

Linking Strategic Agility to Organisational Effectiveness in the Nigerian Broadcasting Industry in a Digital Era

Bika Abdulkareem¹ & Rahim Ajao Ganiyu²

¹ & ² Department of Business Administration, Faculty of Management Sciences, University of Lagos, Lagos, Nigeria
Correspondence Email Address: Bkareem@gmail.com

Abstract

The transition of the Nigerian broadcasting industry from analogue to digital transmission has exposed a number of teething problems confronting the effectiveness of the sector. Therefore, the study investigated strategic agility and organisational effectiveness in the Nigerian broadcasting industry. A cross-sectional survey research design was adopted to elicit responses and a structured questionnaire was used for data gathering from 267 participants who are employees of three broadcasting firms in Nigeria, namely Channels Television, African Independent Television (AIT) and Television Continental (TVC). The study used stratified sampling technique. Data gathered were analyzed using Pearson's correlation and regression analysis. Findings revealed that the three dimensions of strategic agility, namely: strategic sensitivity, resource fluidity, and leadership unity are statistically related to organisational effectiveness. In addition, strategic agility influences organisational effectiveness of firms in the broadcasting industry. The study concludes that strategic agility does influence organisational effectiveness and represent competences for enhancing the effectiveness of the broadcasting operators. The study recommends that broadcasting operators should continuously scan their operating environment, so as to develop a better understanding of the nature and dynamics of the prevailing business environment.

Keywords: broadcasting industry, leadership unity, organisational effectiveness, resource fluidity, strategic agility, strategic sensitivity.

Introduction

The drive towards effectiveness is indispensable in all forms of business organisations. As a matter of fact, the success or otherwise of businesses in both manufacturing and service organisations is predicted on the basis of effectiveness. As a result, employees, business managers, and corporate organisations are expected to be effective and that basically implies to produce some form of results that is impressive and outstanding with minimal resources. This idea is particularly important in sector such as the Nigerian broadcasting industry that is currently struggling to keep pace with the global broadcasting practices. According to Tartsea-Anshase, Karu, and Alexander (2022), it took the Nigerian broadcasting operators an extended period of years to fully complied with the switchover deadline pronounced as Geneva conference in 2015. The notion of organisational effectiveness is concerned with ensuring strong alignment between the various areas of corporate activities to propel superior performance. Therefore, corporate organisations that are effective are in a better position to transform

inputs into desirable outputs. To achieve the aforementioned goal, business organisations must develop adaptive behaviour to cope with changing business environment.

The broadcasting industry is one of the most widely regulated sectors across the globe (Gayathri, Som, & Bala, 2021). This comprised issues such as what the operators could broadcast, what undertakings they could engage in, what technology to adopt and the code of ethics and conducts that guide their operators. In Nigeria, national/state ownership and intervention in the form of public sector broadcasting establishment not only dominated the early phase of broadcasting, but laid the foundation for what is today known as broadcasting industry (Gayathri et al., 2021). However, the past decades have seen a wave of private operators due to liberalization of the sector leading to enlarged competition and changing dynamics in the Nigerian broadcasting industry. In particular, the transformation of the broadcasting operations from analogue to digital is of specific concern. Broadcasting operations in Nigeria dates back to 1933, during the colonial rule, and Television broadcasting in particular, began by an Act of the Western Region in 1959 (Gayathri et al., 2021). The broadcasting industry witnessed deregulation in 1992, with the announcement of the Nigeria Broadcasting Commission (NBC) Act 38 of 1992 and 55 of the 1999 Constitution as modified. There were 31 Radio stations and 13 registered and functional Television stations in Lagos, Nigeria as at December 2019 (National Broadcasting Commission NBC, 2019).

The contemporary business environment is characterized with severe changes; thus, what is applicable today becomes moribund and outdated within a space of time. Worthy of attention are those propelled by technological innovation. The aforementioned development generates considerable instabilities and demand the need for businesses to review their strategies and realign their operations to remain effective and competitive (Sharifi & Zhang, 2001). According to Dess, McNamara, Eisner, Lee, (2019), Miceli, Hagen, Riccardi, Sotti, and Settembre-Blundo (2021) and Battour, Barahma, and Al-Awlaqi (2021), for corporate organisations to survive and grow in turbulent and competitive environments, speedy adaptation to changing business dynamics should be a top priority, and one of the major approaches is strategic agility (Shams, Vrontis, Believer, Ferraris, & Czinkota, 2021). Strategic agility can be conceptualized as competences that empower firms to cope with changing environment by continuously observing, sensing and apprehending strategic moves innovatively (Nejatian, Zarei, Rajabzadeh, Azar, & Khadivar, 2019; Tayfon & Zafer, 2021). According to Yeganegi and Azar (2012), the growing pace of change has become the new normal in contemporary world. Therefore, under the expansive competitive world whose nature and impacts are difficult to predict, businesses must seek for viable approaches to improve organizational effectiveness.

