



## Effect of Strategic Agility on Sustainable Organization Performance: A Case of Kajiado County

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### Abstract

In an increasingly dynamic and competitive business environment, organizations are compelled to adapt swiftly to changes in market conditions, consumer preferences, and technological advancements. Strategic agility helps firms to be responsive to the changes in the business environment. Firms' capacity to improve strategic agility is only possible if they are in a position to identify opportunities and take the necessary advantage with the aim of achieving their set objectives. However, the relationship between strategic agility and sustainable organizational performance remains underexplored, particularly in the context of Kajiado County, where unique socio-economic and environmental challenges exist. This study aims at finding out the effect of strategic agility on sustainable organization performance. The study was guided by Dynamic Capabilities, Resource Based View and Contingency theories. The study utilized descriptive research design. The target population consisted of 114 senior management personnel from five departments, selected through stratified random sampling to ensure representation across various organizational levels. A pilot study was conducted to refine the data collection instruments, ensuring clarity and effectiveness in capturing the necessary information. The data was collected using structured questionnaire. Collected data was coded into SPSS Version 23 and analysed using descriptive and inferential statistics. Organizational performance exhibited the strongest correlation with overall organizational factors ( $r = 0.987$ ,  $p = 0.001$ ), while technology ( $r = 0.643$ ,  $p < 0.001$ ) and own



revenue collection ( $r = 0.857$ ,  $p = 0.002$ ) also demonstrated strong positive correlations. However, employee-related factors ( $r = 0.316$ ,  $p = 0.002$ ) and customer participation ( $r = 0.147$ ,  $p = 0.001$ ) revealed weaker correlations with organizational performance. Further, the findings indicate that all strategic agility factors had a significant effect on organizational performance technology ( $\beta = 0.412$ ,  $p = 0.001$ ), resource allocation ( $\beta = 0.354$ ,  $p = 0.005$ ), public participation ( $\beta = 0.274$ ,  $p = 0.012$ ) and revenue collection ( $\beta = 0.245$ ,  $p = 0.022$ ). To enhance strategic agility and organizational performance, it is recommended that Kajiado County prioritize investments in technology and infrastructure that facilitate rapid adaptation to market changes.

**Keywords:** Agility, Organization, Strategic, Performance, Kajiado County

## Introduction

Today's dynamic, uncertain, and competitive global markets put pressure on companies to create innovative products and services. The telecommunications industry has grown and become competitive as companies compete for cheaper and faster services. Wasono and Furinto (2018) predict a 6.2% compound annual growth rate for enterprises in the industry between 2023 and 2030 due to increased investment in 5G technologies, mobile phone owners, demand for high-speed internet, and value-added services. Yu, Wang and Moon (2022) report that telecommunication corporations have restructured their internal environments to become more inventive and competitive as product offerings have evolved from audio to video, automation, and cloud services. In a world of shrinking resources and growing innovation, failing to strategically leverage internal resources and capabilities is the main cause of corporate failure (Quagraine, et al., 2021). Business is dynamic, and digital technologies have changed global competition. Recent advances in communication technology have accelerated change in the telecommunications sector, which is predicted to lead to the adoption of future communication technologies (Chen, Li, & Chen, 2021). They must foresee future trends and client expectations, identify possibilities, and avoid the hazards of promoting new products and services.

A company's performance depends on its many strategies. This says that an organization must be able to recognize its current position and goals to pursue successful strategies that will help it accomplish its long-term strategic goals. An organization must make quick judgments, process excellent market data, raw material inputs, leadership, and flexibility (Lewis, Andriopoulos & Smith 2014). Strategic agility in corporate structures allows organizations to adapt fast to change, manage risk and volatility, and increase



performance (Tallon & Pinsonneault, 2011). An agile firm should be able to adapt its culture to market movements, learn about them quickly, and profit from them. An organization must be able to quickly adapt its resources to market changes. This may affect how successfully the organization adapts to dynamic shifts.

A company's strategy is a detailed plan to attain its goals under these conditions. A company's strategy determines its long-term performance. Management must choose a strategy because it requires a large investment and is difficult and expensive to change. Businesses are interconnected and part of a complex social, political, economic, and competitive environment. A corporation must "beat" its competitors by always improving its consumer offerings and being better than their alternatives to succeed and achieve its aims (Palmer & Kaplan, 2020). A corporation may not explicitly seek competitive advantage. However, competitive advantage gives a corporation resource to achieve its aims. When firms beat their competitors, they can spend more on R&D to improve their products or services, advertising and promotions to attract customers, donations to charities to improve community relations, and higher profits to their owners. Competitive advantage helps organizations achieve goals (Kamkule, 2016). Strategy is a plan to attain long-term goals, therefore it creates sustained competitive advantage. Companies try to provide distinctive products and services to gain market share. Customers must notice and grasp the difference to get a competitive edge. A corporation utilizes a value proposition to convince customers that its product or service is better than a competitor's.

Strategy involves developing and creating company strategies to achieve goals and stay ahead. It involves assessing the firm's internal and external strengths, weaknesses, opportunities, threats, and resources and capabilities for success. Strategy, flexibility, and innovation let organizations anticipate market changes, adapt, and make educated decisions to construct a long-term strategy (Palmer & Kaplan, 2020). Strategic thinking helps companies solve problems, predict the future, and plan for development and profit. Strategic planning is essential to operationalizing strategic thinking in an organization (Doz & Kosonen, 2018). It requires setting quantifiable, descriptive goals, identifying activities, and managing resources. Such will align the organization's actions with its vision and purpose and guarantee that all departments and workers strive toward the same goals. The effectiveness of a strategy in achieving organizational goals must be monitored and evaluated often to keep it current and successful.

Being strategic can also relate to an organization's management style. Strategic management unites an organization's functions and activities. Management is planning, organizing, leading, and regulating employees to



use resources efficiently to achieve corporate goals. Strategy management binds these processes. Strategic management looks at the whole organization and how its parts fit together (Palmer & Kaplan, 2020). An organization gains synergy with good strategic management. This means the components support each other so the total output exceeds the sum of individual functions. Management must ensure that employees are willing and able to excel in competitive advantage-creating tasks. Management can also foster excellence throughout the company. Organizational culture is the common values and ideas that govern employee behavior. Managers can create a strategy-supporting culture by communicating and demonstrating desired behaviors and attitudes.

