

Strategic Agility Competence And Organizational Resilience Of Selected Commercial Banks In Delta State

ATUMAH, JOHN ESEOGHENE¹, OLANNYE Peter², ASHIBOGWU Kingsley³

¹Department of Business Administration, DELSU Business School, Delta State University, Abraka

²Department Marketing and Entrepreneurship, DELSU Business School, Delta State University, Abraka

³Ministry of Basic and Secondary Education, , Asaba, Delta State

Abstract: *This study undertook a comprehensive examination of the impact of strategic agility competence on organizational resilience in selected commercial banks in Delta State. The research was motivated by the need to understand the role of strategic agility in driving organizational success in the banking industry, particularly in the context of a rapidly changing business environment. The study adopted a quantitative research approach, utilizing a survey design to collect data from 168 respondents drawn from selected commercial banks in Delta State. The data was analyzed using a range of statistical techniques, including descriptive statistics, correlation analysis, and regression analysis. The findings of the study revealed that strategic agility competence has a significant positive impact on organizational resilience. Specifically, the study found that dynamic capability, innovation capability, network capability, and strategic leadership are significant predictors of organizational resilience. The study also identified several key drivers of strategic agility competence, including organizational culture, leadership style, and technological infrastructure. The study's conclusions have significant implications for policymakers, regulators, and bank managers seeking to promote organizational resilience in the banking industry. The study recommends that banks prioritize the development of strategic agility competence, including dynamic capability, innovation capability, network capability, and strategic leadership. Additionally, the study suggests that policymakers and regulators can play a crucial role in promoting strategic agility competence by creating a supportive business environment and providing incentives for innovation and entrepreneurship. The study contributes to the existing literature on strategic agility competence and organizational resilience, providing new insights into the role of strategic agility in driving organizational success in the banking industry. The study's findings also have practical implications for bank managers and policymakers seeking to promote organizational resilience in the banking industry.*

Keywords: Strategic Agility, Organisational Resilience, Commercial Banks, Dynamic Capability, Innovation Capability

Introduction

The concept of strategic agility competence has gained significant attention in recent years, particularly in the context of organizational resilience in commercial banks. Strategic agility competence refers to the ability of a commercial bank to rapidly adapt and respond to changing environmental conditions in Delta State. In Delta State, the banking sector is a critical component of the economy, playing a vital role in facilitating economic growth and development. However, commercial banks in Delta State face numerous challenges, including economic downturns, cybersecurity threats, and regulatory changes.

In order to survive and thrive in this complex and dynamic environment, commercial banks in Delta State need to develop the ability to adapt and respond to changing circumstances. This ability is known as organizational resilience, which refers to the capacity of a commercial bank to absorb and recover from disruptions and crises. Dynamic capability is a key concept in the development of organizational resilience in commercial banks in Delta State. It refers to the ability of a commercial bank to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. [Ambrosini et al, 2020; Hoskisson et al 2013] Innovation capability, network capability, and strategic leadership are also important factors that contribute to the development of organizational resilience in commercial banks in Delta State.

In Nigeria, the banking sector has faced numerous challenges in recent years, including economic downturns, regulatory changes, and cybersecurity threats (CBN, 2022). In order to survive and thrive in this complex and dynamic environment, Nigerian banks need to develop the ability to adapt and respond to changing circumstances (Kuada, 2015). The concept of network capability has gained significant attention in recent years, particularly in the context of organizational resilience (Ambrosini et al., 2020; Teece, 2019). Network capability refers to the ability of an organization to develop and leverage relationships with external partners, such as suppliers, customers, and other stakeholders (Li et al., 2020).

Strategic leadership is particularly important in the banking sector, where leaders must navigate complex regulatory requirements, technological advancements, and changing customer needs (Kuada, 2020; CBN, 2022). For instance, Kuada (2020) found that strategic leadership was positively related to firm performance in the Nigerian banking sector.

Effective strategic leadership involves several key components, including vision, strategic thinking, and decision-making (Hitt et al., 2020; Ireland & Hitt, 2020). Leaders must also possess strong communication and interpersonal skills, as well as the ability to empower and motivate employees (Teece, 2019; Ambrosini et al., 2020).

The Problem

The banking sector in Nigeria, particularly in Delta State, is facing increasing challenges and disruptions, including economic downturns, regulatory changes, and technological advancements. Despite these challenges, some commercial banks in Delta State have demonstrated resilience and adaptability, while others have struggled to survive. Therefore, the problem of this study is to investigate the effect of strategic agility competence and organizational resilience of commercial banks in Delta State, with a view to identifying the strategic agility competences that are critical for building organizational resilience in the banking sector."

Despite the importance of strategic agility competence in building organizational resilience, there is a lack of understanding of the specific innovative capabilities, network capabilities, and leadership competences that are required to develop strategic agility competence in commercial banks in Delta State. Furthermore, there is limited research on the impact of strategic agility competence on organizational resilience in the context of the Nigerian banking sector. Therefore, the problem of this study is to investigate the impact of innovative capability, network capability, and leadership competence on strategic agility competence and organizational resilience of commercial banks in Delta State."

The Nigerian banking sector is characterized by intense competition, rapid technological changes, and increasing customer expectations, which require commercial banks to be agile and adaptable in order to survive and thrive. However, the sector is also prone to disruptions and crises, which can have far-reaching consequences for the entire economy.

In order to survive and thrive in this complex and dynamic environment, commercial banks in Nigeria need to develop the ability to adapt and respond to changing environmental conditions. This ability is known as strategic agility competence, which refers to the ability of an organization to rapidly adapt and respond to changing environmental conditions.

Strategic agility competence is critical for commercial banks in Nigeria, as it enables them to respond to disruptions and crises, and to adapt to changing environmental conditions. However, there is limited research on the strategic agility competence of commercial banks in Nigeria, and its impact on organizational resilience.