According to Simanchala and Biswajit (2021), organisational effectiveness refers to the level of efficiency of the organisation towards accomplishing preplanned objectives. The notion of effectiveness takes into consideration a multiplicity of factors at both organisational and departmental levels (Olajide,

& Elegunde, 2022). Within the organisation, three major levels of effectiveness, namely: individual effectiveness, group or team effectiveness and organisational effectiveness have been documented (Oghojafior, Muo, & Aduloju, 2012). Individual effectiveness is at the elementary level and highlight the task accomplishment of the workforces. Team effectiveness describes the level of capabilities of the individuals to work in a co-operative manner as a group. The third and the most strategic level is the organisational effectiveness, which is the blend of both individual and group effectiveness.

Developing strategic agility is perhaps one of the most proactive tactics through which businesses continually exploit opportunities. Therefore, in establishing corporate sustainability, strategic agility is a prerequisite, which entails three vital dimensions, namely: strategic sensitivity, leadership unity and resource fluidity (Doz & Kosonen, 2010). Strategic sensitivity is conceptualized as firm's ability to comprehend environmental changes and to detect proactively future threats and opportunities (Doz & Kosonen, 2010). Leadership unity refers to the features of managerial disposition, reaction; encompassing making speedy and proactive decisions with the support of top management to foster adaptive behaviour. Resource fluidity is connected to the competence to reconfigure and restructure the resources (both tangible and intangible), knowledge and capabilities to boost innovative approach towards value creation (Alagah & Tende, 2017). Therefore, the degree of corporate capabilities to observe, develop and leverage on the aforementioned components of strategic agility result to enormous opportunities to stay ahead of competition and improve firm's effectiveness (Brueller, Carmeli, & Drori, 2014).

Statement of the Problem

Businesses across all sectors in general, and broadcasting industry in particular, are facing huge difficulties connected to changing business dynamics and competitive rivalry, including the mandatory rules enforcing transition from analogue to digital operations. As a result, the operating environment of the broadcasting industry is changing considerably due to the introduction of digital transmission (Gayathri et al., 2021). In addition, the growing pace of Internet access and the mobile telephone revolution is creating huge disruption and open up oppourtunities as well as challenges on how the broadcasting operators can cater for unmet needs of customers (Gayathri et al., 2021). Consequently, the present broadcasting era conceivably echoes the advent of industrial wave propelled by technological advancement that is of huge impacts to the broadcasting operators. Of serious concern is the transition from analogue to digital broadcasting with its consequential disruption in the areas of content, programming and distribution. Above development have reveal slower pace on the part of most operators in the Nigerian broadcasting industry to cope with. Consequently, the level of competence of the Nigeria broadcasting operators has been under intense and severe criticisms in the area of contents, restricted cross-border transmission, and slower pace of adaptation to technological innovation which is affecting their capability to digitalise their operations. Against the aforementioned research background,

this study seeks to investigate the relationship between strategic agility and organisational effectiveness in the Nigerian broadcasting industry.

Aim and Objectives of the Study

The main objective of this study is investigate the relationship between strategic agility and organisational effectiveness in the Nigerian broadcasting industry. The study addressed two specific objectives:

1. To study the relationship between strategic agility (consisting of strategic sensitivity, resource fluidity, and leadership unity) and organisational effectiveness in the Nigerian broadcasting industry.

Specific objective one is unpacked into three sub-objectives:

- i. To investigate the relationship between strategic sensitivity and organisational effectiveness in the Nigerian broadcasting industry.
 - ii. To examine the relationship between resource fluidity and organisational effectiveness in the Nigerian broadcasting industry.
 - iii. To determine the relationship between leadership unity and organisational effectiveness in the Nigerian broadcasting industry.
2. To examine the combined influence strategic agility (comprising of strategic sensitivity, resource fluidity, and leadership unity) on organisational effectiveness in the Nigerian broadcasting industry.

Research Hypotheses

1. There is no significant relationship between strategic agility and organisational effectiveness in the Nigerian broadcasting industry.

This hypothesis further broken down into three sub-hypotheses:

- i. There is no significant relationship between strategic sensitivity and organisational effectiveness in the Nigerian broadcasting industry.
 - ii. There is no significant relationship between resource fluidity and organisational effectiveness in the Nigerian broadcasting industry.
 - iii. There is no significant relationship between leadership unity and organisational effectiveness in the Nigerian broadcasting industry.
2. Strategic agility will not significantly influence organisational effectiveness in the Nigerian broadcasting industry.

Literature Review

Strategic Agility and Dimensions

The concept of strategic agility is a relatively new notion that developed as a result of evolving management paradigm for managing the dynamic and rapidly changing business environment. The

notion of strategic agility came from the work of the Iacocca Institute (Lehigh University) in the United States in the early 1990s to advance the competitiveness of the manufacturing industry (Nagel & Dove, 1991). Strategic agility can be viewed as the capability to remain flexible in face innovative and changing business landscape to create enduring value (Ivory & Brooks, 2018). Strategic agility refers to the capability of the company to renew itself and remain flexible without losing efficiency (Jurni, Sarala, Tarba, & Weber, 2015). According to Weber and Tarba (2014), strategic agility covers a set of undertakings executed by a firm to create value in a stormy and changing business environment. These undertakings are adopted to cope with organisational changes through explicit practices, products and structures (Riad, Demetris, Zhanna, Alberto, & Micheal, 2020). Strategic agility describes an invaluable competence that permits a company to turn around rapidly without losing impetus, which upsurges its sustainability under ambiguous, unstable, and swiftly changing environments (Brueller et al. 2014).

