

STRATEGIC AGILITY: A PANACEA FOR ORGANIZATIONAL SUSTAINABILITY FOCUS ON SELECTED MANAGEMENT DEVELOPMENT INSTITUTIONS (MDIs) IN NIGERIA PERSPECTIVE

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ABSTRACT

*Strategic Agility as one of the approaches towards achieving organizational sustainability, seems to lack the necessary attention and the degree to which this strategy can stimulate organization remain elusive, hence weak definition of the level of HCD in terms of its economic goals. Therefore, this study investigated the relationship between strategic agility as a panacea for organizational sustainability in Nigeria MDIs. The study adopted survey research design. Simple random sampling technique was employed in selecting the 398 staff as target respondents from selected MDI. The response rate was 87.9%. Data was analyzed using descriptive and inferential (correlation) statistics revealed that there was a positive and significant relationship between the strategic agility and organizational sustainability using Pearson's Product Moment Correlation (PPMC) ($p < 0.05$). The results indicate that Strategic sensitivity ($r = .441^{**}$, $p < 0.05$), Collective commitment/Leadership ($.374^{**}$,*

*$p < 0.05$), and Resource fluidity ($r = .332^{**}$, $p < 0.05$). The result in the table is consistent with the apriori expectation of positive relationship between the variables. The table indicates that there is a positive and significant relationship between strategic agility and organizational sustainability. This means that the higher the strategic agility the higher the organizational sustainability. The study concluded that strategic agility played an influential role in the sustenance of MDIs in Nigeria. The study recommended the integration of IS in the operations of the MDIs in Nigeria to ensure improved performance, growth, survival and ultimately, to achieve the organizational sustainability.*

Keywords: Strategic agility, Customers' satisfaction, Organizational Sustainability, Management development institutions, Performance

INTRODUCTION

In Nigeria, management development institutions (MDIs) are government established institutions saddled with the responsibility of building adequate human capacity to improve national economic development. Administrative Staff College of Nigeria (ASCON Annual Report, 2010). The poor state and unsustainability of the training with weak definition of the level of Human Capital Development in terms of its economic goals, it has become imperative to create and maintain competitive advantage in today's volatile global markets.

Therefore, the ability to sense and respond effectively to the dynamic of the business environment becomes a central discourse for policy makers and practitioners who engaged in economic and human capital development both at the national and regional levels, Organization for Economic Co-operation and Development (OECD,1996). Most countries in the world especially the less developed are compelled to attain improved performance by developing strategies as well as other modalities that would help them to achieve such responsibility of building adequate human capacity as the global shift and quest towards a knowledge-based economy is increasing in pace according to United States Agency for International Development (USAID, 2015).

Consequently, knowing the institutional steps or approaches to improving organizational performance is important especially in the context of Nigeria current economic situation. Developing and implementing these strategies will enable continuous and improved performance that can lead to organizational sustainability. In addition, the identification of strategies that best-fit the interest of customers will invariably improve the organizational performance of capacity building organizations. Javad, Alireza, and Yaghoob

(2015) emphasized that traditional institutions can no longer meet the increasing needs of today's business world. Thus, it will take the institutions that can swiftly respond to environmental changes and also have the essential capability in the implementation of changes, innovation and continuous improvement within the framework of the institutions strategies to survive the business world demands.

In today's business environment which is characterized by stiff competition and frequent changes in policies, no institution desirous of achieving its goals can afford to carry out its business without developing and adopting appropriate strategies. In line with the issues in the background, this study is focused on investigating the relationship between strategic agility as a panacea for institutional sustainability (MDIs) in Nigeria. Olufemi (2014) noted that public institutions in Africa, particularly in Nigeria have suffered challenges due to ineffective and inefficient management. These institutions present a depressing image of inefficiency, low productivity, budgetary burdens, poor products and services and it is becoming increasingly evident that the poor performance of the MDIs which is under public sector is due to poor leadership skill of its managers.

In a complex environment such as Nigeria, most public institutions evolve, collide and split (Onyema & Akanbi, 2012). One of the primary determinants of public institutions' success is strategic planning because; the competitive landscape has been shifting in recent years more than ever (Zhao, Qion, Hefu, Robert, & Liang, 2014). Weber, Junni, Sarala and Tarba (2015) further explained that globalization, rapid technological change, the codification of knowledge, the internet, talent and employee mobility, increased rates of knowledge transfer, imitations, changes in customers' expectations, have all caused the

accelerated changes and disruptions in the public training institutions. Similarly, these trends are expected to continue, producing ever more rapid and unpredictable changes. Maja (2015) claimed that adopting agility as a strategy is like a new type of activity a transformation of internal operations; only the implementation of both the operational and strategic perspectives of agility may lead the institution to the outstanding performance and high patronage to ensure competitive advantage in the unstable market. Therefore, this study attempt to evaluate the relationship between strategic agility using sensitivity, collective commitment of leadership and resource fluidity as a panacea for organizational sustainability.