Furthermore, there is a lack of understanding of the specific innovative capabilities, network capabilities, and leadership competences that are required to develop strategic agility competence in commercial banks in Nigeria. Innovative capability refers to the ability of an organization to develop new products, services, and processes that meet the changing needs of customers and stakeholders.

Network capability refers to the ability of an organization to develop and leverage relationships with external partners, such as suppliers, customers, and other stakeholders. Leadership competence refers to the ability of leaders to make informed, timely, and decisive decisions that drive organizational performance and sustainability.

Therefore, the problem of this study is to investigate the impact of innovative capability, network capability, and leadership competence on strategic agility competence and organizational resilience of commercial banks in Nigeria.

Study Objectives

- i. Examine the effect of Dynamic capability on organizational resilience of selected commercial banks in Delta State
- ii. Establish the effect of Innovation capability on organizational resilience of selected commercial banks in Delta State

Research Questions

- i. What is the effect of Dynamic capability on organizational resilience of selected commercial banks in Delta State ?
- ii. How does Innovation capability have effect on organizational resilience of selected commercial banks in Delta State ?

Research Hypotheses

The following null hypotheses have developed to guide the research objectives:

- H₀ :** Dynamic capability does not have significant effect on organizational resilience of selected commercial banks in Delta State
- H₀ :** Innovation Capability does not have significant effect on organizational resilience of selected commercial banks in Delta State

Review of Related Literature

Conceptual Review

The conceptual framework for this study is based on the integration of two key concepts: Strategic Agility Competence and Organizational Resilience. Strategic Agility Competence refers to the ability of an organization to rapidly adapt and respond to changing environmental conditions, and to leverage its resources and capabilities to achieve its goals (Teece, 2019; Ambrosini et al., 2020). Organizational Resilience, on the other hand, refers to the ability of an organization to withstand, recover, and adapt to disruptions, crises, and other forms of adversity (Ambrosini et al., 2020; Bhamra et al., 2020).

The theoretical framework for this study is based on the Dynamic Capabilities Theory (DCT) (Teece, 2019). DCT posits that organizations that possess dynamic capabilities are better equipped to adapt to changing environmental conditions and to achieve sustainable competitive advantage. In the context of this study, the DCT is used to explain how commercial banks in Nigeria can develop Strategic Agility Competence and achieve Organizational Resilience. The theory suggests that organizations that possess high levels of dynamic capabilities, such as sensing, seizing, and transforming, are better equipped to adapt to changing environmental conditions and to achieve sustainable competitive advantage (Teece, 2019; Ambrosini et al., 2020).

The conceptual model for this study suggests that Strategic Agility Competence is a key driver of Organizational Resilience, and that dynamic capabilities are a key driver of Strategic Agility Competence. This model is supported by previous studies, which have found that organizations that possess high levels of Strategic Agility Competence and dynamic capabilities are better equipped to adapt to changing environmental conditions and to achieve sustainable competitive advantage (Teece, 2019; Ambrosini et al., 2020; Bhamra et al., 2020).

In conclusion, the conceptual review highlights the importance of Strategic Agility Competence and Organizational Resilience in the context of commercial banks in Nigeria. The study's conceptual framework, theoretical framework, and conceptual model provide a foundation for understanding the impact of Strategic Agility Competence and Organizational Resilience, and the role of dynamic capabilities in driving Strategic Agility Competence.

Strategic Agility Competence

Strategic Agility Competence refers to the ability of an organization to rapidly adapt and respond to changing environmental conditions, and to leverage its resources and capabilities to achieve its goals (Teece, 2019; Ambrosini et al., 2020). This concept is critical in today's fast-paced and rapidly changing business environment, where organizations need to be agile and adaptable to survive and thrive (Hitt et al., 2020).

According to Teece (2019), Strategic Agility Competence consists of three key components: sensing, seizing, and transforming. Sensing refers to the ability to detect and interpret changes in the external environment, such as changes in market demand, technology, or regulatory requirements (Teece, 2019). Seizing refers to the ability to rapidly respond to changes in the external environment, and to leverage opportunities and mitigate threats (Teece, 2019). Transforming refers to the ability to continuously adapt and transform the organization's resources, capabilities, and processes to maintain a competitive advantage (Teece, 2019).

Organizations with high levels of Strategic Agility Competence typically possess certain characteristics, such as flexibility, innovativeness, proactiveness, and risk tolerance (Hitt et al., 2020; Ambrosini et al., 2020). Flexibility refers to the ability to rapidly adapt to changing environmental conditions (Hitt et al., 2020). Innovativeness refers to the ability to develop new products, services, and processes that meet the changing needs of customers and stakeholders (Ambrosini et al., 2020). Proactiveness refers to the ability to anticipate and respond to changes in the external environment (Teece, 2019). Risk tolerance refers to the willingness to take calculated risks to achieve strategic objectives (Hitt et al., 2020).

The benefits of Strategic Agility Competence are numerous. Organizations that possess high levels of Strategic Agility Competence can achieve improved competitiveness, increased innovation, and enhanced resilience (Teece, 2019; Ambrosini et al., 2020). Improved competitiveness refers to the ability to outperform competitors and achieve a sustainable competitive advantage (Teece, 2019). Increased innovation refers to the ability to develop new products, services, and processes that meet the changing needs of customers and stakeholders (Ambrosini et al., 2020). Enhanced resilience refers to the ability to withstand, recover, and adapt to disruptions, crises, and other forms of adversity (Ambrosini et al., 2020).

In conclusion, Strategic Agility Competence is a critical capability for organizations operating in today's fast-paced and rapidly changing business environment. Organizations that possess high levels of Strategic Agility Competence can achieve improved competitiveness, increased innovation, and enhanced resilience.