Strategic agility is viewed as the capability of the firm to be adaptive and flexible in exploiting opportunities and capturing value through maximization of its strength and reconfiguring the firm uninterruptedly in order to be sustainable (Doz & Kosonen, 2010). According to McCann, Selsky, and Lee (2009), strategic agility refers to the capability to respond speedily, flexibly and determinedly in anticipating, originating and exploiting opportunities and evading any negative concerns related to environmental and competitive pressure. A number of scholars maintained that strategic agility reflects the degree to which a firm's business executives develops capabilities to adapt, demonstrate flexibility and display creativity in foreseeing sudden shocks within and outside their business environment on the basis of which they aggressively, speedily, and efficiently counter the threats (Tilman & Jacoby, 2019; Al Shehab, 2020). According to Doz and Kosonen (2008), strategic agility refers to the practices of strategic orientation adaptation of firm in reacting to changing environmental circumstances.

To accomplish strategic agility, corporate organisations must hold the "right mix" of resources and competences that are both substantial, distinctive, scarce and difficult to imitate or else, they will, with the passage of time, experience deteriorating performance, and incapable to compete, exploit opportunities, and face the challenges of the contemporary business era (Brosseau, Ebrahim, Handscomb, & Thaker, 2019). According to Ivory and Brooks (2018), strategic sensitivity, collective commitment, and resource fluidity are the three major firm competence building blocks to create strategic agility. Gurkov, Goldberg, and Saidov (2017) state that firm's requires deeper awareness of emerging trends, the capability to speedily make innovative decisions, and developing knowledge to realign business practices and reconfigure resources. Other streams of research have connected the inclusiveness of strategic agility to strategic sensitivity (Arokodare, & Asikhia, 2020), resource fluidity (Ogolla, 2020), shared commitment (Doz & Kosonen, 2008), strategic insight (Doz & Kosonen, 2010), strategic reaction (Ravichandran, 2017), human resource competences (Alhadid, 2016), strong vision (Oyedijo, 2012), core abilities (Fartash & Davoid, 2012), carefully chosen strategic targets (Bhale &

Mahima, 2012), common responsibilities and posture to address challenges (Arteta, & Giachetti, 2004) as a vital elements of strategic agility. The three most popular components of strategic agility highlighted in the literature are strategic sensitivity, resource fluidity, and leadership unity.

Strategic Sensitivity

Strategic sensitivity reflects the firm's capability to comprehend and perceive its internal and external environmental influences and the changes that are happening through ingenuousness, identifying vision, and exploiting opportunities faster than rivals (Doz & Kosonen, 2010). Strategic sensitivity is mirrored by the capability of top business leaders to determine and know the direction of future business, rapidly adopting best management practice, and inspiring workers to master innovative capabilities.

Resource Fluidity

Resource fluidity advocated the need for developing competences that enable firms to rapidly evaluate, integrate and leverage new capabilities (Gayathri et al. 2021). Also, level of adaptability and flexibility of major resources are valuable basis to evaluate firms' agility (Gayathri et al. 2021). Agile companies are expected to possess the capability to gathered, disassembled and reconfigured major resources (both tangible and intangible) and processes (Doz & Kosonen, 2008).

Leadership Unity

Leadership unity entails abilities of top management to recognize the potential of employees, identifying member of staff that require support, and upholding the unity of direction. Leadership unity refers to the level of leaders' support for policies, collaboration, and shared commitment, in addition to hastening decision-making procedures in a speedily changing environment (AlTaweel & Al-Hawa, 2021)

Organisational Effectiveness

Organisational effectiveness is a multifaceted notion. As such, no two academics and business practitioners demonstrate consensus on what constitute effectiveness or the best way to measure it. According to Oghojafor et al. (2012), organisational effectiveness is problematic to define because it implies different things to diverse people depending on viewpoints. The difficulties in evaluating organisational effectiveness have been linked to lack of consensus on what instituted a theory of organisational effectiveness (Cameron, 1984). The concept of organisational effectiveness sometimes labeled organisational success or firm worth is commonly used to refer to goal-attainment - which describes how well a firm is doing relative to competitors or to its overall success factors (Cameron, 1986). From academic viewpoint, organisational effectiveness entails numerous criteria, because, diverse firm's functions and activities have to be assessed using multiplicities of features that involve both means (process) and ends (outcomes). According to Mary and Thibodeaux (1996), organisational effectiveness is defined as the degree to which a business achieves its objectives without excessively

obstructing its resources or experiencing undue strain. Idris (2015) views organizational effectiveness as the degree to which a firm accomplishes its predetermined goals without undue pressure.