Strategic agility pertains to the capacity of an organization to maintain its flexibility, promptly adjust to shifts in the market, and capitalise on novel opportunities with accuracy and immediacy. It entails the capacity to discern patterns and obstacles, execute modifications efficiently, and execute prompt judgements in order to sustain or enhance a competitive edge in an ever-changing milieu. It may involve developing growth plans, new product categories, services, or business models that disrupt the market and produce value for consumers, customers, and the enterprise. This study provides a comprehensive, interdisciplinary framework for strategic innovation in organizations (Palmer & Kaplan, 2020). Innovative company innovation methods are combined with strategy formulation methods in the framework. The unconventional methods of innovation seen in the business creativity movement, conventional strategy consulting, industrial design firms' product development approach, qualitative consumer behavior research, future-oriented research by think tanks and scenario planning, and organizational development practices that assess an organization's efficiency are all integrated into this course (Palmer & Kaplan, 2020).

The framework encourages innovative teams to think beyond the obvious, explore a wide range of possibilities, identify important opportunities, make informed decisions about the most promising paths to pursue, establish a shared vision for growth, define practical action plans that connect the future to the present, and align the organization around success conditions.

Strategic agility entails exploring new ground, pushing a corporation beyond its corporate boundaries and mental frameworks, and exploring the universe of possibilities with an open mind. Some companies may view breakthroughs as too ambitious and settle for corporate growth. Short-term goals frequently produce short-term results, according to research. Conversely, teams seeking major breakthroughs should create both "big ideas" and immediate incremental ideas. Small-scale product expansions, imitative business models of quick imitators, and short fixes for ineffective



procedures are not strategic innovation. In this regard, it is evident that strategic innovation demands multifaceted action (Palmer & Kaplan, 2020). A combination of foresight, strategic alignment, and human resource management to develop the company's strategy. It also combines wide, visionary thinking that creatively explores long-term potential with pragmatic, practical implementation that yields short-term, quantifiable commercial results.

Organizational agility refers to the ability of a company to swiftly modify and progress in light of shifting market conditions, consumer expectations, and external influences, all the while upholding its fundamental objectives and ethical standards (Al-Azzam et al., 2017). This notion transcends the realm of strategy and infiltrates each facet of the functioning, ethos, and culture of an organization (Kumkale, 2016). Today's fast-changing corporate climate, powered by technology, where consumer preferences change quickly and competition landscapes change quickly, makes this idea more important (Al-Azzam et al., 2017). Agile company strategies emphasize responsiveness, adaptability, and learning. It lets organizations adapt their operations, methods, and product offerings to internal and external changes while retaining momentum and strategic focus.

Organizational agility helps organizations forecast market trends, develop faster, and maintain competitive advantages over less adaptable competitors. Agile businesses value cross-functional teams, rapid decision-making, and a culture that encourages experimentation and learns from failure. Besides, Al-Azzam et al. (2017) noted that agile methodologies promote customer-centricity, allowing organizations to quickly respond to input and changing needs. This emphasis boosts customer satisfaction and loyalty, which are essential to business success. Doz and Kosone (2018), on the other hand, argued that agility also helps allocate resources to critical areas, improving business performance and value creation. Thus, every employee, from senior executives to front-line workers, must adjust their mindset to execute an agile business plan.

Many studies define organizational strategic agility differently. Kumkale (2016) defines strategic agility as management's ability to maintain stability, alertness, and situational resilience in internal and external environments. These are meant to modify an organization's culture to quickly learn about the market and benefit from management selection modifications. İleri and Soylu (2010) define strategic agility as using an organization's unique attributes, such as high quality, flexibility, adaptability, and low production costs, to obtain an edge in a competitive market. Strategic agility is a company's capacity to quickly evaluate or relearn its organization and strategy in reaction to market developments, according to Al-Azzam et al. (2017). Thus, strategic agility involves concentrated improvements in



human efficiency, procedures, and technology to increase business performance.

To make an organization more flexible, Doz and Kosonen (2018) suggest three internal capacities: resource fluidity, strategy sensitivity, and leadership unity. Organizational agility needs the ability to forecast external and internal business environments, perceptions, strategic sensitivity, and flexibility without sacrificing speed (Kumkale, 2016). The elements of strategic agility in a business are organization, people, technology, and planning. If they can respond fast to the market, they should perform better. Strategic agility should be proactive and knowledge-based, not reactive. Top management must be brave to make unpleasant decisions when necessary to achieve the same.

Organizations and public entities like Kajiado County must adapt to a turbulent business climate. To maintain a competitive edge, you must be able to adapt to new environmental changes using people, technology, and organization. Research shows that strategic agility improves organizational results, highlighting the importance of innovation, resource allocation, and strategic decision-making in improving performance (Ngigi & Busolo, 2019; Kumkale, 2016; Wan & Dresner, 2015; Wu et al., 2012;). However, there is little research on Kenyan county administrations, notably in the public sector. Many studies have examined the impact of strategic agility on organizational performance worldwide and in Kenya, but few have examined its implementation and results in county governments, particularly in Kajiado County. Strategic agility has been extensively studied in manufacturing, construction, and healthcare. These studies have focused on urban and economically advanced commercial and public enterprises and organisations (Wan & Dresner, 2015; Wu et al., 2012; Kennedy, 2020). Due to its socio-economic, cultural, and environmental setting, Kajiado County presents unique strategic agility problems and opportunities. Its semi-arid climate, pastoral economy, and urbanization are factors. This study addresses this information gap by evaluating how strategic agility affects Kajiado County government's long-term success. Thus, it will enrich public administration strategic management discussions.