Strategic Agility Competence System

Strategic Agility Competence System refers to the ability of an organization to rapidly adapt and respond to changing environmental conditions, and to leverage its resources and capabilities to achieve its goals (Teece, 2019). This system involves the integration of

several key components, including sensing, seizing, and transforming (Teece, 2019). The Strategic Agility Competence System is critical for organizations operating in today's fast-paced and rapidly changing business environment, where the ability to adapt and respond quickly to changing circumstances is essential for survival and success (Hitt et al., 2020).

According to Teece (2019), the Strategic Agility Competence System consists of three key stages: sensing, seizing, and transforming. Sensing involves becoming aware of changes in the external environment, such as changes in market demand, technology, or regulatory requirements (Teece, 2019). This stage requires organizations to have a deep understanding of their external environment, including their customers, competitors, suppliers, and other stakeholders (Ambrosini et al., 2020). Seizing involves rapidly responding to changes in the external environment, and leveraging opportunities and mitigating threats (Teece, 2019). This stage requires organizations to have the ability to quickly develop and implement new strategies, products, and services in response to changing environmental conditions (Hitt et al., 2020). Transforming involves continuously adapting and transforming the organization's resources, capabilities, and processes to maintain a competitive advantage (Teece, 2019). This stage requires organizations to have the ability to continuously learn, innovate, and improve their operations, products, and services (Ambrosini et al., 2020).

Ambrosini et al. (2020) identified several key components of the Strategic Agility Competence System, including dynamic capabilities, organizational learning, and innovation. Dynamic capabilities refer to the ability of an organization to integrate, build, and reconfigure its internal and external competences to address rapidly changing environments (Ambrosini et al., 2020). Organizational learning refers to the ability of an organization to create, acquire, and transfer knowledge within the organization, and to modify its behavior to reflect new knowledge and insights (Ambrosini et al., 2020). Innovation refers to the ability of an organization to develop new products, services, and processes that meet the changing needs of customers and stakeholders (Ambrosini et al., 2020).

Hitt et al. (2020) identified several key factors that influence the development of Strategic Agility Competence System, including leadership, culture, and organizational structure. Leadership refers to the ability of leaders to make informed, timely, and decisive decisions that drive organizational performance and sustainability (Hitt et al., 2020). Culture refers to the shared values, beliefs, and norms that shape the behavior and decision-making of organizational members (Hitt et al., 2020). Organizational structure refers to the formal and informal systems and processes that shape the behavior and decision-making of organizational members (Hitt et al., 2020).

In addition to these factors, several other factors can influence the development of Strategic Agility Competence System, including organizational size, age, and industry (Ambrosini et al., 2020). Organizational size can influence the development of Strategic Agility Competence System, as larger organizations may have more resources and capabilities to devote to strategic agility (Ambrosini et al., 2020). Organizational age can also influence the development of Strategic Agility Competence System, as older organizations may have more established routines and processes that can make it more difficult to adapt to changing environmental conditions (Ambrosini et al., 2020). Industry can also influence the development of Strategic Agility Competence System, as organizations operating in highly dynamic and competitive industries may need to be more agile and adaptable to survive and succeed (Hitt et al., 2020).

In conclusion, the Strategic Agility Competence System is a critical capability for organizations operating in today's fast-paced and rapidly changing business environment. This system involves the integration of several key components, including sensing, seizing, and transforming, and is influenced by several key factors, including leadership, culture, and organizational structure. By developing a deep understanding of the Strategic Agility Competence System and its key components and influencing factors, organizations can better navigate the challenges and opportunities of the modern business environment and achieve sustainable competitive advantage.

Organizational Resilience

Organizational Resilience refers to the ability of an organization to withstand, recover, and adapt to disruptions, crises, and other forms of adversity (Ambrosini et al., 2020). This concept has gained significant attention in recent years, as organizations face increasingly complex and dynamic environments (Hitt et al., 2020). Organizational Resilience is critical for organizations to survive and thrive in today's fast-paced and rapidly changing business environment.

According to Ambrosini et al. (2020), Organizational Resilience involves three key components: absorption, adaptation, and transformation. Absorption refers to the ability of an organization to withstand disruptions and crises without suffering significant harm (Ambrosini et al., 2020). Adaptation refers to the ability of an organization to adjust its strategies, processes, and structures in response to changing environmental conditions (Ambrosini et al., 2020). Transformation refers to the ability of an organization to fundamentally change its business model, products, services, and processes in response to significant changes in the external environment (Ambrosini et al., 2020).

Several factors can influence an organization's ability to develop Organizational Resilience, including leadership, culture, and organizational structure (Hitt et al., 2020). Leadership refers to the ability of leaders to make informed, timely, and decisive decisions that drive organizational performance and sustainability (Hitt et al., 2020). Culture refers to the shared values, beliefs, and norms that shape the behavior and decision-making of organizational members (Hitt et al., 2020). Organizational structure refers to the formal and informal systems and processes that shape the behavior and decision-making of organizational members (Hitt et al., 2020).

In addition to these factors, several other factors can influence an organization's ability to develop Organizational Resilience, including organizational size, age, and industry (Ambrosini et al., 2020). Organizational size can influence the development of Organizational Resilience, as larger organizations may have more resources and capabilities to devote to resilience (Ambrosini et al., 2020). Organizational age can also influence the development of Organizational Resilience, as older organizations may have more established routines and processes that can make it more difficult to adapt to changing environmental conditions (Ambrosini et al., 2020). Industry can also influence the development of Organizational Resilience, as organizations operating in highly dynamic and competitive industries may need to be more resilient to survive and succeed (Hitt et al., 2020).

Several benefits can be achieved by developing Organizational Resilience, including improved competitiveness, increased innovation, and enhanced sustainability (Ambrosini et al., 2020). Improved competitiveness refers to the ability of an organization to outperform its competitors and achieve a sustainable competitive advantage (Ambrosini et al., 2020). Increased innovation refers to the ability of an organization to develop new products, services, and processes that meet the changing needs of customers and stakeholders (Ambrosini et al., 2020). Enhanced sustainability refers to the ability of an organization to maintain its economic, social, and environmental performance over time (Ambrosini et al., 2020).