Organisational effectiveness, According to Kalaiselvi and Chitra (2020) refers to the degree to which business organization competently mobilise and deploy resources to accomplish its goals without plummeting its resource prowess and creating undue strain on its stakeholders. In the opinion of Camerron (1984), organisational effectiveness is the extent to which business organisation mobilises and exploits resources and competence at its disposal to accomplish its goals without any forms of negative impact on its stakeholders. Mahamoudvand (2011) views organisational effectiveness as the degree to which a firm successfully achieve its aims. Organisational effectiveness, according to Matthew and Barber (2009) relates to efficient operations and overall satisfaction of all constituents.

Conceptual Model

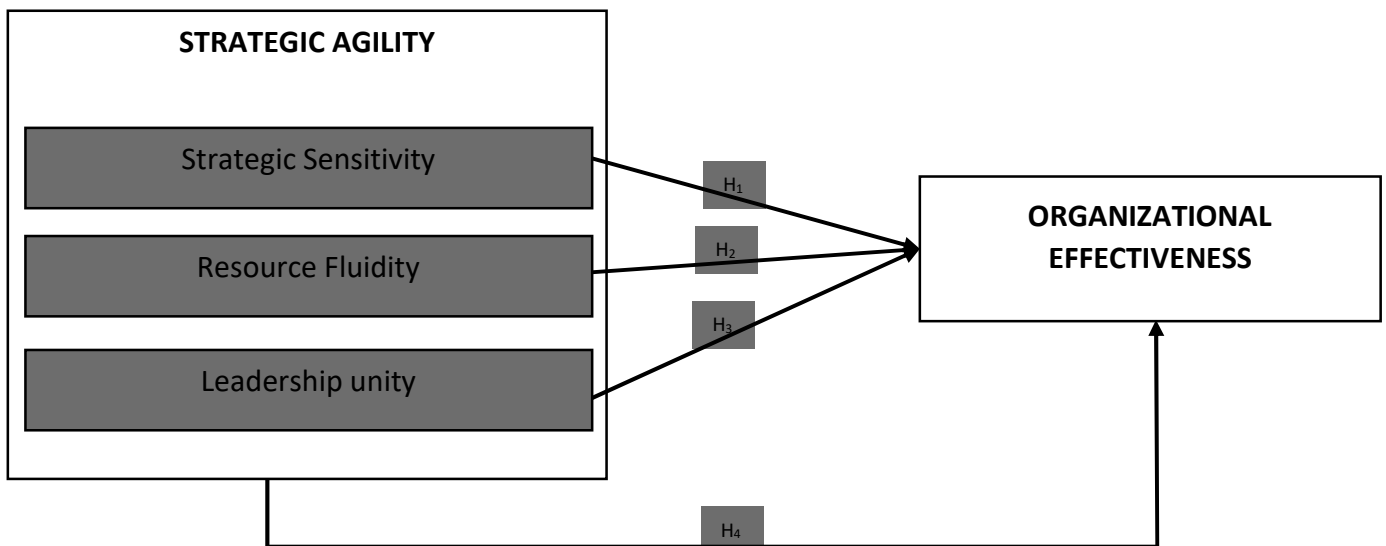


Figure 1: Conceptual model guiding this study

The conceptual model proposes the following relationships:

- i. Strategic agility consisting of strategic sensitivity, resource fluidity, and leadership unity is the independent variable or predictor.
- ii. Organisational effectiveness is the dependent variable.
- iii. The relationships can be described in the following manners: strategic agility influence organsational effectiveness.

Theoretical Review

Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997) state that dynamic capabilities theory describes firm's competences to integrate, build, and restructure internal and external capabilities to react speedily to changing business circumstances. It also relates to how firms deal with changes in a volatile business environment through reconfiguration of firm-specific capabilities (Teece, 2007). Many studies have demonstrated that

dynamic capabilities theory is pertinent to corporate organisations, particularly firms operating in dynamic and distorted environments. Dynamic capabilities theory helps businesses to develop core capabilities to generate short-term competitive postures to build sustainable competitive advantage (Oyerinde, Olatunji & Adewale, 2018; Arokodare & Asikhia, 2020). According to Teece et al. (1997), dynamic capabilities theory helps businesses to recognize the specific competences as sources of competitive advantage and ability to cope with unpredictable changes at a very speedy pace. The relevance of dynamic capabilities theory to this study is that it elucidates that firms require some capabilities to be responsive to changing business dynamics and the need for businesses to orchestrate its activities and resources/assets in ways that enable value creation.

Methodology

The nature of this study is quantitative, which necessitates the adoption of a cross-sectional survey research design. The focus of this study is on the Nigerian broadcasting industry, particularly, Television stations. The population of this study consisted of 1386 participants who are employees of the three selected Television broadcasting operators in Lagos, Nigeria: Channels Television, Africa Independent Television (AIT) and Television Continental (TVC) Communications. To obtain the sample size, Daniel’s (1999) formula for sample estimation for finite population was used. The formula is: $n = \frac{NZ^2P(1 - P)}{d^2(N - 1) + Z^2P(1 - P)}$

Where: n = Sample size, N = Population size, with a margin of error of 0.05 or confidence level of 95 percent to estimate the sample size and z value of 1.96 and e = Level of precision. Using the formula, the effective sample size is computed as 208. This study adopted stratified random sampling to select participants that cut-across management, middle level and junior staff. The sampling approach from the three Television broadcasting firms is depicted in Table 1.

