpret, and respond promptly to shifts in market trends, competitor strategies, technological advancements, regulatory frameworks, and customer preferences. Despite its acknowledged significance, many organizations struggle to develop and sustain a high level of organizational success. This deficiency often arises from a combination of factors, including lack of strategic proactivity and strategic adaptability. Also, limited access to timely and relevant external information, inadequate analytical capabilities, organizational silos, and resistance to change within the organizational culture.

This, in turn, hinders their ability to achieve and sustain success as defined by their strategic objectives, be it in terms of financial performance, market share growth, customer satisfaction, innovation, or long-term viability. It is on this background that this study was designed to examine the relationship between strategic sensitivity dimensions (strategic foresight and strategic responses) and organizational success in selected manufacturing firms in Akwa Ibom State.

### **Objectives of the Study**

The main objective of the study was to examine the relationship between strategic sensitivity and organizational success in selected manufacturing firms in Akwa Ibom State. The specific objectives include to;

- i. to examine the relationship between strategic proactivity and organizational success in selected manufacturing firms in Akwa Ibom State..
- ii. to ascertain the relationship between strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State.

### **Research Questions**

The following questions were formulated;

- i. What is the relationship between strategic proactivity and organizational success in selected manufacturing firms in Akwa Ibom State?
- ii. What is the relationship between strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State?

### **Research Hypothesis**

**H<sub>01</sub>:** There is no significant relationship between strategic proactivity and organizational success in selected manufacturing firms in Akwa Ibom State.

**H<sub>02</sub>:** There is no significant relationship between strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State.

### **Significance of the Study**

This study will be significant to the following groups;

Strategic sensitivity offers significant benefits to the manufacturing firms by enhancing their ability to thrive and contribute positively to their respective domains. Strategic sensitivity enables firms to stay attuned to market trends, customer preferences, and emerging technologies.

This ensures that they can develop and deliver products that are in demand and maintain a competitive edge. Manufacturing is heavily influenced by technological innovations. Firms with strategic sensitivity can swiftly adopt and integrate new technologies, improving efficiency, quality, and product offerings. And finally, understanding external factors like geopolitical changes, raw material availability, and transportation costs allows firms to optimize their supply chains. This leads to cost savings and a more resilient production process.

Academia will benefit from strategic sensitivity by aligning research and educational programs with emerging industry trends and societal needs. Students and other researchers will widen their scope from the information contained in this study while others will use the information for this study for their various researches.

### **Scope of the Study**

The study focused on the relationship between strategic sensitivity and organizational success in selected manufacturing firms in Akwa Ibom State. Thus, the content scope of the study covers the concept of strategic sensitivity and organizational success. Strategic proactivity and strategic adaptability are the measures of strategic sensitivity and organizational success were looked at in terms of flexibility, innovation, cohesion.

This study will be conducted within the geographical boundaries of Akwa Ibom State, Nigeria. The units of analysis comprise all the management staff of the selected manufacturing firms in Akwa Ibom State.

### **Limitation of the Study**

Throughout the study, the researcher would run upon certain restrictions. First of all, it will be difficult to get in touch with the employees of the selected manufacturing firms in Akwa Ibom State. To lessen this, the researcher will first ask Akwa Ibom State University's Department of Business Administration for an introduction letter in order to obtain a research permission that will make it easier for the respondents to participate in the study. It will also be challenging to gauge the responders' level of honesty. To offset

this, the researcher will make sure the research instruments are viable and reliable and meet the necessary standards. This restriction will apply only to two of the many variables associated with strategic sensitivity; furthermore, the study's conclusions should not be extrapolated to other organizations outside of the one that is the subject of the investigation.