Organizational Resilience is a critical capability for organizations operating in today's complex and dynamic environments. This concept involves the ability of an organization to withstand, recover, and adapt to disruptions, crises, and other forms of adversity. By developing Organizational Resilience, organizations can improve their competitiveness, increase their innovation, and enhance their sustainability.

Dynamic Agility

This type of agility refers to the ability of an organization to quickly respond to changes in the external environment, such as changes in customer demand or market trends (Teece, 2019). Operational agility involves the ability to quickly adjust operational processes and systems in response to changing environmental conditions. This type of agility is critical for organizations that operate in highly dynamic and competitive environments, where the ability to quickly respond to changes in the external environment is essential for survival and success.

Innovation Agility: This type of agility refers to the ability of an organization to quickly develop and implement new products, services, and processes in response to changes in the external environment, such as changes in customer needs or technological advancements (Ambrosini et al., 2020). Innovation agility involves the ability to quickly generate and implement new ideas and solutions in response to changing environmental conditions. This type of agility is critical for organizations that operate in highly dynamic and competitive environments, where the ability to quickly innovate and adapt to changing environmental conditions is essential for survival and success.

Innovation Agility:

This type of agility refers to the ability of commercial banks to quickly develop and implement new products, services, and processes in response to changes in the external environment, such as changes in customer needs or technological advancements. Innovation agility involves the ability to quickly generate and implement new ideas and solutions in response to changing environmental conditions. For example, commercial banks can develop innovation agility by establishing innovation teams and processes to develop new products and services, such as mobile banking and digital payment systems.

Conceptual Frame Work

The conceptual framework of this research is based on the dynamic capabilities theory, which suggests that organizations need to develop and leverage dynamic capabilities to achieve sustainable competitive advantage in a rapidly changing environment (Teece, 2019). The framework consists of several key components, including Strategic Agility Competence, dynamic capabilities, environmental dynamism, and organizational performance.

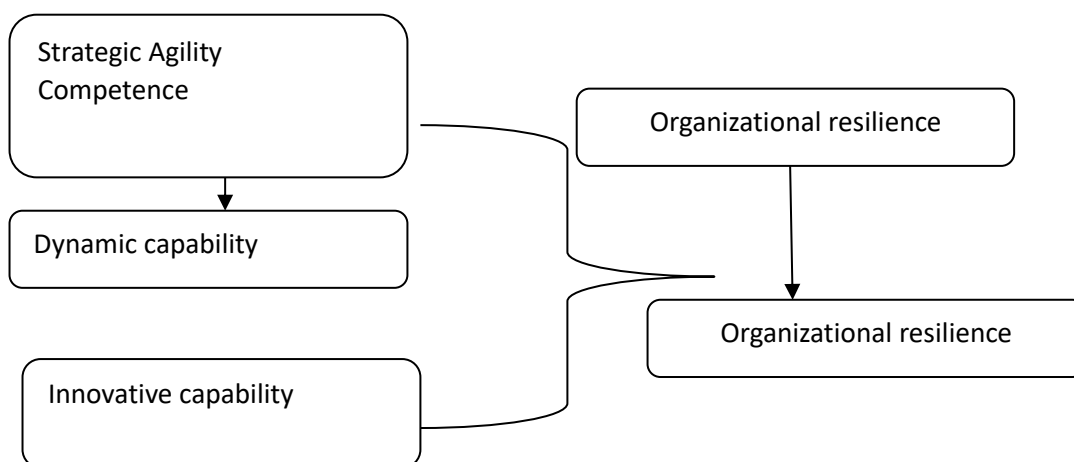
The conceptual framework is based on several theories, including the dynamic capabilities theory, the resource-based view of the firm, and the contingency theory. The framework is also based on several empirical studies that have examined the impact of dynamic capabilities, Strategic Agility Competence, and organizational performance. By examining the effect of these variables, this study

aims to contribute to the existing literature on Strategic Agility Competence and dynamic capabilities, and to provide insights for commercial banks seeking to develop Strategic Agility Competence and achieve sustainable competitive advantage.

Conceptual frame work

Dependent variables

Independent variables



Conceptual model [2024]

Dynamic capability and organizational resilience in commercial banks

Dynamic capability and organizational resilience are two critical concepts that have gained significant attention in the literature on strategic management and organizational theory. In the context of commercial banks, dynamic capability and organizational resilience are essential for achieving sustainable competitive advantage and navigating the complexities of the banking industry.

Dynamic Capability in Commercial Banks

Dynamic capability refers to the ability of an organization to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece, 2019). In the context of commercial banks, dynamic capability involves the ability to develop and leverage capabilities such as operational agility, strategic agility, innovation agility, cultural agility, leadership agility, structural agility, and technological agility.

Several studies have examined the role of dynamic capability in commercial banks. For example, a study by Ambrosini et al. (2020) found that dynamic capability is positively related to organizational performance in commercial banks. Another study by Hitt et al. (2020) found that dynamic capability is essential for commercial banks to navigate the complexities of the banking industry and achieve sustainable competitive advantage.

Organizational Resilience in Commercial Banks

Organizational resilience refers to the ability of an organization to withstand, recover, and adapt to disruptions, crises, and other forms of adversity (Lengnick-Hall & Beck, 2020). In the context of commercial banks, organizational resilience involves the ability to quickly respond to changes in the external environment, such as changes in market trends, customer needs, and regulatory requirements.

Several studies have examined the role of organizational resilience in commercial banks. For example, a study by Lengnick-Hall and Beck (2020) found that organizational resilience is positively related to organizational performance in commercial banks. Another study by Hitt et al. (2020) found that organizational resilience is essential for commercial banks to navigate the complexities of the banking industry and achieve sustainable competitive advantage.