LITERATURE REVIEW

Strategic Agility

Weber, Junni, Sarela and Tarba (2015) defined strategic agility as the ability to face new developments, to adjust the institution’s strategic direction continuously, and to develop innovative ways that can create value. According to Lu and Ramamurthy (2011), organizational strategic agility is defined as the organization’s wide capability to deal with changes that often arise unexpectedly in business environments via rapid and innovative responses that exploit changes as opportunities to grow and prosper. Ofoegbu, and Akanbi (2012) stated that strategic agility is the ability to continuously and adequately adjust and adapt at an appropriate time of the strategic direction of the core business in relation to changing circumstances, as well as displaying sensitivity to the environment. Samer (2013) described strategic agility to mean learning to make fast turns and being

able to transform and renew the institution without losing opportunities and also as integration of technology, human resources and organization by creating infrastructure, granting flexibility, speed, quality, and making it possible to respond quickly.

Maja (2015) viewed strategic agility as the ability to perceive quickly any opportunities or threats in the environment, and also able to qualify the situations as favourable or unfavourable. Therefore, based on the foregrounded premises, Maja proposed three dimensions of strategic agility which include: Strategic sensitivity; means being open to as much information technology intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations. Collective commitment/ Leadership; means making decisions together with the whole management team so that in the end all the team members are committed to collective success instead of promoting their own personal agenda. Resource fluidity; means the ability to flexibly move resources from one place to another as needed. Yves and Mikko (2008) also conceptualized strategic agility as the consideration or responsibility on the part of management to be display the sense of capabilities such as being:- sensitive: the sharpness of perception of, and the intensity of awareness and attention to, strategic developments. Assuming leadership unity: the ability of the top team to make bold, fast decisions, without being bogged down in top-level ‘win-lose’ politics and encourage resource fluidity: among the internal capability to reconfigure capabilities and redeploy resources rapidly.

Transmitting institutional sustainability through the leadership action agenda.

Strategic Sensitivity	
Anticipating	Sharpening foresight and eexplore future usage concepts
Experimenting	Gaining insight- Probing. Discovering ‘lead locations,’ innovation
Distancing	Gaining perspective- Nurture an ‘outside-in’ perspective through a rich

	network of personal contacts- Hearing the voice of the periphery
Abstracting	Gaining generality- Restating business models in conceptual terms
Reframing	Seeing the need for business model renewal- by engaging in honest, open and rich dialogue around strategic issues
Leadership Unity	
Dialoguing	Surfacing and sharing assumptions, understanding contexts- Explore underlying assumptions and hypotheses, not just conclusions, but developing common ground.
Revealing	Making personal motives and aspirations explicit- Transparency and clarity of motives brings mutual respect, trust and understanding of positions
Integrating	Building interdependencies- Define a valuable common agenda that enhances success and sustainability.
Aligning	Sharing a common interest- Beyond incentives, gives better and common meanings
Resource Fluidity	
Decoupling	Gaining flexibility- Organize by customer/segmentation-based value domains.
Dissociating	Separating resource use from resource ownership and negotiating resource access and allocation.
Switching	Using multiple business models- Having different business model infrastructures in parallel and aligning and switching products/services between them.

Adapted from Yves L. Doz and Mikko (2010). Accelerating Business Model Renewal: The Leadership Action Agenda.

Summarily, strategic agility connotes: strategic sensitivity which involves seeing and framing opportunities in a new insightful way and resource fluidity talks about being fast, efficient in resource mobilization and redeployment while leadership unity is concern the collective decision making and commitment to the decision outcomes.

Organizational Sustainability

According to Presley and Meade, (2002) sustainability can be seen as an institutional ability to respond to threats against human and planetary survival. Fernando (2013) also affirm that organizational sustainability has become an increasingly important concept in various managerial and organizational decisions. Organizational sustainability could be defined by its status of commitment to economic factors and commitment in the industries. Ghemawat

(2010) sustainability can be defined as a business approach that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental, and social developments. Sustainability can also be defined in such a way that it suggests that its existence is guaranteed as long as the business environment is compatible with the social-human dimension signifying that all that exists from the human-created environment must answer directly to the present and future generations’ needs and interests. From the view of Flavio (2013), the OS includes certain characteristics such as, fair pay, equal opportunities, good health and safety working conditions, gratification system, securing ideas for continues improvement, competence development and training, career plans and ethical organizational behaviour.

