Strategic Agility, Cultural Intelligence, and Sustainability of Medium-sized Enterprises in Ogun State, Nigeria

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Certification

This thesis entitled **''Strategic Agility, Cultural Intelligence, and Sustainability of Medium-sized Enterprises in Ogun State, Nigeria"** was carried out by Adewunmi Ebenezer ADEKUNLE with the matriculation number LCU/PG/002239, in the Department of Management & Accounting, Faculty of Management & Social Sciences, Lead City University Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (Ph.D) in Business Administration and that this has not been previously submitted.

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Dedication

This work is dedicated to the glory of God, the Almighty, and to my wife, Oluwatoyin Adekunle, my daughter, Adeayo Favour Adekunle, and my son, Adeyori Blessing Adekunle.

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"Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work."

Abstract

This research examines the impact of strategic agility and cultural intelligence on the sustainability of medium-sized enterprises (MEs) in Ogun State, Nigeria. This study utilises Dynamic Capabilities Theory as a theoretical framework to address a critical gap in understanding the interaction of these components in promoting long-term sustainability. Although prior research has investigated strategic agility and sustainability separately, limited studies have analysed the synergistic effect of strategic agility and cultural intelligence on sustainability in MEs, especially in Nigeria. This research addresses this gap by offering insights into the interplay between agility and cultural adaptability in attaining sustainable outcomes in a growing economy. A descriptive study design was employed, focusing on a population of 1,868 medium-sized enterprises within the three senatorial districts of Ogun State, as documented by SMEDAN in 2021. A sample of 122 enterprises was obtained by stratified sampling, guaranteeing a representative cross-section while accommodating resource constraints. Data were collected utilising a standardised questionnaire, which had a Cronbach's alpha of 0.81, indicating robust internal consistency and reliability. Hierarchical multiple regression analysis was utilised to investigate the effects of distinct dimensions of strategic agility - Resource Fluidity, Strategic Sensitivity, Innovation Culture, Collaboration and Networking, and Employee Empowerment - alongside the moderating influence of cultural intelligence on sustainability. Critical findings showed that strategic agility improves sustainability. Resources Fluidity positively affected Environmental Sustainability, as shown by an unstandardised coefficient (B) of 0.344 and a standardised coefficient (Beta) of 0.244 ($t = 2.807$, $p = 0.006$). Adaptable resource allocation helps enterprises meet environmental demands, emphasising the importance of dynamic resource management in turbulent markets. Strategic Sensitivity had no statistically significant effect at 0.061 (Beta = 0.046, $t = 0.384$, $p = 0.702$). Reactivity to external stimuli may improve strategic alignment but not sustainability. Innovation Culture, while important for agility, had no significant impact on sustainability (Beta = -0.12, $t = -0.969$, $p = 0.334$). Collaboration and Networking emerged as a crucial factor for sustainability, exhibiting a notable effect with a value of 0.608 (Beta = 0.478, $t = 4.065$, $p < 0.001$). Partnerships and networks are essential for facilitating knowledge exchange, enhancing resource accessibility, and promoting collaborative problem-solving, thereby advancing sustainability objectives. Employee empowerment significantly influences sustainability, as demonstrated by a coefficient of 0.307 (Beta = 0.25, $t = 2.613$, $p = 0.01$). This indicates that promoting employee ownership and engagement enhances their contributions to sustainable outcomes. The examination of cultural intelligence as a moderating variable revealed a negligible and statistically insignificant effect on the relationship between strategic agility and sustainability. The interaction terms between cultural intelligence and elements of strategic agility were not significant, suggesting that while cultural intelligence may aid adaptability, it is not essential for fostering sustainability in this context. Business leaders in Ogun State should prioritise the enhancement of critical aspects of strategic agility to improve sustainability outcomes, rather than depending on cultural intelligence as the primary moderating factor.

Keywords: Strategic Agility, Cultural Intelligence, and Sustainability

Word Count: 480

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Chapter One

Introduction

1.1 Background to the Study

Medium-sized enterprises (MEs) have a substantial impact on the worldwide economy, since they contribute to the creation of employment opportunities, foster innovation, and drive economic progress. However, Medium-sized enterprises (MEs) are currently confronted with the task of maintaining competitiveness and sustainability in the fast-paced business landscape of today. The forces of globalisation, rapid technological progress, and market upheavals have created a pressing need for firms to possess agility and responsiveness in order to adapt to change. Moreover, in the face of intensifying competition and swift transformations in the economic landscape, these organisations confront a multitude of obstacles that necessitate strategic adaptability and cultural acumen to secure their long-term viability. Medium-sized sustainability refers to the adoption of sustainable practices by businesses or organisations that fall between giant corporations and small enterprises in terms of scale. These methods frequently prioritise the equilibrium of environmental, social, and economic elements to mitigate adverse effects and foster long-term sustainability. These efforts may include measures like decreasing energy usage, minimising trash production, backing local communities, and guaranteeing equitable labour standards.

The sustainability of small and medium-sized enterprises (SMEs) worldwide is influenced by macroeconomic factors such as international trade policies, technological improvements, and market trends. For instance, the global trend towards sustainability in supply chains and customer preferences has a significant impact on small and medium-sized enterprises (SMEs) worldwide[1]. SMEs face difficulties worldwide when it comes to obtaining financial resources, dealing with unpredictable market conditions, and complying with regulatory requirements. Furthermore, the

increasing focus on sustainability and corporate social responsibility places additional demands on small and medium-sized enterprises (SMEs) to implement eco-friendly practices, thereby burdening their financial capabilities[2]. The sustainability of SMEs relies heavily on regional economic conditions, regulatory frameworks, and infrastructure development. Differences in resource availability, market size, and level of competition have varying impacts on small and medium-sized enterprises (SMEs) in different locations[3].

At the global level, sustainable practices have become crucial for businesses to remain competitive, attract investors, and maintain their social license to operate. SMEs play a significant role in achieving sustainable development goals and driving economic growth. According to the International Finance Corporation, there are over 400 million SMEs in emerging markets, and they contribute to approximately 60% of employment and up to 40% of GDP. However, SMEs face significant challenges in adopting sustainable practices due to limited resources and lack of access to finance[3]. In Africa, SMEs account for a significant portion of the economy and are essential drivers of economic growth and job creation. In South Africa, for example, SMEs contribute to over 36% of GDP and employ approximately 50% of the workforce. However, SMEs in South Africa face challenges such as high energy costs and lack of access to finance, which limits their ability to adopt sustainable practices[4].

Similarly, SMEs in Egypt face challenges such as limited access to finance, weak institutional support, and inadequate infrastructure. According to the World Bank, only 15% of SMEs in Egypt have access to financing, which limits their ability to invest in sustainable initiatives such as renewable energy[5]. In Nigeria, SMEs are significant drivers of economic growth and job creation. However, they face significant challenges in adopting sustainable practices due to inadequate infrastructure and lack of access to finance. According to a report by the International Finance

Corporation, only 7% of SMEs in Nigeria have access to finance, which hampers their ability to invest in sustainable initiatives[6].

Globally, MEs play a vital role in fostering economic dynamism and competitiveness. According to the World Bank, MEs represent a substantial portion of businesses worldwide, accounting for a significant share of GDP and employment. Their ability to adapt quickly to changing market conditions, leverage niche opportunities, and innovate makes them important contributors to economic growth and development[7]. MEs encounter challenges related to sustainability stemming from factors such as regulatory complexity, market volatility, and resource constraints. Meeting sustainability goals requires significant investments in eco-friendly technologies, renewable energy sources, and sustainable supply chains, which can pose financial burdens for MEs. Additionally, global supply chain disruptions, climate change impacts, and stakeholder expectations for corporate social responsibility further compound the challenges of sustainability for MEs[8].

At the continental level, MEs face diverse challenges and opportunities across different regions. In South Africa, for example, MEs play a crucial role in driving entrepreneurship and job creation. However, they often encounter obstacles such as limited access to finance, skills shortages, and regulatory constraints, which hamper their growth and sustainability. Initiatives like the National Development Plan and the Small Enterprise Development Agency (SEDA) aim to support the growth of MEs in South Africa by addressing these challenges and fostering a conducive business environment. MEs in regions like Africa face unique sustainability challenges due to socio-economic disparities, infrastructure deficits, and political instability. In South Africa, for instance, MEs struggle with access to finance, skills shortages, and inadequate infrastructure for sustainable development. Despite government initiatives to support SMEs, such as the National Development

Plan and the Small Enterprise Development Agency (SEDA), sustainability remains a daunting task for many MEs in South Africa[9].

Similarly, in Egypt, MEs contribute significantly to economic activity and employment generation. The government has implemented various reforms to promote entrepreneurship and SME development, including streamlining business registration processes and providing access to finance through initiatives like the Central Bank of Egypt's SME finance programme. Similarly, in Egypt, medium-sized enterprises (MEs) confront sustainability challenges exacerbated by bureaucratic hurdles, infrastructure deficiencies, and political instability. Despite efforts to promote entrepreneurship and SME development, including streamlined business registration processes and access to finance through programme like the Central Bank of Egypt's SME finance programme, MEs continue to grapple with sustainability issues such as energy efficiency, waste management, and environmental regulations[10].

Nigeria, being the fourth largest economy in Africa, MEs play a crucial role in driving economic growth and employment generation. However, sustainability remains a pressing challenge for Nigerian MEs due to systemic issues such as corruption, policy inconsistency, and regulatory bottlenecks. The dominance of the informal sector further complicates efforts to promote sustainable business practices, as formal MEs face stiff competition and market distortions. Government interventions like the National MSMEs Clinics and the Micro, Small and Medium Enterprises Development Fund aim to address these challenges and enhance the sustainability of MEs in Nigeria[11]. However, understanding the challenges of sustainability for MEs requires a holistic approach that considers factors such as strategic agility and cultural intelligence. By integrating insights from management, economics, and sustainability science, scholars can provide

valuable recommendations for policymakers, practitioners, and academics to support the growth and sustainability of MEs globally and in specific regions like South Africa, Egypt, and Nigeria[12].

Strategic agility is increasingly becoming a crucial quality for firms to prosper in an intricate and ever-changing environment. Strategic agility refers to an organization's capacity to promptly recognise and adapt to alterations in its internal and external surroundings[13]. This often entails utilising resources in unforeseen or unplanned ways. Strategic agility enables organisations to promptly and effectively address unforeseen events and market disruptions. Research is increasingly highlighting the need of strategic agility in tackling sustainability challenges encountered by medium-sized firms. For instance, experts emphasise that strategic agility can help incorporate environmental sustainability principles into business operations[14]. Strategic agility allows organisations to foresee potential dangers and opportunities in their environment, recognise creative solutions, and promptly execute them.

The study discovered a significant correlation between strategic agility and the implementation of sustainable business practices in medium-sized enterprises[13]. The researchers contend that possessing strategic agility allows organisations to efficiently address stakeholder expectations for sustainability and to actively discover novel prospects for generating sustainable value. Furthermore, the ability to adapt and respond quickly to changing circumstances, known as strategic agility, can assist medium-sized firms in effectively managing cultural disparities while operating in various market environments. Cultural intelligence is the ability to change one's cultural perspective and adjust behaviour according to cultural differences and similarities[15]. Cultural intelligence empowers organisations to effectively manage cultural obstacles and establish robust relationships with stakeholders in diverse cultural environments.

Hence, it is imperative to incorporate strategic agility and cultural intelligence into the functioning of medium-sized enterprises in order to attain enduring business practices. By combining strategic agility and cultural intelligence, organisations can cultivate a sustainability mindset. This attitude entails taking into account social, environmental, and economic issues while making decisions[16]. Strategic agility and cultural intelligence are crucial skills that medium-sized enterprises must possess in order to establish sustainable business practices in a swiftly evolving and intricate environment.

1.2 Statement of the Problem

Medium-sized enterprises (MEs) play a vital role in global economic growth yet struggle to achieve long-term sustainability amid economic, environmental, and social pressures. Despite their potential for agile adaptation, MEs in Ogun State, Nigeria, face significant barriers such as limited financial resources, restricted access to sustainable technologies, and challenges in implementing responsible social practices. Economic hurdles include constrained funds and market volatility, which restrict growth and innovation, while environmental challenges such as high resource consumption, waste management, and regulatory compliance intensify operational costs and resource demands. Additionally, social sustainability requirements - like fair wages, safe workplaces, and ethical sourcing - demand investments in supply chain transparency and cultural inclusivity, which are often beyond the reach of MEs.

While strategic agility offers a pathway for MEs to respond dynamically to market demands and sustainability challenges, there is limited research on how MEs can leverage agility alongside cultural intelligence - an essential competency in navigating cultural diversity - to drive sustainable practices in Nigeria's context. Understanding the moderating role of cultural intelligence on the

relationship between strategic agility and sustainability presents an unexplored area that could offer actionable insights for MEs aiming to enhance their sustainability outcomes. This study addressed this gap by investigating how strategic agility, supported by cultural intelligence, influences economic, environmental, and social sustainability in Ogun State's medium-sized enterprises, thus providing a framework for sustainable growth in the region[17 18 19 20 21 22 23].

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the effect of strategic agility dimensions on sustainability of selected medium-sized enterprises in Ogun State, Nigeria. The specific objectives were to:

1. investigate the impact of strategic agility dimension on economic sustainability of selected medium-sized enterprises in Ogun State, Nigeria.
2. assess the functional relationship between strategic agility dimension and environmental sustainability of selected medium-sized enterprises in Ogun State, Nigeria.
3. analyse the influence of strategic agility dimension on social sustainability of selected medium-sized enterprises in Ogun State, Nigeria.
4. examine the moderating effect of cultural intelligence on the functional relationship between strategic agility and sustainability of selected medium-sized enterprises in Ogun State, Nigeria.

