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STRATEGIC AGILITY AND PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN POST COVID 19 PANDEMICS IN ANAMBRA STATE

Okoli Chibuokem Helen
(chibuokem@yahoo.com, 08030812166)
Department of Business Administration, Nnamdi Azikiwe University, Awka

Prof. Faith Chidi Onwuchekwa
Department of Business Administration, Nnamdi Azikiwe University, Awka

Prof. Hope Ngozi Nzewi
Department of Business Administration, Nnamdi Azikiwe University, Awka

Abstract
The adverse socio-economic influence of covid-19 across the globe which is characterized by several preventive measures has caused great loss to businesses and industries in many countries and states as well. The general objective of the study is to determine the relationship between strategic agility and performance of small and medium enterprises in post covid 19 pandemics in Anambra State and the specific objectives are to; ascertain the type of relationship that exists between strategic sensitivity and creativity of SMEs in post covid 19 pandemics and to determine the extent of relationship that exists between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State. The study adopted the survey research design, the population of the study consists of managers of 2,502 SMEs registered with Anambra State Ministry of Trade and Commerce, Market and Wealth Creation. A sample size of 345 was determined using Taro Yamane formula. Content validity and Cronbach's alpha reliability technique was adopted for the study .Spearman Rank Order correlation coefficient on SPSS version 22 was used to test the research hypotheses. The findings reveal a significant positive relationship between strategic sensitivity and creativity of SMEs in post covid 19 pandemics and a significant positive relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State. Based on the findings of the study, the study concludes that there exists a positive relationship between strategic agility and

performance of SMEs in post covid 19 pandemics in Anambra State and recommends that SME owners need to be alert for likely changes in the business environment that might impact their businesses and to make necessary adjustments for it. Organizational policy maker, owners and managers should employ both strategic agility and sensitivity in their business activities, processes, decisions and direction so as to achieve superior competitive advantage and performance.

Key Words: Strategic Agility, Performance, Strategic Sensitivity, Creativity, Fluidity and Competitive Advantage

1. Introduction

Development of small and medium scale enterprises (SMEs) has been a central point of the various governments of the world, because SMEs help to create employment opportunities, promote development, nurture entrepreneurial activities, mobilise savings locally, and opportunity for self-employment (Aderemi, Ojo, Ifeanyi, & Efunbajo, 2020). In Nigeria`s context, small and medium scale enterprises are conceptualized as business entities that have less than 50 employees. These business entities constitute about 90% of businesses in Nigeria (Gbandi & Amissah, 2014). However, COVID-19 has weather-beaten SMEs and the global economy which resulted to recession and unprecedented shutdown (WHO, 2020). Many SMEs lay off employees, reduced their wages, and sought new sources for their raw materials even as demand for their products declined. Bartik et al. (2020) studied approximately 5,800 SMEs and found that many became financially fragile, and many of them were forced to lay off employees in mass, close their businesses, or find new operating strategies. The strategy to remain relevant in the daily challenges face by most small and medium enterprises is to remain to be strategically agile.

Strategic Agility (SA) is the capacity to respond swiftly to changing situations. The ability of an organisation to have the foresight to see the trend and forecast the future in order to respond appropriately. Tende and Ekanem (2018) opine that SA is the capability of an organisation to predict, anticipate, forecast trends and to fashion appropriate response with

proactive moves. Tabe-Khoshnood and Nematizadeh (2017) went further to affirm that SA is the ability of an organisation to detect and respond fast to opportunities and threats presented by business environment. Doz and Kosonen (2010) viewed strategic agility as a vital capability adopted by organizations to formulate and modify their business model to become more interactive. The authors argue that there are three exceptional capabilities of strategic agility: strategic sensitivity, resource fluidity, and leadership unity. Strategic sensitivity plays a fundamental role in increasing the ability to recognize the surrounding environment and sense its changes, whether they are opportunities that organizations can exploit or threats that can be avoided through planning. Resource fluidity is related to organizational capabilities to reshape and acquire a set of new resources and capabilities that help organizations add value for customers and shift towards contemporary business models. Strategic agility helps in strengthening organizations performance, improving its long-term effectiveness, as well as furthering its ability to gain a competitive advantage and creativity.