## **Review of Related Literature**

### **Concept of Strategic Sensitivity**

Strategic sensitivity is defined as the ability of organizations to actively search for and collect usable data. And absorbing it in terms of its relevance, timing, accuracy, content, interpretation and analysis in order to reach information that helps the organization in implementing its activities (Adim & Maclayton, 2021). (Muhammad et al., 2020) indicated that strategic sensitivity means openness and anticipation of information by maintaining relationships with a variety of individuals and organizations. Or it is identifying and seizing continuous opportunities faster than competitors, through which strategic agility is built and access to achieving the organization's goals as quickly as possible and at the lowest possible costs. In the same direction, (Al Hajri & Qaeud, 2021) indicated that strategic sensitivity means the openness of organizations and their sensitivity to information, by maintaining a variety of relationships with other organizations. This means that they are embedded in social relations at all levels of the organization and their construction and maintenance requires attention to the structure of organizational values and relationships (Lehtimaki & Karintaus, 2019). Strategic sensitivity is also described by the organization's ability to survey, develop knowledge, internal evaluation of its capabilities, and its alignment of functions and behavior in a way that pushes it towards achieving its goals and objectives and is concerned with planning the best course of action based on learning and future expectations. Its interests are based on addressing environmental uncertainties (Diet E-Spiff & Nwuche, 2021).

### **Strategic Proactivity**

Proactivity has been defined as a self-initiated, forward thinking process of envisaging an alternative way that things could be, planning how to achieve such a goal, acting in accordance with those plans in the face of obstacles, and perhaps also reflecting on how to amend actions to better achieve the desired goal (Stenard, 2018). People engage in setting and striving towards proactive goals in order to achieve meaningful change in themselves and/or their environments (Grant and Ashford, 2018). Consistent with these definitions, proactivity can involve anticipating and acting upon a need to change oneself (such as enhancing one's skills) as well as anticipating and acting upon a need to solve problems or make other changes in the work environment. It should be understood that proactivity is a process of independent anticipation, planning and action that can be applied to any goal, rather than linked to a particular behaviour (such as problem-solving) that may have been initiated by another party. Much of the research on proactivity has

taken a dispositional approach, seeing the tendency to act proactively as a stable characteristic of individuals. Proactive personality (as operationalised by Bateman and Crant, 2020) refers to an enduring tendency to plan, take action, and persevere in bringing about change, without feeling constrained by situational factors. Employees high in proactive personality are rated by supervisors as being more innovative and they are more likely to be involved in formal avenues for process innovation and quality improvement. All of these outcomes suggest that proactivity is valuable to an organisation striving for sustainability, and several organisations have begun incorporating proactive personality (or related individual characteristics) into personnel selection systems.

### **Strategic Adaptability**

Strategic Adaptability refers to an organization ability to adjust its strategy and operations quickly in response to changing circumstances, new opportunities and emerging trends. Organization that quickly adapts to changing market conditions, shifting customer preferences and technological advancements are more likely to thrive in today's competitive landscape. On the other hand, business that fail to adapt to risk are left behind and eventually fail altogether. Hatum and Pettigrew (2021) found adaptability on flexibility and they study the latter into two topics: structural flexibility and capabilities for flexibility (heterogeneity in background and scope of managerial expertise). These capabilities generate the abilities of absorption and creativity. In addition, these authors, considering institutional theory, analyze adaptability examining possibilities of over passing isomorphism or assimilation of common practices by means of innovation in activities and strategies (Hatum & Pettigrew, 2021).

### **Concept of Organizational Success**

As success is considered the highest goal that organizations seek to achieve, through their individuals and organizational units, and by using and applying many administrative and technical methods to reach it (Al-Enezi et al., 2019). Organizational success is of great importance to organizations, through which they can achieve their desired goals, be able to compete and stay ahead of competing organizations. Organizational success, according to Kaliannan and Adjovu (2022) reflects the organization's ability to survive, continue and perpetuate, and achieve goals, through management and workers performing the tasks and duties entrusted to them in the best way. While Kose (2019) finds that the concept of organizational success refers to the existence of an effective strategy for organizational resource planning in order to gain competitive advantage, and that organizational factors act either as an aid or as an obstacle to successful resource planning. Dahan (2022) emphasizes that organizational success refers to the ability of organizations to achieve their goals by owning human resources, which are characterized by the skills high and integrated, through its ability to exchange ideas during work, so that they are united by one goal and common goals, which enables the organization to reach excellence.

