Organisational Agility and Service Performance of Mobile Telecommunication Companies, South-west, Nigeria

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Despite the claim of using 4G in operation for telecommunication services, preliminary investigation about the performance of telecommunication companies in Nigeria suggests that challenges exist that warrant investigation. This study therefore examines the influence of Organizational agility on service performance of mobile telecommunication companies in South-west Nigeria. The study adopted the descriptive survey research design. Sample of the study comprised of 210 information managers and 384 subscribers employees of the four mobile telecommunication, Multi-staged sampling technique was adopted with strata techniques to select a sample size and distribution of the instrument. The research instruments included a structured questionnaire and interview guide. The Descriptive and inferential statistics were used to analyse the quantitative data; while thematic analysis was used to analyse answers to interview questions. The test of hypothesis showed that organizational agility (R = 0.342, p<0.05) has weak positive and statistically significant relationship with the service performance of mobile telecommunication companies The coefficient of determination is statistically significant (Adj.R2=0..96,F(3.184) =5.547=0.001,implying that organizational agility predicts 9.6% of service performance of mobile telecommunication companies. The relative influence of organisatioanl agility, sub variables, sensing capacity showed significant positive influence on service performance (B=0.363,p<0.05);while seizing capacity and innovation capacity both showed insignificant influences (B=-0.044,p>0.05;B=-0.32,p>0.05) respectively. The study therefore concluded that the variable 'organization agility' may not have optimum effective on service performance unless proper monitoring and evaluation is put in place as well as seize opportunities for improvements and innovation.

Introduction

Service Performance (SP) is a method to evaluate the performance of employee, organization and processes that are rendering support to organization's mission. Service performance is also a major success factor which organization possess as competencies, resources and strategic dimensions to ensure organizational goals and objectives are achieved upon having higher influence against external factors. Service performance dimension is considered as significant owing to the growing importance of service activities; nevertheless, service performance is also viewed as more complex when compared to the manufacturing context (Jaaskelaine & Lonnqvistg, 2014). Increasing organization's service performance has been the focus of every organization and this is for the purpose of rendering top-notch services and high-quality products which in turn gave birth to revenue generation and increases profit viz-a-viz customer satisfaction.

Globally, Mobile Telecommunication companies strive to attain distinction in their operations in terms of improved quality, output, and reduced cost. Several factors have been considered as contributory elements to operational performance. Both as a single construct and multiple construct among which are but not limited to total quality management, process innovation, customer service, customer satisfaction, conformance quality, speed of product development, on-time delivery, organizational culture, delivery, usage of raw materials, inventory level, customer service, cost efficiency, schedule attainment, flexibility among others (Albet & Hayes, 2001; Huiming, Zhong & Liu,2020). The aforementioned is not limited to manufacturing but also peculiar to mobile telecommunication companies.

Mobile Telecommunication industry is unique and its companies are fast growing which cut across all sectors of the economy, and may likely be linked to evolving technologies filtering the market. Mobile Telecommunication companies are assumed to be some of the companies that are dealing with terabytes and petabytes of data which is enhanced by the application of Big Data Analytics

(BDA) and Internet-of-Things (IoT). As mobile telecommunication companies seems to show a certain degree of creativity by way of introducing and rendering new products and services to have an edge over competitors. However, mobile telecommunication in Nigeria seems not to have full grasp of strategies to effectively implement or activate their performance operationally. This is evident with the persistent challenges of low responsiveness, lack of trust, and non-reliability among subscribers regarding service performance present a formidable obstacle to achieving sustainable development goals, particularly Sustainable Development Goal 9 (SDG 9) which advocates for resilient infrastructure, inclusive industrialization, and innovation. The prevailing sentiment of dissatisfaction among subscribers underscores the pressing need for a paradigm shift within the industry. This shows that mobile telecommunications service performance warrant investigation. To this extent service performance will be measured by responsiveness, assurance, and reliability. Responsiveness is the level of promptness an employee of mobile telecommunication to attends to query, request, and complaints of telecommunication subscriber. It implies the ability of an employee to attend promptly to query, request and complaints of mobile telecommunication subscribers; as well as the speed it takes an employee to initiate interaction. Specifically, telecommunications companies exhibit weak responsiveness in addressing customers request or complaints regarding Subscriber Identity Module (SIM) card replacement, recharge problems, upgrade of the SIM cards to mention a few. This often led to the presence of large crowd and long queues of customers at their service centers. Despite the introduction of customer care call centers, this problem has not showed any sign of abating.