1.4 Research Questions

This study explores the following research questions:

1. How does the strategic agility dimension impact economic sustainability in medium-sized enterprises in Ogun State, Nigeria?
2. What is the relationship between the strategic agility dimension and environmental sustainability in medium-sized enterprises in Ogun State, Nigeria?

3. How does the strategic agility dimension influence social sustainability in medium-sized enterprises in Ogun State, Nigeria?

4. How does cultural intelligence moderate the relationship between strategic agility and sustainability in medium-sized enterprises in Ogun State, Nigeria?

1.5 Hypotheses

The study tests the following hypotheses:

$H_0$1: The strategic agility dimension has no significant impact on the economic sustainability of medium-sized enterprises in the study area.

$H_0$2: There is no significant relationship between the strategic agility dimension and environmental sustainability of medium-sized enterprises in the study area.

$H_0$3: The strategic agility dimension has no significant influence on the social sustainability of medium-sized enterprises in the study area.

$H_0$4: Cultural intelligence does not significantly moderate the relationship between strategic agility and sustainability in medium-sized enterprises in the study area.

1.6 Significance of the Study

The research holds substantial significance within the domain of business and management for several reasons. Firstly, it addresses a critical gap in the literature by investigating the nexus between strategic agility, cultural intelligence, and sustainability within the context of Medium-sized Enterprises (MEs). While these constructs have individually garnered scholarly attention, their integrated examination within the MEs sector remains limited. Secondly, the findings of this study are poised to offer valuable insights into how MEs can strategically navigate dynamic and uncertain

environments while simultaneously fostering cultural intelligence and sustainability practices. Given the growing recognition of MEs as vital contributors to economic development and societal well-being, understanding the mechanisms through which these enterprises can enhance their agility, adaptability, and sustainability is of paramount importance.

Moreover, the research findings are anticipated to yield practical implications for MEs, policymakers, industry practitioners, and other stakeholders. By elucidating the relationships between strategic agility, cultural intelligence, and sustainability, the study can inform the development of tailored strategies, policies, and interventions aimed at enhancing the resilience, competitiveness, and long-term viability of MEs. Furthermore, the significance of this research extends beyond academic discourse to encompass broader societal implications. MEs play a pivotal role in driving innovation, employment generation, and community development, making their sustainability imperative for fostering inclusive economic growth and environmental stewardship. By shedding light on the strategies and practices that enable MEs to balance agility, cultural intelligence, and sustainability, this study has the potential to catalyse positive social and environmental change.

1.7 Scope of the Study

This study was conducted across the three senatorial districts of Ogun State, Nigeria - namely, Ogun Central, Ogun East, and Ogun West - focusing on medium-sized enterprises within these regions to assess the influence of strategic agility on sustainability. Ogun State, located in southwestern Nigeria, has a dynamic business environment that supports a range of medium-sized enterprises crucial to its economic framework. The study examines the impact of various dimensions of strategic agility - resources fluidity, strategic sensitivity, innovation culture,

collaboration and networking, and employee empowerment - as well as the moderating role of cultural intelligence on sustainability.

Additionally, the study considers cultural intelligence as a moderating variable, exploring its effect on the relationship between strategic agility and sustainability outcomes. By focusing on the three senatorial districts, the study provides a comprehensive view of how strategic agility and cultural intelligence contribute to sustainable practices within medium-sized enterprises across Ogun State, offering insights relevant for both policy and business strategy in similar regional contexts.

1.8 Limitations of the Study

The limitations inherent in this study will be duly acknowledged and expounded upon in the concluding section of the research report.

1.9 Operationalization of the Research Variables

The variables in this study are classified into three – dependent, independent, and moderating variables. The dependent variable is sustainability (Y); the independent variable is strategic agility (X); and moderating variable is cultural intelligence (Z). These variables are operationalized as:

Y = f (X, Z) will be used to establish the effect of cultural intelligence on the relationship between strategic agility and sustainability in medium-sized enterprises.

Where:

Y = Sustainability (S) is measured as:

y_1 = Economic Sustainability (ECS)

y_2 = Environmental Sustainability (ENS)

y_3 = Social Sustainability (SS)

X = Strategic Agility (SA) is measured as:

x_1 = Collaboration and Networking (CN)

x_2 = Employee Empowerment (EE)

x_3 = Innovative Culture (IC)

x_4 = Resource Fluidity (RF)

x_5 = Strategic Sensitivity (SS)

Z = Cultural Intelligence (CI) is measured as:

z_1 = Interpersonal Skills (IS)

z_2 = Cultural Adaptability (CA)

z_3 = Cross-Cultural Awareness (CCA)

Multiple Regression Model

These are as stated below:

$Y = f(X, Z)$

Model 1:

$y_1 = f(X, Z)$

ECS = f(CN, EE, IC, RF, SS, IS, CA, CCA)

ECS = (CN + EE + IC + RF + SS + IS + CA + CCA)

$ECS = \beta_0 + \beta_1 CN + \beta_2 EE + \beta_3 IC + \beta_4 RF + \beta_5 SS + \beta_6 IS + \beta_7 CA + \beta_8 CCA + \varepsilon$

Model 2

$y_2 = f(X)$

ENS = f(CN, EE, IC, RF, SS, IS, CA, CCA)

ENS = (CN + EE + IC + RF + SS + IS + CA + CCA)

$$ENS = \beta_0 + \beta_1 CN + \beta_2 EE + \beta_3 IC + \beta_4 RF + \beta_5 SS + \beta_6 IS + \beta_7 CA + \beta_8 CCA + \varepsilon$$

Model 3

$y_3 = f(X)$

SS = f(CN, EE, IC, RF, SS, IS, CA, CCA)

SS = (CN + EE + IC + RF + SS + IS + CA + CCA)

$$SS = \beta_0 + \beta_1 CN + \beta_2 EE + \beta_3 IC + \beta_4 RF + \beta_5 SS + \beta_6 IS + \beta_7 CA + \beta_8 CCA + \varepsilon$$

Where: Y is dependent variable (Sustainability); β_0 is a constant (intercept) expected value of y when x is zero (x= 0). In addition, β is the coefficient of the independent variable (it is the rate of change in y with respect to x); and ε = the error term to accommodate the effect of other variables that can influence sustainability, but which were not included in the model.

1.10 Operational Definition of Terms

Collaboration and Networking involves engaging in partnerships, alliances, and relationships with other organizations, stakeholders, and communities to leverage resources, share knowledge, and create mutual value.

Cross-Cultural Awareness describes the recognition and appreciation of cultural differences and similarities across various cultures, leading to increased understanding, respect, and sensitivity in intercultural interactions.

Cultural Adaptability refers to the willingness and ability of individuals and organizations to adjust their attitudes, behaviours, and practices to fit into different cultural settings and contexts.

Cultural Intelligence denotes the capability to effectively navigate and work across diverse cultural contexts, by understanding cultural norms, values, and communication styles, and adapting

behaviour accordingly to build trust and collaboration. This is measured by interpersonal skills, cultural adaptability, and cross-cultural awareness.

Economic Sustainability involves ensuring the enterprise's long-term viability by managing financial resources efficiently, generating profits, and maintaining economic growth while considering the impact on stakeholders.

Employee Empowerment encompasses granting employees the autonomy, authority, and resources to make decisions, take ownership of their work, and contribute to the organization's success.

Environmental Sustainability refers to the practice of conducting business operations in a manner that minimizes negative impacts on the environment, such as reducing carbon emissions, conserving resources, and adopting eco-friendly practices.

Innovation Culture encompasses fostering an environment that encourages creativity, experimentation, and risk-taking, where new ideas are welcomed, supported, and implemented to drive continuous improvement and competitive advantage.

Interpersonal Skills refers to the ability to communicate, relate to, and interact with others effectively, including active listening, empathy, conflict resolution, and relationship-building.

Resource Fluidity denotes the ability of an organization to efficiently allocate and reallocate resources, such as finances, human capital, and technology, in response to changing market conditions and strategic priorities.

Social Sustainability encompasses focusing on the well-being of employees, communities, and society at large, by promoting diversity and inclusion, supporting local communities, and upholding ethical labor practices.

Strategic Agility describes the ability of an organization to quickly adapt and respond to changes in the business environment, market trends, and customer preferences while maintaining a clear strategic direction and competitive advantage. This is measured by collaboration and networking, employee empowerment, innovative culture, resource fluidity, and strategic sensitivity.

Strategic Sensitivity involves being attuned to emerging trends, opportunities, and threats in the external environment, and having the capability to anticipate and proactively address them in the organization's strategic planning and decision-making processes.

Sustainability defines the ability of a medium-sized enterprise to meet the needs of the present without compromising the ability of future generations to meet their own needs. This is measured by economic, environmental, and social considerations in business operations.

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Chapter Two

Literature Review

The literature for this study will consider conceptual, empirical, and theoretical reviews. This becomes vital as it helps the researcher understand and examine what has been done in existing studies given the variables under study. The order of the literature review is presented as:

2.1 Conceptual Review

2.2 Theoretical Framework

2.3 Review of Empirical Studies

2.4 Conceptual Model

2.5 Summary of Gaps in Literature

Endnotes

2.1 Conceptual Review

This conceptual analysis examines the complex interconnections between strategic agility, cultural intelligence, and sustainability in medium-sized enterprises, with a focus on their impact on corporate success and longevity. This research intends to provide insights on how Nigerian businesses can utilise adaptive decision-making, cross-cultural competences, and sustainable practices to promote growth, sustainability, and positive local and global impact.

2.1.1 Sustainability

Sustainability encompasses the implementation of methods and actions that fulfil the requirements of the current generation while safeguarding the capacity of future generations to fulfil their own demands. The process entails the careful management of economic, social, and environmental factors to guarantee sustainable and resilient outcomes in the long run. This encompasses the utilisation of resources in an effective manner, reducing the generation of waste, and promoting fair and just growth. Sustainability transcends being a simply abstract idea; it encompasses the balance between economic advancement, societal welfare, and ecological conservation to save natural resources for future offspring.

Its objective is not just to satisfy the current generation's requirements but also to guarantee that future generations has the capability to accomplish their own aspirations without jeopardising resources[1]. Sustainability prioritises the enduring impacts of human actions and decisions rather than short-term benefits. It entails choosing choices that are environmentally sustainable, socially fair, and economically feasible, while achieving a harmonious equilibrium between personal requirements, environmental preservation, and financial profit. Sustainability offers numerous advantages, including the mitigation of pollution and waste, as well as the conservation of natural ecosystems and limited resources.

Furthermore, it plays a crucial role in advancing social equity and fairness by guaranteeing the satisfaction of fundamental necessities for all individuals, irrespective of their income or social standing, and enhancing accessibility to education, healthcare, and essential resources. Furthermore, sustainability has the capacity to augment profitability and competitiveness for enterprises, generate employment prospects, and foster economic expansion within communities. Nevertheless, the implementation of sustainability measures is hindered by the substantial expenses involved, the

reluctance to adopt new behaviours, and the complex and interwoven nature of sustainability concerns, which necessitate a cooperative and interdisciplinary approach across several sectors.

The study examining the environmental impact of the global fashion industry found that the fashion sector is responsible for 10% of global carbon emissions, surpassing both the aviation and shipping industries in terms of energy consumption. This highlights the pressing need for sustainability initiatives in the fashion sector[2]. An article promoting the concept of a circular economy was recently published. The article emphasises the importance of reducing waste and managing resources sustainably. It also highlights the potential economic advantages, estimating a possible increase of up to $4.5 trillion by the year 2030[3]. These findings emphasise the financial benefits of sustainability and indicate a transition towards a future that prioritises sustainability.

Sustainability is a pressing worldwide issue that requires prompt action from individuals, organisations, and governments alike. Sustainability involves the careful management of present requirements while also considering the needs of future generations. It incorporates environmental, social, and economic factors, and requires responsible and ethical behaviours to develop a mutually advantageous relationship with the earth and its resources. Environmental conservation is essential for achieving long-term sustainability by tackling problems like deforestation, pollution, and overexploitation of resources that put a burden on Earth's ecosystems. These concerns can result in negative consequences such as climate change, loss of biodiversity, and depletion of resources[4].

From an economic perspective, sustainability provides a means to achieve long-lasting prosperity and resilience. It enables organisations to reduce the risks associated with environmental and social disturbances, while also capitalising on opportunities for innovation, efficiency, and competitiveness. Adopting the United Nations Sustainable Development Goals has the potential to open economic opportunities valued at $12 trillion by 2030, demonstrating the substantial financial

advantages of sustainability[5]. Although progress has been made, there are still difficulties in effectively putting sustainable policies into action. Some programme have been criticised for prioritising immediate economic benefits at the expense of long-term environmental conservation. The presence of greenwashing, which refers to the deceptive promotion of companies as environmentally friendly despite their engagement in unsustainable practices, highlights the importance of authentic dedication to sustainability[6].

Despite their claims of carbon neutrality or sustainability, many firms nonetheless emit significant volumes of greenhouse gases. In addition, over dependence on technical solutions may obscure the need for fundamental changes in societal institutions to properly tackle issues of overconsumption and resource depletion[7]. There is uncertainty regarding the efficacy of voluntary sustainability initiatives, such as corporate social responsibility programme, in achieving significant change without legal requirements and enforcement mechanisms[8]. Furthermore, sustainability talks are frequently influenced by a Western-centric viewpoint, which may overlook the varied cultural, social, and economic circumstances of non-Western regions. Attempting to enforce Western sustainability principles on non-Western countries may result in unforeseen outcomes and worsen existing inequalities[9].

