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IMPACT OF ORGANIZATIONAL AGILITY ON FIRM PERFORMANCE

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ABSTRACT

Change as a major characteristic of organizations and institutions in today's competitive environment which organization needs to respond adequately in order to remain in business. The broad objective of the study was to examine the effect of organizational agility on firm performance using OK Foods as the focus of the study. The specific objectives of the study were to: examine the influence of competency on organizational productivity; investigate the extent to which speed influences brand image. A structured questionnaire was used to obtain primary data from the employees of the organization. Two hundred and four questionnaires were administered out of which one hundred and ninety three were properly filled and returned. The formulated hypotheses were tested using Regression analysis with the aid of Statistical Package for Social Sciences software. The findings of the study revealed that: competency have effect on organizational productivity with the R^2 value of 0.801 which shows that the level of competency contributes to organizational productivity; speed has effect on brand loyalty with the R^2 value of 0.878; flexibility has effect on innovation with the R^2 value of 0.632; responsiveness has impact on competitive advantage with the R value of 0.967 and R^2 value of 0.935. Hence, the study concluded that organizational agility has a significant effect on firm performance since majority of the variables are statistically significant with one another. Therefore, the study recommended that organizations should provide the appropriate technology that is needed in carrying out their activities and employees should be properly trained to use them. Also, organizations should be nimble concerning new products and should create a mechanism that will enable them response to market needs in a timely and appropriate manner.

Keywords: Organisation, agility, technology, Innovation and performance, brand image.

INTRODUCTION

Change is a major characteristic of organizations and institutions in today's competitive environment. Organizations are faced with heightened competition resulting from technological innovations, constantly changing market environment and change in customer taste and demands. It seems that rather than being afraid of change, having sufficient knowledge, working towards it and beyond that, adopting definite occurrence of change may better determine the change direction and even facilitates its realization. (Mitra & Hadi, 2013).

The twenty-first century brings with it rapid and dramatic changes in manufacturing and service sectors, and this has caused organizations to undergo dramatic changes. The nature of these changes has faced organizations with new challenges. (Zain, Rose, Abdullah, & Masrom, 2005). Agility is known as one of the most important characteristics of organizations in standing out against changes in the environment. Organization agility as a cultivated capability allows the organization to make timely, efficient, rapid and continual change when changing circumstances require it (Eisenhardt & Martin, 2000). Also known as a necessary dynamic capability, agility represents the capacity to sense, shape and seize opportunities and threats, solve problems and change the firms resource base (Winby & Worley, 2014).

Nowadays, organizations are compelled to employ agility methods and strategies for survival in business, because the major goal of any organization is to make profit, to be successful and organizational survival. Agility itself is a form of competitive advantage for organizations, which enables them to understand changes in the environment quickly. Organizations that are agile think beyond adapting to changes that may occur and seek the potential opportunities to achieve progress, success and survival.

The complex nature of the business environment, the increasing development of science and technology, the emergence of growing needs of the environment, the diversity and composition of these needs, the various demands of customers, reduced time of product delivery, as well as the effects from accepting globalization, increased competition, and de-globalization have led to instability and a tendency to recurrent change, and in general, the lack of predictability of the environment (Khosravi, 2011). Various solutions have been proffered to address these conditions amongst which is agility, agility has been noted to be a dominant business paradigm in this century and the best option for survival by most organizations (Sherehiy, Karwowski, & Layer 2007)

According to Venkatraman and Grant (2006), through agility, organizations would be able to achieve superior performance. Organizations through being able to produce superior value and/or offer prices through lower costs will be able to boost customer satisfaction and loyalty and potentially increase its market share and profitability.

Sambamurthy, Bharadwaj and Grover (2003) highlighted that there is increasing knowledge that agility is essential for success of organizations as they face intense rivalry, globalization and time-to-market pressures. Through organizational agility the firm is able to carry out its operations with speed and surprise, without disrupting enhanced organizational performance. Agile organizations are resilient to shocks, changes and upheavals in the environment they operate, easily adapts to emerging opportunities and innovative in creating new business models to ensure enhanced organizational performance.

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Statement of the Problem

In today's competitive environment, success is difficult if not impossible without the agile routines.

Organizations these days lack or have reduced abilities that provide a basis for productivity, efficiency and effectiveness of the company's activities. Organizations need abilities, tools, methods and techniques to enhance their productivity. The absence of the extensive set of abilities and technology needed in the organization to facilitate its activities affect its productivity.