This study addresses an existing literature vacuum by investigating how strategic agility influences sustainable organizational performance at Kajiado County government. Supervision is necessary because Kenyan county governments have a unique governance structure and administrative activities that require strategic management. Strategic agility increases organizational responsiveness and competitiveness, but Kajiado County's public sector activities are unknown with regards to the concept of strategic agility. Due to its unique location as a peri-urban area near Nairobi, Kajiado County must respond quickly to socio-economic changes to sustainably



manage resources, provide public services, and boost regional prosperity. This study, therefore, seeks to address the information vacuum by showing how strategic agility influences Kajiado County' performance, providing a model for other Kenyan and emerging countries.

## Literature Review

### Theoretical Foundation/View

#### *Dynamic Capability Theory*

Teece and Pisano (1994) made significant contributions to the development of the dynamic capability theory. The resource-based theory failed to explain how an organization may stay competitive in a changing commercial environment, hence this theory was developed. Dynamic capabilities allow a company to integrate, adapt, and reorganize its assets and processes to improve performance in dynamically changing environments. Dubey et al. (2018) define dynamic capacity as an organization's ability to uncover and shape market opportunities while repurposing resources to stay competitive. According to the dynamic capability hypothesis, a company's competitiveness depends on how its asset position is reconfigured to meet market needs, and its governance, culture, and leadership define its flexibility and agility.

The dynamic capability viewpoint illustrates how a corporation may match its resources to adapt to a changing environment and find new productivity opportunities (Zahra et al., 2012). Reconfiguration capability is essential for monitoring economic and technical developments and fast changing resources (Williamson, 2016). To adapt to fast-changing business settings, organizations must respond quickly to the market and dynamic rivals. A corporation may slip into a pit of achievement or expertise, which enhances established practices and reduces skill discovery (Sitkin et al. 2011). Well-matched strategic objectives and disruptive capability will make organizations less vulnerable to environmental change and help them maintain a strategic market place and generate shareholder value.

#### *Contingency Theory*

This theory postulates that an organization must be nimble enough to handle challenges and opportunities and match organizational and contextual components to compete in a market. Aghina et al. (2016) stated that this underpins contingency theory. Strategy, organizational structure, technology, culture, and size are internal factors that may affect a company's exterior response. These internal components may affect an organization's performance via affecting its control system. Organizational agility is the ability to respond to challenges and opportunities in an operating



environment. Teece et al. (2016) noted that enterprises must create their agility capability regardless of the expense of adapting IT capabilities to achieve agility, even though IT system investment is expensive and hazardous. Thus, as the IT system is a major factor in organization agility, it is crucial to determine which IT skills would improve agility.

According to contingency theory, rather than encouraging a firm to be agile in all its operational activities, it is important to pick the most relevant aspects of their operations that need to be agile and allow for flexibility (Aghina et al., 2016). For instance, a company that wants operational excellence and customer loyalty must make its processes agile, while a company with a multi-focused strategy must be agile in operations, marketing, and finance. Thus, the principle of contingency states that businesses must be flexible and adapt to new business conditions. However, the Contingency Theory's basic tenet has been questioned for technical and conceptual flaws in an uncertain market. These include limited variables, a specification model, and measurement inaccuracies that cause inconsistent results (Ferreira & Otley, 2010). Contingency theory selects fit and focuses on interaction outcomes for one or two variables. The contingency variables' familiarity makes this problematic. Despite this, the contingency theory is still relevant when one examines its limitations, structural determinants and operational performance, and the more volatile market environment. Thus, it provides a critical framework that can be used to examine how strategic agility allows organizations to operate in dynamic markets and its impact on performance.

### ***Resource- Based View Theory***

The resource-based view (RBV) holds that resources are valuable when they motivate an organization to improve efficiency and productivity (Ma et al., 2023). Furthermore, the RBV theory states that companies with "strategic resources" have a competitive edge. Cash and vehicles are not strategic resources because competitors can easily get them. Instead, a strategic resource is precious, scarce, hard to copy, and organized to capture value. A firm's tangible resources are significant in resource-based theory. Resources that can be seen, touched, and quantified are tangible (Kennedy, 2020). Tangible resources include cash and a company's property, plant, and equipment. Intangible resources are hard to see, touch, or quantify. Employee expertise and skills, a firm's reputation, brand name, exclusive intellectual property rights, senior leadership, and culture are intangible resources (Ma et al., 2023). Intangible resources are more likely than tangible resources to be strategic resources (valued, unusual, difficult-to-imitate, and organized to capture value). Executives seeking long-term competitive advantages should prioritize nurturing and developing their firms' intangible resources.



Another fundamental tenet and term in resource-based theory is capabilities. A good approach to identify resources and abilities is: Resources are what an organization has, capabilities are its abilities. As a corporation builds strategic resources, capabilities develop. Southwest Airlines' strong corporate culture has helped it provide great customer service (Ma et al., 2023). Capabilities help businesses capture resource value. Organizations with strategic resources do not automatically receive money from customers. Instead, capabilities are needed to combine, manage, and exploit resources to add value to customers and gain competitive advantages. Some firms create dynamic capabilities. A corporation has a unique ability to build new capabilities. A dynamic capability firm can update its capabilities to adapt to environmental changes.

## **Empirical Review**

### ***Organizational Agility***

Agility involves recognizing threats, mitigating risks, and seizing opportunities. Agile organizations may overcome marketing problems, enter new markets, change operational plans, and create new goods to fulfill demand (Panda & Rath, 2017). Scholars agree that organizational agility involves sensing and responding to business environmental changes, interacting with customers through internal processes, and cooperating with stakeholders to achieve competitiveness (Liang et al. 2017; Panda & Rath, 2017). Others have linked firm agility to the speed at which a company uses information technology to change business operations to respond to market threats. Thus, organization agility involves responding quickly and easily to market challenges and opportunities. Similarly, several dimensions or practices have been linked to organization agility. In Kenya, a study by Kimeli, Kosgei and Boit (2024) examined the moderating role of agility in the relationship between employee empowerment and the performance of manufacturing firms in Nairobi County. The findings revealed that agility significantly moderates this relationship, with a regression coefficient of  $\beta = 0.088$  ( $p > 0.05$ ). However, the results suggest that agility plays a role in enhancing firm performance.