However, the adverse socio-economic influence of covid-19 across the globe which is characterized by several preventive measures like: lockdown, social distancing, closure of markets, public offices and businessorganizations, has caused great loss to businesses and industries in many countries and states as well. The aggregate loss globally was projected to be more than $4 trillion (Ozili, 2020). The lockdown measures imposed has affected the purchasing rate of consumers, unemployment rose from from 23.1%to 33.5% in 2019 and 2020 respectively. Also, poverty rate increased by 8.7% (Andam, Edeh, Oboh, Pauw, & Thurlow 2020). Furthermore, SMEs face the risk of total closure aftermath of the pandemic, partially due to the inability to settle their accruals during the closure (Schrank, Marshall,Hall-Phillips, Wiatt,&Jones, 2013). Many SMEs were forced to lay off some of their staff, whereas others had to reduce their number of working hours (Edgecliffe, 2020). It is against this scenario that this study is necessitated to determine the relationship

between strategic agility and performance of small and medium enterprises in post covid 19 pandemics in Anambra State.

Research Objectives

The general objective of this study is to determine the relationship between strategic agility and performance of small and medium enterprises in post covid 19 pandemics in Anambra State and the specific objectives are to;

a. Ascertain the type of relationship that exists between strategic sensitivity and creativity of SMEs in post covid 19 pandemics in Anambra State.
b. Determine the extent of relationship that exists between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State.

Research Hypotheses

H_o There is no significant relationship that exists between strategic sensitivity and creativity of SMEs in post covid 19 pandemics in Anambra State.

H_o There is no significant relationship that exists between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Strategic Agility

Response to environmental changes. Nematizadeh (2017) views strategic agility as the ability of an organization to detect changes through the opportunities and threats existing in the business environment, and to give rapid response through the recombination of resources, processes and strategies. Furthermore, Doz and Kosonen (2014) defined Strategic Agility as environmental responsiveness in the context of turbulence and change. According to Doz and Kosonen (2010), agility refers broadly to the ability of the organization to adapt constantly to uncertain environments. The authors' elaboration of the notion further identified three requisite meta-capabilities for strategic agility, namelyleadership unity, resource fluidity, and strategic sensitivity.

Strategic Sensitivity

Strategic sensitivity is the capability through which a firm gathers input from its environment, detects major opportunities in the market, and perceives its internal strengths and constraints relevant to its strategic priorities, market conditions, and current competition. Toivonen and Viitanen (2016) noted that strategic sensitivity is a two-way process that starts from the environment, matching the features of the organization with the gaps in the environment, implying considerations of workers skills, technology and organizational competence as being a major concern of competitiveness. Strategic sensitivity is the ability of an enterprise to perceive, identify, observe and explain the factors that led to changes in the business environment (Diete-Spiff &Nwuche, 2021). Furthermore, Rohrbeck, Thom, and Arnold (2015) describe strategic sensitivity as the intensity of consciousness, perceptual keenness, and attention to environmental conditions.

Resource fluidity

Resource fluidity is the capacity of an organization to flexibly reallocate and restructure available resources such as man, money, materials, machine, and information within an organization. The Internal capability to quickly reorganize business processes and redeploy resources, endorsed systems and methods of operations and resource allocation, people management strategies, structures, and benefits for collaboration that make business model and activity system transformation faster and easier are all the embodiment of resource fluidity (Rotich&Okelio, 2019). Resource fluidity is a model based on understanding the company's internal capabilities thoroughly and readily deploying these resources in a new way with appropriately reallocating them to gain from new opportunities (Morton, Stacey, &Mohn, 2018).