Due to increasingly complex demands from customers and staff, organizations are faced with issues on how quickly they can meet these needs. Customers' tastes and demand change quickly due to rapidly changing trends. Organizations also are faced with how quickly their products can get to the final consumers so as to meet the customers' needs and reduced time of product delivery. This influences how loyal the customers are to their brand.

Organizations should be able to use the facilities that it possess no matter the quantity to achieve different objectives. The myopic views of organizations in the use of their facilities so as to achieve various objectives have been an issue facing organizations for ages. Organizations should be able to use the technology available to them to manufacture different products. The rigidity of organizations in terms of how its products is designed and mode led, the quantity of products to manufacture daily affects innovation level in the organization.

The issue of identifying and responding to continuous changes in the environment which the organization operates in has been a challenge facing organization due to ineffective measures being put in place amongst others. The ability to respond proactively or reactively to changes and also to recover from these changes is an ability that is necessary for organizations to possess.

It is on the basis of this foregoing that this study seeks to carefully examine the effect of organizational agility on firm performance with particular reference to OK Foods.

Research Objectives

The main objective of this study is to examine the impact of organizational agility on firm performance. The specific objectives are to:

- i. examine the influence of competency on organizational productivity;
- ii. investigate the extent to which speed influences brand image;

LITERATURE REVIEW

Concept of Organizational Agility

Organization agility is an important concept where starting with a quick response to change and uncertainty in an environment, organizations must act to overcome obstacles or gain and win opportunities (Alhadid & Abu-ruhman, 2015). According to Dove (2001), organizational agility refers to the ability of survive and progress in the variable and unpredictable environment. Nadkarni and Narayanan (2007) view organizational sense-response as an ability to precipitate intentional change that involves rapid shifts in strategic actions, asset deployment and investment strategies.

Tallon and Pinsonneault (2011), conceptualize agility as an organizational ability to detect and respond to [environmental] opportunities and threats with ease, speed, and dexterity. Agility is specified as persistent, systematic variations in an organization's outputs, structures or processes that are identified, planned and executed as a deliberate strategy to gain competitive advantage.

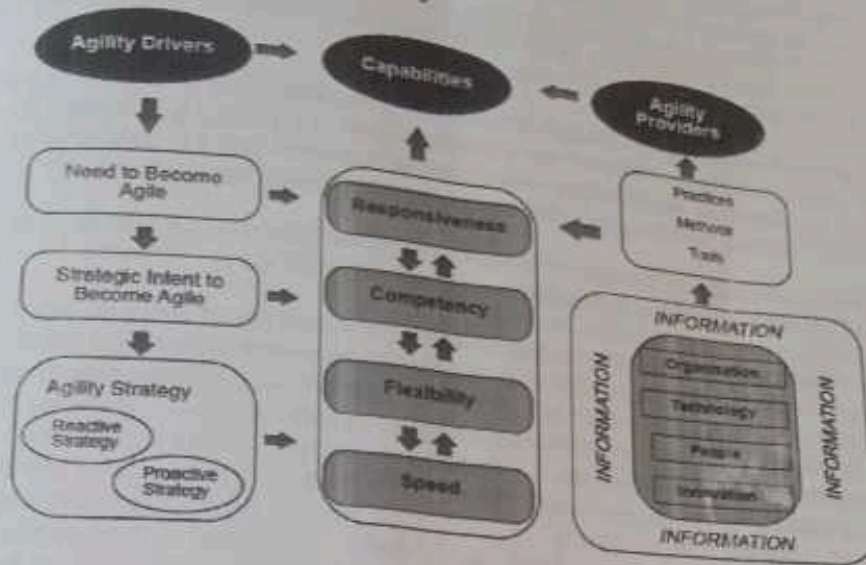
Also, agility can be defined as the response to changes in the changing and uncertain business environment and includes a new way of doing business. It indicates a mindset of production, purchasing, selling, open commercial relations and evaluating the performance of company and individuals. (Mitra & Hadi, 2013). Agility is the result of integrating alertness to changes (recognizing opportunities/challenges) – both internal and environmental with a capability to use resources in responding (proactive/reactive) to such changes, all in a timely, flexible, affordable, relevant manner. (Holsapple & Jones, 2005).