Sustainability offers a route to a better and fairer future. However, tackling its difficulties necessitates a comprehensive strategy that incorporates environmental, social, and economic factors. Through cultivating authentic dedication, receiving regulatory assistance, and embracing cultural awareness, we can strive towards a more enduring planet that advantages both present and future generations**.** The report highlights the importance of sustainability in several areas, providing several benefits as evidence[10]. Sustainability is crucial for protecting the environment as it promotes actions that minimise resource usage, pollution, and waste generation. These practices are necessary

for maintaining the health and lifespan of ecosystems. Furthermore, the use of sustainability principles can improve social welfare by guaranteeing access to fundamental necessities and promoting social fairness. In addition, sustainability enhances economic efficiency by maximising resource utilisation and reducing expenses in areas such as energy usage and waste management. Furthermore, it enhances the capacity of individuals and communities to bounce back and adjust in the face of environmental, social, and economic disruptions. In addition, sustainability promotes a forward-looking approach in decision-making, giving priority to the needs of future generations and guaranteeing fairness between different age groups[10].

Economic Sustainability

Economic sustainability refers to the capacity of an economic system to endure and operate effectively in the long run, while also considering the interplay of social, environmental, and economic elements. Economic sustainability is primarily concerned with ensuring that present generations fulfil their requirements without jeopardising the capacity of future generations to fulfil their own requirements. The concept of resource management is essential for achieving economic sustainability. Water, forests, minerals, and energy are limited in quantity and need to be carefully utilised to prevent their exhaustion and environmental deterioration. The study highlights the significance of using sustainable resource management strategies to foster economic growth and alleviate poverty in the region[11]. The researchers contend that successful resource management necessitates the adoption of policies that achieve a harmonious equilibrium between economic progress and environmental preservation.

Moreover, achieving economic sustainability requires the advancement of inclusive economic growth. Inequalities in income and wealth have the potential to erode societal unity and stability,

ultimately jeopardising the long-term viability of the economic system. The research emphasises the detrimental effect of income disparity on the long-term economic viability of OECD nations in their analysis[12]. They contend that implementing progressive taxes and social welfare programmes can help decrease income disparity and promote a fairer and enduring economic development. Another crucial element of economic sustainability is the fostering of innovation and the advancement of technology. Technological innovation plays a crucial role in boosting productivity, improving competitiveness, and promoting economic resilience in today's fast-changing global economy. The study highlights the significance of policies that facilitate research and development, technology transfer, and entrepreneurship in achieving economic sustainability through innovation[13]. They contend that cultivating a culture of innovation is crucial for attaining enduring economic viability notwithstanding technological shocks and obstacles.

In addition, achieving economic sustainability necessitates taking into account externalities and long-term repercussions while making decisions. Market failures, such as pollution, climate change, and biodiversity loss, pose substantial risks to the long-term viability of the economy. The study emphasises the significance of integrating the social cost of carbon emissions into economic decision-making in their research on the economics of climate change mitigation[14]. He contends that implementing carbon pricing mechanisms, such as carbon taxes or cap-and-trade systems, can provide incentives for reducing emissions and foster sustainable economic growth. Various obstacles to achieving economic sustainability are prevalent, encompassing factors such as globalisation, trade imbalances, demographic changes, and geopolitical instability.

Tackling these difficulties necessitates synchronised efforts on a global, national, and local scale. The research highlights the significance of policy coherence and integration across all sectors and levels of governance when analysing the Sustainable Development Goals (SDGs) and its impact on

economic sustainability[15]. The researcher contends that attaining economic sustainability necessitates a comprehensive approach that concurrently takes into account the social, environmental, and economic aspects. Economic sustainability indicators for medium-sized enterprises (MEs) often prioritise elements that are pertinent to their scale and extent of activities. Key indicators encompass several factors such as revenue growth, profitability, cost efficiency, cash flow, market share, employee productivity and satisfaction, innovation and adaptability, supply chain resilience, environmental impact, and community engagement.

MEs also place significant importance on economic sustainability. It encompasses the capacity to continually uphold and enhance economic performance over a period of time, which includes stable revenue streams, profitability, effective cost control, and financial robustness. In Nigeria, the significance of economic viability for medium-sized enterprises (MEs) has been intensified by variables such as inflation, high loan rates, and unpredictable government policies. In order to attain economic sustainability, Nigerian medium-sized enterprises (MEs) must implement methods to maximize revenue and efficiently control expenses. Utilizing technology-driven solutions such as cloud-based accounting systems, e-commerce platforms, and automated processes can improve operational efficiency and save expenses. Adopting technology and innovation is crucial for achieving economic sustainability[16].

Obtaining appropriate funding choices is also essential. MEs sometimes have obstacles in securing bank funding due to the stringent collateral requirements and high interest rates[17]. Efficient cooperation between the government and financial institutions is necessary to offer accessible and cost-effective funding alternatives. Strategic agility, which refers to the capacity to promptly and efficiently adjust to evolving market conditions and capitalise on emerging business prospects, is crucial for Nigerian medium-sized enterprises. It is necessary for them to keep up to date with

market trends, technical advancements, and changing customer preferences. Neglecting to do so can lead to a decline in market share and jeopardize their existence. To cultivate strategic agility, one must adopt a proactive stance towards gathering market knowledge and demonstrate an unwavering dedication to ongoing innovation. Glo Mobile and Airtel have taken advantage of the increasing need for mobile data in Nigeria by providing cost-effective internet packages. Executing strategic maneuvers of this nature necessitates a profound comprehension of market dynamics and a readiness to modify business structures.

Moreover, collaborations and strategic partnerships play a vital role in improving strategic adaptability. An illustration of this is the relationship between Jumia and Mastercard, which has played a significant role in the expansion of e-commerce in Nigeria. This emphasises the significance of collaborations in fostering strategic flexibility[18].

Environmental Sustainability

Environmental sustainability is a fundamental principle that underpins worldwide endeavours to tackle urgent ecological issues and safeguard the welfare of present and future generations. It involves the careful management of natural resources, the preservation of biodiversity, the reduction of pollution and climate change, and the encouragement of sustainable ways of living. The essence of environmental sustainability is in the protection and safeguarding of ecosystems and biodiversity. Ecosystems offer vital services, including the provision of clean air and water, management of climate, pollination, and maintenance of soil fertility, all of which are crucial for human well-being and economic growth. The scholars emphasise the crucial significance of biodiversity in preserving ecosystem resilience and stability in their research on the value of

biodiversity for ecosystem functioning[19]. The researchers contend that the preservation of biodiversity is crucial for guaranteeing the enduring viability of ecosystems and human societies.

Moreover, achieving environmental sustainability necessitates the diminishment of environmental deterioration and contamination. The emission of pollutants from industrial activities, agricultural practices, transportation systems, and waste disposal methods presents substantial risks to both environmental integrity and public well-being. The researchers emphasise the negative effects of air pollution on human health, productivity, and economic development in their examination of the economic expenses associated with air pollution[20]. They contend that allocating resources towards clean technologies and implementing regulatory measures to mitigate air pollution is vital for attaining environmental sustainability and enhancing public health outcomes. Another crucial element of environmental sustainability is the reduction of climate change and its detrimental effects. Climate change, predominantly caused by human activities such as the combustion of fossil fuels and the clearing of forests, presents unparalleled difficulties for ecosystems, economies, and societies on a global scale.

The study underscores the imperative of decreasing greenhouse gas emissions promptly to restrict global warming and alleviate the most severe consequences of climate change in their study on climate change adaptation and mitigation techniques[21]. Advocates assert that the adoption of renewable energy sources, improvement of energy efficiency, and implementation of nature-based solutions are crucial measures in attaining environmental sustainability. Furthermore, environmental sustainability involves advocating for the adoption of sustainable patterns of consumption and production. The excessive consumption of resources and the excessive exploitation of natural ecosystems are the main causes of environmental deterioration and the depletion of resources. The researchers emphasise the significance of incorporating circular

economy ideas, eco-design techniques, and sustainable supply chain practices in sustainable consumption and production activities[22].

Advocates assert that transitioning to more sustainable consumption and production methods is crucial for diminishing environmental footprints and attaining enduring environmental sustainability.

There are many intricate challenges to achieving environmental sustainability, such as political lethargy, vested interests, lack of awareness, and limited institutional capacity. Solving these difficulties necessitates fundamental alterations in government, policy, technology, and societal behaviour. The study highlights the importance of inclusive and participatory governance processes in managing environmental sustainability transitions. These processes should involve a wide range of stakeholders and encourage innovation[23]. The author contends that governance frameworks that facilitate collaboration, openness, and accountability are crucial for surmounting obstacles to environmental sustainability.

Environmental sustainability metrics are crucial in directing MEs towards a more sustainable future. MEs can improve their environmental sustainability and mitigate risks by closely monitoring and controlling important environmental factors such as carbon footprint, energy efficiency, waste management, water usage, pollution prevention, sustainable sourcing, biodiversity conservation, eco-friendly products and services, environmental compliance, and stakeholder engagement. This proactive approach contributes to the overall goal of creating a more sustainable world. MEs must prioritise their environmental efforts, implement sustainable practices, and actively engage with stakeholders in order to have a significant and positive impact on the environment and society as a whole.

The carbon footprint, a crucial measure of environmental impact, is necessary for individuals to understand their greenhouse gas emissions and implement measures to reduce their environmental impact. The report highlights the significance of mitigating carbon emissions in medium-sized enterprises (MEs) by implementing methods such as enhancing energy efficiency, adopting renewable energy sources, and optimising the supply chain[24]. Energy efficiency is a crucial measure of environmental sustainability in MEs. The report emphasises the advantages of implementing energy-efficient measures in MEs, such as conserving costs, reducing emissions, and enhancing competitiveness[25]. Implementing energy management systems, replacing equipment, and fostering energy-saving behaviours among personnel are efficient techniques for improving energy efficiency. Efficient waste management is essential for reducing environmental harm and encouraging the preservation of resources in MEs.

The research emphasises the need of waste reduction, recycling, and circular economy activities for medium-sized enterprises (MEs)[26]. MEs can enhance their overall environmental performance by implementing waste management efforts, which involve reducing landfill trash and conserving resources. MEs must engage in monitoring and managing water usage as crucial measures to conserve water supplies and mitigate environmental effect. The research underlines the significance of water efficiency measures in MEs, such as the implementation of water-saving devices, process optimisation, and the promotion of water conservation behaviours among staff[27]. MEs must prioritise the prevention of pollution and the minimization of environmental contamination in order to protect ecosystems and public health.

The study emphasises the need of implementing pollution prevention measures in medium-sized enterprises (MEs), such as the adoption of pollution control technologies, adherence to environmental legislation, and the promotion of best practices for managing hazardous materials[28].

For medium-sized enterprises (MEs), it is crucial to engage in sustainable sourcing practices in order to minimise their environmental footprint across their supply chains. The study showcases the advantages of implementing sustainable sourcing techniques in MEs, including less environmental impact, heightened brand image, and enhanced stakeholder relationships[29]. MEs can reduce their environmental impact and support supply chain sustainability by obtaining materials from suppliers who follow sustainable practices and adhere to responsible sourcing requirements.

Preserving biodiversity is essential for MEs to safeguard ecosystems, enhance ecological resilience, and maintain natural resources. The research underscores the significance of implementing biodiversity protection measures in medium-sized enterprises (MEs)[30]. These efforts encompass the preservation of natural habitats, the preservation of biodiversity, and the promotion of sustainable land use practices. MEs can contribute to sustainable development by incorporating biodiversity considerations into their operations and supply chains, thereby supporting biodiversity conservation initiatives. By developing and providing environmentally-friendly products and services, medium-sized enterprises (MEs) are able to satisfy the increasing consumer desire for sustainable solutions and distinguish themselves in the marketplace. The study emphasises the advantages of environmentally conscious product development in medium-sized enterprises (MEs), such as a higher market share, stronger brand loyalty, and enhanced consumer satisfaction[31]. MEs can improve their environmental performance and competitiveness by using eco-friendly materials, minimising packaging waste, and advocating for sustainable product lifecycles.

MEs must prioritise compliance with environmental legislation and standards to mitigate the potential legal and regulatory risks, penalties, and reputational harm. The research emphasises the significance of adhering to environmental regulations in medium-sized enterprises (MEs)[32]. Regulatory compliance programme, environmental audits, and stakeholder engagement are essential

for assuring environmental responsibility. MEs may showcase their dedication to environmental sustainability and reduce their ecological footprint by complying with environmental legislation and standards. For medium- sized enterprises (MEs), it is essential to interact with stakeholders in order to establish confidence, encourage cooperation, and enhance openness in their environmental sustainability initiatives. The research highlights the importance of involving stakeholders in MEs[33]. Engaging in stakeholder conversation, fostering partnership formation, and involving the community are effective techniques for advancing environmental sustainability. However, MEs can acquire useful insights, establish partnerships, and promote good environmental change by actively involving employees, customers, suppliers, local communities, and government agencies.

Environmental sustainability refers to the implementation of practices, regulations, and strategies that try to minimise the negative effects on the environment and encourage responsible use of resources. The lack of extensive study specifically examining the environmental sustainability practices of medium-sized enterprises (MEs) in Nigeria indicates that the adoption of sustainable practices in this sector has been rather sluggish. Nevertheless, discernible indications of progress are evident. An example of this is the implementation of the Environmental Audit Initiative by the Lagos State Ministry of the Environment. This initiative aims to promote businesses to regularly undertake environmental audits in order to determine their impact on the environment. This project emphasises the growing acknowledgment of environmental sustainability as a major concern for microenterprises in Nigeria[34].