Table 1: Sample Size and Sampling Approach

Companies	Staff Strength	Sampling Computation	Sample Size
AIT	602	602/1386 x 208	90
TVC	390	390/1386 x 208	59
Channels Television	394	394/1386 x 208	59
Total	1,386		208

Source: Human Resources Departments of the selected Broadcasting Firms

Measures of strategic agility were adapted from Josh, Patrick, and Mathias (2018) consisting of 25 items, while 17 measures of organisational effectiveness were adapted from Cameron and Whetton (1983). The study relied on primary data obtained with the aid of a self-completed questionnaire anchored on five-point Likert rating scale ranging from strongly agree (5) to strongly disagree (1). The questionnaire was evaluated for face and content validity by academics and broadcasting professionals. The Cronbach alpha values for the three dimensions of strategic agility and organisational effectiveness,

exceeds .72, which are considered satisfactory and reliable (Saunders, Lewis & Thornhill, 2016), Data obtained from the respondents were analysed using the Statistical Package for Social Sciences (SPSS version 21). Descriptive statistics consisting of frequency, percentage, mean and standard deviation of the study variables were run. Inferential statistics, namely: Pearson correlation and regression analysis were used to analyse the data.

Results and Discussion of Findings

Hypothesis One

There is no significant relationship between strategic agility and organisational effectiveness in the Nigerian broadcasting industry.

Table 2: Correlational Matrix of Strategic Agility Dimensions and Organisational Effectiveness

Variables	1	2	3	4
Strategic sensitivity	1			
Resource fluidity	.304**	1		
Leadership unity	.308**	.652**	1	
Organisational effectiveness	.470**	.697**	.634**	1

N.B: 1= strategic sensitivity, 2= resource fluidity, 3= leadership unity, 4= organisational effectiveness.

Table 2 shows inter-correlations among the three dimensions of strategic agility, consisting of strategic sensitivity, resource fluidity, and leadership unity, and organisational effectiveness. All the dimensions of strategic agility exhibited positive high correlation with one another and organizational effectiveness. From Table 2, strategic sensitivity and organisational effectiveness ($r = .470^{**}$, $p < 0.01$), resource fluidity and organisational effectiveness ($r = .697^{**}$, $p < 0.01$) and leadership unity and organisational effectiveness ($r = .634^{**}$, $p < 0.01$). From the above results, the study deduced that strategic agility proxy by strategic sensitivity, resource fluidity, and leadership unity have significant relationship with organisational effectiveness in the Nigerian broadcasting industry. Based on the results, hypothesis one, (and the three sub-hypotheses) which postulate that there is no significant association between strategic agility and organizational effectiveness in the Nigerian broadcasting industry is not supported and the alternate hypothesis is accepted. Thus, it is hypothesized that there is a significant association between strategic agility and organizational effectiveness in the Nigerian broadcasting industry. Findings of this study corroborates the extant

literature that link strategic agility to organizational effectiveness (Yeganegi & Azar, 2012; Ivory & Brooks, 2018; Zeeshan, Sarwat, Mishal, Imam, & Muhammad, 2016).

Hypothesis Two

Strategic agility will not significantly influence organisational effectiveness in the Nigerian broadcasting industry.

Table 3: Regression Model of the influence of strategic agility on organisational effectiveness

Explanatory variables	Coefficient	t-ratio	Sig.
(Constant)	1.344	8.958	.000**
Strategic sensitivity	.273	6.050	.000**
Resource fluidity	.270	4.774	.000**
Leadership unity	.374	6.595	.000**
R	.729		
R ²	.526		
Adjusted R ²	.521		
F-statistics	97.346		.000**
N	267		

** Correlation is significant at 1% level (2-tailed)

The regression in Table 3 above shows the model fitness at 1% significant level (f-statistics 97.346), confirming that strategic agility significantly influences organisational effectiveness. Similarly, the R² of 52.6% shows that roughly 53% variance or change in organisational effectiveness could be attributed to strategic agility. In term of contribution to the model fit, leadership unity contributed the highest ($\beta=.374$, $p < 0.01$), follow by strategic sensitivity ($\beta=.273$, $p < 0.01$), and resource fluidity ($\beta=.270$, $p < 0.01$). On the basis of the above results, hypothesis two which state that strategic agility will not significantly influence organizational effectiveness in the Nigerian broadcasting industry is supported and alternate hypothesis is accepted. Thus, it is hypothesized that strategic agility significantly influences organisational effectiveness in the Nigerian broadcasting industry. The results support a number of previous studies (Rigby, Sutherland, & Takeuchi, 2016; Tien, Cat, Minh, Gam, Tran, & Oanh, 2024; Ibrahim & Majed, 2024)

Conclusion

This study investigated the relationship between strategic agility and organisational effectiveness in the Nigerian broadcasting industry. Finding of the study revealed that strategic agility comprising strategic sensitivity, resource fluidity and leadership unity are significantly associated with organizational effectiveness in the Nigerian broadcasting industry. In addition, strategic agility

significantly influences organizational effectiveness. Therefore, strategic agility dimensions such as strategic sensing, resource fluidity and leadership unity are core capabilities that are vital towards building strategic agility and by extension organisational effectiveness (Narasimhan, Swink, & Kim, 2006). The functioning and survival of corporate organisations depends upon its capabilities. Organisational effectiveness is desirable for continuous improvement in the internal competence system of a firm to be more responsive and adaptive to the opportunities and threats within the business environment. Therefore, an effective company is the one in which all components are well integrated, thrilled, and possess the capabilities to make proper use of corporate resources (Dalvi, & Shelankar, 2018). All the aforementioned goals are not feasible in the absence of strategic agility that will enable the organisation develop strong posture and capabilities to cope with both planned and unplanned changes.