Theoretical Framework

Resource-based view was initiated by Edith Penrose in 1959. The theory addresses the questions -why do some firms perform better than others? What enables a firm to grow and take advantage of its opportunities? Penrose posited that it is the heterogeneity of product and services available from its resources that gives a firm its unique characteristics and not the homogeneity. That is, the need for resources should have unique characteristics to allow organizations achieve their competitive advantage. Among the unique and important characteristics of resources as suggested are valuable, rare, difficult to imitate, and non substitutable (Sarminah, 2012). The theory suggests that the right mix of resources needs to be developed and managed for specified category of business performance intended.

The theory is conditioned to the fact that resources are not homogenous and are limited in mobility. The firm can translate these resources and capabilities into a strategic advantage, if they are valuable, rare, and inimitable and the firm is organized to exploit these resources (Penrose, 1959).

There are researchers who supported the assumptions of the theory. According to Wernfelt (1984), the resources owned by a firm can actually determine the performance and also contribute to the firm's sustainable competitive advantage. Barney (1986, & 1991), also supported the theory that any firm that owns resources either tangible or intangible has all it takes to perform efficiently.

According to Adeniran and Johnston (2012), it is a significant theoretical approach in the understanding of how firms achieve and sustain business advantage. The theory provides a framework to help in understanding the potential sources of

business sustenance, in that, firm internal resources for competitive advantage are derived from the development and deployment of resources that create value for customers (Kamya, Ntayi & Ahiauzu, 2010). However, RBV has been criticized by some opponents like Raduan (2009) on the fact that the theory is conceptually based rather than being empirical in nature, therefore its tenets are subjects to field validation and the relevance of the RBV is not tenable. He argued that the concept of rarity is obsolete, because the operating environment is dynamic and characterized with constant changes which can reduce the possibilities of achieving sustainable advantage with specific resources.

Strategic Agility and Organizational Sustainability

The research to investigate the influence of strategic agility on the perceived performance of manufacturing firms in Nigeria was also conducted by (Onyema & Akanbi, 2012). The researcher found out that strategic agility as measured by strategic sensitivity, collective commitment or leadership unity and source fluidity can have a significant impact on the performance of any institution therefore, firms should be proactive and not reactive to effectively handle the challenges and complexities in the business environment so as to improve their performance. Similarly, Yang and Liu (2012) conducted a study on boosting firm performance via enterprise agility and network structure, the research focused on improving the performance of a company through its agility and network structure. The findings showed that agile skills and a network structure are a critical source of competitive strategies in terms of a company's performance. Moreover, a network structure also partially contributes towards the impact of an enterprise's agility on its results. Yves and Mikko (2010) researched on embedding strategic agility a leadership agenda for accelerating business

model renewal. This study attempted to resolve the contradictions and disruption that could come in institution changing or adopting new strategies in business activities. With a detailed review of articles,

it was found that the contradiction can be resolved or made easier by developing three core capabilities such as strategic sensitivity, leadership unity and resource fluidity to make an institution more agile.

Model

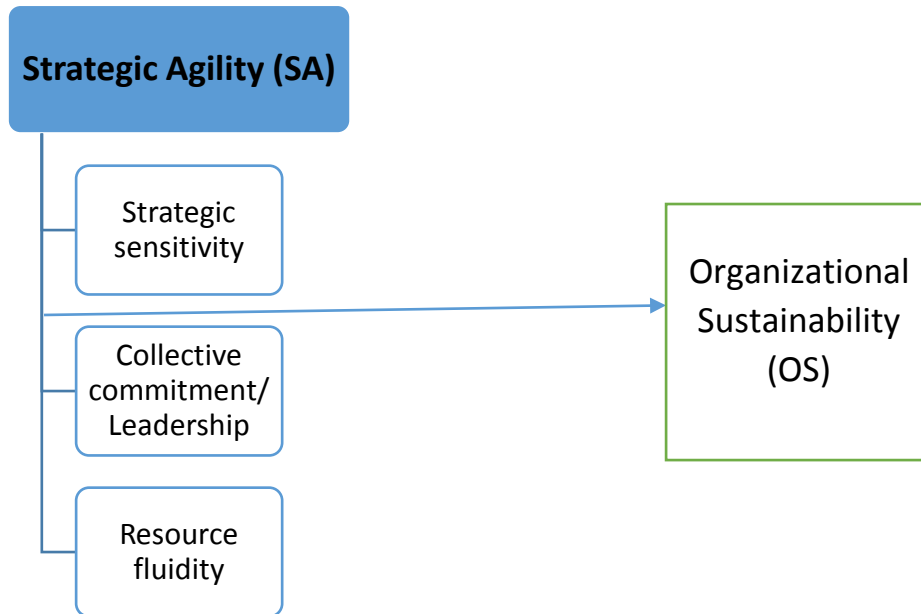


Figure: 1
Source: Adapted Gayathri (2015); pg 15.