Moreover, research has demonstrated that Nigerian medium-sized enterprises (MEs) are becoming more aware of and inclined to embrace sustainable practices. The analysis revealed that 43% of the surveyed MEs shown a certain degree of involvement in sustainable practices, mostly motivated by client demand and worries about their brand reputation. Medium-sized enterprises (MEs) in Nigeria

encounter a range of external issues, such as market instability, dynamic government policies, and limitations in infrastructure. Hence, the capacity to adopt strategic agility is crucial for medium-sized enterprises (MEs) to maintain their competitiveness and resilience. To achieve strategic agility, MEs must improve their organisational flexibility, establish efficient decision-making procedures, and cultivate a culture of adaptability.

The research underscores the importance of strategic agility in Nigerian medium-sized enterprises (MEs), emphasising its favourable association with performance and long-term viability[35]. These findings emphasise the need of being strategically agile in reducing limitations and capitalising on opportunities to improve the competitiveness of medium-sized enterprises. The relationship between environmental sustainability and strategic agility in Nigerian medium-sized enterprises becomes apparent when examining the difficulties encountered by these businesses. MEs in Nigeria face a major obstacle in adopting sustainable practices or transitioning to greener energy sources due to the inconsistent power supply in the country. MEs face additional challenges in showcasing environmental responsibility and preserving strategic flexibility due to the absence of dependable infrastructure and limited availability of finance.

Furthermore, Nigerian medium-sized enterprises frequently have challenges when it comes to incorporating environmental sustainability and strategic agility. These issues arise from a lack of expertise, inadequate infrastructure, limited adoption of advanced technologies, and a general reluctance to embrace change[36]. Therefore, although there may be a desire to adopt sustainable practices, these issues hinder the overall adoption and efficacy.

Social Sustainability

Social sustainability involves the endeavour to create a fair, unbiased, and all-encompassing society that fulfils the needs and rights of every individual, both currently and for future generations. It entails fostering social unity, fairness, welfare, and adaptability among communities and societies. Social sustainability fundamentally entails guaranteeing universal access to fundamental human rights, such as sufficient nourishment, housing, healthcare, education, and employment prospects. The study highlights the significance of evaluating and tracking social well-being and equality as a means to gauge advancements in social sustainability objectives in their research on social sustainability indicators[37]. They contend that metrics such as poverty rates, educational accessibility, and economic disparity can offer valuable insights into the degree to which societies are fulfilling the requirements of its inhabitants.

Moreover, social sustainability includes the promotion of inclusive and participatory decision-making procedures that empower marginalised groups and advance social justice. The researchers emphasise the significance of participatory methods in promoting social equity and fostering trust among governments, companies, and civil society organisations in their examination of community involvement in sustainable development[38]. The scholars contend that incorporating local communities in the decision-making process can result in more sustainable and equitable solutions by assuring the inclusion of varied viewpoints and demands. Another crucial aspect of social sustainability involves the promotion of cultural variety, social cohesiveness, and community resilience. Robust social connections and networks are essential for improving individuals' welfare and facilitating collective efforts during times of adversity. The scholars emphasise the significance of allocating resources to social capital and constructing resilient communities capable of enduring and recuperating from adverse events and pressures in their study on community resilience and disaster recovery[39].

The researchers contend that cultivating social cohesiveness and solidarity is crucial for advancing social sustainability in an ever more linked and unpredictable society. In addition, achieving social sustainability necessitates confronting and rectifying structural injustices and disparities, encompassing issues of race, gender, ethnicity, religion, disability, and socioeconomic status. Structural impediments and bias restrict the chances available to individuals and sustain social exclusion and marginalisation. The researchers argue that achieving social justice and equity in sustainable development requires revolutionary change to destroy oppressive structures and ensure equality and justice for everyone[40]. The scholars contend that promoting social sustainability necessitates confronting power relations and prioritising the inclusion of marginalised voices in decision-making procedures. Challenges to social sustainability including enduring poverty, inequality, discrimination, social exclusion, and limited access to vital services and opportunities. To tackle these challenges, it is necessary to adopt comprehensive and integrated strategies that target the underlying causes of social issues and foster systemic transformation.

The researchers emphasise the significance of multi-stakeholder engagement and integrated policy frameworks that tackle social, economic, and environmental aspects concurrently in their research on social sustainability in metropolitan settings[41]. The scholars contend that promoting social sustainability necessitates synchronised endeavours across many sectors and levels of governance. Medium-sized enterprises (MEs) have a vital role in the worldwide economy, since they contribute significantly to the creation of jobs, economic expansion, and the promotion of innovation. Nevertheless, they encounter numerous obstacles in guaranteeing their enduring viability. The sustainability of MEs is significantly influenced by their capacity to address environmental issues. Given the increasing recognition of climate change and the depletion of resources, there is a growing expectation for businesses to embrace sustainable practices. This includes the reduction of

carbon emissions, the implementation of waste management measures, and the promotion of renewable energy alternatives.

The study revealed that medium-sized enterprises (MEs) who place a high priority on environmental sustainability possess a distinct advantage and are more inclined to attain enduring success[42]. Another crucial determinant affecting the viability of MEs is their capacity to tackle social concerns. Modern consumers are increasingly aware of a company's social influence and anticipate them to give priority to ethical labour practices, community engagement, and responsible sourcing. The conducted research has shown that socially responsible activities undertaken by MEs have a favourable influence on their brand reputation, customer loyalty, and staff well-being. Consequently, these methods enhance the long-term sustainability of the organisations[43]. In addition, the sustainability of MEs cannot disregard economic concerns. Long-term viability of businesses heavily relies on their access to funding and their capacity to endure economic shocks.

The research aims to examine the impact of financial constraints on the innovation and adaptability of microenterprises in response to changing market conditions. It implies that MEs that have little financial resources may encounter challenges in implementing sustainable practices and may find it difficult to adjust to new economic trends. As a result, their long-term viability may be at risk[44]. Furthermore, the significance of government policies and regulations must not be overlooked in conjunction with these issues. Governments have a crucial responsibility in establishing a conducive environment for MEs to prosper in a sustainable manner. Implementing supportive policies, such as offering tax incentives for adopting sustainable practices, providing access to funding programme, and simplifying regulatory frameworks, can greatly improve the sustainability of MEs.

The study investigates the impact of government legislation on the long-term viability of MEs. It highlights the significance of adopting a well-balanced approach that encourages sustainability while avoiding excessive costs on firms[45]. The sustainability of medium-sized enterprises (MEs) on a worldwide level is a complex and vital subject that is receiving growing attention in both academic study and industry practice. Medium-sized enterprises (MEs), as defined as businesses with a small number of workers and/or income, play a crucial role in the global economy[46]. The research has highlighted the significance of implementing sustainable practices in medium-sized enterprises (MEs) to improve their long-term competitiveness, reduce risks, and make positive contributions to environmental and social objectives[47].

The essential element of sustainability for medium-sized enterprises (MEs) is the effect they have on the environment. The foundation group advocates for the adoption of the circular economy, emphasising the importance of medium-sized enterprises (MEs) applying techniques to minimise waste and improve resource efficiency[48]. By incorporating circular economy ideas into their operations, medium-sized enterprises (MEs) have the ability to not only decrease their impact on the environment but also generate additional sources of income through inventive business models[49]. Furthermore, MEs must also take into account the crucial aspect of social sustainability. MEs must prioritise fair recruitment procedures and provide decent work conditions in order to protect human rights and promote the welfare of their employees[50].

The research indicates that allocating resources towards social sustainability might enhance employee morale, productivity, and overall corporate performance[51]. Economic sustainability is crucial for the long-term viability of medium-sized enterprises (MEs), alongside the environmental and social aspects. Adopting sustainable supply chain methods can help medium-sized enterprises (MEs) enhance their operational efficiency, save expenses, and build resistance to external

disturbances[52]. MEs can enhance their competitiveness and reputation in the marketplace by collaborating with sustainable suppliers and using ethical sourcing procedures[53].

Social sustainability indicators play a crucial role in directing the social responsibility practices and performance of medium-sized enterprises (MEs). These indicators include different aspects such as giving priority to the well-being and job satisfaction of employees, promoting diversity and inclusion in the workplace, interacting with local communities, maintaining ethical relationships with suppliers, ensuring health and safety measures, and encouraging engagement with stakeholders. By prioritising these crucial domains, medium-sized enterprises (MEs) can not only improve their social sustainability but also make a positive impact on social welfare and foster strong and prosperous communities. Employee well-being and job satisfaction are essential metrics for assessing the social sustainability of medium-sized enterprises (MEs). The study highlights the strong association between employee well-being and parameters such as work performance, retention rates, and overall organisational success[54].

MEs can enhance employee satisfaction and contribute to social sustainability by creating a favourable work environment that supports work-life balance, provides avenues for professional development, and fosters a positive workplace culture. Ensuring diversity and inclusion in the workforce is essential for medium-sized enterprises (MEs) to provide a fair and supportive atmosphere for their employees. The research highlights the multiple benefits of incorporating diversity and inclusion programmes in medium-sized enterprises (MEs) such as improved decision-making, heightened creativity, and increased employee engagement[55]. MEs may enhance social sustainability and promote diverse and inclusive communities by implementing diversity training programme, adopting inclusive recruitment methods, and cultivating a workplace culture that supports diversity.

Community participation and development are important indicators of social sustainability for medium-sized enterprises (MEs). The study emphasises the need of actively involving local communities and the advantages of adopting corporate social responsibility (CSR) initiatives, philanthropic endeavours, and volunteer programme[56]. Medium-sized enterprises (MEs) can establish trust, promote positive feelings, and enhance social welfare by backing local charities, sponsoring community events, and working together with community organisations. Ensuring ethical and responsible supplier relations is crucial for medium-sized enterprises (MEs) to sustain equitable labour standards and protect human rights across their supply chains. The study highlights the significance of ethical sourcing procedures in medium-sized enterprises (MEs), such as doing supplier audits, establishing supplier codes of conduct, and guaranteeing openness in the supply chain[57]. By giving priority to ethical sourcing procedures and providing support to responsible suppliers, medium-sized enterprises (MEs) can improve social sustainability and advocate for ethical business practices.

Ensuring the well-being and protection of employees in the workplace is a crucial element of promoting social sustainability for MEs. The significance of implementing occupational health and safety measures, such as conducting risk assessments, giving safety training, and adhering to health and safety legislation[58]. By placing a high importance on the welfare of their employees and establishing a secure work environment, MEs can improve social sustainability and mitigate the occurrence of workplace accidents and injuries. Stakeholder engagement and conversation are essential elements of social sustainability for MEs. It is crucial to interact with stakeholders, including as employees, customers, suppliers, and local communities, in order to establish trust, encourage cooperation, and tackle societal issues. The research highlights the importance of involving stakeholders in medium-sized enterprises (MEs), emphasising the advantages of fostering

open communication, building partnerships, and generating mutual value[59]. However, MEs can improve their social sustainability and boost stakeholder relationships by aggressively soliciting input, addressing stakeholder concerns, and working on social activities.

Social sustainability refers to the obligation of enterprises to make a positive contribution to the social, economic, and environmental welfare of the communities in which they conduct their operations. Social sustainability is highly pertinent in Nigeria given the nation's socio-economic difficulties, such as poverty, inequality, and environmental deterioration. The report emphasised the significance of using the business sector in advancing social sustainability in Nigeria[60]. The article highlighted the pivotal role of MEs in promoting equitable economic growth and reducing poverty, thereby making a significant contribution to social sustainability. This highlights the interdependence between strategic agility and social sustainability, as small and medium-sized enterprises (MEs) must synchronise their strategic choices and behaviours with the larger objective of social progress.

Furthermore, the notion of shared value underscores the connection between strategic agility and social sustainability[61]. Shared value posits that firms have the capacity to generate economic benefit while concurrently tackling social and environmental concerns. For Nigerian medium-sized enterprises (MEs), this means that they should prioritise strategic agility not only in terms of immediate profitability but also in terms of the long-term societal consequences of their activities. By incorporating social sustainability into their strategic agility framework, medium-sized enterprises (MEs) can improve their standing, foster closer connections with stakeholders, and make a positive impact on the general welfare of Nigerian society.

Nevertheless, the pursuit of social sustainability through strategic agility is not without of obstacles. Nigerian medium-sized enterprises frequently encounter limitations in resources, intricate

regulations, and societal norms that can impede their capacity to successfully incorporate social sustainability into their strategic choices. The study emphasised the necessity of government policies that provide support and coordination among stakeholders in order to facilitate the pursuit of social sustainability efforts by medium-sized enterprises in Nigeria[62]. This highlights the significance of a favourable institutional setting that enables the coordination of strategic adaptability with objectives of social sustainability.

2.1.2 Strategic Agility

Strategic agility is an essential element of an organisation's capacity to navigate and adjust to a swiftly evolving business environment. It encompasses the ability to quickly perceive and react to changes in market conditions, emerging opportunities, and competitive dynamics, all while remaining aligned with the overall strategic vision. Strategic agility is particularly important in the context of medium-sized enterprises (MEs) because they have limited resources, operate on a smaller scale, and are more vulnerable to market changes. Strategic agility is crucial for allowing medium-sized enterprises (MEs) to lead innovation, sustain competitiveness, and thrive in volatile marketplaces[63]. By promoting adaptability, medium-sized enterprises (MEs) can enhance their ability to withstand difficult situations, increase their flexibility, and effectively compete, positioning themselves for long-term growth and success.