Prince and Kay (2003) stated that agility is a response to the sudden and unexpected changes in the market and meeting the changing needs of customers based on components such as price, characteristics, quality, quantity, and on-time delivery. Organizational agility is an informed and comprehensive response to changing needs in competitive markets and to achieve success by the opportunities that the organization obtains (Yaghoubi, Shokri, Rahai & Delmordeh, 2012).

Dove (2005) defined agility as an organizational capability to survive and develop in an uncertain and unpredictable business environment. According to him, agility represents competence of management and effective use of available knowledge in such a way that the organization could expand and flourish in unpredictable and uncertain business environment. Agility is a collection of capabilities and merits which results in the survival and progress of the organization in the business environment (Khoshshima, 2003).

Agility Model

A conceptual model for implementing agility



Source: Sherehiy et al. (2007). *International Journal of Industrial Ergonomics*

The core idea is the distinction between Agility Drivers, Agility Capabilities, and Agility Providers.

Agility Drivers are mainly the changes that occur in the environment. The agility drivers represent characteristics of the external business environment in reference to the continuous changes and the unpredictability of these changes. Agility drivers will compel a company to revise its current strategy, admit the need to become agile, and adopt an agility strategy. Sharifi and Zhang (2000) classified the changing areas in business world into:

Companies in various segments respond to changes differently by considering strategic capabilities, which suits them and relates to their specific circumstance. A generic list of capabilities was determined through the study and divided into four major groups. Agility capabilities like responsiveness, competency, flexibility, and speed are the required abilities of the company to respond to the changes that occur in the environment. (Sharifi & Zhang, 2000)

1. **Responsiveness:** This is the ability to identify changes, respond rapidly to changes either reactively or proactively and recover from changes. This can reveal capability to specify, react to, and get better from changes rigorously. Responsiveness involves sensing, perceiving and anticipating changes. It also includes immediate reaction to changes by effecting them into system and recovery from change.

- i. Sensing and Anticipating Changes: In an ever-changing environment, anticipation of change is a critical factor of success in maintaining and increasing the sustainability of the company. Organizations should be able to sense the changes that occur in its environment as it occurs or anticipate certain rate of changes before they occur.
 - ii. Responding to Changes: Organization should be able to respond to changes that are sensed in the environment. Organizations can react proactively- this happens when the organization anticipates the change before it occurs or reactively- this occurs when organization reacts after the change has occurred.
 - iii. Integrating Changes: This refer to the immediate reaction to changes by effecting them into the organization's system and activities.
2. Competency: Competency can disclose the capability to perceive firms objectives effectively; that is, competency is the expanded ability, bringing about companies productivity, capableness and success to obtain its purposes and objectives. Strategic foresight, adequate technological competency and cost-effectiveness are examples of these included capabilities. Competencies are also viewed from the individual perspective in an organization and defined as a related set of attributes used or needed in executing a job. Competency also includes strategic vision, appropriate technology(hard and soft), sufficient technological ability, product/services quality, cost effectiveness high rate of new products introduction, change management, knowledgeable, competent and empowered people, operations efficiency and effectiveness(leanness), cooperation (internal and external) and integration.
- i. Technical Competence: This refers to the presence of appropriate technology that is needed to carry out the organization's activities. The necessary tools, equipment, methods and facilities required to carry out the organization's activities.
 - ii. Employee Competence: This specifies which skills (and/or behaviours) are appreciated, recognized and compensated. The emphasis turns from professional qualifications and career paths to standard capabilities as proven through experience or tests designed to assess an individual's capabilities. Each identified competency must define a consistent set of levels (proficiency) to differentiate the degree to which a competency is required in various jobs. Employee competencies are easy to judge as these are related to knowledge and skills, thus known to others.
 - iii. Organization Competence: Competencies have also been seen as the attributes of an organization as a whole. In strategic management, competence encompasses all organizational capabilities for achieving competitive advantage. The ability of the organization to co-operate with its internal and external factors so as to be competitively relevant in its industry.

