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ASSESSMENT OF STRATEGIC AGILITY AND RESILIENCE OF MANUFACTURING ORGANISATIONS IN BENIN CITY

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Abstract: **The study examines strategic agility and resilience of manufacturing organisations in Benin City. It specifically examines how strategic sensitivity, resource fluidity, and leadership unity relates to resilience of manufacturing organisations. The study employed a correlational survey research design. The population of the study comprised the 55 managers of the 55 registered manufacturing organisations in Benin City, Edo State. The entire population of the study was used. Thus, no sampling technique was adopted in the study. The instrument used for data collection was a structured questionnaire designed by the researchers. Data was collected through physical contact with the respondents. Data collected was analysed with Mean ($\bar{x}$), Standard Deviation (SD), and Pearson Product Moment Correlation Co-efficient (r). Mean and standard deviation were used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses. Analysis of the data collected revealed that strategic sensitivity, resource fluidity and leadership unity have very strong positive relationship with resilience of manufacturing organizations. Based on the findings, it was recommended that: management should invest in digital forecasting tools, regular macroeconomic trend analysis, and local competitor tracking to spot warning signs; industrial leaders must dismantle rigid operational structures by cross-training factory workers and setting up flexible credit lines or liquid cash reserves to absorb sudden supply chain shocks; and executive teams should carry out regular joint strategic reviews to ensure top management, financial directors, and floor supervisors are completely aligned to ensure industrial harmony.**

Keywords: **Strategic Agility, Organizational Resilience, Strategic Sensitivity, Resource Fluidity, and Leadership Unity.**

1. INTRODUCTION

Continuous existence of business organisations is particularly important as it provides long-term economic stability, builds public trust, and secures steady jobs. Thus, there is need for organisation to prepare for any threat that may terminate its existence. Organizational resilience is the ability of organization to bounce back quickly from tough times, stress, or tremendous changes. Goh (2023) sees organizational resilience as organization's ability to withstand and adapt to disruptive events, such as economic downturns, natural disasters, technological advancements, or competitive pressures, while maintaining its core functions, integrity, and long-term viability. It is an organisation's capacity to anticipate, respond to, absorb, and recover from disturbances or disruptions while preserving its fundamental purpose, values, and integrity.

Organizational resilience matters as it ensures long-term survival, protects operations, minimizes monetary loss, and turns market disruptions into new opportunities for growth. However, the core problem is how a business or system can anticipate, absorb, and adapt to sudden disruptions without breaking or losing its core functions. According to Tiayon (2026), many business organisations fail because they rely on outdated habits, lack clear warning systems, or panic during a crisis instead of adapting smoothly. To ensure organisational resilience, strategic agility is imperative. Strategic agility is the ability of a business to spot changes in the market, shift its resources fast, and make quick choices. In the words of Ogbeta-Ogwu and Chidi (2025), strategic agility builds organizational resilience by turning unexpected shocks into chances to grow, letting companies change their plans and operations before problems hurt them too badly. Reed (2021) added that strategic agility ensures organizational resilience with the aid of strategic sensitivity, resource fluidity, and leadership unity.

Strategic sensitivity as an auxiliary to strategic agility, is an organization's sharp awareness and deep understanding of its external and internal environments. Damiete, Kormene, Elechi (2024) define strategic sensitivity as the ability to spot early trends, market shifts, risks, and new opportunities before competitors do. This trait helps companies adapt quickly to changes and make smart choices in complex markets. Previous studies revealed that strategic sensitivity directly triggers organizational resilience by enabling early threat anticipation and proactive adaptation. For instance, Obizue, Bockarie, and Lebari-Ndibiri (2026) opine that Strategic sensitivity acts as the radar for a business, allowing leaders to scan the market for weak signals, policy shifts, or competitive pressures before they escalate into full-scale crises. Nuwan, Shukri, and Khatibi (2024) added that by deeply understanding evolving constraints and emerging trends, firms can reconfigure operations and strategies ahead of time rather than merely reacting to shocks.