### **Strategic Sensitivity and Organizational Success**

In order to achieve organizational success responding to the prevailing environment should be with speed and includes surprise and should be readily implementing efficiently and effectively. In addition, collective capabilities are required to enforce the other strategic agility dimensions because their success requires, for example, capable human resources and effective and efficient infrastructure (Mavengere, 2013). Strategic sensitivity is a firm's ability to recognize shifts in the environment that could impact the firm's business (Teece, 2007). It is achieved by establishing processes through which it regularly scan the local and distant business environment, to interpret gathered information and to filter relevant aspects of the information (Teece, 2007). It involves recognition and monitoring of opportunities and threats from both the external and internal environment. (Adim et al., 2021) used a similar dimension, sensing (shaping) opportunities and threats to refer to the firm's scanning, filtering, monitoring, assessing, creating, learning, interpreting, figuring out and calibrating business opportunities and threats. This involves a deliberate investment in continuous search for internal and external information about customer needs, technological shifts and opportunities, supplier and competitor responses and structural evolution in the market.

### **Strategic Proactivity and Organizational Success**

The notion of proactivity presupposes the readiness and alertness to take quick action. That is to say, the main seed of proactivity is the proclivity to take action promptly as the need arises. Proactivity becomes all the more imperative given the dynamic nature of the environment in which business organizations operate. The action to be taken must necessarily align with the strategic intent or big, hairy, audacious goal of the organization which comprises vision, mission, business definition, goals and objectives (Uwa, 2021). Strategic agility may be crippled and competitive advantage of an organization undermined and turned into competitive disadvantage without a keen sense of proactivity. Business organizations that adopt proactive strategic approach outperforms those that do not do so but merely rely on reactive approach.

### **Strategic Adaptability and Organizational Success**

Adaptability is an aspect of resilience that reflects, learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges. According to Zaki (2021), adaptive capability is the ability or inclination of individuals or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances. Adaptability is addressed in this context through two approaches; socio environmental and organizational (Mc Manus et al., 2008). An organization's ability to adapt is at the heart of their ability to display resilient characteristics to create advantages over less adaptive competitors.

## **Theoretical Review**

### **Resource-Based View (RBV) Edith Penrose (1959)**

The theory of resource-based view (RBV) is traceable to the original ideas of an Industrial Economist, Edith Penrose of 1959. The theory states that the internal resources of the firms constitute the sources of their competitive advantage. The resource-based view which became popular in the 1990s operate in the opposite direction to the industrial organization (I/O) which stresses the external characteristics of industries as sources of competitive advantage (Grant, 2018). However, for the heterogeneous or idiosyncratic resources to serve as competitive advantage, they must exhibit certain characteristics viz: be rare, valuable, inimitable and non-substitutable (VRION).

The resources must be deployed in such a way as to help business organizations to reduce cost, differentiate the company's products and/or services and above all, create uniqueness for the firm as against competitions (Godfrey & Hill, 2019). The drawbacks of the resource-based view relate to the issue of circular reasoning as some of its building blocks such as value remains basically abstract or exogenous and yet to be operationalized and failure to appreciate the external social context within which firms make or unmake decisions on the selection of resource inputs, relegation of environment, condition of heterogeneity, and behavioural assumption which undergirds the condition of inimitability (Diugwu, 2011). Besides, it is only in successfully leveraging and unleashing the internal resources of the firm to take advantage of external opportunities faster than competitors that a business organization can claim to have competitive advantage.