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3. **Flexibility:** This is the ability to carry out different work and achieve different objectives with the same facilities. This means the ability to execute various tasks and employ diverse amenity to earn the same aims, contain such items as the volume adaptability in products, peoples adaptability etc. Flexibility is perceived as a flexibility to the company; capabilities to find out which dynamic capabilities promote flexibility, organization and organizational issues flexibility, product model/configuration flexibility within the organization is also important as it speeds up responses to change, saves time and maintains dependability.
 - i. **Product Flexibility:** Product flexibility (same as mix flexibility, process flexibility or product-mix flexibility) refers to the ability to manufacture multiple products using the same capacity, and the ability to reallocate capacity between products in response to realized demand. Product volume flexibility refers to the organization's ability to manufacture specific quantity of a single product. However, volume flexibility enables the firm to produce above/below capacity (at a cost) in response to realized demand (the ability to profitably increase production above capacity is often referred to as upside flexibility and the ability to profitably decrease production below capacity is known as downside flexibility).
 - ii. **Personnel Flexibility:** People are the most important resource; they control the other two resources, capital and technology, which are involved in economic activities. Organizations can adopt different forms of workforce flexibility strategies to maximize the potential and contribution of human resources to the organization (Fullick, 2009). There are four workforce flexibility strategies, namely; External flexibility, internal flexibility, Functional or Qualitative flexibility and Numerical or Quantitative flexibility (Looise, van Riemsdijk, & de Lange, 2008). Of these, internal flexibility involves managing fluctuations and/or changes in the labor demand by using the existing workforce at the workplace (e.g., flexible working hours and overtime).
 - iii. **Organization Flexibility:** Organization flexibility is considers as the organization's ability to adjust its internal structures and processes in response to change in the environment. This includes ability to adjust and not be rigid in regards to organization processes, activities and organizational issues.
4. **Speed:** This refers to the ability to instantly complete a task or activity. It includes nimbleness concerning new goods, response to market, appropriation of time for products and service transfer. Quickness also includes how quickly new products are moved to the market, quickness and timeliness in delivering products and services, fast operation time and employees speed in carrying out tasks.
 - i. **Logistics Speed:** The Council of Logistic Management defines logistics as the part of supply chain process that plans, implements and controls the efficient, effective, forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to

meet customer requirement. Logistics Speed therefore refers to how fast or how timely organization is able to carry out the necessary logistics to get their products to the market in time to meet customer's needs.

- ii. Operation Speed: Operations most of the time encompasses the majority of the people and the bulk of the assets of the organization. Operation Speed refers to how fast the organization activities are carried out. It could refer to how fast services are delivered to customers or how fast the organization products are manufactured.
- iii. Employee Speed: This simply refers to how fast employees carry out their duties in the organization.

The agility capabilities as mentioned above could be achieved by the means of agility providers. Providers are the means to achieve these capabilities in the areas of organization, technology, people, and innovation. This framework was refined and extended later by Sharifi, Colquhoun, Barclay and Dann (2000), however, the main structure remained stable. Finally, it led to a theoretical approach to develop an agile manufacturing strategy (Wendler, 2013)

Concept of Organizational Performance

Organizational performance is the final achievement of an organization which is measured either in financial and non-financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness. On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz & Donnell, 2003).

Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Organizational performance includes multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target (Johnson et al., 2006).

The performance of an organization can be measured through financial and non-financial variables

For the sake of this study, the non-financial indicators of performance of an organization were considered. They include:

- i. Brand Image: American Marketing Association (AMA) defined a brand as a name, term, sign, symbol, design or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Kotler, 2006). This is similar to Aaker who says that the brand is a name and/ or symbol that distinguishes (in the form of a logo or symbol, stamp or packaging) to identify the goods or services of one seller or group of sellers (Aaker, 1996). A good brand will come to boost the company's image. Brand is the front-liner of a product, an initial view that allows consumers to identify those products. In principle, brand is a promise of sellers or

producers who continually brings a unit series of performance, benefits and service to buyer.

- ii. **Organizational Productivity:** Organization productivity is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative, analytical approach. When assessing productivity, it is important to fully understand each of the key drivers that impact productivity. In addition to evaluating each driver individually, it is necessary to determine how well these drivers work together and function as a whole. Changes to one driver might (and probably will) have an effect on others. Effective Assessment involves understanding how each driver contributes to overall productivity.
- iii. **Innovation:** Innovation in its modern meaning is a new idea, creative thoughts, and new imaginations in form of device or method. Innovation is often also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs. Such innovation takes place through the provision of more-effective products, processes, services, technologies, or business models that are made available to markets, governments and society. An innovation is something original and more effective and, as a consequence, new, that "breaks into" the market or society. Innovation is related to, but not the same as, invention, as innovation is more apt to involve the practical implementation of an invention (i.e. new / improved ability) to make a meaningful impact in the market or society, and not all innovations require an invention. Innovation often manifests itself via the engineering process, when the problem being solved is of a technical or scientific nature.
- iv. **Competitive Advantage:** Competitive Advantage refers to competition as a result of the obtainable scheme of the company (Wagner, 2006). A positive value must be generated by the companies equally or greater than their rivals, and the companies must outperform better than any other competitor, to accomplish a competitive advantage. Tien, Chung and Tsai (2005) states that the purposes that the companies have to take advantage of the competition for their excellent support operations.