Resource fluidity as a component of strategic agility is an organization's capacity to quickly reallocate, redeploy, and combine capital, talent, and knowledge across different units or projects. Efeomo, Paul, Moyosore, and Paul (2022) describe resource fluidity as a core component of strategic agility that allows businesses to adapt smoothly to market changes without disrupting ongoing operations. Studies have linked resource fluidity to organizational resilience as it allows companies to adapt to shocks, minimize downtime, and reconfigure operations under uncertainty. For instance, Sattar et al (2026), found in their study that resource fluidity allows firms to shift capital and talent instantly to emerging problem areas or new market demands, directly strengthening adaptive capacity during disruptions. In a related development, Rotich and Okello (2019) added that organizations with high resource mobility can break down rigid silos, enabling fast job rotation, shared knowledge, and flexible budgeting that accelerate recovery from economic shocks.

Leadership unity as a component of strategic agility means aligning people around a shared vision, purpose, and set of core values rather than forcing identical thoughts or styles. A unified leadership team stops internal conflicts and puts all its energy into positive movement, trust, and clear decision-making. Studies also have leadership unity directly strengthens organizational resilience by creating clear direction, fast decision-making, and stable team morale during a crisis. For instance, Elkina and Elkin (2024) posited that leadership unity acts as the foundational core for an organization's adaptive capacity. The authors further said that when leaders share a cohesive vision and trust one another, they eliminate internal friction, pool resources efficiently, and project stability. This alignment allows the broader organization to pivot swiftly, absorb market shocks, and implement strategic changes without institutional gridlock. In another development, Khorshid (2024) added that when leaders are united, they pool diverse observations, eliminate political blind spots, and interpret environmental cues faster, creating a shared and accurate understanding of operational realities.

Despite the critical role of strategic agility in cultivating organizational resilience, the leadership of most firms consistently neglects initiative-taking readiness for unpredictable, low-probability, high-impact events. This systemic failure in strategic preparation often stems from an overemphasis on short-term efficiency and predictable market trends, leaving organizations highly vulnerable to sudden environmental shocks. Consequently, when unprecedented disruptions occur, these unprepared enterprises experience severe operational paralysis and asset obsolescence rather than the fluid adaptation that strategic agility is designed to provide. It is against this background the study examines strategic agility and resilience of manufacturing organisations in Benin City.

2. STATEMENT OF PROBLEM

Manufacturing companies in Benin City, Edo State, are vital for creating jobs and driving local economic growth. However, they are currently struggling to survive in a highly unstable and unpredictable economy. These local factories face multiple compounding problems at the same time, including severe foreign exchange shortages, skyrocketing costs for raw materials,

unpredictable customer demands, and tough competition from cheap imported goods. Together, these economic shocks threaten the very survival and market share of local industries. To survive these harsh realities and stay competitive, modern management principles show that factories must build organizational resilience and deploy strategic agility. Unfortunately, many business leaders in the region suffer from short-sightedness. Instead of preparing for long-term challenges, they focus heavily on immediate cost-cutting and short-term survival. As a result, when sudden economic policy shifts occur, these companies cannot move their resources quickly, leading to severe operational downtime and outdated assets rather than smooth, flexible adaptation. While global academic research extensively covers strategic agility and resilience, there is a major gap in data regarding the specific local realities of Benin City. Most existing studies focus only on massive multinational corporations or different part of the world, leaving local variations completely unexamined. Without a deep, data-driven investigation into Benin City's unique landscape, local manufacturing firms will remain trapped in a harmful loop of reactive crisis management. This lack of strategic foresight will trigger falling productivity, frequent factory closures, and total industrial decline. Therefore, there is an urgent need to examine the relationship between strategic agility and resilience of manufacturing organizations in Benin City.

Objectives of the Study

The main objective of the study is to examine the relationship between strategic agility and resilience of manufacturing organizations in Benin City. The specific objectives include the following.

1. To examine the relationship between strategic sensitivity and resilience of manufacturing organizations in Benin City.
2. To evaluate the association between resource fluidity and resilience of manufacturing organizations in Benin City.
3. To analyse the connection between leadership unity and resilience of manufacturing organizations in Benin City.

Research Questions

The study provided answers to the following questions.

1. What is the relationship between strategic sensitivity and resilience of manufacturing organizations in Benin City?
2. What is the association between resource fluidity and resilience of manufacturing organizations in Benin City?
3. What is the connection between leadership unity and resilience of manufacturing organizations in Benin City?

Research Hypotheses

The study was guided by the following hypotheses.

H01: there is no meaningful relationship between strategic sensitivity and resilience of manufacturing organizations in Benin City.

H02: there is no meaningful association between resource fluidity and resilience of manufacturing organizations in Benin City.