## **Empirical Review**

Ekanem et al. (2023) examined the relationship between Strategic Sensitivity and Firm Competitiveness of Deposit Money Banks in Akwa Ibom State. The survey research design approach was adopted for the study. The target respondents were staffs of 11 Deposit Money Banks operating within the study area. A sample size of 180 employees were adopted for this study and were assessed using the systematic sampling technique. It was 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.

Hamed (2023) examined the Strategic Sensitivity in Sustainable Competitive Advantage. The aim of this study was to examine the level of interest and implementation of strategic sensitivity in the General Company for the manufacture of cars and equipment and its various divisions, and how it affects the achievement of sustainable competitive advantage. The research utilizes an analytical survey approach to gather data from workers within the company. A sample size of 195 individuals was selected, and a total of 129 questionnaires were retrieved, out of which 120 were valid for analysis. The



results show a positive correlation between strategic sensitivity and sustainable competitive advantage. The strategic response sub-variable has been identified as having the greatest impact on sustained competitive advantage.

### Methodology

The study adopted survey research design. The population of the study comprised all the listed manufacturing firms in Akwa Ibom State. Totaling seventy five (75) according to Ministry of Commerce & Industry gazzert (2023). A total of 48 management staff of selected manufacturing firms in Akwa Ibom State was adopted as total population for the study. The study adopted census technique by making use of the total population of 48 as sample size because the population is sizeable to handle by the researcher.

The source of data for this research was obtained from primary source. The primary source comprises relevant information to this study that were obtained through the use of questionnaires, personal observation, and oral interviews. The study make used of ordinal data, ordinal data is a statistical type of quantitative data in which variables exist in naturally occurring ordered categories. The research instrument had both face and content validity. Ordinal Logistic Regression was used in analyzing the data.

### Result and Discussion

**Table 4.1.1: Copies of Questionnaire Administered and the Response Rate**

| S/N          |  | Copies of questionnaire distributed | Copies of questionnaire retrieved useable | Copies of questionnaire Not retrieved | Percentage (%) |
|--------------|--|-------------------------------------|---|---------------------------------------|----------------|
| 1.           | E-Sun Paint Industries<br>112 Nwaniba Road   | 24                                  | 19  | 5                                     | 79.0           |
| 2.           | NICLUX Paint<br>Ibong Road,<br>Ikot Ekpene   | 15                                  | 13  | 2                                     | 87.0           |
| 3.           | SanColor.<br>SanDico<br>Udotung Uboh,<br>Uyo | 9                                   | 8   | 1                                     | 89.0           |
| <b>Total</b> |  | <b>48</b>                           | <b>40</b>                                 | <b>8</b>                              | <b>83.0</b>    |

**Source:** Compiled from questionnaire response, (2024).

The total copies of questionnaire that were accurately filled and returned were 40 out of the 48 that were allocated and distributed. This constitutes 83.0% of the total copies of questionnaire and was found relevant for use. Eight (8) copies of questionnaire were returned incompletely filled, hence were discarded.

**Table 4.1.2: Percentage Analysis of Responses on Strategic Proactivity**

| Strategic Proactivity   | Extent of Agreement |             |           |            |            |              |
|---|---------------------|-------------|-----------|------------|------------|--------------|
|   | SA                  | A           | UN        | SD         | D          | Total        |
| We actively seek to anticipate future developments and trends.  | 15<br>(38%)         | 19<br>(47%) | -         | 2<br>(5%)  | 4<br>(10%) | 40<br>(100%) |
| We actively seek out new opportunities for growth, innovation, and improvement.                                   | 12<br>(30%)         | 21<br>(53%) | 2<br>(5%) | 2<br>(5%)  | 3<br>(7%)  | 40<br>(100%) |
| We are willing to adjust their strategies and tactics in response to new information, changing market conditions. | 19<br>(47%)         | 14<br>(36%) | 3<br>(7%) | 4<br>(10%) | -          | 40<br>(100%) |
| We are committed to continuous improvement.   | 12<br>(30%)         | 21<br>(53%) | 2<br>(5%) | 2<br>(5%)  | 3<br>(7%)  | 40<br>(100%) |

**Source: Field survey (2024)**

Table 4.1.3 shows the frequency of responses and their percentages on the strategic proactivity dimension. On the question We actively seek to anticipate future developments and trends, a proportion of 40 respondents, 15 (38%) strongly agreed to questions, 19(47%) agreed, none were undecided, 2 (5%) strongly disagreed and 4 (10%) disagreed.