Theoretical Review

Theory of Dynamic Capabilities (DCT)

The Dynamic Capabilities Theory was initially introduced by David Teece and Gary Pisano in 1994.

It was proposed that competitive advantage would be attributed to those companies that are able to react rapidly and flexibly to product innovation, while simultaneously possessing the capacity to manage firm specific capabilities in such a way as to effectively coordinate and redeploy internal and external competences (Teece, Pisano & Shuen, 1997). This ability to achieve new forms of competitive advantage by being flexible and fast in dealing with changing market environments is what Teece and Pisano (1994) referred to as "Dynamic Capabilities (DC)".

In essence the DCT tries to make use of competences that are unique to firms to gain competitive advantage and explains how these competences are developed, deployed and protected. The accumulation of competitive advantage and DC's is attributed to the processes of an organization, the positions of its assets and its past and future paths. Teece et al. (1997) argue that successful companies in the global market place are able to demonstrate timely responsiveness to market dynamics and speedy product innovation. Additionally, successful companies are able to effectively coordinate and redeploy internal and external competence. The ability to achieve competitive advantage in this context is referred to as the Dynamic Capabilities.

The term dynamic as "the capacity to renew competences so as to achieve congruence with the changing business environment; this is relevant in situations where time to market is critical and the nature of competition is difficult to determine. Capabilities are referred to as "the key role of strategic management in appropriately adapting, integrating and reconfiguring, internal and external organizational skills, resources, and functional competences to match the requirements of a changing environment.

These three factors form the basis for determining DC's:

Processes encompass the way things are done in organizations and they have three roles; Coordination, Learning and Reconfiguration (Teece et al., 1997).

Positions define specific endowments of technology, intellectual property, complementary assets, customer base and its external relations with suppliers and complementors (Teece et al., 1997).

Paths refer to the strategic alternatives available to the firm; these are defined by path dependencies and technological opportunities. The organizational processes that are shaped by a firm's asset positions and paths, explain the essence of the firm's DC's and its competitive advantage. The competitive advantage that is accompanied by these capabilities can be attributed to the fact that firm specific assets such as values, culture and organizational experience cannot be traded in the market (Teece et al., 1997).

Teece (2007) suggests that the Dynamic Capabilities framework includes the key variables and relationships that need to be manipulated to create, protect, and leverage intangible assets so as to achieve superior performance and avoid bankruptcy.

Empirical Review

Alhadid (2016) conducted a study on the effect of organization agility on organization performance. The population of the study was represented by 200 companies that were registered in the Information and Communication Association of Jordan in 2014. The population of the employees in these companies was around 80 thousand. The research applied the stratified Random Sampling. The research was eventually carried out on large companies where it represented (12) companies which consisted of more than (250) employees according to Jordanian ministry of Industry and Commerce. The sample consisted of all the employees in the top management and middle management levels in the 12 companies. Questionnaire was used as the research instrument and was distributed in the companies' locations respectively. In order to test the formulated hypotheses, the researcher used the simple regression analysis, which resulted

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in the coefficient of determination. The analysis showed that a strong relationship exists between organizational agility and organizational performance.

The sample of the study was restricted to the top and middle management levels while in fact the lower level management and other employees would have had a great level of contribution since they are the ones mostly involved with agility activities.

Sohelia et al. (2013) carried out a study on examining the degree of organizational agility from the employees' perspective. The population of their study was the employees of Agriculture Jihad Organization of Shahrekord City. A sample size of 150 employees was selected by stratified sampling method. The sample size was determined through Morgan sampling table. To collect the research data, a self-administrated questionnaire through Morgan sampling table. To collect face validity was done. Also, the reliability of the questionnaire was examined using Cronbach's Alpha coefficient. The Cronbach's Alpha coefficient of 0.95 confirmed the reliability of the questionnaire. The results of the study indicated that the degree of organizational agility components application in the agriculture jihad organization of Shahrekord was average.