H03: there is no meaningful connection between leadership unity and resilience of manufacturing organizations in Benin City.

3. METHODOLOGY

The study adopted a correlational research design. The population of the study comprised of the fifty-five (55) managers of the fifty-five registered manufacturing organizations in Benin city. The entire population of the study was used, and this made it a census study. Thus, no sampling technique was adopted in the study. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument was validated by two experts in the field of measurement and evaluation of the researchers' institutions. The reliability of the instrument was determined with test re-test, and a reliability of 0.84 was obtained which justified the reliability of the instrument. Data was collected through physical contact with the respondents. Data collected was analysed with Mean ($\bar{x}$), Standard Deviation (SD), and Pearson Product Moment Correlation Co-efficient (r). Mean was used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses. Decision for the analysis of the research questions was taken by comparing the weighted mean scores with criterion mean score of 2.5. Weighted mean scores above criterion mean were

upheld while weighted mean scores below the criterion mean were retracted. However, the results of the tested hypotheses were interpreted based on Dana (2001) correlation decision framework. The decision framework include: 0.00-0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 0.99 (very strong); and 1 (perfect).

4. RESULTS

Analysis Research Questions

Research question one

What is the relationship between strategic sensitivity and resilience of manufacturing organizations in Benin City?

In response to the question, respondents' response to items 1 to 4 of the instrument administered were subjected to analysis. The summary of the analysis is presented in table 1 below.

Table 1: Descriptive analysis of the relationship between strategic sensitivity and resilience of manufacturing organizations.

S/N	Item	N	x̄	SD	Remark
1.	Our organization quickly detects shifts in customer preferences and market trends.	55	2.96	1.07	Agreed
2.	We track competitor actions early enough to protect our market position.	55	3.15	0.68	Agreed
3.	Our team identifies subtle business risks or opportunities before they become major issues.	55	3.15	0.72	Agreed
4.	Employees freely share valuable insights about the external business environment with leadership.	55	2.89	1.10	Agreed
	Total Weighted Mean	55	3.05	0.93	Agreed

Source: Field work 2026

The analysis in above table revealed a total weighted mean of 3,05 and a standard deviation of 0.93. The mean score of 3.05 comfortably crosses the 3.00 threshold, positioning it firmly within the "Agree" criteria range. The standard deviation of 0.93 points to a moderate and healthy spread in responses. This demonstrates that the data points are reasonably clustered around the positive mean. For manufacturing organisations in Benin City, these results indicate a solid, positive consensus that leadership unity strongly supports and reinforces organizational resilience.

Research question two

What is the association between resource fluidity and resilience of manufacturing organizations in Benin City?

In response to the question, respondents' response to item 5 to 8 of the instrument administered were subjected to analysis. The summary of the analysis is presented in table 2 below.

Table 2: Descriptive analysis of the association between resource fluidity and resilience of manufacturing organizations.

S/N	Item	N	x̄	SD	Remark
5.	Our team can quickly shift funds to urgent projects	55	3.13	0.70	Agreed
6.	Budget approval steps do not slow down our work.	55	3.04	0.96	Agreed
7.	We easily reallocate money when goals change.	55	3.24	0.92	Agreed
8.	Employees move smoothly to new tasks when demands rise	55	3.22	0.88	Agreed
	Total	55	3.16	0.86	Agreed

Source: Field work 2026

The analysis in above table revealed a total weighted mean of 3,16 and a standard deviation of 0.86. The mean score of 3.16 comfortably crosses the 3.00 threshold, positioning it firmly within the "Agree" criteria range. The standard deviation of 0.86 is quite low. This reveals that the responses are tightly grouped around the mean, showing a strong, unified perspective among different industrial firms. In the context of manufacturing organisations in Benin City, these results indicate a solid and highly consistent agreement that resource fluidity directly drives organizational resilience.

Research question three

What is the connection between leadership unity and resilience of manufacturing organizations in Benin City?

In response to the question, respondents' response to item 9 to 12 of the instrument administered were subjected to analysis. The summary of the analysis is presented in table 3 below.