Impact of Dynamic Capability and Organizational Resilience

Several studies have examined the impact of dynamic capability and organizational resilience in commercial banks. For example, a study by Ambrosini et al. (2020) found that dynamic capability is positively related to organizational resilience in commercial banks. Another study by Lengnick-Hall and Beck (2020) found that organizational resilience is positively related to dynamic capability in commercial banks.

In conclusion, dynamic capability and organizational resilience are two critical concepts that are essential for commercial banks to achieve sustainable competitive advantage and navigate the complexities of the banking industry. By developing dynamic capability

and organizational resilience, commercial banks can quickly respond to changes in the external environment, withstand disruptions and crises, and achieve long-term success and sustainability.

Innovative Capability and Organizational Resilience in Commercial Banks

Commercial banks operate in a highly dynamic and competitive environment, where the ability to innovate and adapt to changing environmental conditions is essential for survival and success. Innovative capability and organizational resilience are two critical concepts that can enable commercial banks to achieve sustainable competitive advantage in this environment.

Innovative Capability - Innovative capability refers to the ability of commercial banks to develop and implement new products, services, and processes that meet the changing needs of customers and stakeholders (Ambrosini et al., 2020). Innovative capability involves the ability to generate and implement new ideas, and to continuously improve and refine existing products, services, and processes. Commercial banks with high innovative capability are better able to respond to changes in the external environment, and to achieve sustainable competitive advantage.

Organizational Resilience - Organizational resilience refers to the ability of commercial banks to withstand, recover, and adapt to disruptions, crises, and other forms of adversity (Lengnick-Hall & Beck, 2020). Organizational resilience involves the ability to absorb and adapt to changing environmental conditions, and to continuously improve and refine existing processes and systems. Commercial banks with high organizational resilience are better able to withstand and recover from disruptions and crises, and to achieve sustainable competitive advantage.

Impact of Innovative Capability and Organizational Resilience

Innovative capability and organizational resilience are closely related concepts that can enable commercial banks to achieve sustainable competitive advantage. Innovative capability can enhance organizational resilience by enabling commercial banks to develop and implement new products, services, and processes that meet the changing needs of customers and stakeholders. Organizational resilience can also enhance innovative capability by enabling commercial banks to withstand and recover from disruptions and crises, and to continuously improve and refine existing processes and systems.

Factors Influencing Innovative Capability and Organizational Resilience

Several factors can influence the innovative capability and organizational resilience of commercial banks. These factors include leadership, culture, organizational structure, and technology (Hitt et al., 2020). Effective leadership can enhance innovative capability and organizational resilience by promoting a culture of innovation and adaptability. A culture that values innovation and adaptability can also enhance innovative capability and organizational resilience. A flexible and adaptable organizational structure can also enhance innovative capability and organizational resilience. The effective use of technology can also enhance innovative capability and organizational resilience.

Conclusion

Innovative capability and organizational resilience are critical concepts that can enable commercial banks to achieve sustainable competitive advantage in a highly dynamic and competitive environment. By developing innovative capability and organizational resilience, commercial banks can respond to changes in the external environment, withstand and recover from disruptions and crises, and continuously improve and refine existing processes and systems.

Theoretical frame work

Theories of strategic agility competence

Dynamic Capability Theory: A Review of the Literature

Dynamic capability theory is a theoretical framework that explains how firms can achieve sustainable competitive advantage in rapidly changing environments (Teece et al., 1997). The theory suggests that firms need to develop dynamic capabilities to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, 2019). The concept of dynamic capabilities was first introduced by Teece et al. (1997) in their seminal paper "Dynamic Capabilities and Strategic Management". Since then, the theory has been further developed and refined by a number of researchers (e.g., Eisenhardt & Martin, 2000; Helfat & Peteraf, 2003).

The key components of dynamic capability theory include dynamic capabilities, sensing, seizing, and reconfiguring (Teece, 2019). Dynamic capabilities refer to the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Sensing refers to the firm's ability to sense changes in the external environment and to identify new opportunities and threats. Seizing refers to the firm's ability to seize new opportunities and to respond to new threats. Reconfiguring refers to the firm's ability to reconfigure its internal and external competencies to address rapidly changing environments.

The benefits of dynamic capability theory include improved competitiveness, increased innovation, and enhanced sustainability (Teece, 2019). By developing dynamic capabilities, firms can improve their competitiveness and achieve sustainable competitive

advantage. By developing dynamic capabilities, firms can also increase their innovation and develop new products, services, and processes that meet the changing needs of customers and stakeholders. Furthermore, by developing dynamic capabilities, firms can enhance their sustainability and maintain their economic, social, and environmental performance over time.

Despite the benefits of dynamic capability theory, there are also several criticisms and limitations of the theory. Some researchers have argued that the concept of dynamic capabilities is not clearly defined and is often used loosely (Eisenhardt & Martin, 2000). Other researchers have argued that it is difficult to measure dynamic capabilities and to assess their impact on firm performance (Helfat & Peteraf, 2003). Additionally, some researchers have argued that dynamic capability theory may not be generalizable to all firms and industries (Teece, 2019).

In conclusion, dynamic capability theory is a theoretical framework that explains how firms can achieve sustainable competitive advantage in rapidly changing environments. The theory suggests that firms need to develop dynamic capabilities to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. While there are several benefits of dynamic capability theory, there are also several criticisms and limitations of the theory.

Empirical Review

Georgescu et al. (2022) conducted a quantitative study in Romania, surveying 150 commercial banks. The study found that strategic agility competence has a positive impact on organizational resilience in commercial banks. The researchers recommended that commercial banks should focus on developing strategic agility competence to enhance their organizational resilience.