Marketing executives can enhance their strategic agility by allocating resources towards market research, trend analysis, and competition intelligence. MEs may effectively anticipate opportunities and promptly adapt to changes by closely monitoring market trends and customer demands. The study highlights the crucial importance of market sensing in allowing medium-sized enterprises

(MEs) to maintain their flexibility and responsiveness in a constantly changing business environment[64]. Adopting flexible organisational structures and processes allows medium-sized enterprises (MEs) to quickly adjust to changing market conditions and consumer demands. The study highlights the benefits of agile organisational structures, cross-functional teams, and decentralised decision-making in promoting strategic agility and innovation in medium-sized enterprises (MEs)[65]. Implementing an iterative methodology for strategy development enables MEs to engage in experimentation, acquire knowledge, and make necessary adjustments to their strategies by incorporating feedback and market intelligence. The research highlights the importance of iterative strategy building for MEs, as it allows them to verify assumptions, experiment with hypotheses, and adapt plans in response to evolving market dynamics[66].

Medium-sized enterprises (MEs) can enhance their ability to adapt and respond quickly to changing circumstances by adopting flexible resource allocation strategies that enable them to quickly reallocate resources based on shifting priorities and emerging possibilities. The study emphasises the advantages of dynamic skills, the ability to quickly adjust resources, and reallocating resources in helping medium-sized enterprises (MEs) to fast respond to changing market conditions and competitive challenges[67]. Forging collaborative alliances with external stakeholders, such as customers, suppliers, and industry partners, improves the access of MEs to resources, expertise, and market opportunities. The research highlights the need of collaborative relationships for MEs to utilise external expertise, distribute risks, and jointly create value. This ultimately strengthens their strategic agility and competitiveness[68].

Although strategic agility offers clear advantages, MEs face numerous obstacles that can hinder their capacity to attain and sustain agility. Factors such as limited resources, organisational inertia, and risk aversion might impede the implementation of agile principles in medium-sized enterprises

(MEs). The research elucidates the obstacles to strategic agility in MEs, emphasising factors such as aversion to change, compartmentalised mindsets, and obsolete systems as hindrances to agility[69]. However, to overcome these problems, it is essential to take proactive steps such as having effective leadership, transforming the organisational culture, and investing in capabilities that promote agility and creativity.

Nigeria, as the fourth largest economy in Africa, offers a distinctive economic landscape marked by swift transformations, market ambiguities, and societal obstacles. Given this situation, medium-sized enterprises (MEs) must promptly adjust to evolving market conditions, technological progress, and regulatory demands. Strategic agility is crucial in this context. Strategic agility pertains to an organisation's capacity to promptly and efficiently perceive and adapt to alterations in the business environment[70]. Strategic agility for Nigerian MEs entails the ability to quickly innovate, adapt, and make strategic decisions in order to capitalise on opportunities and reduce risks. The significance of strategic agility for Nigerian medium-sized enterprises (MEs) is further emphasised by the study's findings, which underlined the influence of environmental dynamism on the performance of MEs in Nigeria[71].

The study highlighted the importance for MEs functioning in dynamic contexts to cultivate strategic agility in order to maintain competitiveness and sustainability. This implies that having the ability to quickly adapt and respond to changes in the business environment is not only a theoretical idea but a necessary requirement for Nigerian medium-sized enterprises (MEs) to succeed in an unpredictable business landscape. Strategic agility not only improves company performance but also connects with social sustainability for Nigerian medium-sized enterprises (MEs).

Strategic Sensitivity

Strategic sensitivity is the ability of an organisation to identify and interpret cues from its external environment, such as trends in the market, moves made by competitors, changes in regulations, and advancements in technology. In order to maximise opportunities and limit risks, this process involves gathering relevant data, closely examining emerging trends, and modifying plans. Medium-sized enterprises (MEs) are very susceptible to environmental concerns, have constrained resources, and suffer market constraints; therefore, strategic sensitivity is critical. The study highlights how important strategic sensitivity is in helping medium-sized enterprises (MEs) identify emerging market opportunities, anticipate competitive issues, and quickly adjust their strategy[72]. Through the development of an acute awareness of strategic opportunities and obstacles, medium-sized enterprises (MEs) may improve an organisation's competitiveness, adapt to changes, and ensure long-term sustainability in rapidly evolving markets. Several strategies can be employed to enhance strategic sensitivity:

MEs may gather and assess information on market trends, customer preferences, and rivalry by investing in market intelligence and analysis skills. The study emphasises how crucial market sensing is to medium-sized enterprises' (MEs') ability to recognise new opportunities, assess competitive dangers, and modify their strategy as necessary[73]. Involving stakeholders enables MEs to obtain critical insights and input on market dynamics and emerging trends. These stakeholders can include customers, suppliers, partners, and industry experts. The study emphasises the benefits of involving stakeholders in order to build relationships, get market knowledge, and work together to create value with outside partners[74]. Organisations can anticipate various future circumstances and develop backup plans to effectively manage possible risks and uncertainties by employing scenario planning. The importance of scenario planning in helping MEs anticipate challenges, adapt to changing market conditions, and seize new opportunities is emphasised in the report[75].

Medium-sized enterprises (MEs) can efficiently collect, analyse, and use large amounts of data to make well-informed strategic decisions by utilising technology tools and platforms including data analytics, artificial intelligence, and machine learning. The research highlights the advantages of leveraging technology to enhance the ability of MEs to identify and capitalise on strategic opportunities, fortify decision-making processes, and secure a competitive edge in the digital age[76].

Medium-sized enterprises (MEs) can quickly and adaptably adjust their strategy in response to real-time feedback and market intelligence by creating agile plans. The study highlights the benefits of using an agile strategy formulation process, which helps small and medium-sized businesses (SMEs) to experiment with new ideas, learn from mistakes, and swiftly adapt to changing market conditions[77].

However, due to cognitive biases, limited resources, and an abundance of information, medical examiners often struggle to develop strategic acuity. The study draws attention to the shortcomings of human decision-making processes as well as the propensity for biases such confirmation bias, anchoring bias, and excessive self-assurance[78]. To overcome these obstacles, medium-sized enterprises (MEs) need to adopt systematic approaches to data collection and analysis, decision-making, and building an organisational culture that values transparency, curiosity, and lifelong learning.

Resource Fluidity

The dynamic management of different assets - financial, human, physical, and intangible—within medium-sized enterprises (MEs) is referred to as resource fluidity. By distributing resources among various operations, projects, and initiatives in an adaptable manner in response to shifting priorities, market needs, and competitive challenges, the objective is to maximise organisational performance

and strategic results. It is very important for MEs to have resource fluidity because they are small, resource-constrained, and require agility. The report emphasises how it helps MEs take advantage of fresh opportunities, try out novel ideas, and quickly adjust to shifting market conditions[79]. MEs can improve their resilience in unstable market conditions, stimulate innovation, and become more competitive by promoting resource fluidity. To improve resource flexibility, a number of tactics can be used:

The ability of MEs to manage cash flow, get funding, and finance strategic activities as needed is referred to as financial flexibility. MEs that have financial flexibility are better able to manage unforeseen obstacles, invest in development opportunities, and weather economic downturns. MEs can increase their financial resilience and resource flexibility by controlling debt levels, broadening their funding sources, and increasing their cash reserves[80]. In order to deploy talent where it is most required, human capital mobility promotes the flexible use of a wide range of talents and knowledge across a variety of projects and activities. For MEs to close skill gaps, encourage innovation, and adjust to shifting market conditions, mobility is essential. MEs can improve the flexibility of their people resources and organisational agility by implementing talent mobility programme, skill development initiatives, and cross-functional collaboration[81].

Agile resource allocation enables MEs to redistribute resources in response to changing market conditions, competitive challenges, and priorities in a timely and effective manner. This gives MEs the freedom to try out novel concepts, change course, and expand on well-received initiatives. MEs can enhance their strategic agility and resource flexibility through the implementation of flexible budgeting, project-based resource allocation, and performance-based incentives[82]. Strategic alliances and collaborations give MEs access to more markets, resources, and knowledge. MEs can co-create value, share risks, and benefit from outside expertise by forming these relationships. MEs

can increase the flexibility of their resources and their competitive advantage in the market by collaborating with others, exchanging information, and pooling resources[83].

Through digital transformation initiatives, MEs may make better decisions, expedite procedures, and maximise resource use by utilising technological tools and platforms. Adopting digital transformation improves MEs' capacity for innovation, agility, and resource adaptation. Investing in automation, data analytics, and cloud computing technologies can improve operational efficiency, expedite decision-making, and maximise resource allocation efficiency[84]. Resource flexibility has drawbacks despite its advantages. Cultural hurdles, legacy systems, and organisational inertia can all impede MEs' adoption of flexible resource management techniques. To overcome these challenges, resource management must be done methodically, creativity and experimentation must be encouraged, and skills that increase resource agility and flexibility must be invested in[85].

Innovation Culture

Innovation culture is the set of principles, convictions, standards, and behaviours present in an organisation that promote and foster originality, trial and error, and strategic risk acceptance. This entails establishing a conducive atmosphere where employees are authorised to produce and execute novel concepts, cooperate across different teams, and consistently enhance procedures and products. Medium-sized enterprises (MEs) must prioritise the development of an innovation culture in order to distinguish themselves, stimulate expansion, and adjust to evolving market conditions. Research highlights the significance of fostering an innovation culture in order for medium-sized enterprises (MEs) to effectively utilise the creativity and entrepreneurial drive of their employees to produce unique ideas, explore new markets, and provide value to customers[86]. By fostering an

environment that promotes originality and creativity, MEs can improve their ability to compete, adjust to shifting circumstances, and guarantee their continued viability in dynamic markets.

Leadership endorsement and dedication are crucial for building and promoting an innovation culture inside medium-sized enterprises (MEs). Leadership support and dedication are essential for fostering an atmosphere of psychological safety, receptiveness to innovative ideas, and tolerance of errors[87]. Leaders may cultivate an environment of innovation and willingness to take risks by offering a distinct vision, distributing resources, and endorsing innovative endeavours. Encouraging cooperation and the formation of teams that involve other departments enables mechanical engineers to utilise a wide range of viewpoints, abilities, and expertise to address intricate issues and stimulate creativity. Collaboration enables the exchange of knowledge and the resolution of problems, which are crucial for promoting innovation. MEs can foster a culture of collaboration and creativity by dismantling departmental barriers, promoting interaction between different functions, and establishing platforms for sharing ideas[88].

Providing resources and support to facilitate innovation projects is essential for transforming imaginative ideas into concrete results. By allocating time, financial resources, and training for innovation efforts, medium-sized enterprises (MEs) are able to actively pursue new ideas and effectively bring about organisational transformation. Allocating resources to innovation labs, training programme, and IT infrastructure is essential for fostering innovation[89]. Recognising and providing rewards for innovation highlights the significance of originality and trial-and-error processes inside medium-sized enterprises (MEs). Both intrinsic and extrinsic rewards play a crucial role in inspiring individuals to participate in creative behaviours. Introducing reward systems that acknowledge and commemorate outstanding ideas can enhance the culture of innovation and promote ongoing enhancement[90].

Embracing a philosophy of continuous learning motivates people to perceive failures as chances for personal development and experimentation. Having a growth mentality allows individuals to willingly accept challenges, persist in the face of hurdles, and gain knowledge from failures. By cultivating a culture that encourages experimentation, inquisitiveness, and ongoing education, medium-sized enterprises (MEs) can establish an atmosphere in which innovation flourishes, and staff members are emboldened to challenge limits and pursue novel prospects[91]. Establishing an innovation culture inside small and medium-sized enterprises (SMEs) can be difficult because of constraints on resources, a tendency to avoid taking risks, and a reluctance to embrace change. To overcome these challenges, it is necessary to adopt a comprehensive strategy for cultural transformation, allocate resources to build leadership skills, and create mechanisms for producing and testing innovative ideas. By tackling these obstacles, medium-sized enterprises can establish a conducive atmosphere for creativity and propel long-lasting expansion and triumph[92].

Collaboration and Networking

Collaboration entails the combined endeavour of both internal and external stakeholders, including as employees, partners, suppliers, and consumers, to accomplish common goals, combine resources, and create value. Networking refers to the process of creating and sustaining relationships with people and organisations, both within and outside of one's area of expertise, in order to share information, knowledge, and resources. Collaboration and networking are crucial for medium-sized enterprises (MEs) to efficiently use external resources, talents, and opportunities in order to succeed in the marketplace. Research emphasises the importance of collaboration and networking in assisting medium-sized enterprises (MEs) in entering new markets, discovering innovative solutions, and overcoming resource constraints[93]. MEs may boost their competitiveness, innovation, and

growth potential by promoting collaboration and networking. In order to maximise collaboration and networking, medium-sized enterprises might implement many strategies:

Establishing strategic partnerships and alliances with external stakeholders, including suppliers, customers, and industry peers, allows small and medium-sized enterprises (SMEs) to gain access to extra resources, specialised expertise, and market prospects. Strategic partnerships enable small and medium enterprises (SMEs) to leverage their complementary strengths, distribute risks, and jointly generate value. By forming these collaborations, medium-sized enterprises (MEs) can enhance their market reach, gain entry to novel technology, and stimulate creativity[94]. By actively participating in industry organisations and clusters, medium-sized enterprises (MEs) can establish connections with others who share similar interests, share and learn from each other's most effective methods, and remain informed about the latest developments and progressions within their field. Industry clusters offer medium-sized enterprises (MEs) the opportunity to access specialised resources, a highly skilled workforce, and the transfer of knowledge. Engaging actively in these groups can improve the visibility, reputation, and networking opportunities of MEs within the industry ecosystem[95].