Performance

Performance is the degree to which the organisation carries its goals and objectives into effect (Sosiawani, Ramli, Mustafa, &Yussof, 2015). It is exhibited by the accomplishment of tasks by the employees of a firm as well as the quality of these completed tasks at the close of a business period as measured against predetermined targets or aims (Ledwith&O'Dwyer, 2014). The concept of performance is founded on the premise that a firm is a voluntary alliance of productive assets, such as human, physical, and financial resources, with the goal of attaining a common goal. It is imperative to note that the creation of value is the core of performance (Nikpour, 2017). Furthermore, Syafarudin (2016) defined firm performance as the outcome or accomplishment affected by the operations of the company in utilizing the resources owned. Musyoka (2016) portrayed firm performance as having improvement over time as a result of the shared values in the company. Anwar, Khan, Sher and Khan (2018) defined performance from the perspective of financial performance, which consists of financial efficiency stages such as the return of investment, returns on equity, and profit measures. Firm performance is also conceptually defined in the aspect of non-financial performance indicators like market share, firm efficiency, customer satisfaction, firm creativity and competitive advantage.

Competitive Advantage (CA)

Competitive advantage refers to the nature of an organization's performance relative to competitors. Competitive advantage is obtained when an organisation develops or acquires a set of attributes or execution actions that allow it to do better than its competitors (Wang, 2014). An organization is said to have obtained a competitive advantage when it holds a distinctive advantage that is sustained even despite competitors' constant attempts to replicate it. Similarly, Aksoy (2017) identified that the key to firms facing intense competition is to create new ideals so as to have competitive advantages. Furthermore, Ardianus and Petrus (2016), says that it is anything that can be done better by the firm

when compared to the competitors. Christensen (2010) went on to say that CA is whatever value a business provides that motivates its customers or end users to purchase its products or services rather than those of its competitors and that poses impediments to imitation by actual or potential direct competitors. Anwar, Khan, Sher and Khan (2018) describe competitive advantage as the strategic advantage of a company towards other companies in one industry. By having a good competitive advantage, the company will be able to improve its performance continuously (Cantele&Zardini, 2018). Increased competitiveness forces a firm to make changes in other to have the advantages needed to survive.

Creativity

Creativity is currently the main weapon when facing Competition. It is the development of new and useful solutions for challenging what is facing an organization (Khalili, 2018). It is the generation of novel and useful ideas or solution (Kremer, Villamor, &Aguinis, 2019). Andersen and Kragh (2015) described creativity as a process that results in novelty which is accepted as useful, tenable, or satisfying by a significant group of others at some point in time.

Theoretical Framework

This study adopted Dynamic Capabilities Theory (DCT) proposed by Teece, Pisano, and Shuen, (1997).They defined DCs as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments". Dynamic capabilities (DC) theory became apparent as both an extension to and a reaction against the inability of the resource-based view (RBV) to interpret the development and redevelopment of resources and capabilities to address rapidly changing environments. This theory explains the interplay that connects a firm's resources and product markets to competitive advantage and organisational survival. Furthermore, the theory is premised on

three fundamental presumptions made by (Teece, 2007) namely: Sensing (identification and assessment of an opportunity), Seizing (mobilization of resources to address an opportunity and to capture value) and Transforming (continued renewal "reconfiguring the business firm's intangible and tangible assets"). Nevertheless, intense criticisms have been levelled against the theory, such as the nature of the term itself and difficulties in determining the merits of the outcomes of the theory (Zahra, Sapienza& Davidson, 2006), This theory was selected to guide this study because their viewpoint and variables are tied to the focus of the study.

Empirical Studies

Khoshnood and Nematizadeh (2017) studied Strategic Agility and Its Impact on the Competitive Capabilities in Iranian Private Banks NikooTabe . A descriptive co relational was used for data collection. the study sample was 150 managers and experts from the banks. The questionnaire consists of 20 questions. The results indicate that strategic agility has significant impact on the competitive capabilities of the private banks in Iran.

Ogolla and Senaji (2017) examined the relationship between strategic agility and organization performance in Kenya Methodist University, Nairobi Kenya. The sample consists of all 215 top managers and senior superior employees working at 55 state corporations in Kenya. Total of 257 questionnaire packages were distributed and 215 were used. Findings show that there is a very strong positive relationship between performance of state corporations and strategic agility ($n=215$, $r = 0.714$, $p < 0.01$).