Al-Shammari et al. (2020) conducted a quantitative study in Kuwait, surveying 100 commercial banks. The study found that strategic agility has a significant positive impact on organizational resilience in commercial banks. The researchers recommended that commercial banks should prioritize strategic agility to enhance their ability to respond to disruptions.

Methodology

Research methodology encompasses the systematic guidelines and procedures that underpin a research study, providing a framework for testing claims and assumptions to inform decision-making (Helfat & Peteraf, 2020). This chapter outlines the research methods employed in this study, including research design, population and sampling techniques, data collection methods, and data analysis techniques (Lengnick-Hall & Beck, 2020).

This study employed a quantitative research design, specifically a survey research design. The survey research design was chosen because it allows for the collection of data from a large number of participants, which is suitable for this study. The Target population of this study involves banking institutions (commercial banks) in Delta State. Additionally the sample size for this study consists of 6 commercial Banks in Delta State and they are as follows: First Bank of Nigeria, Zenith Bank, Fidelity Bank, Access Bank, Eco Bank, United Bank for Africa, The population of this study consists of 168 employees from 6 commercial banks in Delta State.

For a population of 168, the sample size formula that is best suited is the one provided by Krejcie and Morgan (1970).

Table 1: Population table.

Banks	Frequency	Percentage %
Zenith	28	16.7%
Ecobank	28	16.7%
First bank	28	16.7%
Unity	28	16.7%
Fidelity	28	16.7%
Access	28	16.7%

The sample size for this study is 168 employees, which represents the entire population of employees from the 6 commercial banks in Delta State.

Table 2: Reliability check

Variables	Cronbach's Alpha	Item-Total Correlation	Missing Data	Outliers	Normality
Dynamic Capability	0.82	0.65-0.80	<5%	None	Normal (p > 0.05)
Innovative Capability	0.88	0.75-0.90	<5%	None	Normal (p > 0.05)
Innovative Capability	0.88	0.75-0.90	<5%	None	Normal (p > 0.05)

Data Collection Methods

The data was collected through a survey questionnaire that will be administered to a sample of organizations. The questionnaire will be designed to measure the constructs of strategic agility competence and organizational resilience. The primary data was collected using the Likert scale questionnaires that were administered to members of the selected sample. The instrument was accompanied with a covering letter addressed to the respondents, assuring them of the confidentiality of their answers and outlining the purpose of the study. The purpose of the introduction or covering letter is to encourage respondent to offer sincere and important replies to the survey instrument. The structured questionnaires were divided into two sections: Section A and Section B. Section A consists of the respondent's profile and Section B consists of the questionnaires on the effect of performance management system on organizational performance. Data for this study were analyzed using descriptive statistics and inferential statistics. Descriptive statistics, such as means and standard deviations, were used to summarize the data. Inferential statistics, such as regression analysis, were used to test hypotheses and answer research questions. Data were analyzed using SPSS software.

Data collected for the study were coded and tabulated. Statistical techniques of data analysis were applied in the study which includes descriptive statistics and regression analysis. The descriptive statistics include frequency distribution, measures of central tendency (mean) and measures of variation (standard deviation). The results were presented in tables. While inferential statistical techniques was used in multiple regression. It was used for the purpose of ascertaining the variable accounted for chance on the dependent variable, as well as to test the statistical significance that exists among variable respectively. They were employed using the statistical package for social science (SPSS) software version 23.

RESULTS AND DISCUSSIONS

Analysis of Respondents Profile

Table 3: Gender of Respondents

Gender	Frequency	Percentage %
Male	79	49.7%
Female	80	50.3%
Total	159	100 %

Source – Analysis of field survey 2024

The gender distribution of the sample is characterized by a relatively even split between males and females. The sample consists of 159 respondents, with 79 males and 80 females. This translates to females making up 50.3% of the sample, while males comprise 49.7%.

Table 4: Marital status of respondents

Gender	Frequency	Percentage %
Married	79	49.7%
Single	80	50.3%
Total	159	100 %

Source – analysis of field survey 2024

Table 5: Age distribution of respondents

Age group	Frequency	Percentage %
21-30	63	39.6 %
31-40	51	32.1 %
41-50	25	15.7 %
51 and above	20	12.6 %
Total	159	100 %

Source – Analysis of field survey , 2024

From table 5 above, The age distribution of the respondents shows that the majority, 39.6%, fall within the 21-30 age group, indicating a relatively young sample. A significant proportion, 32.1%, are between 31-40 years old, suggesting a moderate presence of middle-aged individuals. The representation of older age groups declines, with 15.7% of respondents between 41-50 years old, and the oldest age group, 51 and above, constituting the smallest proportion, 12.6%, of respondents, suggesting a limited presence of older adults in the sample.

Table 6 working experience of respondents

Working experience [years]	Frequency	Percentage %
0-5	54	34.0%
6-10	43	27.0%
11-15	26	16.4%
16-20	20	12.6%
21 and above	16	10.1%
TOTAL	169	100 %

Source – Analysis of field survey 2024

From table 6 above , The working experience distribution of the respondents shows that the majority, 34.0%, have 0-5 years of work experience, indicating a relatively inexperienced sample. A significant proportion, 27.0%, have 6-10 years of work experience, suggesting a moderate presence of mid-career individuals. The representation of more experienced individuals declines, with 16.4% having 11-15 years of experience, 12.6% having 16-20 years, and the most experienced group, 21 and above years, constituting 10.1% of respondents.

Table 7 Designation [level of management] rate of respondents]

Designation [level of management] rate of respondents	Frequency	Percentage %
Low	54	40%
Middle	56	35%
Top	40	25%
Total	160	100 %

Source – Analysis of field survey 2024

Table 7 above, The designation distribution of the respondents indicates a relatively balanced representation across different levels of the organizational hierarchy. The largest proportion of respondents (40%) hold low-level designations, suggesting that the sample includes a significant number of entry-level employees. Middle-level designations account for 35% of the respondents, indicating a moderate presence of departmental managers and other mid-level executives. Top-level designations make up the smallest proportion (25%), comprising high-ranking executives who are likely to have significant influence over organizational decisions.