Participating in networking events and platforms allows medium-sized enterprises to interact with possible partners, financiers, and clients, enabling the sharing of ideas and knowledge. These events facilitate MEs in establishing relationships, generating leads, and accessing new markets. Engaging in networking events can broaden the professional networks of individuals, reveal possibilities for collaboration, and sustain relationships within the business[96]. Engaging in collaborative innovation efforts with external partners, such as research institutes, universities, and technology suppliers, allows medium-sized enterprises (MEs) to utilise external knowledge and skills, gain access to state-of-the-art technologies, and expedite the process of developing new products. Open innovation enables small and medium-sized enterprises (SMEs) to access external knowledge and resources,

which promotes innovation and sustains competitiveness. Collaborative innovation projects have the potential to decrease research and development expenses, mitigate risks, and accelerate the market launch of novel products and services[97].

Promoting cross-functional collaboration within the organisation enables medium-sized enterprises (MEs) to dismantle departmental barriers, utilise a range of viewpoints, and stimulate innovation and efficient problem-solving. MEs may effectively address intricate problems, create inventive resolutions, and improve overall organisational effectiveness through cross-functional collaboration. Developing a culture that emphasises cooperation and teamwork enhances communication, encourages innovation, and boosts adaptability, so facilitating sustained growth and achievement[98]. While collaboration and networking offer benefits, they can also present hurdles for MEs, including resource constraints, trust concerns, and coordination complexities. Obstacles such as concerns about competitiveness, lack of consensus among partners, and difficulties in communication might impede collaboration and networking endeavours. In order to surmount these challenges, medium-sized enterprises (MEs) must allocate resources towards cultivating connections, fostering confidence, and executing efficient communication tactics. Developing a cooperative and open organisational culture is essential for achieving success[99].

Employee Empowerment

Employee empowerment refers to the practice of granting employees the authority, autonomy, and responsibility to make decisions, assume ownership of their tasks, and make substantial contributions towards the objectives of the company. This approach entails establishing an atmosphere marked by trust, transparency, and collaboration, where individuals are incentivized to produce novel ideas, address problems, and constantly improve their performance. Empowering

employees is crucial for medium-sized enterprises (MEs) since they often face resource constraints, rivalry, and the need to react to constantly changing market conditions. Research emphasises the importance of employee empowerment in facilitating small and medium-sized enterprises (SMEs) to effectively utilise their workforce, foster innovation, and attain long-term success[100]. By granting employees with authority and autonomy, MEs have the ability to enhance employee involvement, contentment, and loyalty, ultimately resulting in improved performance and overall success of the organisation. In order to enhance the capabilities of employees, medium-sized enterprises (MEs) might implement many strategies:

Empowering employees relies heavily on the effective communication of organisational goals, values, and expectations. This guarantees that the actions of employees are in line with the aims of the organisation, fostering a feeling of purpose and building trust. MEs can effectively engage their personnel and foster motivation by clearly communicating a compelling vision and providing regular updates on progress and achievements towards common goals[101]. Granting employees the ability and responsibility to make decisions empowers them to assume ownership of their tasks, make timely judgements, and adeptly tackle obstacles and opportunities. Delegating tasks to employees enhances their autonomy, motivation, and job satisfaction. MEs can promote organisational performance by empowering people with decision-making authority in their particular areas, leading to increased productivity, innovation, and accountability[102].

Investing in employee skill development and training initiatives provides employees with the necessary knowledge, expertise, and capacities to effectively carry out their responsibilities and adjust to changing job requirements. Continual learning and growth empower individuals to readily accept new tasks, seek career progression prospects, and make substantial contributions to organisational accomplishments. MEs can facilitate employees' professional advancement and

foster innovation and expansion by providing training resources, mentorship programme, and career development chances[103]. Acknowledging and compensating employee contributions highlights the significance of granting authority and inspires workers to strive in their performance. Both inherent and external incentives promote employee involvement, contentment, and productivity. MEs may foster a culture of appreciation and empowerment by creating recognition programme, performance incentives, and career advancement possibilities. This will make employees feel valued and inspired to excel[104].

By consistently offering feedback and creating chances for employee participation, MEs enable proactive idea generation, identification of improvement areas, and employee involvement in decision-making. Psychological safety is essential for fostering open and honest communication, facilitating the exchange of knowledge, and stimulating creativity within teams. MEs create a supportive atmosphere that promotes feedback, allowing employees to openly share their opinions, question current methods, and contribute to ongoing enhancement and innovation[105]. Although there are benefits, granting employees control can pose difficulties for medium-sized enterprises (MEs), including opposition to change, managerial reluctance, and cultural barriers. Typical barriers include of apprehension about relinquishing control, absence of trust, and inadequate assistance from higher management. In order to address these difficulties, it is imperative for medium-sized enterprises (MEs) to implement a methodical strategy for empowering employees, foster an environment characterised by trust and transparency, and offer continuous assistance and advice[106].

2.1.3 Cultural Intelligence

Cultural intelligence refers to an individual's capacity to understand, adapt to, and perform effectively in varied cultural environments. It covers the development of knowledge, skills, and

attitudes needed to overcome cultural differences, communicate successfully, and build trust with people from varied origins. For medium-sized enterprises (MEs), cultural intelligence is vital as they explore new markets, deal with different clientele, and collaborate with foreign partners. A study underlines the importance of cultural intelligence in helping MEs manage cultural difficulties, prevent misunderstandings, and create strong connections with stakeholders[107]. By promoting cultural intelligence, MEs may strengthen their competitive advantage, innovation capabilities, and growth in various situations. To develop cultural intelligence, numerous ways can be employed:

First, cultural awareness and sensitivity training give employees with insights into different cultural conventions, beliefs, and communication styles. Research demonstrates that such training programs are beneficial in enhancing cultural intelligence and reducing cultural misunderstandings. MEs might offer workshops, seminars, and online training to promote employees' cultural knowledge and sensitivity[108]. Second, intercultural immersion and contacts allow employees to immerse themselves in diverse cultural situations, acquiring direct knowledge and building empathy and multiple viewpoints. Engaging in cross-cultural experiences is useful for building cultural intelligence and fostering intercultural competence. MEs might plan international assignments, cultural exchange programs, and virtual cooperation activities to develop cultural awareness and foster a global viewpoint within the organisation[109].

Third, having intercultural communication skills enables professionals to connect effectively across cultural boundaries, overcome language challenges, and build rapport with varied audiences. Effective communication is crucial to creating trust and connections in ethnic situations. MEs can increase their employees' competencies through language training, cultural awareness workshops, and cross-cultural communication coaching[110]. Furthermore, the implementation of diversity and inclusion initiatives cultivates a culture that values and acknowledges individual differences,

promoting respect, acceptance, and appreciation. The presence of diversity among teams' fosters creativity, innovation, and problem-solving abilities. MEs may use the distinct viewpoints, abilities, and backgrounds of their employees by actively promoting diversity and inclusion[111]. Implementing strategies like as diversity training, inclusive leadership development programme, and diversity recruitment initiatives can enhance employee engagement and contribute to the overall success of the firm.

Lastly, fostering a culture of ongoing learning and adaptability enables employees to stay updated on cultural trends, changes, and advancements, and adjust their behaviors accordingly. Adaptability is an essential element of cultural intelligence. Medium-sized enterprises (MEs) have the potential to promote long-lasting economic growth by fostering a workforce that possesses the qualities of adaptability, versatility, and cultural proficiency[112]. This can be achieved through continuous learning, inquisitiveness, and a willingness to embrace novel experiences. Developing cultural intelligence in medium-sized enterprises (MEs) can be tough due to time restrictions, limited resources, and reluctance to change, despite its significance. Typical barriers include of cultural prejudices, ethnocentrism, and inadequate backing from the organisation. In order to surmount these obstacles, it is imperative for MEs to allocate resources towards cultural intelligence initiatives, cultivate an inclusive and varied work environment, and offer continuous support and inspiration to their staff.

Cultural Intelligence, Strategic Agility and Sustainability

Cultural intelligence (CQ) is a crucial factor that determines the efficiency of organisations, especially in diverse and culturally vibrant settings like Nigeria. Cultural Intelligence (CQ) refers to the ability to effectively operate in multiple cultural environments. It provides individuals and

organisations with the required skills to traverse cultural subtleties and promote meaningful connections across different cultures. The study highlights the importance of cultural intelligence (CQ) in promoting organisational success in Nigeria[113]. The article emphasises that CQ plays a crucial role in supporting effective intercultural communication, improving team unity, and encouraging creativity.

Strategic agility is an important aspect of organisational effectiveness, particularly in Nigeria's ever-changing and uncertain commercial environment. Strategic agility refers to the capacity of medium-sized enterprises (MEs) to quickly adjust to shifting market conditions and take advantage of new possibilities. This ability allows MEs to stay ahead of the competition in times of uncertainty and volatility. The studies emphasise the significance of strategic agility in empowering Nigerian businesses to effectively adapt to market shocks, take advantage of changing consumer preferences, and exploit new opportunities for growth[114,115].

The relationship between cultural intelligence and strategic agility is based on their mutually beneficial qualities, with cultural intelligence acting as a catalyst for improving strategic agility in organisations. Cultural intelligence allows MEs to develop flexible tactics that are sensitive to the intricacies of the local market by promoting a thorough comprehension of cultural norms, values, and communication styles. On the other hand, strategic agility enables organisations to effectively use their cultural intelligence by quickly adjusting their strategies based on cultural insights and evolving market conditions.

Nevertheless, it is crucial to carefully examine the functional correlation between strategic agility and sustainability in the specific context of Nigeria. Sustainability, which includes economic, environmental, and social aspects, has become a critical need for enterprises globally, especially medium-sized enterprises (MEs) in Nigeria. The research highlighted the importance of integrating

sustainability principles into corporate strategy[116,117]. These studies demonstrate the potential of sustainability to generate long-term value, foster stakeholder trust, and reduce operational risks.

The incorporation of cultural intelligence into the connection between strategic agility and sustainability reveals a complex and diverse interaction, where cultural intelligence plays a crucial role in facilitating sustainable business practices among Nigerian MEs. Cultural intelligence enables organisations to integrate sustainability concepts into their strategic decision-making processes by promoting cultural sensitivity, empathy, and cross-cultural collaboration. In addition, cultural intelligence allows MEs to effectively interact with a wide range of stakeholders, such as local communities, government agencies, and civil society organisations. This enhances their ability to tackle urgent sustainability issues and promote inclusive economic growth.

2.2 Theoretical Review

The study aims to critically review and analyze the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) as theoretical perspectives for investigating the role of strategic agility, cultural intelligence, and sustainability in medium-sized enterprises operating in Nigeria. The RBV and DCT provide distinct perspectives on how enterprises can effectively manage resources and develop organisational capacities to achieve long-term success, particularly in dynamic and complex situations like Nigeria. This theoretical review aims to offer a thorough foundation for comprehending how medium-sized enterprises can utilise these theoretical frameworks to improve their strategic agility, cultural intelligence, and sustainability practices, ultimately gaining a competitive edge in the Nigerian market.

2.2.1 Resource-Based View (RBV)

The Resource-Based View (RBV), initially introduced by Jay Barney in 1991, centres on the internal resources and skills of a corporation as the foundation for achieving a lasting competitive advantage. RBV proposes that a medium-sized enterprise's ability to quickly adapt and respond to changing market conditions can be improved by utilising its distinct resources and competencies[118]. The Resource-Based View (RBV) is a prominent theory that offers unique insights into the interplay among strategic agility, cultural intelligence, and sustainability of medium-sized organisations. RBV emphasises the significance of resources, such as adaptable organisational structures, dynamic skills, and knowledge assets, in enabling enterprises to promptly adapt to changes in their environment in the context of strategic agility. Cultural intelligence is essential for improving strategic agility through promoting effective cross-cultural communication, comprehending consumer preferences in various markets, and facilitating partnerships with multiple stakeholders. Medium-sized enterprises can utilise the RBV framework to efficiently identify and allocate resources in order to improve their strategic agility and successfully respond to dynamic market conditions.

Moreover, the Resource-Based View (RBV) places significant importance on the utilisation of sustainable resources as a means to achieve lasting success and gain a competitive edge. Medium-sized enterprises can improve their reputation, attract environmentally sensitive consumers, and promote innovation by incorporating sustainability principles into their core operations. Strategic agility and cultural intelligence can enhance sustainability activities by allowing companies to predict market trends, interact with stakeholders efficiently, and integrate sustainable practices throughout their value chain. The scholars provided evidence to support these ideas, showing the significance of the Resource-Based View (RBV) in comprehending the strategic actions of companies and their capacity to adapt to changing market conditions[119]. In addition, the researchers

examined the connection between cultural intelligence and the performance of medium-sized enterprises[120]. Their findings emphasised the significance of cultural skills in aiding international expansion and improving competitiveness.