We actively seek out new opportunities for growth, innovation, and improvement. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed.

Question on We are willing to adjust their strategies and tactics in response to new information, changing market conditions. A proportion of 40 respondents, 19 (47%) strongly agreed to questions, 14(36%) agreed, 3 (7%) were undecided, 4 (10%) strongly disagreed and none disagreed.

We are committed to continuous improvement. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed.

From the descriptive analysis is it observed that 88% of the respondents were of the agreement while 12% were not. Showing that strategic proactivity help contributes to organizational success.

**Table 4.1.3: Percentage analysis of Responses on Strategic adaptability**

| Strategic adaptability   | Extent of Agreement |             |           |            |            |              |
|--|---------------------|-------------|-----------|------------|------------|--------------|
|  | SA                  | A           | UN        | SD         | D          | Total        |
| We are open to recognizing and accepting the need for change.                                      | 17<br>(43%)         | 12<br>(30%) | 2<br>(5%) | 4<br>(10%) | 5<br>(12%) | 40<br>(100%) |
| We respond quickly and decisively to changing conditions, market trends, or competitive pressures. | 15<br>(38%)         | 19<br>(47%) | -         | 2<br>(5%)  | 4<br>(10%) | 40<br>(100%) |
| We build resilience by diversifying our resources, developing contingency plans.                   | 12<br>(30%)         | 21<br>(53%) | 2<br>(5%) | 2<br>(5%)  | 3<br>(7%)  | 40<br>(100%) |
| We foster open communication channels and encourage collaboration across departments.              | 19<br>(47%)         | 14<br>(36%) | 3<br>(7%) | 4<br>(10%) | -          | 40<br>(100%) |

**Source: Field survey (2024)**

Table 4.1.4 We use We are open to recognizing and accepting the need for change., 17 (43%) strongly agreed to questions, 12 (30%) agreed, 2 (5%) were undecided, 4 (10%) strongly disagreed and 5 (12%) disagreed, thus concludes that with the level of agreement means that effective strategic adaptability contributes to firms' success.

We respond quickly and decisively to changing conditions, market trends, or competitive pressures, a proportion of 40 respondents, 15 (38%) strongly agreed to questions, 19(47%) agreed, none were undecided, 2 (5%) strongly disagreed and 4 (10%) disagreed, thus concludes that with the level of agreement of 85% means that effective strategic adaptability contributes to firms' success.

We build resilience by diversifying our resources, developing contingency plans. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed, thus concludes that with the level of agreement of 83% means that strategic adaptability contributes to firms' success.

We foster open communication channels and encourage collaboration across departments. A proportion of 40 respondents, 19 (47%) strongly agreed to questions, 14(36%) agreed, 3 (7%) were undecided, 4 (10%) strongly disagreed and none disagreed, thus concludes that with the level of agreement of 83% means that effective strategic adaptability contributes to firms' success.

From the descriptive analysis is it concluded that 83% of the respondents were of the agreement while 17% were not. Showing that strategic adaptability contributes to firms' success.