Methodology

The study explored the relationship between strategic agility and organizational sustainability, focusing on MDIs in Nigeria. The study adopted survey research design with the target population consisting of randomly selected sample of faculty and administrative staff working in the various units in five selected MDIs. The MDIs are: The Administrative Staff College of Nigeria (ASCON), the Centre for Management Development (CMD), the Agricultural and Rural Management Training Institute (ARMTI), and the Public Service Staff Development Center (PSSDC) and the Public Service Institute of Nigeria (PSIN). The selection of the five MDIs was made

regardless of their location (states) but by virtue of the similarity of their mandates.

The population of this study was 1,344 faculty and administrative staff in the various units in the selected five MDIs in Nigeria. Using a 0.05% margin of error and 95% degree of confidence interval, The sample size for this study was determined by applying the Krejcie and Morgan's (1970) table for sample size determination. This allows the researcher to select the sample size from the population size based on the specified margin of error and degree of confidence intervals as proposed by Scott, (2012).

The survey was designed purposefully for this current research. The study adopted the primary sources of data collection (questionnaire) in gathering data from 398 the respondents. 350 were successfully filled and returned. To ascertain the validity of the instrument, the research instrument was initially subjected to content and construct validity. The research instrument contained two sections of section A on demographic information of respondents and section B on SA and OS. The questionnaire responses were based on a likert scale which was coded with numerical values for ease of data analysis. The values assigned to the likert were 1=strongly disagree, 2=disagree, 3=partially disagree,

4=partially agree, 5=agree and 6=strongly agree.

Data Analysis and interpretation

Data was analyzed using SPSS (Statistical Package for the Social Science) descriptive statistics (frequency distributions, means, and standard deviations) analysis. Standard deviation (Std. Dev.) of less than one (<1.00) indicates that there were no significant variations in response while that greater than one (>1.00) implies that there were significant variations in responses. The Pearson Product-moment correlation analysis with the aid of Statistical Package for Social Science (SPSS) version 24.0 was used to test hypotheses.

Table 1: Summary of Descriptive Statistics of SA and OS

Statements	SD (%)	D (%)	PDA (%)	PA (%)	A (%)	SA (%)	Mean \bar{X}	STD
Our organization customizes service/ products speedily to suit our customer	4 1.1%	8 2.3%	8 2.3%	38 10.9%	175 50.0%	117 33.4%	5.0657	.95978
Our organization introduces new schedules in response to changes.	3 0.9%	28 8.0%	14 4.0%	66 18.9%	160 45.7%	79 22.6%	4.6829	1.15528
Our organization can expand into new regional markets at will.	10 2.9%	26 7.4%	25 7.1%	70 20.0%	132 37.7%	87 24.9%	4.5686	1.29563
Our organization can change the variety of services / product quickly to meet customers' expectations.	2 0.6%	19 5.4%	17 4.9%	78 22.3%	117 33.4%	117 33.4%	4.8286	1.14270
Our organization adopts new technologies for faster-cheaper services.	5 1.4%	28 8.0%	18 5.1%	69 19.7%	132 37.7%	98 28.0%	4.6829	1.23905
Our organization is sensitive to the activities of our competitors.	16 4.6%	24 6.9%	24 6.9%	70 20.0%	131 37.4%	85 24.3%	4.5171	1.35566

Our organization trains employees from public firms in Nigeria only	58 16.6%	52 14.9%	32 9.1%	54 15.4%	94 26.9%	60 17.1%	3.7257	1.75070
The creation of innovative ideas is a regular occurrence in our organization	14 4.0%	27 7.7%	22 6.3%	80 22.9%	124 35.4%	83 23.7%	4.4914	1.34087
Our organisation places a strong emphasis on new and innovative products and services	11 3.1%	21 6.0%	22 6.3%	95 27.1%	138 39.4%	63 18.0%	4.4771	1.21514
Our organisation's philosophy is "if the system is working, why innovate?"	4 1.1%	30 8.6%	39 11.1%	87 24.9%	126 36.0%	64 18.3%	4.4086	1.21897
Organization are more interested in preserving resources rather than taking the risk	0 0.0%	21 6.0%	19 5.4%	76 21.7%	155 44.3%	79 22.6%	4.7200	1.06057
Organization lack interest to innovate when there is opportunity, having little or no concern for innovation.	5 1.4%	9 2.6%	18 5.1%	60 17.1%	155 44.3%	103 29.4%	4.8857	1.05904
The organisation encourages individuals that have different views to those of the company to stimulate innovation.	8 2.3%	24 6.9%	16 4.6%	74 21.1%	140 40.0%	88 25.1%	4.6514	1.22939
Average							4.6816	1.3712