Table 3: Descriptive analysis of the connection between leadership unity and resilience of manufacturing organizations

S/N	Item	N	x̄	SD	Remark
9.	Leaders share a clear and consistent message with the team.	55	3.11	1.05	Agreed
10.	Unified leadership helps us make important decisions faster.	55	3.04	0.84	Agreed
11.	Seeing leaders work well together boosts my motivation at work.	55	3.07	0.84	Agreed
12.	Resources are used well because leadership efforts do not overlap.	55	2,85	1.13	Agreed
	Total Weighted Mean	55	3.02	0.99	Agreed

Source: Field work 2926

The analysis in above table revealed a total weighted mean of 3,02 and a standard deviation of 0.99. The mean score of 3.02 comfortably crosses the 3.00 threshold, positioning it firmly within the "Agree" criteria range. The standard deviation of 0.99 shows a moderate spread across the data points. For manufacturing organisations in Benin City, these results show a clear, positive agreement that leadership unity strongly supports organizational resilience, with a moderate and balanced spread of opinions.

Testing of Hypotheses

Hypothesis one

H01: There is no meaningful relationship between strategic sensitivity and Resilience of manufacturing organizations in Benin City.

HA1: There is a meaningful relationship between strategic sensitivity and Resilience of manufacturing organizations in Benin City.

In testing the above hypothesis, respondents' response to items 1 to 4 and 13 to 16 of the instruments administered were compared using Pearson product moment correlation coefficient. The summary of the result is presented in table 4 below.

Table 4: Correlation analysis of the relationship between strategic sensitivity and Resilience of manufacturing organizations

Variables	Mean (x̄)	Std. Dev.	N	r	Remark
Strategic Sensitivity	3.05	0.91	55	0.91	Very strong significant relationship
Resilience of Manufacturing organizations	3.22	0.88			

Source: field survey, 2026

In the above analysis, both means (3.05 and 3.22) sit safely above the 3.00 milestone within the 'Agree' region. This shows that industrial practitioners in Benin City see both metrics as active realities in their daily operations. The low-to-moderate

standard deviations (0.91 and 0.88 for variable X and Y respectively) show that viewpoints are densely concentrated around the positive averages. Dissent is minimal across the sampled firms, indicating sector-wide agreement. Considering Dana (2001) correlation decision framework, a Pearson correlation coefficient of 0.91 indicates an exceptionally strong positive relationship. This demonstrates that higher levels of strategic foresight directly line up with superior survival and adaptive capabilities among manufacturing firms in Benin City.

Hypothesis two

H02: There is no meaningful association between resource fluidity and resilience of manufacturing organizations in Benin City.

HA2: There is a meaningful association between resource fluidity and resilience of manufacturing organizations in Benin City.

In testing the above hypothesis, respondents' response to items 5 to 8 and 13 to 16 of the instruments administered were compared using Pearson product moment correlation coefficient. The summary of the result is presented in table 5 below.

Table 5: Correlation analysis of the association between resource fluidity and resilience of manufacturing organizations

Variables	Mean (x̄)	Std. Dev.	N	r	Remark
Resource Fluidity	3.11	0.88	55	0.94	Very strong significant relationship
Manufacturing Organizations Resilience	3.22	0.88			

Source: field survey, 2026

In the above analysis, both mean values are notably high, positioning themselves deep within the 'Agree' criteria band. This proves that industrial practitioners concurrently experience and apply both dynamics within their operations. Both variables share an identical standard deviation of 0.88**,** indicating that response distributions are tightly clustered around their respective means with a low-to-moderate spread. Corporate viewpoints regarding operational flexibility and resilience are remarkably consistent across the surveyed firms. Considering Dana (2001) correlation decision framework, a Pearson correlation coefficient of 0.94 indicates a nearly perfect positive correlation. This establishes that higher degrees of resource mobility directly correspond with superior adaptive and recovery capacities within manufacturing firms in Benin City.

Hypothesis three

H03: There is no meaningful connection between leadership unity and resilience of manufacturing organizations in Benin City.

HA3: There is a meaningful connection between leadership unity and resilience of manufacturing organizations in Benin City.

In testing the above hypothesis, respondents' response to items 9 to 12 and 13 to 16 of the instruments administered were compared using Pearson product moment correlation coefficient. The summary of the result is presented in table 6 below.