### ***Dimensions of Agility***

Previous studies have shown that an organization's agility might vary in the following ways. Different studies have used organization, people, technology, and planning components of organizational agility. The degree of operational decentralization, formal structure, leadership support for innovation and creativity, or market research system strength characterize layers in an organization (Seo & La Paz, 2008). How an organization is created



affects strategic orientation, decentralized decision making, business model selection, and environmental monitoring and control, according to Bouwman et al. (2018). Besides, agility depends on an organization's ability to acquire real-time data that will be batched and aggregated before being given to leadership. Thus, if there is a rigid organization structure, sending information to top management may take longer, but agility requires immediate decision processing without bureaucracy, which may cause managers to disregard available information.

An organization's IT system can enable business units and decision makers to exchange information, speeding up crucial decisions and conflict resolution. This has inspired Teoh and Chen (2013) to propose governance for agility to overcome organization structure issues. Organizational human resources agility helps make decisions quickly and encourage workers. In an 18-organization study, Oyedijo (2012) identified many human resource advancements and managerial factors that affect agility. These include employee involvement in design and planning, supplier and customer connection, employee education and training, and an active suggestion system. The company also needs an active suggestion system and employee autonomy. These factors affect an organization's employees' ability to handle business issues.

### ***Strategic Flexibility***

Today the business environment is changing at faster rates and with a more volatile nature due to more external factors (Weber & Tarba, 2014). Agility is especially needed to successfully meet internal and external barriers and threats. Corporate environments have become hypercompetitive with non-persisting or short-lived competitive advantages because of the technology that is growing rapidly and is destructive, deregulation, mass-customization, and globalization of production and consumption (Muema, 2019). Climate change, extreme weather, and pandemics are the world's global business challenges (Nijssen & Paauwe, 2012; Steyer & Gilbert, 2013). Strategic agility gives an ability of the firms to cope up and manage market risks and uncertainties (Nazempour et al., 2020). Companies have to do multiple operations of assessing their information and reacting to it, adjusting their services to customer feedback and adapting their procedures to new business practices to compete effectively in the marketplace (Shin et al., 2015). Although the company's structure and strategy will be adjusted to external changes, these changes may be opportunities that can be taken.

The strategic agility requires monitoring both external and internal issues to make the adjustments fast as the markets change (Kumkale, 2016). A strategic agility is able to manage the organization to react to the ever-changing market condition and the increased competition (Tallon et al., 2019).



Several studies have used "strategic agility" to describe an organization's ability to "immediately perceive and grab opportunities, alter course, and avoid collisions" (McCann, 2004: p. 47) as, "acting appropriately, quickly, and decisively in the envisioning, execution, and seizing of change (Jamrog et al., 2006, p. 5). Research dedicated to agility in specialized knowledge-intensive corporations and manufacturing has developed to accompany organizational agility research (Kumkale, 2016). Originally, agility research concentrated on the high-tech technologies, e.g. computer-integrated manufacturing, and created the special body of literature on agility in the factory. Human resource management is a main factor in positioning strategic flexibility. As theorized by D'Aveni et al. (2010), technical progress, globalization, and deregulation led to incredibly fierce competition. The agility appraised as important by CEOs and HR professionals is also associated with so many challenges. In spite of the fact that strategic agility research has accumulated over the years, there is less attention devoted to such areas as strategic agility and HRM and organizational performance (Kale et al, 2019). Corporations require strategic agility to transform their business models. Still much work is required to reach this goal by building human skills to a significant extent and achieve long term success.

### ***Resource Flexibility***

Resource agility allows firms to quickly adjust to market fluctuations, consumer preferences, and technology progress, which boosts performance. This flexibility is the capacity to efficiently allocate financial, human, and technology resources across organizational goals, roles, and activities. Hatmanto et al. (2022) say resource flexibility improves operational performance. Manufacturing system efficiency improves with flexibility (Katou et al., 2022). Resource flexibility increases resource usage and production response, boosting system performance. Manufacturing systems need flexibility and speed to improve performance (Shin et al., 2009). Researchers disagree on how flexibility affects performance. Hatmanto et al. (2022) and Katou et al. (2022) found that flexibility directly affects performance. However, some research, like Wan (2016), show that resource flexibility and performance are affected by other factors. The differences in these studies suggest more study on resource flexibility and operational performance. Product complexity affects operational effectiveness and resource flexibility when customer demand for different items rises.

A company's competitive advantage depends on its operational performance (Hatmanto et al., 2022; Katou, 2022). Therefore, companies must understand how product qualities like quality, delivery, and pricing affect operational success. Product complexity's negative impact on most performance indicators should dissuade firms from expanding their product



lines. Product complexity and performance are linked in several studies. Research has shown that product complexity negatively impacts performance (Wan & Dresner, 2015). Increasing product diversity may affect effectiveness (Wu et al., 2012). Hatmanto et al. (2022) show some favorable relationships between product complexity and performance, contrary to the previous research. Because previous studies found different results, this study uses product complexity as the second independent variable to conclude operational performance-influencing research. Employee strength is their capacity to perform duties on schedule while preserving production integrity (Kumar and Singh, 2018). Competence often refers to a person's comprehensive talents, skills, behavior, and knowledge that enable best performance in a professional situation. Individual capabilities affect both organization and individual performance.

### ***Strategic Flexibility***

Strategic flexibility allows a company to allocate resources to big external developments. Even more critically, the organization must be able to recognize change markers to revert to its prior state when the external environment changes. Firms might benefit from strategic flexibility since it allows them to adapt to changes. Organizations can employ strategic flexibility as an offensive or defense, depending on the shift and its effects. Modern corporate settings are more dynamic, turbulent, unpredictable, risky, complicated, and irregular, making sustained organizational performance (OP) difficult for many firms, according to Awais et al. (2023). Strategic flexibility is essential for organizational adaptability, according to several studies (Herhausen et al., 2020).