Assurance exhibits a vibrant role in drawing and maintain customer, which is a factor of service performance. An assured customer is a satisfied customer that is at home not only with services rendered rather with the competence, knowledge and courtesy exhibited by organization and its employees. This is the expected result or outcome a client envisaged achieving which shows how happy and contented they are with services rendered. The problem of customer dissatisfaction is evident by the rising number of subscribers porting from one network to the next in search of better service quality. Statistics within the first quarter of 2020, 3,701 MTN subscribers, 6,466 Airtel

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subscribers, 3,748 Globacom's subscribers, and 1,756 9Mobile subscribers have ported out of each network, respectively (Onamusi & Mofoluwake, 2021).

Reliability is the trust and dependability customer has in product/service provider. It is also the ability to secure customer's data/ information from theft, hackers and malicious use. Moreover, customer trust has been perceived to be betrayed due to high billing, disclose of identity and hidden charges made by the telecommunication companies. The telecommunication companies susceptible to cyber-attack due to enormous data/information in their capacity, and insider trading. Consequently, customers mobile phones have been hacked and significant losses recorded.

The growing rate of competition among organizations as well as market dynamism has steered organizations to see their strategies, where Customer satisfaction has been prioritized with high concentration on quality service delivery and responsiveness. Telecommunication companies in Nigeria are challenged with high competition and dynamism as a result of evolving technology been external factor, which compels them to increase strategies and remain relevant by hiring competent, high minded human capital and agile system as resources and capacity to compete in order to achieve their set goals. It is of the opinion that agility could combat dynamism and because telecommunication is experiencing significant increase in the operational challenges, leading to divulgence of customer information, competition, failed transaction, and because of an agile information system available as soon as challenges occurs that are measure already in place that could savage situation. Due to the nature of 21st century (dynamism) there may likely be loopholes in the process of adjusting to the new trends and whenever ISP enshrine in the organization, organizational agility can also give it appropriate strength which may be responsible to combat challenges of service performance. Organizational agility serves as a beacon of hope, offering mobile telecommunications companies a pathway to address these entrenched issues head-on. By adopting agile principles and practices, companies can effectively enhance their responsiveness to customer

needs, rebuild trust, and strengthen the reliability of their services. Organizational agility, in this study, therefore, will be measured with sensing, seizing, (absorption) and innovation.

Objectives and Research Questions

Aim and Objective of the Study

The aim of this study is to examine the influence of organisational agility on Service performance in mobile Telecommunication companies in South-west Nigeria.

    i.   determine the influence of organisational agility on service performance of mobile telecommunication companies in South-west Nigeria.

Hypothesis

The null hypothesis of this study was tested at 0.05 level of significance.

H_01- There is no significant influence of organisational agility on service performance of telecommunication companies, South-west, Nigeria.

Literature Review

In today's fast-changing market climate, organizational agility is becoming increasingly important as one of the primary strategies for acquiring and retaining a competitive edge. In order to stay adaptable and competitive in volatile circumstances, business practitioners are increasingly looking for organizational agility (Moraes & Coombs, 2019). At its core, this implies that organizational agility empowers companies to swiftly adapt to changing market dynamics, technological advancements, and customer expectations. This adaptability translates into tangible benefits for subscribers because companies become better equipped to proactively address service deficiencies, innovate solutions, and deliver superior experiences. Inaddition, by fostering a culture of collaboration, transparency, and continuous improvement, organizational agility cultivates trust among stakeholders, laying the groundwork for stronger, more resilient relationships between mobile telecommunications providers and their subscribers.