Table 6: Correlation analysis of the connection between leadership unity and resilience of manufacturing organizations

Variables	Mean (x̄)	Std. Dev.	N	r	Remark
Leadership Unity	3.02	0.99	55	0.90	Very strong significant relationship
Manufacturing organisations' Resilience	3.22	0.88			

Source: field survey, 2026

In the above analysis, both mean scores (3.02 and 3.22) fall comfortably within the 'Agree' region. This indicates that the core principles of both concepts are heavily active in the day-to-day operations of these firms. The standard deviation for Leadership Unity (0.99) indicates a slightly wider spread of opinions than Organizational Resilience (0.88). Considering Dana (2001) correlation decision framework, a Pearson correlation coefficient of 0.90 demonstrates a robust positive relationship. This confirms that a unified management front directly links to stronger survival and adaptive capabilities among manufacturing firms in Benin City.

5. DISCUSSION OF FINDINGS

Analysis of the relationship between strategic sensitivity and resilience of manufacturing organizations shows that higher levels of strategic foresight directly line up with superior survival and adaptive capabilities among manufacturing organisations. This finding agrees with the assertions of Obizue, Bockarie, and Lebari-Ndibiri (2026) and Nuwan, Shukri, and Khatibi (2024). According to Obizue, Bockarie, and Lebari-Ndibiri (2026), strategic sensitivity acts as the radar for a business, allowing leaders to scan the market for weak signals, policy shifts, or competitive pressures before they escalate into full-scale crises. Nuwan, Shukri, and Khatibi (2024) in their opinion said that by deeply understanding evolving constraints and emerging trends, firms can reconfigure operations and strategies ahead of time rather than merely reacting to shocks.

Analysis of the association between resource fluidity and resilience of manufacturing organizations establishes that higher degrees of resource mobility directly correspond with superior adaptive and recovery capacities within manufacturing organisations. This finding concurs with finding and postulation of Sattar et al (2026) and Rotich and Okello (2019) respectively. Sattar et al (2026) found in their study that resource fluidity allows firms to shift capital and talent instantly to emerging problem areas or new market demands, directly strengthening adaptive capacity during disruptions. In a related development, Rotich and Okello (2019) postulated that organizations with high resource mobility can break down rigid silos, enabling fast job rotation, shared knowledge, and flexible budgeting that accelerate recovery from economic shocks.

Analysis of the connection between leadership unity and resilience of manufacturing organizations confirms that a unified management front directly links to stronger survival and adaptive capabilities among manufacturing organizations. This finding coincides with the opinions of Elkina and Elkin (2024) and Khorshid (2024). According to Elkina and Elkin (2024), leadership unity acts as the foundational core for an organization's adaptive capacity as a measure of organizational resilience. The authors further said that when leaders share a cohesive vision and trust one another, they eliminate internal friction, pool resources efficiently, and project stability. This alignment allows the broader organization to pivot swiftly, absorb market shocks, and implement strategic changes without institutional gridlock. In another development, Khorshid (2024) opined that when leaders are united, they pool diverse observations, eliminate political blind spots, and interpret environmental cues faster, creating a shared and accurate understanding of operational realities.

6. CONCLUSION

This study investigated the relationship between strategic agility and the resilience of manufacturing organisations in Benin City, focusing specifically on three core dimensions: strategic sensitivity, resource fluidity, and leadership unity. Empirical analysis revealed that all three dimensions have an exceptionally strong, positive, and statistically significant relationship with organisational resilience. This indicates that strategic agility is not merely an operational asset, but a vital structural requirement for the survival and continuity of industrial firms. In an environment characterized by severe macroeconomic volatility, infrastructure deficits, and supply chain disruptions, a firm's capacity to withstand shocks relies heavily on its agility. Strategic sensitivity provides the early warnings needed to anticipate threats. Resource fluidity provides the structural flexibility to pivot operations. Leadership unity guarantees that crisis-response strategies are executed swiftly without bureaucratic delays. Ultimately, this study confirms that manufacturing organisations in Benin City can systematically shield themselves from external shocks by cultivating an agile corporate architecture. To remain resilient against relentless market uncertainties, industrial practitioners must move away from rigid operational frameworks and actively integrate strategic foresight, resource flexibility, and executive alignment into their core business strategies.

7. RECOMMENDATIONS

Based on the findings, the following recommendations are made.

1. Management should invest in digital forecasting tools, regular macroeconomic trend analysis, and local competitor tracking to spot warning signs.

2. Industrial leaders must dismantle rigid operational structures by cross-training factory workers and setting up flexible credit lines or liquid cash reserves to absorb sudden supply chain shocks.
3. Executive teams should carry out regular joint strategic reviews to ensure top management, financial directors, and floor supervisors are completely aligned to ensure industrial harmony.

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