Tende and Ekanem (2018) studied small businesses in Nigeria to examine strategic agility as an intervention prescription to competitive advantage. The study adopted a quasi-experimental design. The population size was 163 while the sample size was 114 using Krejcie and Morgan table. The results revealed that there is a moderate positive relationship between strategic sensitivity and low cost, and between strategic sensitivity and product differentiation.

Akhigbe and Onuoha (2019) investigated the nexus between strategic agility and organisational resilience of food and beverage firms in Rivers State, Nigeria. A cross-sectional survey was employed in the study. A total population of 95 managerial employees of the 15 registered food and beverage firms. Pearson Product Moment Correlation statistical analysis was used. The findings revealed a significant relationship between the dimensions of strategic agility (flexibility and accessibility) with the measures of organisational resilience (adaptability and robustness).

Govuzela and Mafini (2019) studied the connection between organisational agility, business best practices and the performance of SMEs in South Africa. The study adopted a quantitative approach using the cross-sectional survey research design. A structured questionnaire was administered to 564 randomly selected owner-managers of SMEs. The result showed that the four business best practices, namely, technology capability, collaborative innovation, organisational learning and internal alignment, exerted a significant positive influence on organisational agility.

Bassam (2019) carried out research on the importance of strategic agility in achieving competitive advantage through studying its impact on innovation, service quality, delivery reliability, process flexibility, and cost leadership. A random sample of employees in Egypt air and 256 questionnaires was used. Spearman's correlation and simple linear regression were deployed in data analysis. Results showed that strategic agility affects greatly the delivery reliability, followed by innovation, then process flexibility, service quality and finally cost leadership.

Mohammad (2020) carried out research to determine strategic agility impact on employees' performance in commercial banks in Jordan. A random sample of 250 staff members was used. The research concluded that strategic agility dimensions (strategic sensitivity, core capabilities, clarity of vision, strategic goals information technology selection, and share responsibility) influence employee's performance in commercial banks in Jordan.

Ekweli and Hamilton (2020) examined the relationship between product innovation and organisational agility in the banking sector in Nigeria economy. A cross-sectional survey research design was employed in the study. The population of the study was 36 top and middle managers from 18 Deposit Money Banks. Pearson Product Moment Coefficient was used. It was revealed that there is a significant relationship between product innovation and organisational agility in the banking sector in Nigeria economy.

Lungu(2020) investigated the influence of strategic agility on firm performance in Bucharest University of Economic Studies Romania. Qualitative and quantitative research were used. Hypotheses were tested by using linear regression as a quantitative research technique. Snowball sampling was used for collecting the input of 100 IT stakeholders. The results of their analysis point out that strategic agility has multiple perspectives, having an impact on firm performance.

Gerald, Obianuju and Chukwunonso (2020) carried out a study on Strategic agility and performance of small and medium enterprises in the phase of Covid-19 pandemic in Anambra state. Survey research design was used for the work. The population was 1500, while the sample size was 306 business owners arrived at using Krejcie and Morgan formula. Data were analysed using Simple Regression. The findings revealed that strategic foresight has a relationship with competitive capability.

Ibrahim and Sulieman (2021) aims to explore the relationship between strategic agility and organizational performance through the mediating role of innovation capability. Sample comprises of 224 senior managers. Structural equation modelling (SEM) was used as a statistical method for testing hypotheses. The results showed that there is a significant influence of strategic agility on organizational performance and innovation capability.

Summary of Literature Review/ Gap in Knowledge.

Most studies done in this area have been done in banks and other companies, while some used the three senatorial zones in Anambra state. But this study was done using the SMEs in the 21 local governments inAnambra state. Furthermore, most study carried out in this

area used many other variables of strategic agility. (Strategicforesight, leadership and Collective commitment).Butthis study employed another variable of strategic agility (strategic sensitivity and resource fluidity). This forms the lacuna the researcher wishes to fill.

METHODOLOGY

Research Design: The study adopted the survey research design.