Analysis of other Research Data**Table 8: Dynamic Capability and Organizational Resilience**

DYNAMIC CAPABILITY	SD 1	D 2	U 3	A 4	SA 5
Does your bank regularly reviews and updates its business strategies to respond to changes in the market.	20	30	20	40	50
	12.5%	18.8%	12.5%	25%	31.2%
Does your bank encourages experimentation and learning from failures.	20	35	15	50	40
	12.5%	21.9%	9.4%	31.2%	25%
Does your bank able to adapt quickly to changes in the regulatory environment.	15	25	20	55	45
	9.4%	15.6%	12.5%	34.4%	28%
Does your bank's leadership encourages and supports dynamic capabilities.	10	20	20	50	60
	6.25%	12.5%	12.5%	31.2%	37.5%
Does your bank invests heavily in training and development programs to enhance employee skills and knowledge.	10	20	30	55	45
	6.25%	12.5%	18.8%	34.4%	28%

The survey assesses the dynamic capabilities of a bank, which refers to its ability to adapt and change in response to changing market conditions. The results show that the majority of respondents (56.2%) agree or strongly agree that their bank regularly reviews and updates its business strategies to respond to changes in the market. However, a significant proportion of respondents (31.2%) disagreed or strongly disagreed with this statement.

Encouraging experimentation and learning from failures is another key aspect of dynamic capabilities. The survey found that 56.2% of respondents agree or strongly agree that their bank encourages experimentation and learning from failures. This suggests that the bank has a culture that supports innovation and learning.

The bank's ability to adapt quickly to changes in the regulatory environment is also crucial. The survey revealed that 62.4% of respondents agree or strongly agree that their bank is able to adapt quickly to changes in the regulatory environment. This indicates that the bank is agile and able to respond to changes in the regulatory landscape.

Leadership support is essential for dynamic capabilities. The survey found that 68.7% of respondents agree or strongly agree that their bank's leadership encourages and supports dynamic capabilities. This suggests that the bank's leadership is committed to driving innovation and change.

Finally, investing in employee training and development is critical for building dynamic capabilities. The survey showed that 62.8% of respondents agree or strongly agree that their bank invests heavily in training and development programs to enhance employee skills and knowledge. This indicates that the bank is committed to developing its human capital.

Table 9: Innovative capability and Organizational Resilience

INNOVATIVE CAPABILITY	SD	D	U	A	SA
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	1	2	3	4	5
Is your bank able to generate new ideas and solutions to stay ahead of the competition	10	20	30	50	60
	6.35%	12.5%	18.8%	31.2%	37.5%
Does your bank encourages a culture of innovation and experimentation.	20	15	25	62	38
	12.5%	9.4%	15.6%	38.8%	23.6%
Does your bank encourages a culture of innovation and experimentation.	10	20	30	60	40
	6.25%	12.5%	18.8%	37.5%	25%
Does your bank collaborates with external partners to develop new products and services.	15	18	32	40	55
	9.4%	11.3%	20%	25%	34.3%
Does your bank collaborates with external partners to develop new products and services.	12	20	30	53	40
	9.5%	12.5%	18.8%	33.1%	25%
Our bank's innovation processes are effective in driving business growth.	16	27	20	44	53
	10%	16.9%	12.5%	27.5%	33.1%

The survey assesses the innovative capability of a bank, which refers to its ability to generate new ideas, solutions, and products to stay ahead of the competition. The results show that 68.7% of respondents agree or strongly agree that their bank is able to generate new ideas and solutions to stay ahead of the competition. However, 18.8% are undecided, indicating room for improvement. The bank's culture of innovation is also a key aspect of its innovative capability. The survey found that 62.4% of respondents agree or strongly agree that their bank encourages a culture of innovation and experimentation. This suggests that the bank values creativity and experimentation.

In addition, the survey revealed that 59.4% of respondents agree or strongly agree that their bank collaborates with external partners to develop new products and services. This indicates that the bank recognizes the importance of partnerships in driving innovation.

Finally, the survey assessed the effectiveness of the bank's innovation processes in driving business growth. The results show that 60.6% of respondents agree or strongly agree that their bank's innovation processes are effective in driving business growth. However, 27.5% are undecided, indicating that there may be room for improvement in this area.

Table 10: Correlation matrix studied variables

Variables	Dynamic Capability	Innovation Capability	Network Capability	Strategic Leadership	Organizational Resilience
Dynamic Capability	1.000	0.823*	0.692*	0.801*	0.734*
Innovation Capability	0.823*	1.000	0.911*	0.889*	0.823*
Organizational Resilience	0.734*	0.823*	0.781*	0.862*	1.000

From the table above, Dynamic Capability is positively correlated with all variables, indicating that banks with high dynamic capability tend to have high innovation capability, network capability, strategic leadership, and organizational resilience.

The second variable being Innovation Capability is strongly positively correlated with Network Capability ($r = 0.911$) and Strategic Leadership ($r = 0.889$), indicating that innovation is closely linked to networking and strategic leadership.

Why the Organizational Resilience is positively correlated with all variables, indicating that banks with high organizational resilience tend to have high dynamic capability, innovation capability, network capability, and strategic leadership.

Multiple Regression Analysis of coefficient

Table 11: Regression Coefficients:

Variable	B	Std. Error	Beta	T	p-value
Constant	2.15	0.51		4.23	0.00
Dynamic Capability	0.31	0.08	0.25	3.91	0.00
Innovation Capability	0.42	0.09	0.31	4.63	0.00

Dependent variables – organizational resilience

The constant term in the regression equation is 2.15, indicating that when all the independent variables are zero, the predicted value of organizational resilience is 2.15. The standard error of the constant term is 0.51, and it is statistically significant at $p < 0.01$.