Strategic flexibility can also be perceived as the organization's ability to respond to substantial, uncertain, and fast-paced environmental changes which frequently outpace required reaction times and that have a material impact on the organization's performance (Awais et al., 2023). Organizations may be proactive and adapt to quickly changing business situations using internal and external choices (Awais et al., 2023). Strategic flexibility boosts innovation and OP (Wang et al., 2021). The literature on strategic flexibility is fragmented and offers many different theoretical viewpoints and conceptual underpinnings (Herhausen et al., 2020; Mohammed et al., 2022). Some studies have found inconsistent origins of strategic flexibility. Learning orientation, an organizational activity to produce and use knowledge, can encourage or hinder strategic flexibility (Santos-Vijande et al., 2012). Some studies believed that younger organizations are more adaptable (Nadkarni & Herrmann, 2010), while others believed that flexibility is independent of age (Brinckmann et al., 2019). Some researchers like Brozovic (2016) discovered that environmental factors improve strategic flexibility, yet there is little evidence.



### ***Organizational Performance***

Business success requires agility in today's fast-changing environment (Aghina et al., 2016). Empowering people, accepting disruption, and experimenting with work processes may create an agile culture that supports growth, innovation, and competitive advantage (Hatmanto et al., 2022; Wang, 2021). In a prior study on organizational agility and Trademark East Africa's operational efficiency, Okotoh (2015) found that information technology improved managerial skills and strategic decisions. Gerald et al. (2020) examined how strategic agility affected operational efficiency of small and medium companies in Anabra during the COVID-19 pandemic. The researchers discovered that strategic agility helped corporate managers look ahead and forecast what may happen as a result of changes using a questionnaire and survey methodology. This study supports Akhigbe and Onuoha (2019), who found that strategic agility directly affects an organization's resilience. Separate but related, Govuzela and Mafini (2019) examined whether organizational agility affects South African SMEs' performance. The study was quantitative and cross-sectional. A random sample of 564 SME owner-managers received a standardized questionnaire. The hypotheses were tested using structural equation simulation. The study found that technical capacity, collaborative creativity, organizational growth, and internal cooperation improve operational agility the most. These studies show that agility may improve an organization's success in the present dynamic and competitive business climate.

### ***Sustainable Performance***

Stakeholder demand has made sustainability improvement a priority for organizations. Companies sometimes fail to implement sustainable practices or perform poorly in specific sustainability aspects because they cannot discover sustainability frameworks for their daily decision-making processes (Gerald et al., 2020). Companies use the triple bottom-line method to monitor and manage sustainable performance, but many struggle to balance each sustainability pillar. Sustainable performance has evolved to be a vital strategic priority for the business executives that strive to address multifaceted global sustainability problems while ensuring longevity and competitiveness of their organizations. It includes a complete and holistic evaluation of an organization's net impact and progress across the three-dimensional interdependence chain of economic, social, and environmental values.

Adopting such a comprehensive framework fosters the economic prospects of business entities but also makes sure that they are socially responsible and environmentally sustainable, thereby matching the emerging standards of the stakeholders and contributing to the ultimate objectives of

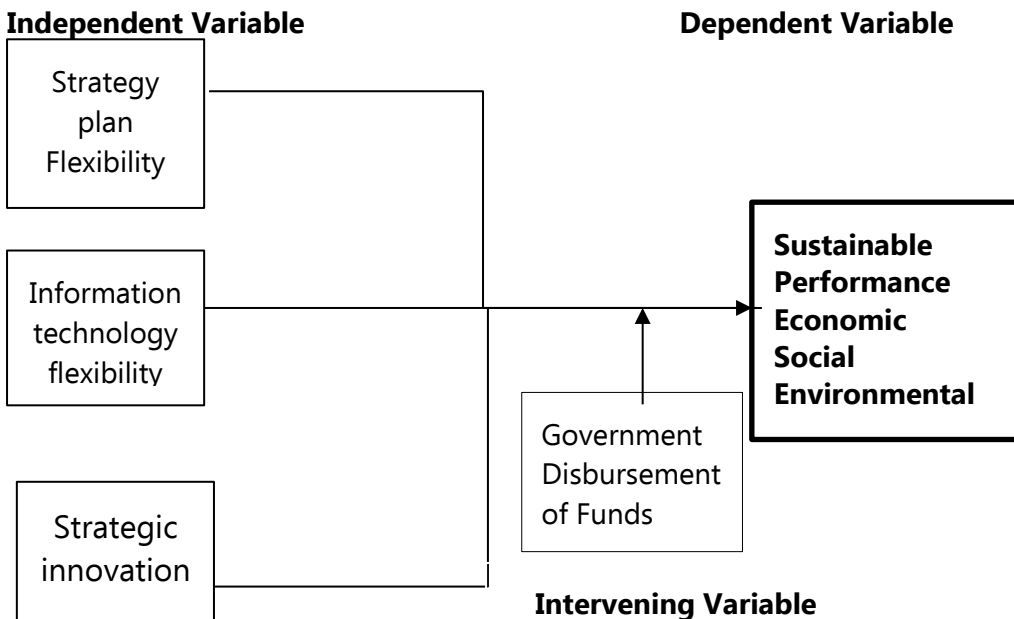


sustainable development (Schaltegger & Wagner, 2017). This should be achieved by incorporating these goals into their core strategies, thereby leading to increased resilience, innovation, and sustainable competitiveness in the business world currently being formed around environmentally-friendly market trends.

The key to sustainable growth is the integration of economic stability, social equity and environmental stewardship into every aspect of an organization's operations. The economic part involves modification into sustainable models that simultaneously guarantee profits, growth, and positive effect on the economy (Bocken et al., 2014). In a social sphere, the companies need to support the human rights, the labor standards, and general well-being of communities in order to create a perfectly equal society (Crane et al., 2019). Sustainability issues relating to minimization of ecological footprints, promotion of resource efficiency and climate change through production and consumption are very important. These multiple-faceted strategies help an organization to be sustainable. Through a comprehensive system of endeavors, companies can create a sustainable triumph that manifests its dedication towards balancing economic growth with social and environmental progress, as a consequence, a sustainable future for everyone is guaranteed.

### Conceptual Framework

Figure 1 below illustrate the conceptual framework for this study.