**Table 4.1.4 Percentage analysis of responses on Organizational success**

| Statement on Organizational success  | Extent of Agreement |             |           |            |            |              |
|--|---------------------|-------------|-----------|------------|------------|--------------|
|  | SA                  | A           | UN        | SD         | D          | Total        |
| We are able to generate sustainable profits, manage costs effectively, and achieve financial stability and growth over time. | 15<br>(38%)         | 19<br>(47%) | -         | 2<br>(5%)  | 4<br>(10%) | 40<br>(100%) |
| We prioritize meeting customer needs, delivering high-quality products or services.  | 12<br>(30%)         | 21<br>(53%) | 2<br>(5%) | 2<br>(5%)  | 3<br>(7%)  | 40<br>(100%) |
| We engaged and satisfied employees are essential for organizational success.   | 19<br>(47%)         | 14<br>(36%) | 3<br>(7%) | 4<br>(10%) | -          | 40<br>(100%) |
| We embrace a culture of continuous improvement, encourage creativity and experimentation.                                    | 12<br>(30%)         | 21<br>(53%) | 2<br>(5%) | 2<br>(5%)  | 3<br>(7%)  | 40<br>(100%) |

**Source: Field survey (2024)**

Table 4.1.5 shows the frequency of responses and their percentages on the Organizational success dimension. We are able to generate sustainable profits, manage costs effectively, and achieve financial stability and growth over time., a proportion of 40 respondents, 15 (38%) strongly agreed to questions, 19(47%) agreed, none were undecided, 2 (5%) strongly disagreed and 4 (10%) disagreed.

We prioritize meeting customer needs, delivering high-quality products or services. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed.

We engaged and satisfied employees are essential for organizational success. A proportion of 40 respondents, 19 (47%) strongly agreed to questions, 14(36%) agreed, 3 (7%) were undecided, 4 (10%) strongly disagreed and none disagreed.

We embrace a culture of continuous improvement, encourage creativity and experimentation. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed.

From the descriptive analysis it is concluded that 91% of the respondents were of the agreement while 8% were not. Showing that organizational success is a function of strategic sensitivity.

### Testing of Hypotheses

The ordinal logistic regression model was used to test the hypotheses when there is one dependent variable with more than two independent variables in categories, either sorted or unordered), and ordinal in nature. The null statements of hypotheses were stated as follows:

| Model          | -2 Log Likelihood | Chi-Square | df | Sig. |
|----------------|-------------------|------------|----|------|
| Intercept Only | 674.583           |            |    |      |
| Final          | 415.384           | 199.198    | 3  | .000 |

Link function: Logit.

Model fitting information, this model shows that there is a significant improvement in fit as compare to the null model, hence the model is showing a good fit. Here the model is significant with  $p = 0.000$ . The differences between the intercept only model and final model should be significant.

|          | Chi-Square | Df   | Sig.  |
|----------|------------|------|-------|
| Pearson  | 3474.784   | 1443 | .510  |
| Deviance | 655.695    | 1643 | 1.410 |

Link function: Logit.

Goodness of fit statistic indicates a poor fit if the significant value is less than 0.05. Here, the model adequately fit the data ( $P > 0.05$ ). An insignificant value would mean that there a no significant differences in the observed data and fitted (assumed) model.

|               |      |
|---------------|------|
| Cox and Snell | .669 |
| Nagelkerke    | .674 |
| McFadden      | .218 |

Link function: Logit.

The Psuedo R-square model means that it do not technically explain the variation, but they can be used as approximate variation in the criterion variable. In ordinal Regression we will use the McFadden value of  $R^2$ . In this case we can say that there has been a 21.8% improvement in the prediction of outcome based on the predictors in comparison to the null model.

**Parameter Estimates for hypothesis one, and two**

Ho1: There is no significant relationship between strategic proactivity and organizational success in selected manufacturing firms in Akwa Ibom State.

Ho2: There is no significant relationship between strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State.