Arising from the contemporary business environment that has been labelled by the popular narrative volatile, uncertain, complex, and ambiguous- VUCA, businesses across all sectors, broadcasting inclusive are compelled to change their status quo and ensure business models that is adaptive to the rapidly changing environment. To be adaptive and agile, businesses must develop the necessary competences to think and act innovatively and respond proactively to changing business landscape with the aim of enhancing their performance and effectiveness. For obvious reasons, operators in the broadcasting industry need agility so as to develop and improve capability to exploit opportunities to improve and sustained organisational effectiveness, because absence of such capabilities will pose serious complications to their effectiveness. Digitalization for instance has influenced the way that businesses in all industries, not only broadcasting operators manage their operations and reconfigure resources and competence to lessen obstacles (Gayathri et al., 2021). Thus, one of the major strategies that businesses in the broadcasting industry can adopt to maintain their growth and effectiveness is strategic agility, and it represent the most promising basis to sublimate huge shocks in the contemporary broadcasting business environment.

Implications and Policy recommendations

In view of the changing business landscape in the broadcasting industry, the operators need to develop strategic agility by inventing and reconfiguring their business models and innovative strategic posture to become more adaptive. Strategic agility is not solely about a particular change that is easily predictable, instead, it is about ability to develop competences to effectively change the flow of firm strategic posture as a basis of sustaining organisational effectiveness and competitive advantages (Tayfun & Zafer, 2021). For businesses competing in varying environmental circumstances, strategic agility can be the major basis of sustainability in the market, because growing environmental turbulence and intense competition across sectors contribute to the strategic essence of corporate positioning and survival. Consequently, absence of such capabilities leads to declining performance and effectiveness,

not because they are acting wrongly, but because they continue to do the same things and assume it will solve all business and competitive complications. Tayfun and Zafer (2021) labelled the above disposition as fragility of becoming victim to rigidity. Agile firms are those who demonstrate strong flexibility and adaptive behaviour. In addition, such firms demonstrate proactive level of speed that is desired to detect environmental changes and react satisfactorily. Strategic agility entails huge investment in resources to offer the required flexibility and speed to react to sudden environmental threats and opportunities (Tayfun & Zafer, 2021). Therefore, the most proactive solution to the emerging contradictory and complicated business environment can be effectively manage with the help of core competencies related to strategic sensitivity, resource fluidity, and leadership unity to make a company more agile. Based on the findings, the study offer the following recommendations:

- i. There is need for broadcasting operators to develop adaptive behaviour through improve strategic sensing, resource fluidity and leadership unity to foster organisational effectiveness.
- ii. For broadcasting operators to enhance their organisational effectiveness, strategic agility and its core dimensions should be entrenched in a way and manner that encourage workforces across cadres to participate actively in the transformation process.
- iii. Strategic agility of corporate organisation in the broadcasting industry should be based on thorough environmental scanning and analysis to enable a better understanding of the nature and dynamics of the prevailing business environment and ensure superior strategic fit.

References

- Al Shehab, N. (2020). *Does losing jobs during COVID-19 pandemic affect the knowledge management in businesses?*. In 17th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning ICICKM 2020 (p. 6).
- Alagah, A.D., & Tende, F.B. (2017). Talent retention and organisational agility of insurance companies in Port Harcourt, Nigeria. *International Journal of Advanced Academic Research Social & Management Sciences*, 3(8), 1-14.
- Alhadid, A.Y. (2016). The effect of organization agility on organization performance. *International Review of Management and Business Research*, 5(1), 273-278.
- AlTaweel, I.R., & Al-Hawa, S.I. (2021). *The mediating role of innovation capability on the relationship between strategic agility and organizational performance*. MDPI , 01-14. <https://doi.org/10.3390/su13147564>
- Arokodare, M.A. & Asikhia, O.U. (2020). Strategic Agility: Achieving Superior Organizational Performance through Strategic Foresight, *Global Journal of Management and Business Research*, XX(III), 7-16. <https://doi.org/10.34257/GJMBRAVOL20IS3PG7>
- Arteta, B.M., & Giachetti, R.E. (2004). A measure of agility as the complexity of the enterprise system. *Robotics and Computer-Aided Manufacturing*, 20, 405-503. <https://doi.org/10.1016/j.rcim.2004.05.008>
- Battour, M., Barahma, M., & Al-Awlaqi, M. (2021). The relationship between HRM strategies and sustainable competitive advantage: Testing the mediating role of strategic agility. *Sustainability*, 13, 5315. <https://doi.org/10.3390/su13095315>