**Figure 1: Conceptual framework**

*Source: Research 2024*



## Methodology

### Study Area

The study was conducted in Kajiado County which is one of the 47 counties in Kenya, was established after the 2010 Constitutional Referendum. It covers approximately 21,900.9 km<sup>2</sup> and consists of several administrative districts, including Central, Isinya, Loitokitok, Magadi, Mashuru, Namanga, and Ngong (Kirika, 2017). Kajiado is characterized by beautiful plains, valleys, volcanic hills, and sparse vegetation, which increases with altitude and rainfall. The county is one of Kenya's natural animal habitats but faces significant water stress, with residents traveling an average of 10 km to access water (Odhiambo, J2017). According to the 2019 Kenya Population and Housing Census, Kajiado County had a population of 1,117,840, with a gender distribution of 50.1% women and 49.8% men. The population has grown by 62.6% over the last decade due to rural-urban migration, leading to rapid urbanization. The county values tourism, particularly with the development of Amboseli National Park, and has significant potential for investment in the sector. Additionally, Kajiado has a forest cover of 6,866.88 hectares, and conservation efforts are an essential focus for the local population (Meoshi, 2022).

### Research Design

The study adopted a descriptive research design, which provides an accurate depiction of real-world situations within an organization (Smith, 2003). This methodology allowed for an in-depth understanding of the phenomenon.

### Target Population

The study targeted senior management personnel across five of Kajiado County's twenty departments. This group was selected due to their active involvement in strategic decision-making and implementation, making them key informants on strategic agility and its impact on organizational performance. The target population consisted of 114 senior management members distributed as follows: 12 senior management team members, 24 middle management team members, and 78 functional management team members.

### Sample Size and Sampling Techniques

The study utilized stratified random sampling to ensure representation from different county departments and managerial levels. Stratified sampling is a widely recognized statistical method that divides a population into subgroups (strata) based on shared characteristics, ensuring consistent representation across the sample (Ngigi & Busolo, 2019). The sample size was



determined using a 33% proportion of the total population, ensuring a balanced yet manageable group for data collection.

**Table 1: Sample Distribution**

<b>Category</b>	<b>Target Population (N)</b>	<b>Proportion (%)</b>	<b>Sample Size (n)</b>	<b>Percentage (%)</b>
Senior Management	12	33	4	11.42
Middle Management	24	33	8	22.86
Functional Management	78	33	23	65.72
<b>Total</b>	<b>114</b>	<b>-</b>	<b>35</b>	<b>100</b>

*Source: Research 2024*

### **Research Instruments**

Data collection was conducted using a structured questionnaire. Questionnaires are widely used in social and business research due to their ability to capture both qualitative and quantitative data efficiently (Wangasa, 2018). The instrument consisted of closed-ended questions structured to capture measurable responses on strategic agility practices and their correlation with sustainable performance.

### **Pilot Study**

A pilot study was conducted to evaluate the reliability and validity of the questionnaire before the full-scale data collection. The pilot study involved a small subset of the target population to identify potential ambiguities, inconsistencies, or difficulties in understanding the questions. The data from the pilot study led to necessary revisions to improve clarity and effectiveness, ensuring that the final questionnaire accurately captured the required data.

### **Validity and Reliability**

To ensure validity, the research instruments underwent expert review and pilot testing. Content validity was ensured by aligning the questionnaire items with the study's objectives, while construct validity was established through factor analysis. Reliability was assessed using Cronbach's alpha coefficient, with a threshold of 0.7 considered acceptable for internal consistency. The results of the pilot study confirmed the reliability of the questionnaire, ensuring that the data collected would be both consistent and accurate.



## Data Analysis

The data collected from the structured questionnaires were analyzed quantitatively using descriptive and inferential statistical techniques. Descriptive statistics, including means and standard deviations, were used to summarize the data. Inferential statistics, such as correlation and regression analysis, were employed to examine the relationships between strategic agility and organizational performance. Statistical analysis was conducted using SPSS software Version 23, ensuring accuracy and efficiency in data processing.

## Results and Discussion

### Response Rate

The questionnaires were distributed to a target population of 35 respondents, resulting in the receipt of 30 valid responses that were deemed relevant for analysis. This yielded a response rate of 85%, which is considered sufficient for drawing meaningful conclusions in this study. A high response rate is crucial in research as it enhances the reliability and validity of the findings, allowing for a more accurate representation of the population (Dillman et al., 2014). Such a response rate not only reflects the engagement of the participants but also strengthens the overall credibility of the research outcomes, making it possible to generalize the results to the broader context of the study (Fowler, 2014).

### Extent of availability of Strategic Agility factors (Resource flexibility)

Table 2 presents the mean and standard deviation of the extent to which various factors related to strategic agility, specifically focusing on resource flexibility, are available within the organizations studied.

The results in Table 2 suggest that the respondents largely agree that county operations quickly adjust to technological advancements (e.g., automation of revenue collection) ( $M = 4.55$ ,  $SD = 0.681$ ). The low standard deviation demonstrates a high concentration of the data around the mean, indicating minimal variation in the respondents' feedback. Similarly, the respondents moderately agree that county organizational agility, which includes but is not limited to adaptability, decisiveness, and effective actions, is sufficient for sustainable development ( $M = 2.65$ ,  $SD = 1.644$ ). However, the high standard deviation indicates considerable variability in responses regarding this statement. On the other hand, there is less agreement among respondents about the county's ability to quickly adjust to market fluctuations (e.g., population and infrastructural needs) ( $M = 1.65$ ,  $SD = 0.632$ ) and whether the county considers consumer preferences in decision-making (public participation) ( $M = 1.75$ ,  $SD = 0.874$ ).