**Table 4.2.4 Parameter Estimates**

|                              | Estimate | Std. Error | Wald  | Df | Sig.  | 95% Confidence Interval |             |
|------------------------------|----------|------------|-------|----|-------|-------------------------|-------------|
|                              |          |            |       |    |       | Lower Bound             | Upper Bound |
| Threshold [OS = 1.00]        | 20.100   | 17.664     | 1.295 | 1  | .001  | -14.522                 | 54.721      |
| [OS = 2.00]                  | 32.897   | 19.412     | 2.872 | 1  | .004  | -5.149                  | 70.944      |
| [OS = 3.00]                  | 39.851   | 19.684     | 4.099 | 1  | .000  | 1.272                   | 78.431      |
| [OS = 4.00]                  | 53.935   | 23.217     | 5.397 | 1  | .002  | 8.431                   | 99.440      |
| Location strategic foresight | 3.246    | 3.069      | 1.119 | 1  | .002  | -2.769                  | 9.260       |
| strategic response           | 3.298    | 2.969      | 1.235 | 1  | .000  | -2.520                  | 9.116       |
| strategic proactivity        | 5.111    | 3.324      | 1.009 | 1  | .000  | -2.769                  | 10.260      |
| strategic adaptability       | 4.246    | 3.069      | 1.119 | 1  | .002  | -2.769                  | 9.260       |
| Org. success                 | 7.298    | 1.569      | 1.235 | 1  | .000  | -2.520                  | 9.116       |
| [LS=1.00]                    | 4.323    | 2.439      | 3.142 | 1  | .000  | -.457                   | 9.102       |
| [LS=1.00]                    | -1.417   | 12.054     | .014  | 1  | -.731 | -25.043                 | 22.209      |
| [LS=2.00]                    | -.558    | 10.089     | .003  | 1  | -.860 | -20.332                 | 19.216      |
| [LS=3.00]                    | -7.165   | 7.349      | .951  | 1  | -.910 | -21.570                 | 7.239       |
| [LS=4.00]                    | -4.659   | 5.899      | .624  | 1  | -.603 | -16.220                 | 6.903       |
| [LS=5.00]                    | .0a      | .          | .     | 0  | .     | .                       | .           |

Link parameter function: Logit.

- a. This is set to zero because it is redundant.

#### 4.2.5 Test of Parallel Lines<sup>a</sup>

| Model                   | -2 Log Likelihood               | Df | Sig. |
|-------------------------|---------------------------------|----|------|
| Null Hypothesis General | 332.212<br>312.203 <sup>b</sup> | 4  | .352 |

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

- a. Link function: Logit.  
b. The log-likelihood value is practically not zero.

Table 4.2.5 shows the values of the ordinal logistic regression coefficients and intercepts, together with the corresponding standard errors, t-values and their p-values. The location becomes; (strategic foresight, 3.246, strategic response = 3.298, strategic proactivity = 5.111, strategic adaptability, 4.246, and ( OS = 4.323, PV = 0.000) . This shows that there is an anticipated rise in the log probabilities of failing at a higher level of the dependent variable for every unit increase on the independent variable.

Any rising value of a covariate with a positive coefficient translates to a greater likelihood of falling into one of the "higher" cumulative outcome categories. A factor level with a higher coefficient suggests a higher likelihood of being in one of the "upper" cumulative result categories. The sign of a coefficient for a factor level is determined by the influence of that factor level on the reference categories. In Table 4.2.4, the variable with the largest coefficient with p-value less than the chosen significant level of 0.05 is considered the most significant influential factor. Therefore, the p-value for all the independent variables are each less than 0.05. This shows that all the independent variables are statistically significant at the 5% level of significance.

#### Interpretations of Tested Hypotheses

The null hypotheses were tested using ordinal logistic regression analysis. The following results were obtained as indicated in table 4.2.4.

**H<sub>01</sub>:** There is no significant relationship between strategic proactivity and organizational success in selected manufacturing firms in Akwa Ibom State.