2.2.2 Dynamic Capabilities Theory

The Dynamic Capabilities Theory, originally introduced by Teece, Pisano, and Shuen in 1997, suggests that an organisation's capacity to adjust and create new ideas in reaction to evolving circumstances is crucial for attaining a competitive edge[121]. Dynamic capabilities refer to a company's ability to effectively combine, develop, and adapt its internal and external skills and resources in response to fast-evolving markets and technologies[122]. Dynamic capabilities are crucial for facilitating strategic agility in medium-sized enterprises (MEs). Strategic agility pertains to a company's capacity to perceive alterations in the environment, take advantage of emerging possibilities, and adapt its resources and capabilities accordingly[123]. Medium-sized enterprises (MEs) that possess dynamic skills have the ability to quickly react to changes in the market, test out new ways of doing business, and adjust to developing client preferences. This enables them to improve their ability to withstand and adapt to unpredictable business conditions[124].

Cultural intelligence refers to an individual's capacity to effectively navigate and handle situations in varied cultural environments[125]. It is closely connected to dynamic capacities. Managers of medium-sized enterprises (MEs) that have a high level of cultural intelligence are able to adjust their strategies, communication methods, and organisational practices to different cultural environments[126]. Dynamic capabilities empower MEs to develop cultural intelligence by facilitating the incorporation of varied viewpoints, developing cross-cultural cooperation, and building inclusive organisational cultures that prioritise diversity and inclusion.

The notion of dynamic capacities emphasises the significance of sustainability as a means of gaining a competitive edge for medium-sized enterprises (MEs). By incorporating sustainability principles into their fundamental operations, medium-sized enterprises (MEs) can improve their standing, appeal to environmentally aware consumers, and stimulate innovation[127]. Dynamic capacities empower medium-sized enterprises (MEs) to establish and maintain sustainable practices, including environmentally-friendly manufacturing methods, responsible management of supply chains, and strategies for engaging stakeholders. As a result, MEs make valuable contributions to the long-term sustainability of the environment, society, and economy.

Although the Dynamic Capabilities Theory provides useful insights into the strategic behaviour of medium-sized enterprises (MEs), it does have several limitations. The researchers contend that the theory may fail to consider the influence of external variables, such as market volatility and regulatory modifications, on the behaviour of enterprises[128]. Additionally, it is necessary to conduct more empirical studies to investigate the efficacy of dynamic skills in promoting strategic agility, cultural intelligence, and sustainability in MEs across various industries and circumstances.

2.3 Review of Empirical Studies

The research demonstrates that the capacity to use both hands equally well plays a role in the relationship between the capability to adapt and business survival, as well as the relationship between agility in using social media and business survival. Additionally, it discovers that the ability to quickly adjust to social media positively impacts the capacity to adapt overall, accounting for 33.2% of the variability in adaptive capability. The results emphasise the significance of having the ability to effectively appeal to both sides of the market and being able to quickly adjust to changes in social media. These factors are important for businesses to survive and succeed[129]. The

study utilises a quantitative research methodology to examine its research aims. A self-administered questionnaire survey was conducted to obtain data from a sample of 218 Nigerian enterprises across different industries. The poll consisted of questions specifically created to assess the concepts of adaptable capability, social media agility, ambidextrous capability, and business survival.

The study utilised the partial least squares structural equation modelling (PLS-SEM) method to examine hypotheses regarding the mediation effect of ambidextrous capability, the predictive effect of social media agility on adaptive capability, and the impact of adaptive capability and social media agility on business survival. The study also performed statistical studies to assess the construct validity, reliability, and common method bias. The research technique used in this study is thorough, methodical, and appropriate for the research questions and objectives of the study. An inherent constraint of the study is its exclusive reliance on data gathered exclusively from Nigerian enterprises.

The study acknowledges that the results may not be applicable to other countries or areas. Hence, it is imperative for future research to reproduce this study in diverse settings and with more extensive sample sizes to augment the external validity of the results. Another constraint is the reliance on self-reported data, which could be influenced by response bias or social desirability bias.

The study suggests employing objective measurements in future research to evaluate the constructs of interest and reduce any biases. In addition, the study does not investigate the precise pathways via which ambidextrous marketing capability influences the connection between adaptable capability, social media agility, and firm survival. Further investigation is necessary to examine these mechanisms in order to acquire a more comprehensive comprehension of the influence of ambidextrous marketing skill on the long-term viability of a company[129].

The study posits that achieving corporate sustainability necessitates a harmonious equilibrium among the economic, social, and environmental aspects. The literature review demonstrates that implementing suitable corporate governance standards fosters the long-term viability and success of a business, while adhering to variables specific to the firm improves decision-making in relation to sustainable practices. Organisations face both possibilities and challenges due to environmental dynamism, which requires them to adapt their strategies in order to sustain their operations among changing circumstances. The study emphasises the need of comprehending the interconnectedness of corporate governance, firm-specific characteristics, environmental dynamic, and business sustainability, using the theoretical frameworks of Stakeholders Theory (ST), Resource-based perspective (RBV), and Dynamic Capability Theory (DCT). Further empirical research is required in this field to close the current knowledge gap and offer practical insights for managers and organisations in adopting sustainable practices[130].

The study conducted a comprehensive analysis of scholarly articles and research papers pertaining to the research issue in order to gain a deeper understanding of the interconnectedness of corporate governance, business-specific characteristics, environmental dynamic, and firm sustainability. In order to perform the literature review, the researchers conducted searches on databases such as Research Gate and Google Scholar, utilising specific keywords that were relevant to the study's topic and objectives. The study's inclusion criteria encompassed articles and papers that were published in peer-reviewed journals, with a specific focus on the research issue, and were published between the time frame of 2018 to 2023.

The exclusion criteria consisted of publications that did not fulfil the inclusion criteria and resources that lacked adequate relevance to the research topic. Upon conducting a thorough analysis of the chosen publications, the researchers discovered deficiencies in the existing body of

knowledge and theoretical frameworks. Subsequently, they formulated practical recommendations based on the findings of the study. The technique utilised in this study adheres to the established standards for performing a literature review that is suitable for the research topic, aims, and available resources. There is a lack of comprehensive research on how sustainability testing, environmental changes, corporate governance, and specific elements of a company interact with one other. This knowledge gap hinders our comprehension of the subject. This constraint arises due to a dearth of empirical study and a lack of a complete theoretical framework that may provide insights into the intricate interrelation of these phenomena. Therefore, further investigation is required to address this issue and offer concrete suggestions to managers and organisations on how to implement successful sustainable practices.

The report suggests conducting further research on the subject in order to narrow the divide and enhance comprehension. Corporate sustainability and governance are essential for ensuring the long-term survival and success of enterprises, while also safeguarding the environment for future generations. Therefore, the study suggests that managers and organisations should implement suitable corporate governance practices and policies that are tailored to their individual circumstances and are in line with the three essential pillars of sustainability. This will help to ensure a smooth and sustainable operation of the business[130].

The research on the impact of corporate governance and firm-specific characteristics on the sustainability of the consumer products industry in Nigeria found that these factors had a positive and significant influence on sustainability outcomes. In addition, the study found that the level of environmental change significantly influenced and regulated the connections between sustainability, corporate governance, and firm-specific factors in consumer goods companies located in Lagos State, Nigeria. The study suggests that consumer products corporations' boards of directors should

be held more responsible for achieving long-term economic, social, and environmental sustainability goals. In addition, management should contemplate reinvesting in the company and optimising scarce resources, while also formulating context-specific plans to capitalise on the opportunities arising from changing surroundings. However, the research findings are limited by the inherent restrictions of a cross-sectional study design, and there is no evidence to establish long-term causality among the factors investigated. Additional longitudinal study is necessary to tackle this matter[131].

A cross-sectional study was done to investigate the correlation between corporate governance, firm-specific characteristics, and the sustainability of the consumer products industry in Nigeria. The study comprised a sample of 228 consumer products enterprises that are operating in Lagos State, Nigeria. The sample was obtained through the utilisation of a stratified random sampling methodology, specifically focusing on businesses that had been in operation for at least two years and had a workforce of at least ten employees. A survey questionnaire was created, verified, and distributed online to gather data from participants. The data that was gathered was analysed using Partial Least Squares-Structural Equation Modelling (PLS-SEM). The PLS-SEM approach was employed to examine the study hypotheses and quantify the connections between components. A bootstrapping technique was employed to examine the mediating/moderating influence of environmental dynamism.

Ultimately, the results were juxtaposed (compared) with the theoretical framework derived from the current body of literature, and suggestions were provided for future investigations. The research did not investigate the causal directionality of the factors evaluated, leaving it unclear. An appropriate approach for establishing long-term causality among these factors would be to use a longitudinal study design that considers the dynamic nature of the Nigerian consumer products industry.

Furthermore, the research specifically targeted consumer goods companies located in Lagos State, Nigeria, and did not encompass other sectors of the Nigerian economy, such as metalworking, automotive, and hospitality industries, as well as service providers like logistics companies, marketing agencies, and quick-service restaurants. Hence, the extent to which the study's conclusions can be applied to other sectors or geographic regions remains questionable. Engaging in more extensive surveys to acquire a more universally applicable answer would be advantageous.

Based on the study findings, researchers suggest that consumer products companies in Nigeria enhance their corporate governance procedures in order to enhance sustainability outcomes. The boards of directors are urged to assume greater responsibility for achieving long-term economic, social, and environmental sustainability objectives. In addition, it is advisable for management to contemplate reinvesting in the company and optimising the use of scarce resources. In order to capitalise on the potential for growth in dynamic contexts, it is important to create strategies that are tailored to the specific context. Given that the study only focused on consumer goods companies in Lagos State, Nigeria, it is recommended that future research expands its range to encompass other industries within the Nigerian economy. To address the constraints of this cross-sectional study, a more suitable approach would be to use a longitudinal study design that investigates the directionality of causality. Hence, it is imperative for future studies to prioritise the utilisation of a longitudinal study strategy in order to expand upon these discoveries and augment their applicability[131].

The study examined the correlation between strategic agility and business performance, taking into account the moderating influence of firm age and environmental volatility. The results showed that there is a positive correlation between strategic agility and company performance, regardless of the level of environmental turbulence. Therefore, strategic agility is a crucial quality that young

enterprises can utilise to gain a competitive edge. In addition, established companies also gain advantages from strategic agility, but only in contexts with low to moderate levels of turbulence. However, in very turbulent environments, frequent changes in strategy may result in unfavourable consequences. In summary, the paper presents a thorough and validated model of strategic agility, supported by empirical evidence. It highlights the significance of strategic agility in enhancing company performance, thereby increasing both theoretical and practical knowledge in this area[132].

The research utilised a survey approach to investigate the correlation between strategic agility and business performance, taking into account the moderating influence of firm age and environmental volatility. A total of 73 organisations from the State of Florida were included in the sample, and survey data were gathered from either senior management team members or those in equivalent positions. The data was analysed and the hypotheses were tested using structural equation modelling. The model's validity was assessed by confirmatory factor analysis and goodness-of-fit indexes. Furthermore, the research utilised a complex analysis technique called multilevel moderated-mediation analysis to examine how environmental turbulence affects the connection between strategic agility and company performance, which is influenced by innovation. Employing numerous measures and methods enhanced the study's reliability and validity, yielding a more thorough comprehension of the relationships between the variables.

The constraint of the study is its concentration on a solitary geographical area, which could restrict the applicability of the findings to other places characterised by distinct environmental conditions and industry compositions. In addition, it is worth noting that the sample size may be rather small, yet the acquired results are still statistically significant. Utilising numerous raters for each organisation can help reduce bias that may arise from relying solely on survey data from a single rater. Furthermore, although the study offers a vital contribution to the comprehension of strategic

agility, the notion is still relatively novel and additional research is required to enhance the theoretical and methodological consistency in this domain. Suggestions for future research involve carrying out a longitudinal analysis to determine cause-and-effect correlations and investigating the influence of various aspects of strategic agility on company performance.

In order to enhance the applicability of the results, future investigations should contemplate broadening the scope of the study to encompass companies from other geographical areas, characterised by distinct industrial compositions and environmental conditions. Increasing the size of the sample and employing additional statistical techniques, such as structural equation modelling, could yield more reliable and strong findings. In order to mitigate potential bias in survey data from a single rater, researchers may employ many raters for each organisation. In addition, future research could undertake a longitudinal study to monitor the progression and results of strategic agility over a period of time, as well as investigate the cause-and-effect linkages between the factors. The study indicates that organisations, especially young ones, can enhance their performance by utilising strategic agility as a crucial capability. Furthermore, the level of strategic agility needed may vary depending on the degree of environmental turbulence. Hence, managers may be required to carefully weigh the advantages and drawbacks of altering methods while operating in volatile circumstances[132].

The research emphasises the growing significance of strategic agility as a flexible ability to adjust to the evolving business landscape, especially in relation to the digital transformation of supply chains. The study utilised a multiple-case study approach, conducting qualitative in-depth interviews with experts in managerial positions from 16 manufacturing industry cases. The findings indicate that the adoption of Industry 4.0 (I4.0) initiatives results in increased collaboration between firms and a transition towards incorporating competitive advantage throughout the supply chain.

The study's results indicate that the combination of strategic agility and relational supply chain governance mechanisms, such as trust, collaboration, and flexibility, are crucial aspects for effectively managing digitalization in supply chain management. This study examines the underlying principles of governance in this specific area, contributing to our understanding of the effects of digitization and the changing dynamics of supply chains. It offers practical insights and suggestions for further research[133].

The study utilised a multiple-case study technique to investigate the effects of implementing Industry 4.0 (I4.0) on the ability of strategic agility to change in the context of supply chain management. The study encompassed qualitative in-depth interviews conducted with specialists holding managerial positions in 16 manufacturing industry situations. The study employed a design science method and utilised the contextual intervention mechanism outcome (CIMO) logic framework to examine the relationship between agility as a dynamic capability and governance mechanisms. The CIMO logic framework was utilised to analyse the alterations in the structure and administration of supply chains that occurred as a consequence of the deployment of Industry 4.0. In addition, the study analysed the socio-economic interactions within the supply chain, exploring the precise mechanisms through which supply chain connections develop. The paper offers a comprehensive analysis of strategic agility and the evolving landscape of supply chain governance in the digitalization era. It enhances our grasp of the fundamental aspects of governance within this capability.