**Table 2: Mean and Standard deviation of the Extent of Strategic Agility factors (Resource flexibility)**

<b>Statement</b>	<b>Mean (<math>\bar{x}</math>)</b>	<b>Standard Deviation</b>
I am satisfied that the County quickly adjusts to market fluctuations (Population and infrastructural needs)	1.65	0.632
I have confidence that the County takes into consideration consumer preferences in decision making (public participation)	1.75	0.874
I am satisfied that the County quickly adjusts to technology progress (e.g. Automation of revenue collection)	4.55	0.681
I am satisfied that the County Organization Agility which include but not limited to adaptability, decisiveness, effective actions <u>are up to speed</u> for the purpose of sustainable development.	2.65	1.644
Aggregate Mean	2.65	

*Source: Research Data 2024*

The low standard deviations for both factors suggest a high concentration of data around the mean, indicating minimal variation in the respondents' feedback. Therefore, the study results align with Wanjau and Maguta (2023), who found that agility requires institutions to continuously learn and relearn, enabling them to adapt quickly to the ever-changing business environment.

### **Extent of availability of Strategic Agility factors (Strategy flexibility)**

The extent of strategy flexibility was assessed. Respondents indicated their level of agreement on a five-point Likert scale, ranging from ranging from 1 (very small extent) to 5 (very large extent). The table 3 below presents the mean and standard deviation values for the extent of strategic agility factors.

Table 3 indicate that the respondents largely agreed that the county considers consumer preferences in decision-making (market needs assessment) (M = 4.15, SD = 0.843) and that the county adopts flexibility in resource allocation (e.g., in population and infrastructural needs) (M = 2.65, SD = 1.431).



**Table 3: Mean and Standard deviation of the Extent of Strategic Agility factors (Strategy flexibility)**

<b>Statement</b>	<b>Mean (x̄)</b>	<b>Standard Deviation</b>
I am confident that the County adopts flexibility in resource allocation (e.g. in Population and infrastructural needs)	2.65	1.431
I have confidence that the county takes into consideration consumer preferences in decision making (Market needs assessment)	4.15	0.843
I am satisfied that the county quickly adjusts to emerging issues (adaptability, decisive, effective actions and speed)	1.55	0.882
I am satisfied that the County invests in Research and Development	1.54	0.724
Aggregate Mean	2.20	

*Source: Research Data 2024*

However, the findings reveal that the county has not allocated sufficient resources to research and development (M = 1.54, SD = 0.724) and faces challenges in quickly adjusting to emerging issues (adaptability, decisive actions, effective responses, and speed) (M = 1.55, SD = 0.882). These study findings are inconsistent with those of Quagraine et al. (2021) and Wanjau and Maguta (2024), who found that agility in organizations is fundamentally about the swiftness of actions and the rapid response to market transformations and uncertainties occurring in the business environment.

### **Extent of availability of Strategic Agility factors (Strategic Business Units)**

The level of agreement in assessing the extent of availability of strategic agility factors in strategic business units is categorized on a scale ranging from 1 to 5. A rating of 1 represents a very small extent, indicating minimal presence or implementation of the agility factor; 2 signifies a small extent, suggesting limited application; 3 corresponds to a moderate extent, meaning the factor is somewhat present but not fully optimized; 4 denotes a large extent, implying significant presence and integration; and 5 represents a very large extent, indicating that the strategic agility factor is highly embedded and actively influencing the business unit's operations. Table 4 presents the mean and standard deviation values that describe the extent to which strategic agility factors are available within strategic business units



**Table 4: Mean and Standard deviation of the Extent of Strategic Agility factors (Strategic Business Units)**

<b>Statement</b>	<b>Mean (x̄)</b>	<b>Standard Deviation</b>
I am satisfied that the County quickly adjusts to market needs (Creation of new administrative units)	3.65	0.632
I have confidence that the County takes into consideration consumer preferences in Creation of new administrative units (public participation)	1.75	0.874
I am satisfied that the County quickly adjusts to infrastructural needs (in new administrative Units)	2.75	1.481
I am satisfied that the County plans are agile enough to give accommodation to any changes in the environment	2.25	0.644
<b>Aggregate Mean</b>	<b>2.325</b>	

*Source: Research Data 2024*

The results in Table 4 indicate that the respondents generally agreed that strategic agility factors related to strategic business units within the organization are evident to a high extent, particularly in the county's ability to quickly adjust to market needs through the creation of new administrative units ( $M = 3.65$ ,  $SD = 0.632$ ) and in its responsiveness to infrastructural needs in these new units ( $M = 2.75$ ,  $SD = 1.481$ ). However, the higher standard deviation suggests a greater disparity in responses regarding these statements. Additionally, the respondents indicated a moderate extent of agreement that the county has plans agile enough to accommodate changes in the environment ( $M = 2.25$ ,  $SD = 0.644$ ). However, there was skepticism about the county's meaningful consideration of consumer preferences in the creation of new administrative units (public participation), as reflected in a lower mean score ( $M = 1.75$ ,  $SD = 0.874$ ). The low standard deviation in this case suggests a high concentration of responses around the mean, indicating minimal variation among respondents. Therefore, the study results align with the findings of Wanjau and Maguta (2024), who emphasized that agility requires institutions to continuously learn and relearn, enabling them to adapt quickly to the ever-changing business environment.

#### **Extent of availability of Strategic Agility factors (Organization Performance)**

The Table 5 displays the mean and standard deviation values for the availability of strategic agility factors related to organizational performance, which are essential for enhancing an organization's adaptability to market changes and sustaining competitive advantage. These factors were measured



on a five-point Likert scale, ranging from 1 (very small extent) to 5 (very large extent), with mean values indicating the average level of availability and standard deviations reflecting response variability.

**Table 5: Mean and Standard deviation of the Extent of Strategic Agility factors (Organization performance)**

Statement	Mean ( $\bar{x}$ )	Standard Deviation
I am satisfied that the County own revenue collection has greatly improved	3.84	.532
I have confidence that the county infrastructure development has greatly improved in all administrative units (e.g. construction of markets)	3.23	1.074
I am satisfied that the county has greatly improved the Early Childhood Education and Hospital Facilities	4.25	.881
I am satisfied that the County operations has had not only economic impact but also social and ecological impacts	1.85	.946
Aggregate Mean	3.54	

*Source: Research Data 2024*

The results in Table 5 indicate that the respondents generally agreed that organizational agility in the county is significantly reflected in notable improvements in Early Childhood Education and hospital facilities ( $M = 4.25$ ,  $SD = 0.881$ ) and to a moderate extent in the county's own revenue collection ( $M = 3.84$ ,  $SD = 0.532$ ). Both factors exhibit low standard deviations, suggesting a high concentration of responses around the mean, indicating minimal variation among respondents. However, there was less agreement regarding the impact of county operations on both social and ecological spheres ( $M = 1.85$ ,  $SD = 0.946$ ), as well as doubts about whether infrastructure development has drastically improved across all administrative units ( $M = 1.85$ ,  $SD = 0.946$ ). These study results align with the findings of Yu, Wang, and Moon (2022), who noted that for a company to achieve sustainable profitability, it must invest in businesses that create increasing prosperity for all, both now and in the future.