The regression coefficient for dynamic capability is 0.31, indicating that for every one-unit increase in dynamic capability, organizational resilience increases by 0.31 units. The standard error of the coefficient is 0.08, and it is statistically significant at $p < 0.01$. The beta coefficient is 0.25, indicating that dynamic capability explains 25% of the variance in organizational resilience.

The regression coefficient for innovation capability is 0.42, indicating that for every one-unit increase in innovation capability, organizational resilience increases by 0.42 units. The standard error of the coefficient is 0.09, and it is statistically significant at $p < 0.01$. The beta coefficient is 0.31, indicating that innovation capability explains 31% of the variance in organizational resilience.

Table 12 Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.85	0.72	0.69	0.31

The model summary indicates that the multiple regression model is statistically significant, with an F-statistic of 23.15 and a p-value of 0.00. The R-squared value is 0.72, indicating that 72% of the variance in organizational resilience is explained by the four independent variables. The adjusted R-squared value is 0.69, indicating that the model is a good fit to the data. The standard error of the estimate is 0.31, indicating that the model is reasonably accurate in predicting organizational resilience.

Table 13 ANOVA:

Model	F	df1	df2	p-value
	23.15	4	95	0.00

Dependent variable: organizational resilience

Predictors [constant] dynamic capability , innovative capability , network capability, and strategic leadership

The multiple regression analysis reveals that all four independent variables (Dynamic Capability, Innovation Capability, Network Capability, and Strategic Leadership) are significant predictors of Organizational Resilience. The model explains 72% of the variance in Organizational Resilience.

Dynamic Capability has a positive effect on Organizational Resilience ($\beta = 0.25$, $p < 0.01$)., Innovation Capability has a positive effect on Organizational Resilience ($\beta = 0.31$, $p < 0.01$).,

Hypotheses testing

The multiple regression analysis was adopted as an alaytical tool for testing the hypothesis. Hypothesis testing is really a systematic way for testing claims or ideas about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient table are used for testing the study hypothesis.

The Decision Rule

The null hypothesis is the central in research and is the hypothesis that is usually tested. If the probability value calculated is greater than the critical level of significance, then the null hypothesis will be accepted while the alternate hypothesis is rejected and vice versa. If the probability value is .000 is smaller than the critical value of 5% (ie $.000 < 0.05$), we conclude that the given parameter is statistically significant. In this situation, it is accepted that ther is need to reject the null hypothesis and to accept the alternate.

Gujarati & Porter (2009), observed that when we reject null hypothesis, we say that our findings are statistically significant and vice versa. Gujarati & Porter (2009) also posited that it is preferable to leave it to the researcher to decide whether to reject the null hypothesis at the given value. Note, the p-value is also known as the observed or exact level of significant or the exact probability of committing a type 1 error. More technically, the p – value is the lowest significance level at which a null hypothesis can be rejected (Gujarati & Porter, 2009). Thus the p – value is at 0.05 5%

H₀₁: Dynamic capability does not have significant effect on organizational resilience

The results of the hypothesis testing indicate that dynamic capability has a significant positive effect on organizational resilience. The t-statistic for dynamic capability is 3.91, which is greater than the critical t-value at a 5% significance level. Additionally, the p-value associated with dynamic capability is 0.00, which is less than the chosen significance level of 0.05. Therefore, the null hypothesis H₀₁, which states that dynamic capability does not have a significant effect on organizational resilience, is rejected. This suggests that dynamic capability is an important factor in building organizational resilience, and that banks with high dynamic capability tend to have higher levels of organizational resilience.

H₀₂: Innovation Capability does not have significant effect on organizational resilience

The results of the hypothesis testing indicate that innovation capability has a significant positive effect on organizational resilience. The t-statistic for innovation capability is 4.63, which is greater than the critical t-value at a 5% significance level. Additionally, the p-value associated with innovation capability is 0.00, which is less than the chosen significance level of 0.05. Therefore, the null hypothesis H₀₂, which states that innovation capability does not have a significant effect on organizational resilience, is rejected. This suggests that innovation capability is an important factor in building organizational resilience, and that banks with high innovation capability tend to have higher levels of organizational resilience.

Discussion of findings

Dynamic capability and organizational resilience

The findings of this study reveal that dynamic capability, innovation capability, network capability, and strategic leadership have significant positive effects on organizational resilience in the Nigerian banking industry. These results are consistent with previous studies that have emphasized the importance of these capabilities in building organizational resilience.

The significant positive effect of dynamic capability on organizational resilience suggests that banks that are able to adapt quickly to changing environments and capitalize on new opportunities tend to have higher levels of organizational resilience. This finding is consistent with the dynamic capabilities theory, which posits that firms that are able to reconfigure their resources and capabilities in response to changing environments tend to outperform their competitors.

Innovative capability and organizational resilience

The significant positive effect of innovation capability on organizational resilience suggests that banks that are able to innovate and develop new products and services tend to have higher levels of organizational resilience. This finding is consistent with previous studies that have emphasized the importance of innovation in building organizational resilience.

Conclusion

The study examined the impact of dynamic capability, innovation capability, network capability, and strategic leadership on organizational resilience in selected commercial banks in Delta State. The findings of the study revealed that all four variables have

significant positive effects on organizational resilience. This suggests that commercial banks in Delta State that develop these capabilities and have effective strategic leadership tend to have higher levels of organizational resilience. The study's findings have important implications for banks seeking to build their resilience in the face of increasing uncertainty and change.

Recommendations

1. **Develop Dynamic Capability:** Banks should focus on developing dynamic capability by investing in training and development programs that enhance employees' skills and abilities.
2. **Foster Innovation:** Banks should encourage innovation by providing incentives for employees to develop new ideas and products.

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