Kuleclung and Ussahawanitchakit (2015) also carried out a research on organizational agility and firm performance: evidence from information and communication technology (ICT) businesses in Thailand. Information and communication technology (ICT) businesses selected, specifically from all 805 firms and the randomly chosen database on the Ministry of Information and Communication Technology (ICT), Thailand. The set of questionnaires was sent through mails to chief executive officers, managing directors, or managing executives of ICT of Thailand. Regression analysis was used to test the formulated hypotheses which went on to show that there was a strong relationship between organizational agility and firm performance.

Methodology

Survey research design was adopted because it is a formal and structural design that involves the collection of information from a sample of individuals usually through the use of questionnaires and it is based on the views of the respondents in the population of study. The primary data required for this study was collected through the use of structured questionnaires that were administered to the respondents. The questionnaire was also divided into two sections: Section A and B. Section A contained questions that provided the demographic information of the respondents. In the Section B, the respondents were required to provide responses on a 5-point Likert Scale with questions that are relevant to the study. Likert Scale was used so as to enable the researcher compare responses easily among individual respondents. The population included the permanent staff of OK Foods which is 415. The sampling technique used in this study is the probability sampling technique. This will give all the elements in the population a fair chance of being selected.

The sample size for this study was determined using Taro Yamane (1967) sample size to be 204. Two hundred and four (204) questionnaires were administered to the randomly selected respondents. However, it is important to note that only one hundred and ninety three (193) copies of all the questionnaires administered were fully filled, completed and returned. This represents

94.6% of the sample size. Linear Regression was used to test the formulated hypotheses for the study with the aid of Statistical Package for Social Sciences software.

Data Presentation and Analysis

Test of Hypotheses

H_{01} : Competency has no significant influence on organizational productivity

Hypothesis 1 was tested using regression analysis to test the influence of competency on organizational productivity

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.801	.795	.03139

a. Predictors: (Constant), Management Competence, Technical Competence, Employee Competence

Source: SPSS Computation, 2021

From the regression analysis result shown in table 1 it was found that R value is 0.895, R square is 0.801, adjusted R square is 0.795 and the standard error of estimate is 0.03139. The large value of R indicates a stronger relationship between the observed and predicted values of the variables. The R value depicts that competence influences organizational productivity by 89.5%. Also, this implies that 80.1% of the variations in the dependent variable (organizational productivity) were explained by the constant variables (Management Competence, Technical Competence, Employee Competence), while the remaining 19.9% is due to other variables not included in the model. Thus, this is an accurate reflection that competency statistically significantly impacts organizational productivity.

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	108.747	3	36.249	626.282	.000 ^b
	Residual	9.290	189	.049		
	Total	118.037	192			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Organization Competence, Technical Competence, Employee Competence

Source: SPSS Computation, 2021

Table 2 presents the analysis of variance (ANOVA) Table which tests the significance or otherwise the fit of the model. The F value calculated is 626.282 indicates a significant relationship. The P-value of 0.000 in the ANOVA table above indicates that the variables under

consideration are jointly significant. The regression sum of squares value is higher than the residual sum of squares value which implies that the independent variable to a large extent accounts for the variation in the dependent variable. Also, the P-value of .000 is less than the alpha level of 0.05, thus the overall model is fit and the null hypothesis is rejected. This means that competency has a significant influence on organizational productivity.

Table 3: Coefficients*

	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	.452	.087			
Technical Competence	.432	.050			
Employee Competence	.502	.042	.481	5.174	.000
Organization Competence	.813	.032	.503	5.896	.000
			.847	5.530	.008
				15.768	.000

* Dependent Variable: Organizational Productivity
Source: SPSS Computation, 2021

Results obtained from table 3 reveals that for one additional unit of technical competence, organizational productivity increases by 48.1%. Also, an increase in employee competence will bring about 50.3% increase to organizational productivity, while management competence increases organizational productivity by 84.7%. The above estimated regression equation indicates that technical competence, employee competence and management competence are positively related to organizational productivity as evidenced by their coefficients values of 0.432, 0.502 and 0.813 respectively. The result indicates that if technical competence goes up by one unit, then organizational productivity would go up by 0.432 units while keeping other variables constant, likewise a unit increase in employee competence would produce 0.502 unit change in organizational productivity level while keeping other variables constant. Also, a unit increase in management competence would produce 0.813 unit change in organizational productivity level while keeping other variables constant.