Therefore, organizational agility is said to be the ability of organization to proactively sense, respond, and execute plans to threats and opportunities as the case may be. This implies that speed and quick response are major concepts of the word agility. Organisational agility is the new solution for organizational survival in a turbulent and unstable business environment, owing to the definition given by the originator of the concept agility. Agility, was substituted to be a system with capabilities to (hard and soft technologies, human resources, educated management, information) to meet the rapidly changing needs of the marketplace (speed, flexibility, customers, competitors, suppliers, infrastructure, responsiveness). Agility also entails the organization's capacity to respond quickly to unexpected possibilities and the development of solutions to meet client need. Agility is further described as an ability to respond to unanticipated changes in the environment, as well as to continue to exist in the face of threats from the environment, and to use those changes as chances to improve performance (Evwierhurhoma, & 2020; Sharifi & Zhang, 1999).

Organisatiional agility is further explained to mean diverse factors such as prompt response to change in and outside the environs; top notch products and services; accurate information of services and products; swiftness and tractability; relating with social issues, therefore, Organisatiional agility quickly meets customer requests, offers new products, and gets on strategic alliances or gets rid of them. This means that organizations are in a pressing need of strategic coalitions in order to solve the problems of its customers, rather than providing products or one service. The fundamental reason behind the necessity of Organisatiional agility is searching for the core capabilities, on the one hand, and identifying the business environment and capturing opportunities, on the other hand (Praditya, 2019) Since contemporary businesses operates in a volatile, uncertain, complex and ambiguous. environment (VUCA), "organisatiional agility enables organisation to proactively sense threats or opportunities, diagnose by examining the effects of the threats or opportunities on the organisational performance. It enables organisations to actively respond while executing plans strategically formulated to combat threat or utilize the opportunity in a timely manner.

An organisation cannot be agile if it only relies on the structural element. Having newest technology or organizational structure will not provide the benefit if it is not properly utilized in order to respond to changing the environment. An organization with knowledgeable employees and with ability to be agile would be ineffective if organizational structure is not flexible enough and restricting. consequently, both dimensions are important and should be used and developed together when aiming for higher organizational agility level (Tan, Tan, Wan & Sedere, 2017). Enablers and capabilities framework has roots in agile manufacturing, where established processes and activities have to be changed often to adjust to the changes in customer demand or market conditions. Flexibility of the processes is for example one of the enablers that an organization has. Different researchers use different terms to identify the features an agile organization has and call them enablers, attributes, providers, levers among others (Ulrich & Yeung, 2019).

Essential organizational agility enablers are built on the fundamental competitive foundations of agility: speed, flexibility, innovation, proactivity, quality, and profitability. Agility is divided into three aspects using this framework: elemental, micro, and macro agility (wang & Dass, 2019). Organizational resources – people, equipment, technology, and so on – are referred to as elemental agility. Internal features of organization, talents, and structure that support agility are covered by the micro-agility dimension. The third dimension focuses on the organization's network and how agile and flexible it is. A list of different organizational agility enablers was proposed based on ten decision domains such as integration, competence, team building, technology, quality, change, partnership, market, education, and welfare, all of which are based on four basic ideas.

These decision domains could be said to encompass both enablers – what the organization possesses – and practices that the company follows. Cross-functional teams, for example, work hand in hand with continual training and development, which is what the organization undertakes. As a result, organizational agility is both an enabler and a collection of activities. Putting everything together is a

difficult task for any firm, as it involves several strategic and organizational components, as well as experienced and qualified decision makers in the center (Kanchanabha &Badir,2021).

Agility enablers are used as leverage to achieve agile capabilities. A scholar discusses seven enablers of agile manufacturing: virtual enterprise formation tools and metrics, physically distributed teams and manufacturing, rapid partnership formation tools and metrics, concurrent engineering, integrated product, production, business information system, rapid prototyping tools, and electronic commerce (Yodchai & Tran, 2022). Similarly, another scholar identify twelve enabler factors of organizational agility based on literature review. Some of the enablers, such as rapid prototyping, improved manufacturing technology, concurrent engineering, only relate to manufacturing organizations. Other enablers can be applied to a wider organization and used rather universally. Organizational structure itself can be considered an enabler, the less formal, less complex and less centralized it is – the more agile it can be when adapting to external/internal cooperation.