Population of the Study: The population of the study consists of managers of 2,502 SMEs who were registered with Anambra State Ministry of Trade and Commerce, Market and Wealth Creation. The study was carried out in 21 local governments in Anambra state. The local governments and their individual population are:Aguata 90, Awka North 80, Awka South 70, Anambra East 100, Anambra West 25, Anaocha 55, Ayamelum 45 , Dunukofia 70, Ekwusigo 35, Idemili North 50, Idemili South 80, Ihiala 150, Njikoka 20, Nnewi North 600, Nnewi South 400, Ogbaru 65, Onitsha North 60, Onitsha South 412 Orumba North 55, Orumba South 25 and Oyi15.

Sample Size and Sampling Technique: A sample size of 345 was determined using Taro Yamane formula

Method of Data Collection: The proportion of the questionnaire administered to each the Local Government of study was determined using the Bowley's proportional allocation formula. They are: Aguata 13, Awka North 11, Awka South 10Anambra East 14, Anambra West 3, Anaocha 8Ayamelum 6 , Dunukofia 10, Ekwusigo 5, Idemili North 7, Idemili South 11, Ihiala 21, Njikoka 3, Nnewi North 83, Nnewi South 54 , Ogbaru 9, Onitsha North 8, Onitsha South 56 Orumba North 8, Orumba South 3 and Oyi 2 .

Validity of the Instrument: content validity was employed for the study.

Reliability of the Instrument: The study adopted Cronbach's alpha reliability technique and the result got was 0.860 which is above the 0.696 benchmark of acceptance of an instrument as reliable.

Method of Data Analysis: Research questions were answered using the descriptive statistics while Spearman Rank Order correlation coefficient on SPSS version 22 was used to test the two research hypotheses at $p<0.05$ level of significance.

DATA PRESENTATION

Data Analysis

A total of 345 copies of questionnaire were distributed to the randomly selected SMEs in the 21 LGAs in Anambra State, a total of 320 copies were retrieved, but due to mutilation and incomplete responses from the respondents, only 310 copies representing 92.8 % of the distributed questionnaire were analysed.

Table 4.1: Table of descriptive statistics for research questions one and two

	Research Question one: What is the degree of relationship that exists between strategic sensitivity and creativity of SMEs in in post covid 19 pandemic in Anambra State?								
S/N	**STRETEGIC SENSITIVITY**	**SA**	**S**	**UN**	**SD**	**D**	**Total**	**Mean**	**Remark**
1	My organization is able to recognize opportunities and challenges that quickly arise	94	109	29	53	25	310	2.06	Reject
2	My organization gathers information about competitors and new market players	29	53	31	89	108	310	2.06	Reject
3	my organization gathers information about substitute products and suppliers	23	37	39	123	88	310	1.95	Reject

4	My organization assesses its limitations that are organization's weakness.	73	136	40	35	26	310	3.95	Accept
5	Myorganization assesses its abilities that are that is organization's weakness	76	118	36	49	31	310	3.77	Accept
	Creativity	**SA**	**S**	**UN**	**SD**	**D**	**Total**	**Mean**	**Remark**
6	My organization has the ability to develop new methods at a high rate compare with our competitors	48	153	34	48	27	310	3.71	Accept
7	My organization has the ability to develop new features in existing services at a high rate compared with our competitors.	63	136	35	48	28	310	3.77	Accept
8	Our Organization has the ability to develop new working methods at a high rate compared with our competitors.	61	144	42	38	25	310	3.87	Accept
9	My Organization has the ability to develop new service technology at a high rate compared with our competitors.	59	115	49	61	26	310	3.58	Accept
10	Our Organization has the ability to provide a high level of service reliability compared with our competitors.	66	112	44	62	26	310	3.36	Accept
	Research Question 2: What is the extent of relationship that exists between resources fluidity and competitive advantage of SMEsin post covid 19 pandemic in Anambra State?								
	RESOURES FLUDITY	**SA**	**S**	**UN**	**SD**	**D**	**Total**	**Mean**	**Remark**
11	My organization is able to recognize its resources	127	104	27	25	27	310	4.35	Accept