- Bhale, M., & Mahima. S. (2012). Strategic agility: Business approach of multinational ICT firms in Indian Context. *National Conference on Emerging Challenges for Sustainable Business*, 1452-1470.
- Brosseau, D., Ebrahim, S., Handscomb, C., & Thaker, S. (2019). The journey to an agile organization. *McKinsey & Company*, May, 10. Retrieved from: <https://www.mckinsey.com/business-functions/organization/our-insights/the-journey-to-an-agile-organization>
- Brueller, N.N., Carmeli, A., & Drori, I. (2014). How do different types of mergers and acquisitions facilitate strategic agility? *California Management Review*, 56(3), 39–58. <https://doi.org/10.1525/cmr.2014.56.3.39>
- Cameron, K. S. (1984). The effectiveness of ineffectiveness. *Research in Organizational Behavior*, 6, 235-285.
- Cameron, K. S. (1986). Effectiveness as a paradox: Consensus and conflict in conceptions of organisational effectiveness. *Journal of Management Science*, 32(5), 539-553. <https://doi.org/10.1287/mnsc.32.5.539>
- Cameron, K.S., & Whetton, D.A. (1983). *Organisational effectiveness: A comparison of multiple models*. New York: Academic Press. <https://doi.org/10.1016/B978-0-12-157180-1.50017-3>
- Dalvi, M., & Shelankar, M. (2018). Determinants of Organizational Effectiveness: An Empirical Study of Selected Public and Private Sector Bank in India. *International Journal for Research in Engineering Application & Management*, 4(6), 212-219.
- Daniel, W.W. (1999). *Biostatistics: A foundation for analysis in the health sciences*. 7th edition. New York: John Wiley & Sons.
- Dess, G.G., McNamara, G., Eisner, A.B. & Lee, S.H. (2019). *Strategic management: Text & Cases*, 9th ed. New York, NY:McGraw-Hill Education.
- Doz, Y., & Kosonen, M. (2008). *Fast strategy*, Wharton School Publishing, Harlow
- Doz, Y.L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43, 370–382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- Fartash, K., & Davoudi S.M. (2012). The important role of strategic agility in firms' capability and performance. *International Journal of Engineering and Management Research*, 2(3); 6-12.
- Gayathri S., Som S.B., & Bala K. (2021). Micro foundations approach to strategic agility – Exploration to operationalization. *Journal of General Management*, 46(2), 103–128. <https://doi.org/10.1177/0306307020939359>
- Gurkov, I., Goldberg, A., & Saidov, Z. (2017). Strategic agility and persistence: HEM's entry into the Russian market of expendable materials for clinical laboratories. *Global Business and Organizational Excellence*, 36(5), 12–19. <https://doi.org/10.1002/joe.21797>
- Idris, S.D. (2015). Discipline and organisational effectiveness: A study of Nigerian Customs Service. *Review of Public Administration and Management*, 4(8), 88-106.
- Ibrahim A., & Majed A. H. (2024) The impact of strategic agility on organizational performance: the mediating role of market orientation and innovation capabilities in emerging industrial sector. *Cogent Business & Management*, 11(1), 1-19
- Ivory, S.B., & Brooks, S.B. (2018). Managing corporate sustainability with a paradoxical lens: lessons from strategic agility. *Journal of Business Ethics*, 148(2), 347-361. <https://doi.org/10.1007/s10551-017-3648-6>