Theoretical Framework

Dynamic capabilities theory was anticipated by Teece and Pisano in 1994 and is the extension of the resource-based view (RBV) of the firm. Dynamic capabilities (DC) theory emerged 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. Dynamic capability theory is "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments. "Dynamic capability theory is thus "the organisational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die. Dynamic capabilities theory is more relevant to this study because is a catalyst for improving telecommunication activities and awareness of modification. It further explains how business can achieve competitive advantage in a turbulent and unstable environment with three (3) presumptions: capacity to sense and shape opportunities, to utilize opportunities, and to maintain competitiveness through reconfiguring. Dynamic capabilities

theory is positively related to service performance, and organisational agility. Dynamic capabilities theory says an organisation can achieve competitive advantage through the (KSA) knowledge, skill, and ability, in which ISP can actually be a knowledge and skill acquired by employees as well as the ability of an organisation to secure things, which can also be the ability of an organisation to bounce back after an; issue or complaint from subscribers quickly. Also, dynamic capability can flesh up the role of ICT in achieving service Performance from sensing to responding actions. Moreso, because businesses are riding on the back of technology that is non-static, telecommunication will also require to be dynamic in combating and responding to situations.

Methodology

The descriptive survey research design was adopted for this study on. organizational agility and service performance of mobile telecommunication companies in South-west, Nigeria. The sample of this study comprised 210 of Telecommunication information managers with (384) subscribers of the four mobile telecommunication companies namely; MTN, Globacom, Airtel and 9Mobile. Krejcie and Morgan (1970) sample size Determination table was used to determine the sample.

Multi sampling technique was used to determine the number of questionnaires to be distributed randomly at each of the mobile telecommunication companies. A likert-type structured questionnaire was used to collect data (Temba, 2013; Kimani, 2015; Valencia & Layman, 2021 & Gurbuz & Hatunoglu 2022), after validation, it was subjected to a reliability test at 0.05 level of significance. The 30 copies of the questionnaire for the pilot study were analysed split method.

The results showed a Cronbach Alpha value of 0.79 for the Service Performance Scale; 0.73 for the Organisatonal Agility Scale, and the overall value for the entire scale was 0.75 which indicates a satisfactory level of internal consistency.

Table1.1: Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338

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15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	**460**	**210**	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	**1000000**	**384**

Table 1.2 Stratified Sampling Calculation for the Sample used for Employees

S/N	Name of Service Provider	% of total population Calculated no for each sample	
1.	MTN Nigeria	$134/449 \times 100 = 29.8\%$	$\frac{29.8 \times 210}{100} = 63$
2.	Glo	$120/449 \times 100 = 26.7\%$	$\frac{26.7 \times 210}{100} = 56$
3.	Airtel	$115/449 \times 100 = 25.6\%$	$\frac{25.6 \times 210}{100} = 54$
4.	9Mobile	$80/449 \times 100 = 17.8\%$	$\frac{17.8 \times 210}{100} = 37$
.	**Total**	**100%**	**210**

Results

Presentation of Test Hypotheses

H_01-   There is no significant influence of organizational agility on service performance of telecommunication companies, South-west Nigeria.

Summary of Regression Analysis for the Influence of Organizational Agility on Service

Performance of Mobile Telecommunication Companies in South-west Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342[a]	.117	.096	.26617

a. Predictors: (Constant), Sensing, Seizing, Innovation

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.179	3	.393	5.547	.001[b]
	Residual	8.926	184	.071		
	Total	10.105	187			

a. Dependent Variable: Service Performance

b. Predictors: (Constant), Sensing, Seizing, Innovation

Coefficientsª

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.070	.252		12.194	.000
	Sensing	.209	.059	.363	3.521	.001
	Seizing	-.035	.087	-.044	-.404	.687
	Innovation	-.019	.054	-.032	-.357	.721

a. Dependent Variable: Service Performance
b. Predictors: (Constant), Sensing, Seizing, Innovation

From the model summary and Anova tables, organizational agility has weak positive and statistically significant relationship with the service performance of information managers in mobile telecommunication companies in South-west Nigeria (R = 0.342, p<0.05). The coefficient of determination (Adj. R^2) of 0.096 f(3.184)=5.547,p=0.001) is statistically signinificant. This shows that organizational agility predicts 9.6% of the changes in service performance of information managers, while the remaining 90.4% changes in service performance of information managers

would be explained by other factors other than those examined in this study. Organizational agility of the mobile telecommunication companies in South-west Nigeria as a variable significantly influences the service performance of their information managers.