12	Our organization is willing to move its resources freely as at when needed.	79	109	38	44	40	310	3.69	Accept
13	My organization cooperates with its customers and partners of its business.	71	153	24	35	27	310	4.00	Accept
14	My organization develops its resources	91	138	28	26	27	310	4.17	Accept
15	My organization has enough resources to run its business.	71	89	58	56	36	310	3.50	Accept
	COMPETITIVE ADVANTAGE	SA	S	UN	SD	D	Total	Mean	Remark
16	My organization like doing things that other businesses are not doing.	66	152	29	37	26	310	3.95	Accept
17	My organization offers what my competitors do not.	55	129	44	55	27	310	3.63	Accept
18	My organization can sense what will happen tomorrow, and can perform better	55	160	29	42	24	310	3.88	Accept
19	My organization pays attention to what is happening in the business environment.	48	87	33	90	52	310	2.87	Reject
20	My organization is doing things differently and that makes it perform better than its competitors.	44	88	29	106	43	310	2.93	Reject

Source: field survey 2023

Table 4.1shows the distribution of responses of respondents for the two research questions for this study. The threshold of acceptance of the questionnaire item is 3 (5 + 4 + 3 + 2 +1) / 5 = 3 For questions on strategic sensitivity, the respondents rejects questions number 1,2,3 and accepts questions number 4 and 5. For questions on creativity, the respondents accepts questions number 6,7,8,9 and 10 while for questions on resource fluidity, the

respondents accepts questions number 11, 12,13,14,15. Furthermore, for questions on competitive advantage, the respondents accepts question number 16, 17 18 and rejects questions number 19 and 20 which is below the threshold of 3.

4.2Test of hypothesis

Test of hypothesis one

There is no significant relationship that exists between strategic sensitivity and creativity of SMEs in post covid 19 pandemics in Anambra State.

Table 4.2

Correlations

			Strategic Sensitivity	Creativity
Spearman's rho	Strategic Sensitivity	Correlation Coefficient	1.000	.205**
		Sig. (2-tailed)	.	.003
		N	310	310
	Creativity	Correlation Coefficient	.205**	1.000
		Sig. (2-tailed)	.003	.
		N	310	310

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.2 shows spearman rank order correlation coefficient (rho) of the relationship between strategic sensitivity and creativity of SMEs in post covid 19 pandemic in Anambra State. The spearman rank (rho) result shows that there is a low positive relationship existing between the variables with a coefficient of 0.205. It also reveal that the relationship observed is statistically significant with a p-value of .003 which is less than .05 (p-value < level of significance). Hence, the null hypothesis is rejected in favour of the alternate hypothesis. It is therefore stated that there is significant positive relationship between strategic sensitivity and creativity of SMEs in post covid 19 pandemics in Anambra State.

Test of Hypothesis Two

There is no significant relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State.

Table 4.3

Correlations

			Resources Fluidity	Competitive Advantage
Spearman's rho	Resources Fluidity	Correlation Coefficient	1.000	.246**
		Sig. (2-tailed)	.	.000
		N	310	310
	Competitive Advantage	Correlation Coefficient	.246**	1.000
		Sig. (2-tailed)	.000	.
		N	310	310

**. Correlation is significant at the 0.01 level (2-tailed).

Source: field survey 2023

Table 4.3 shows spearman rank order correlation coefficient (rho) of the relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State. The spearman rank (rho) result shows that there is a low positive relationship existing between the variables with a coefficient of 0.246 indicating that the relationship observed is statistically significant with a p-value of 0.000 which is less than 0.01 (p-value < level of significance). Hence, the null hypothesis is rejected in favour of the alternate hypothesis. It is therefore stated that there is significant positive relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra state.