Decision Rule: On the basis of the outcome, the Null Hypothesis is rejected while the alternate hypothesis is accepted. This means competency has a significant influence on organizational productivity.

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Table 6: Coefficients^a

	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error				
(Constant)	.257	.229				
Logistics Speed	.313	.108				
Operation Speed	.365	.114	.415	2.123	.009	
Employee Speed	.281	.114	.325	4.082	.000	
			.324	3.201	.003	
				2.462	.019	

a. Dependent Variable: Brand Image
Source: SPSS Computation, 2021

Results obtained from table 6 reveals that for one additional unit of logistics speed, brand loyalty increases by 41.5%. Also, an increase in operation speed will bring about 32.5% increase to brand image, while employee speed increases brand loyalty by 32.4%. The above estimated regression equation indicates that logistics speed, operation speed and employee speed are positively related to brand image as evidenced by their coefficients values of 0.313, 0.365 and 0.281 respectively. The result indicates that if logistics speed goes up by one unit, then brand image would go up by 0.313 units while keeping other variables constant, likewise a unit increase in operation speed would produce 0.365 unit change in brand image level while keeping other variables constant. Also, a unit increase in employee speed would produce 0.281 unit change in brand image level while keeping other variables constant.

Decision Rule: On the basis of the outcome, the Null Hypothesis is rejected while the alternate hypothesis is accepted. This means speed has a significant influence on brand image. In other words, speed and timeliness in carrying out the operations of the organization can influence the level of brand image of its customers.

Conclusion

This research investigated the effect of organizational agility on firm performance, a study of OK Foods. The current study used four agility capabilities such as competency, speed, flexibility and responsiveness to measure the agility of organizations. From the findings of this research work, it can be concluded that competency, speed, flexibility and responsiveness have positive effect on firms' performance. The implication therefore is that adoption of these agility capabilities (competency, speed, flexibility and responsiveness) will improve the performance of organizations.

The level of competency in organizations improves its effectiveness and efficiency thus improving its productivity because the study found out the availability of a range of appropriate technology needed in the course of the organization's activities creates opportunity for a higher level of productivity. Also, proper training of the employees to use the technology available in the organization and the organization's co-operation with its internal and external factors can influence the level of organizational productivity.

Also, speed and timeliness in delivering the organizations product to the market and in responding to market need helps foster good relationship with customers which build brand image. Nimbleness concerning new products also projects a positive brand image to the customers which could also improve brand loyalty.

Furthermore, flexibility, by finding various ways to achieve success of the organization affects the level of innovation in the organization. Organization's flexibility concerning the volume of

the products manufactured the model or the way the products are configured and the ways organizational issues are handled encourages innovation. Also, welcoming ideas from staffs and the willingness to hire new personnel as the need arises to promote contribution of different viewpoints and ideas and thus the way things are done in the organization influences innovation. In addition, responsiveness to changes within and without the organization creates a leverage and edge for the organization. Creating a mechanism for anticipating and sensing changes and responding to the changes that occur within and outside the organization boosts the level of competitive advantage of the organization. Also, the organization should be able to integrate these changes into its operations and processes to improve its level of competitive advantage.

Recommendations

In view of the findings, the following recommendations are made:

- i. To ensure a high level of organizational productivity, organizations should provide the appropriate technology that is needed in carrying out their activities. The organization should keep up with technological changes and improvement and upgrade the technology they use. Also, employees should be properly trained to use the technology available in the organization, to improve their skills and their knowledge. Employees should not only be trained to use the technology but should also be properly supervised to ensure competence in the handling of the organizations technology.
- ii. Organizations should be nimble concerning new products i.e. they should be quick witted and alert about the manufacturing of new products. Organizations should create a mechanism that will enable them response to market needs in a timely and appropriate manner and products should be transferred to the market in a timely fashion so as to build and improve brand loyalty and build brand image.
- iii. Furthermore, organizations should adopt a variety range of ways available to achieve success. Organizations should create a system that enables them to adapt their internal structure and processes to changes in the external environment. Also, organization should be not be rigid in making decisions and should be able to come up with decisions that can be applied in various ways to meet various situations and thus encourage innovation.
- iv. Conclusively, organizations should put appropriate mechanism in place for sensing and perceiving changes within and outside the organization. Organizations should not disregard change but should find a way to translate change to their advantage as this will give them an edge and create leverage for them.

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