The results from the relative influence of the organizational agility sub-variables coefficient table, revealed that a positive and statistically significant relative influence existed only for sensing capability (β =0.363,$p<0.05$). seizing capability and innovating capability showed insignificant relative influence (β = 0.044,$P>0.05$; β = -0.032, $P>0.05$) respectively. Sensing capability was the only sub-variable of organizational agility that significantly and positively influenced service performance of information managers; while seizing and innovation capabilities did not.

Discussion of Findings

The test of hypothesis as shown in the Anova table, revealed that organizational agility has weak but positive and statistically significant relationship with the service performance of mobile telecommunication companies in South-west, Nigeria. This implies that the influence of organizational agility on service performance is relatively minor. While there is a positive direction of the influence (meaning that as organizational agility improves, service performance tends to improve as well), the magnitude of this effect is not very strong. This suggests that other factors beyond organizational agility might play a more substantial role in influencing the service performance of these mobile telecommunication companies. The results of this study show that only sensing capability of mobile telecommunication companies had significant contribution to service performance; while seizing capability and innovation capability had insignificant contribution. Which means that improved organisational agility to profit the organisation, many factors need to be considered for organisations may not help them to be more dynamic in their operations. This interpretation is supported by previous study which have reported significant influence of organisation agility on firm performance.

In one of such studies conducted in Nigeria, findings revealed that strategic agility measures except external response orientation (strategic foresight, strategic insight, internal response orientation, human resources capability, information technology capability) have positive and significant effect on overall firm performance of oil and gas marketing companies in Lagos State, Nigeria. The study concluded that strategic agility measures affected overall firm performance of the selected oil and gas marketing companies (Arokodare, 2021). Similar finding was reported in a study focused on fast moving consumer goods companies in Nigeria. The study found that strategic agility metrics such as; clear vision, core capacity and strategic target have significant relationship with organizational competitiveness(Onyeaghala,Philip & Mngustwen, 2019).

Another Nigerian study examined the influence is of organizational agility on operational performance among organizations in some selected organizations in Nigeria (Muhamad & Mohamad, 2013). Result showed that there was significant influence of organizational agility on operational performance. Studies have emphasized that strategic agility enhance operational productivity, product reliability, quality of service and speed and operational performance (Salihah, Rizal & Herawaty, 2022; El-Din & Mohamed, 2022). Most literatures on the link between strategic agility and firm performance in different industries have shown that strategic agility practices by organizations significantly improve firm competitive advantage and overall performance. Studies conducted abroad also supported this finding.

Conclusion

The study investigates the relationship between organizational agility and service performance in mobile telecommunication companies in South-west Nigeria. The findings reveal that organizational agility has a weak but positive and statistically significant influence on the service performance in these companies. The three dimensions of organizational agility, namely sensing capability, seizing capability, and innovation capability, were examined. The results indicate that sensing capability that is the ability to proactively sense and respond to threats and opportunities, was the only indicator that

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significantly and positively influenced service performance. On the other hand, seizing capability and innovation capability did not show significant relative influence. Nevertheless, the study therefore concludes that while organizational agility significantly influence service performance aligning with sustainable development goal 9 (SDGs 9) which focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation. Other factors beyond organizational agility that were not covered in this study, might play a more substantial role. The findings are consistent with previous studies conducted in Nigeria, emphasizing the positive influence of organizational agility on overall firm performance in various industries.

Recommendation

By way of recommendation, it is essential for mobile telecommunication companies in South-west Nigeria to consider a holistic approach to improving service performance taking into account factors beyond organizational agility, also, to achieve a higher level of service performance, Telecommunication companies in South-west Nigeria should focus on continuous training, especially on creativity and development programs for information managers, enabling them to stay updated with industry best practices and emerging technologies. Furthermore, encouraging a customer-centric culture and actively seeking feedback from customers can also help in identifying areas of improvement.

Lastly, telecommunication companies in South-west Nigeria should foster a culture of innovation and encourage employees to come up with creative solutions to challenges. Implementing agile methodologies in project management can enhance the telecommunication companies' ability to respond quickly to changing market demands.

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