### Regression Analysis

The regression analysis was conducted to examine the relationship between strategic agility factors and organizational performance (Table 6). The independent variables in this study include organization (Kajiado County),



resource allocation, public participation, revenue collection, technology, and strategic business units. These factors form the basis of various agility dimensions influencing organizational performance.

**Table 6: Regression Analysis of Strategic Agility Factors and Organizational Performance**

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig. (p-value)
(Constant)	1.235	-	4.211	0.000
Organization	0.312	0.215	2.114	0.038
Resource Allocation	0.421	0.354	3.025	0.005
Public Participation	0.298	0.274	2.874	0.012
Revenue Collection	0.267	0.245	2.543	0.022
Technology	0.531	0.412	4.103	0.001

*Source: Research 2024*

The regression analysis results in Table 6 indicate that strategic agility factors significantly influence organizational performance, as evidenced by the statistical significance of most independent variables. The constant ( $B = 1.235$ ,  $p = 0.000$ ) suggests a baseline organizational performance level when all predictors are held constant. Among the factors, technology ( $\beta = 0.412$ ,  $p = 0.001$ ) has the highest impact, highlighting its crucial role in enhancing agility and performance. Resource allocation ( $\beta = 0.354$ ,  $p = 0.005$ ) follows, emphasizing the importance of effective financial and human resource distribution. Public participation ( $\beta = 0.274$ ,  $p = 0.012$ ) and revenue collection ( $\beta = 0.245$ ,  $p = 0.022$ ) also show significant contributions, reinforcing their role in sustaining agility. Lastly, organization ( $\beta = 0.215$ ,  $p = 0.038$ ) demonstrates a moderate yet significant influence. The results suggest that improving technology adoption, resource allocation, and stakeholder involvement can enhance organizational agility and overall performance.

### Correlation Analysis

Pearson correlation analysis helps examine the prevalence and strength of the linear relationship between independent and dependent variables in the study. The p-value represents the significance level of the correlation, indicating whether the observed relationship is statistically meaningful. The correlation coefficient ( $r$ ) measures the strength and direction of the relationship, ranging from -1 to +1. A correlation of 0.1 is considered a



weak relationship, an  $r$  value of 0.3 indicates a moderate relationship, and an  $r$  value of 0.5 or higher signifies a strong relationship. A positive  $r$  value implies a direct relationship, where an increase in one variable corresponds to an increase in the other, while a negative  $r$  value indicates an inverse relationship, meaning an increase in one variable results in a decrease in the other. The findings are presented in Table 7.

Results presented in Table 7 reveals the strength and significance of relationships between strategic agility factors and organizational performance. Organization ( $r = 0.987$ ,  $p = 0.001$ ) exhibits a strong positive correlation, indicating that organizational structure and strategy significantly influence performance. Own revenue collection ( $r = 0.857$ ,  $p = 0.002$ ) also shows a strong relationship, suggesting that effective financial management plays a crucial role in enhancing agility and performance. Technology ( $r = 0.643$ ,  $p = 0.000$ ) demonstrates a moderate to strong correlation, reinforcing its importance in driving efficiency and adaptability. Employees ( $r = 0.316$ ,  $p = 0.002$ ) present a moderate relationship, highlighting the role of workforce dynamics in agility. Meanwhile, public participation ( $r = 0.147$ ,  $p = 0.001$ ) shows a weak correlation, indicating that while stakeholder engagement is relevant, its direct impact on performance may be limited. The significance of all  $p$ -values ( $<0.05$ ) suggests that these correlations are statistically meaningful, emphasizing the importance of organizational structure, financial strategies, and technology in enhancing strategic agility and overall performance.

**Table 7: Correlation Analysis Results**

		<b>Performance</b>
Organization	Pearson	.987
	Correlation ("r")	
	Sig. (2-tailed)	.001
	N	30
Employees	Pearson	.316
	Correlation ("r")	
	Sig. (2-tailed)	.002
	N	30
Technology	Pearson	.643
	Correlation ("r")	
	Sig. (2-tailed)	.000
	N	30



Customers (public participation)	Pearson	.147
	Correlation ("r")	
	Sig. (2-tailed)	.001
	N	30
Own Revenue collection	Pearson	.857
	Correlation ("r")	
	Sig. (2-tailed)	0.002
	N	30

*Source: Research Data 2024*

## Conclusion

The findings from the study highlight the critical role of strategic agility factors, particularly resource flexibility, strategy flexibility, and organizational performance, in enhancing the adaptability and effectiveness of Kajiado County's operations. The analysis reveals that while the county demonstrates significant strengths in adjusting to technological advancements and considering consumer preferences, there are notable gaps in its ability to respond to market fluctuations and invest in research and development. The regression and correlation analyses further underscore the importance of technology, resource allocation, and public participation as key drivers of organizational performance. Overall, the results suggest that improving these strategic agility factors is essential for the county to achieve sustainable development and effectively navigate the complexities of the modern business environment.

## Recommendations

To enhance strategic agility and organizational performance, it is recommended that Kajiado County prioritize investments in technology and infrastructure that facilitate rapid adaptation to market changes. This includes adopting advanced data analytics and automation tools to improve revenue collection and resource allocation processes. Additionally, the county should actively engage in public participation initiatives to better understand consumer preferences and incorporate them into decision-making. Furthermore, increasing the focus on research and development will enable the county to innovate and respond effectively to emerging challenges.

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