**Result of Hypothesis 1:** Estimated location for SP, is 5.111, PV = 0.003. Where; SP = strategic proactivity, PV = Probability value, and OS = Organizational success (Threshold). The result revealed a significant influence of strategic proactivity on organizational success in selected manufacturing firms in Akwa Ibom State. This is because the estimated location for strategic proactivity is 5.111 when PV = 0.003. The probability value was less than 0.05.

**H<sub>02</sub>:** There is no significant relationship between strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State.

**Result of Hypothesis 2:** Estimated location for strategic adaptability, is 4.246,  $PV = 0.002$ . Where; SA = strategic adaptability, PV = Probability value, and OS = Organizational success (Threshold). The result in table 4.2.4 shows a significant influence of strategic adaptability and organizational success in selected manufacturing firms in Akwa Ibom State. This is because the estimated location for strategic adaptability is 3.246 when  $PV = 0.000$ . The probability value was less than 0.05.

### **Discussion of Findings**

This study examine the relationship between strategic sensitivity and organizational success in selected manufacturing firms in Akwa Ibom State. An ordinal logistic regression analysis was carried out to ascertain the relationship between strategic sensitivity and organizational success in selected manufacturing firms in Akwa Ibom State. The ordinal logistic regression model was significant  $p < .05$  with  $df = 3$ ).

The pseudo  $R^2$  values (e.g. Nagelkerke = 0.674 = 67%) presented in Table 4.2.3 indicates that the ordinal logistic regression model with its independent variables explained a relatively large proportion of the variation in organizational success in selected manufacturing firms in Akwa Ibom State. This further indicates that a model containing strategic proactivity and strategic adaptability is most likely to be a very good predictor of the organizational success. Furthermore, the result of the ordinal logistic regression analysis showed that strategic proactivity and strategic adaptability were responsible for changes in organizational success in selected manufacturing firms in Akwa Ibom State. This was seen in the  $P$ -values all less than 0.05 level of significance. This implies that for any one unit increase in the level of strategic sensitivity increases the chances for organizational success given that all of the other variables in the model are held constant.

### **Conclusion**

The results indicate that strategic sensitivity plays a vital role in achieving and preserving long-term success. By continuously monitoring the external environment, staying connected with market dynamics, and adjusting strategies and processes accordingly, organizations can obtain a sustainable competitive advantage. The study also revealed that the organization exhibits a commendable level of strategic sensitivity, particularly in terms of strategic proactivity and adaptability. However, there is a need for greater ambition to effectively compete with industry peers. While the organization demonstrates the ability to identify opportunities and challenges, there is a lack of capacity to define future scenarios and chart a clear path for growth and competitive capabilities in the future, which may hinder its success. Additionally, limited understanding of customer preferences and needs can impede the effectiveness of the company. The researcher



suggests integrating strategic sensitivity with customer engagement strategies to enhance organizational success.

### **Recommendations of the Study**

- i. The study recommends that managers should be taking a proactive and forward-thinking approach to navigating the complexities and uncertainties of the business environment. By anticipating future trends, opportunities, and challenges and taking proactive steps to capitalize on them, individuals and organizations can position themselves for success in an ever-changing world.
- ii. The study recommended that managers should be flexible, agile, and resilient, entities can navigate uncertainties and capitalize on emerging opportunities while staying true to their long-term vision and objectives.

### **Contribution to Knowledge**

This study adds to the body of knowledge about strategic sensitivity. Its conclusions offer empirical proof of the enormous impact that strategic proactivity and strategic adaptability, have on organizational success, which was neglected in earlier studies. This study contributes to the body of knowledge by identifying several variables that are proven to affect the success of the organization. This study has proven that each strategic sensitivity dimension examined here has an impact on organizational success in selected manufacturing firms in Akwa Ibom State.

### **Suggestion for Further Research**

This study suggested that the two strategic sensitivity dimensions should be examine by another researcher using different organizations to ascertain relationship and then compare with the present study to explain their effects on firms' success. Again, any other dimensions, should be done to allow generalization.

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