- Josh, M., Patrick, S., & Matthias, M. (2018). Building and maintaining strategic agility: An agenda and framework for executive IT leaders. *California Management Review*, 61(1), 94-113. <https://doi.org/10.1177/0008125618790245>
- Junni, P., Sarala, R., Tarba, S., & Weber, Y. (2015). The role of strategic agility in acquisitions. *British Journal of Management*, 26(4), 596-616. <https://doi.org/10.1111/1467-8551.12115>
- Kalaiselvi, K., & Chitra, C. (2020). A study on organisational effectiveness in maintaining job satisfaction among the employees of Airport Authority of India with reference to Chennai Airport. *International Journal of advanced science and technology*, 29(7), 8832-8839.
- Mahmoudvand, M. (2011). *Examine the relationship between organisational forgetting with organisational change at the University of Sistan and Baluchestan*. Master Thesis in Educational Administration, University of Sistan and Baluchestan
- Mary, S., & Thibodeaux, E.F. (1996). Organisational effectiveness and commitment through strategic management. *Industrial Management & Data Systems*, 96(5), 21-25. <https://doi.org/10.1108/02635579610123307>
- Matthew, J., & Barber, L. K. (2009). *Are you focusing both employees and organisational outcomes?* Organisational Health Initiative at Saint Louis University. Retrieved March 2019 from <http://www.ohi.slu.edu>
- McCann, J., Selsky, J., & Lee, J. (2009). Building agility, resilience and performance in turbulent environments. *People & Strategy*, 32(3), 44-51.
- Miceli, A., Hagen, B., Riccardi, M.P., Sotti, F., & Settembre-Blundo, D. (2021). Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience. *Sustainability*, 13, 20-52. <https://doi.org/10.3390/su13042052>
- Nagel, R., & Dove, R. (1991). *21st century manufacturing enterprise strategy: An industry led view of agile manufacturing*, I(II), Iacocca Institute, Lehigh University. <https://doi.org/10.21236/ADA257032>
- Narasimhan, R., Swink, M., & Kim, S.W. (2006). Disentangling leanness and agility: An empirical investigation. *Journal of Operations Management*, 24, 440-457. <https://doi.org/10.1016/j.jom.2005.11.011>
- National Broadcasting Bulletin (2019). *The discourse on broadcast News*. Retrieved from <http://www.NBC.news.org>.
- Nejatian, M., Zarei, M.H., Rajabzadeh, A., Azar, A., & Khadivar, A. (2019). Paving the path toward strategic agility. *Journal of Enterprise Information Management*, 32(4), 538-562. <https://doi.org/10.1108/JEIM-10-2018-0233>
- Oghojafor, B.E.A., Muo, F.I., & Aduloju, S.A. (2012). Organisational effectiveness: Whom and what do we believe? *Advances in Management & Applied Economics*, 2(4), 81-108
- Ogolla, J.A. (2020). *Transformational leadership, strategic agility and performance of state corporations in Kenya*. PhD Thesis of Kenya Methodist University
- Olajide, O.T., & Elegunde, A.F. (2022). Corporate integrity and organisational effectiveness: Empirical evidence from banks in Nigeria. *LASU Journal of Employment Relations & Human Resource Management*, 3(1), 212-230. <https://doi.org/10.36108/ljerhrm/2202.03.0171>
- Oyedijo, A. (2012). Strategic agility and competitive performance in the Nigerian telecommunication industry: An empirical investigation. *American International Journal of Contemporary Research*, 2(3), 227-237.

- Oyerinde, A.J., Olatunji, O.C., & Adewale, O.A. (2018). Corporate social responsibility and performance of oil and gas industry in Nigeria. *EKSU Journal of the Management Scientists*, 2(1), 97-106.
- Ravichandran, T. (2017). Exploring the relationships between IT competence, innovation capacity and organizational agility. *The Journal of Strategic Information Systems*, 27(1), 6. <https://doi.org/10.1016/j.jsis.2017.07.002>
- Riad, S., Demetris, V., Zhanna, B., Alberto, F., & Michael, R.C. (2020). Strategic agility in international business: A conceptual framework for “agile” multinationals". *Journal of International Management*, 2020
- Rigby D, Sutherland J, & Takeuchi H (2016) Embracing agile – How to master the process that’s transforming management. *Harvard Business Review*, 50(May):40–48
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students* (7th eds.), Harlow: Pearson Education Limited.
- Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M.R. (2021). Strategic agility in international business: A conceptual framework for “agile” multinationals. *Journal of International Management*, 27(1), 10. <https://doi.org/10.1016/j.intman.2020.100737>
- Sharifi, H., & Zhang, Z. (2001). Agile Manufacturing in Practice. Application of a Methodology. *International Journal of Operations & Production Management*, 21(5), 772-794. <https://doi.org/10.1108/01443570110390462>
- Simanchala, D., & Biswajit A. (2021). Understanding organisational effectiveness through sustainable human relations approach: The role of empowerment climate in selected industrial establishments. *International Journal of System Dynamics Applications*, 10(2), 3. <https://doi.org/10.4018/IJSDA.2021040103>
- Tien N., Cat, V. L., Minh, N., Gam, N., Tran, T. H., & Oanh, N. (2024). The organisational impact of agility: A systematic literature review. *Management Review Quarterly*, <https://doi.org/10.1007/s11301-024-00446-9>
- Tayfun, Y., & Zafer, A. (2021). The mediating role of organizational innovation on the impact of strategic agility on firm performance. *World Journal of Entrepreneurship, Management and Sustainable Development*, 2021
- Teece, D., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- Teece, D.J. (2007). Explicating dynamic capabilities: The nature and micro-foundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319-1350. <https://doi.org/10.1002/smj.640>
- Tartsea-Anshase, M., Karu, O.O., & Alexander, O.E. (2022). Digitalization of broadcasting in Nigeria. *Bingham Journal of Sociology*, 1(2/3), 52-65
- Tilman, L., & Jacoby, C. (2019). *Agility: How to navigate the unknown and seize opportunity in a world of disruption*. Missionary
- Weber, Y., & Tarba, S.Y. (2014). Strategic agility: A state of the art introduction to the special section on strategic agility. *California Management Review*, 56(3), 5-12. <https://doi.org/10.1525/cm.2014.56.3.5>

- Yeganegi, K., & Azar, M. (2012). *The effect of IT on organizational agility*. Proceedings of the 2012 International Conference on Industrial Engineering and Operations, Management, Istanbul, Turkey.
- Zeeshan, A., Sarwat, S., Mishal, K., Imam, A., & Muhammad, A.B. (2016). Impact of employee turnover on organisational effectiveness in Telecommunication sector of Pakistan. *Journal of Business and Management*, 18(11), 128-136.