Note: \bar{X} = mean, Std.Dev. = Standard Deviation, SA = Strongly Agree, A = Agree, PA = Partially Agree, PD = Partially Disagree, D = Disagree, SD = Strongly Disagree
 Source: Field Survey Results, 2018

Table 1 shows the descriptive statistics of respondent’s responses on strategic agility. By combining responses under strongly agree, agree and partially agree, 330 respondents representing 94.3% agreed that their organization customized services and products speedily to suit their customers, while 20 respondents representing 5.7% disagreed. Respondents representing 305, 87.1% agreed that their organization introduced new schedules in response to

changes, while 45 of the respondents representing 12.9% disagreed. The 289 respondents representing 82.6% agreed that their institution expanded into new regional markets at will, while 61 of the respondent’s representing 17.4% disagreed. Furthermore, 312 respondents representing 89.1% accepted that their institution changed their variety of services quickly to meet participants’ expectations, while 38 of the respondents representing 10.9% disagreed.

Also, 299 respondents representing 85.4% agreed that their institution adopted new technologies for faster-cheaper services, while 51 respondents representing 14.6% disagreed.

In addition, 286 respondents representing 81.7% accepted that their institution was sensitive to the activities of her competitors, while 64 of the respondents representing 18.3% disagreed, while 208 respondents representing 59.4% agreed that their institution trained employees from public firms in Nigeria only, and 142 representing 40.6% disagreed. Results in the Table 1,

also show that the average mean of the responses was 4.68 which mean that on the average, 4.68 of the respondents agreed to the statements in the strategic agility questionnaire. The standard deviation was 1.37 meaning that the responses were clustered around the mean response. It suggests that the responses were varied among the respondents.

Restatement of Hypothesis

H₀: There is no significant relationship between strategic agility as a panacea for organizational sustainability.

The relationship between strategic agility and organizational sustainability.

	organizational sustainability	Strategic sensitivity	Collective commitment/ Leadership	Resource fluidity
organizational sustainability	1			
Strategic sensitivity	.441**	1		
Collective commitment/ Leadership	.374**	.633**	1	
Resource fluidity	.332**	.294**	.381**	1

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

Interpretation

Table 2 indicates that there is a positive and significant relationship between the strategic agility and organizational sustainability using Pearson’s Product Moment Correlation (PPMC)(p<0.05). The results indicate that Strategic sensitivity (r = .441** , p<0.05), Collective commitment/Leadership (.374** , p<0.05), and Resource fluidity (r = .332** , p<0.05). The result in the table is consistent with the apriori expectation of positive relationship between the variables. The table indicates that there is a positive and significant relationship between strategic agility and organizational sustainability This means that the higher the strategic agility the higher the organizational

sustainability. Based on this result, the null hypothesis (H₀) which states that there is no significant relationship between strategic agility and organizational sustainability is hereby rejected.

Conclusion

This is simply the capability that an organization has to be able to continuously sense imminent changes, make quick adjustment based on the required resources, take opportunities quickly and by surprise before their rivals. Each of these sets of leadership actions can contribute to organizational success, and also transmit the sustainability.

Recommendation

Based on the findings of the study, the following recommendations should be considered and addressed by the relevant authorities such as the senior management committee, top management committee of MDIs in Nigeria and the Nigerian government. There is need for adequate strategies and focus on continuous customized service and speedy service delivery to suit customers in order to sustain or achieve greater percentage of the market share through repeat patronage. Since strategic agility is also found to have a positive and significant relationship with organizational sustainability, the organization should encourage individuals that have different views to stimulate innovation because, this will enhance growth and ultimately, sustainable.

Acknowledgement

This article is part of my Ph.D thesis entitled institutional strategies and performance of selected management development institutions (MDIs) in Nigerian. I want to acknowledge my supervisor Prof. J. A. Egwakhe. My gratitude to my research assistants and the various scholars whose work were most useful for the study.

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