Discussion of Findings

The result obtained from the test of hypothesis one shows that there is significant positive relationship between strategic sensibility and creativity of SMEs in post covid 19 pandemics in Anambra State. This finding implies that a change in Strategic sensitivity impacts on firm's creativity. Having a positive relationship means that, an increase in Strategic sensitivity by SME owners will lead to a parallel increase in creativity. This is shown from the result obtained in the study thus; when business owners start having the ability to perceive, identify, observe and explain the factors that led to changes in the business environment, when they are able to detect the opportunities or threat in the market and when also they know the strength and weakness of its business. it will enable them to know the creativities to bring in to lunch their products or more features to put in, to distinguish them from others or to develop their workers according to the trends of the market. Then they will be able to respond appropriately by making a deliberate effort to either minimise the impact of a negative policy or maximise the gains from a positive policy and situation.

This result aligns with findings of previous studies such as Mohammad Izzat Al Halalmeha (2020) who observe that strategic agility dimensions (strategic sensitivity, core capabilities, clarity of vision, strategic goals information technology selection, and share responsibility) had influence on employee's performance in commercial banks in Jordan. The result obtained from the test of hypothesis two shows that, there is significant positive relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra State. This finding implies that a change in resources fluidity impacts on competitive advantage. Having a positive relationship means that an increase in resources fluidity by SME owners will lead to a resultant increase in competitive advantage. This is shown from the result obtained in the study thus; when business owners understand the internal capability of their business and flexibly allocates and deploys

resources suchas man, money, materials, machine, and information to where they are most needed. It will enable them to have an edge which will motivates their customers or end users to purchase its products or services rather than those of its competitors and that poses impediments to imitation by actual or potential. This result aligns with findings of previous studies such as: Tende and Ekanem (2018) who examine strategic agility as an intervention prescription to competitive advantage and finds out that strategic agility can significantly influence the competitive advantage of small businesses in Nigeria. Similarly, Gerald, Obianuju and Chukwunonso (2020) studied Strategic agility and performance of small and medium enterprises in the phase of Covid-19 pandemic in Anambra state and finds out that strategic foresight has a relationship with competitive advantage.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

There is significant positive relationship between strategic sensitivity and creativity of SMEs in post covid 19 pandemics in Anambra state

There is significant positive relationship between resources fluidity and competitive advantage of SMEs in post covid 19 pandemics in Anambra state.

Conclusion

Based on the hypotheses testing, findings and discussions of results, the study concludes that there exists a positive relationship between strategic agility and performance of SMEs in post covid 19 pandemics in Anambra state. The findings from the study show that the strategic agility of SMEs as measured by strategic sensitivity and resource fluidity has an impact on their performance as captured by competitive advantage and firm's creativity. Hence, the study concludes that the effect of post Corona virus pandemic will not have an enormous effect on SMEs that had the sensitivity to observe, to perceive, identify and explain the factors that led to changes in the business environment and also, has the internal capability to quickly reorganize business processes and redeploy resources, endorsed systems and methods for operations and resource allocation, people management strategies and structures. All this attributes or execution will allow the SMEs in Anambra state to perform better than its competitors and to withstand any environmental shock.

Implications of Findings

The findings from this study have the following implications:

This study will help SMEs to realize the importance of keeping them aware not only of what is happening in their business, but also outside of their immediate environment and to have the sensibility of scanning their environment in otherto meet up with the opportunities and threats in it. This study will help SMEs managers to flexibly and

appropriately allocate or reallocate and restructure available resources such as man, money, materials, machine, and information to most needed places, as these aids in the performance of the organization and also in withstanding the challenges in the organizational environment.

Recommendations

The study makes the following recommendations:

a) SME owners need to bealert for likely changes in the business environment that might impact their businesses and to make necessary adjustments for it.

b) This study recommended that organizational policy maker, owners and managers should employ both strategic agility and sensitivity in their business activities, processes, decisions and direction so as to achieve superior competitive advantage and performance.

Suggestions for Further Studies

Further study should empirically investigate how strategic sensitivity moderates the relationship between strategic agility and superior performance in the key industries that determine economic activities, growth and development in Nigeria. Similarly, further study should also empirically examine how Nigeria higher institutions (Universities and Polytechnics) can employ strategic agility and sensitivity in enhancing global educational standard and superior performance.

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