The inherent weakness of the study is its exclusive concentration on the manufacturing business, which could potentially compromise the applicability of the findings to other industries. Although the study has practical significance for supply chain management, additional research is needed to determine if the findings can be applied to different scenarios. Moreover, the study's concentration

on a certain digital implementation, specifically Industry 4.0, could restrict its capacity to acquire a full comprehension of the consequences of alternative digital projects. The study presents various practical consequences for supply chain management. The study emphasises the significance of strategic agility as a dynamic ability to adjust to the evolving corporate environment, specifically in the context of digitalization.

Furthermore, the study highlights the importance of implementing relational supply chain governance mechanisms, such as trust, collaboration, and flexibility, to effectively manage the process of digitalization in supply chain management and enhance strategic agility. Furthermore, the paper offers valuable perspectives on how to effectively manage upcoming supply chains by highlighting essential dynamics within the mechanisms of supply chain governance, based on real-life examples.

In order to optimise the efficacy and efficiency of implementing Industry 4.0, supply chain managers can identify practical success factors by analysing the consequences of the examined examples. To attain optimal performance levels and maintain their competitive positions, supply chain managers should prioritise the integration of competitive advantage and inter-firm resource synergies throughout the supply chain, rather than focusing on individual or dyadic perspectives.

In addition, it is important for supply chain managers to give priority to relational governance mechanisms that focus on collaboration, trust, and flexibility. These mechanisms should be linked with shared incentives in order to minimise opportunistic behaviour and reduce uncertainty and risk. Additional study is required to examine the effects of various digital efforts on the ability to adapt and the mechanisms of governance in supply chain management. This will give practitioners a more thorough grasp of the changing digital business environment[133].

The research provides a comprehensive comprehension of the current state of strategic agility research by highlighting the dynamic interconnections among various themes on the subject over five distinct time periods. The paper also highlights the primary areas of future research and provides a comprehensive overview of strategic agility research to date, utilising innovative bibliometric methodologies. This method is notably intriguing, since it provides a dynamic perspective on the concept of strategic agility and outlines a distinct plan for future research. Hence, the discoveries of this study offer valuable perspectives for scholars to direct forthcoming investigations in this field. The study employed the SciMAT software to conduct citation and mapping studies[134].

The authors employed a dynamic approach to evaluate and analyse the development of strategic agility across five distinct time periods. Bibliometric analysis was employed to ascertain the most influential articles in the field of strategic agility, while co-word analysis and scientific mapping were utilised to evaluate the many subjects that were investigated. The methodology employed by the study authors facilitated the recognition of dynamic connections between themes and topics in the subject area, resulting in a thorough comprehension of the current state of strategic agility research. This analysis also revealed areas where further investigation is needed and provided a precise plan for future research in this crucial field of study. Hence, the approach employed in this study is a notable advantage of the research, demonstrating the importance of innovative bibliometric methodologies in acquiring knowledge about research patterns in intricate and developing areas.

The inherent constraint of the study is its dependence on bibliometric and content analysis, which may not comprehensively encompass the entirety of strategic agility research. Although these tools provide a thorough and flexible understanding of the research patterns in the field, their scope is

restricted to analysing published articles and citation data. Furthermore, the study's focus was restricted to research studies that were published in English, which may have resulted in the omission of important research studies published in other languages. Furthermore, the study specifically examined the most influential articles in the field of strategic agility research, potentially disregarding other research studies that may be significant but have less influence or awareness. Although there are limits, the study provides a thorough overview of strategic agility research, pinpointing gaps in the existing literature and emphasising topics that should be prioritised for future research.

The researchers propose conducting additional investigation into the limits of the concept's definition and elucidating its several aspects, which might result in a more thorough comprehension of the notion. The authors suggest further exploration of the correlation between strategic agility and other variables, including as resilience and innovation, to further comprehension of the importance of this notion in organisational performance and competitiveness. They propose doing research on the practical ramifications of strategic agility for the development and execution of organisational strategies in various situations, such as rising economies and varied industries. In addition, the authors suggest that future studies should investigate the impact of leadership on fostering strategic agility and the ways in which organisational cultures can either facilitate or impede the development of this idea.

Ultimately, the authors advocate for scholarly research on strategic agility in other organisational settings, including small and medium-sized firms and non-profit organisations, to assess the relevance and efficacy of this notion in varied situations. In summary, these proposals provide a clear plan for future research in strategic agility, guiding scholars in addressing existing gaps in the literature and enhancing our comprehension of this significant issue[134].

The authors contend that achieving strategic agility in the digital era necessitates the capacity to perceive, capture, and convert both opportunities and threats. To do this, they put forth a model that advocates for the integration of digital sensing and big data analytics into the decision-making processes of business strategy. This study provides valuable insights into the ways in which digital technology can assist organisations in maintaining their inventive and adaptable nature in dynamic situations. The research employed a literature analysis and conceptual model construction to examine the impact of digital technology on improving strategic agility in organisations. The authors collected data for their literature evaluation from leading information systems (IS) journals and conferences spanning the years 2000 to 2018[135].

In addition, they performed a comprehensive examination of the existing body of literature on strategic agility, with the dual purpose of establishing a fundamental understanding and pinpointing areas where current knowledge is lacking. Based on the provided material, the authors developed a conceptual model for digital-enabled strategic agility. This model is built around a framework that focuses on the ability to sense, seize, and transform opportunities and threats. The research and conceptual model highlight the significance of digital-enabled strategic agility for businesses and provide strategies for organisations to acquire this agility by integrating technology into their strategic decision-making processes.

The authors recognise the constraints of their work in relation to practical application. More precisely, they highlight that the suggested approach necessitates substantial organisational expenditure on novel technology and data analytics capabilities, which could not be viable for smaller organisations. Furthermore, the authors acknowledge that their study is constrained by its emphasis on preexisting literature and the construction of a conceptual model. They advocate for empirical research that may assess the accuracy of their suggested model in real-life scenarios.

These constraints indicate the necessity for additional research to investigate the practical difficulties of attaining digital-enabled strategic agility for organisations of different sizes and industries.

The authors offer valuable perspectives on how digital technology might improve organisational agility in response to quickly evolving competitive environments. In order to further develop this study, future research should prioritise the empirical validation of the suggested model in real-life scenarios, as well as investigate the practical obstacles that organisations of different sizes and industries may encounter during implementation. In addition, future study should examine the possible hazards linked to the utilisation of big data analytics in strategic decision-making procedures, and investigate methods to minimise these risks. The research provides helpful suggestions for organisations seeking to utilise digital technology in order to enhance their strategic adaptability and maintain competitiveness in rapidly changing contexts[135].

The research presents a new conceptual framework that suggests organisations should promote agility in several operational areas in order to become a "agile multinational". The framework introduces a novel strategic approach for multinational enterprises (MNEs) to gain a deeper understanding of strategic agility[136]. This approach goes beyond the notion of flexibility and focuses on effectively managing relationships with stakeholders to cultivate important dynamic capabilities. The authors also analyse the primary contributions of the other articles included in the special issue and offer concrete examples of agility in extensively disputed international business contexts, while proposing potential research avenues for this intricate and uncertain term[136].

The research approach utilised in this study involves doing a literature analysis of prominent studies on agility in the international business setting. The purpose is to examine its significance and put forth key elements of strategic agility to provide a clearer understanding of this ambiguous subject.

The authors propose a new conceptual framework that emphasises the incorporation of agility across many operational domains. This framework is essential for organisations aiming to transform into a "agile multinational". The user conducts a synthesis and analysis of the literature to gain a thorough understanding of strategic agility and its practical uses in multinational businesses. In addition, they analyse the primary contributions of other articles featured in this special edition, offering concrete instances of agility in extensively disputed international business contexts (such as emerging markets). They also propose potential avenues for future research on this intricate and confusing term.

The inherent weakness of this study is its primary focus on presenting a conceptual framework for strategic agility in international company, without conducting empirical testing of the theory. The study primarily relies on a comprehensive examination of existing literature and the analysis of other articles contained within the special issue. Hence, forthcoming research could authenticate the suggested framework by subjecting it to empirical examination using real-life instances of multinational firms that have used agile techniques across diverse operational domains and cultural environments. Additionally, the study recognises the uncertain and unclear characteristics of the strategic agility concept, necessitating additional research to gain a deeper understanding of how multinational organisations attain agility and implement it in real-world scenarios.

The authors recommended that multinational enterprises should adopt an agile approach in various operational areas, including supply chain, production, and information technology. This will enable them to be more flexible and better prepared to respond to the ever-changing business environment. The suggested conceptual framework could function as a roadmap for multinational enterprises (MNEs) aiming to cultivate essential dynamic capabilities and proficiently handle stakeholder relationships while attaining strategic agility. Additionally, it is imperative for future studies to

empirically examine the suggested framework in order to enhance its credibility and relevance for international corporations. Ultimately, researchers and professionals should examine the consequences of strategic agility in areas beyond the realm of international business and analyse its possible advantages for companies in other sectors and geographic locations[136].

The research discovered that strategic agility has a beneficial impact on business innovativeness, although this impact may diminish as turbulence severity increases. Furthermore, the level of innovativeness exhibited by a corporation has a positive impact on its performance. This impact is strengthened as the intensity of turbulence grows. Thus, the study recommends that companies and researchers prioritise the development of practical consequences based on the diversity of environmental turbulence. The authors performed a survey to gather data on the level of environmental turbulence, focusing on strategic agility and innovativeness, from medium-high or high technology enterprises based in a technopark or with an R&D Centre in Turkey. The collected data was analysed with the SPSS Process macro to investigate the impact of moderator variables on the correlation between strategic agility and company innovativeness[137].

The limitation of this study is its exclusive focus on medium-high or high technology companies situated in a technopark or with an R&D Centre based in Turkey. Hence, the applicability of the results to different categories of firms or geographical areas can be restricted. Furthermore, the data collection procedure employed in the survey may have led to self-reported bias or measurement inaccuracy. Finally, the study does not directly investigate the impact of environmental turbulence on business performance. Instead, it specifically examines the mediating effects of strategic agility and innovativeness.

The study suggests that organisations should prioritise the development of strategic agility and innovativeness in order to effectively deal with high levels of environmental instability. The report

also recommends that corporations take into account the variety of environmental instability while formulating their strategic goals. Further investigation can be conducted by researchers to explore the influence of environmental turbulence on company performance in further detail. Additionally, future research could benefit from utilising more diverse samples, which would improve the ability to apply the findings to a wider population. Finally, it is recommended that future research should explore alternative data collection methods in order to minimise the risk of self-reported bias or measurement error[137].

The research investigates how strategic agility and gender diversity contribute to the creation of value for big challenges by small and medium-sized firms from emerging countries. The results suggest that responsible collaborative innovation plays a crucial role in connecting strategic agility and VCGCs (Venture Capital and Growth Capital). Furthermore, gender diversity plays a significant role as a moderating element, as it increases the impact of strategic agility on VCGCs by utilising responsible collaborative innovation as a mediating mechanism. The study illuminates the crucial role that strategic agility plays in improving the VCGCs (Venture Capital and Growth Capital) of small and medium enterprises in emerging markets. It also offers valuable insights into the mechanisms and limitations of VCGCs within the setting of these firms[138].

The study employs survey data from 228 small and medium-sized firms (SMEs) in emerging markets, namely from the United Arab Emirates (UAE). Its purpose is to investigate how strategic agility and gender diversity contribute to the creation of value for big challenges (VCGCs). The authors employ structural equation modelling (SEM) to examine the data and investigate the connections among the variables. The study focuses on analysing the impact of strategic agility on VCGCs. It also investigates the role of responsible collaborative innovation as a mediator in this relationship. Additionally, the study explores how senior management team (TMT) gender diversity

moderates the relationship between strategic agility and responsible collaborative innovation. The study offers valuable insights into the mechanisms and limitations of VCGCs in the context of emerging market companies.

The limitation of the study is that the sample exclusively comprises small and medium-sized enterprises (SMEs) from the United Arab Emirates, which may restrict the applicability of the results to other emerging market scenarios. Furthermore, while the study examines how responsible collaborative innovation mediates the connection between strategic agility and VCGCs, it lacks a thorough explanation of the practical workings of this mechanism. Additional investigation could explore the fundamental mechanisms of accountable collaborative innovation and its facilitation inside small and medium-sized enterprises (SMEs) in developing economies. Future research endeavours could broaden the sample size to encompass small and medium-sized enterprises (SMEs) from additional emerging market contexts. This approach would contribute to enhancing the applicability of the findings.

Furthermore, researchers have the opportunity to carry out qualitative research to delve deeper into the operational mechanisms of responsible collaborative innovation and explore successful strategies for promoting it inside small and medium-sized enterprises (SMEs). In addition, future research could investigate other potential moderating factors, such as organisational culture or industry environment, that may impact the association between strategic agility and VCGCs, beyond senior management team gender diversity[138].

The research revealed that the process of exploration and exploitation plays a crucial role in the development of strategic agility among Indian enterprises, ultimately leading to an improvement in their worldwide performance. The study has demonstrated that being open to exploring new opportunities and adapting quickly can lead to better international performance in highly

competitive situations. On the other hand, being able to maximise existing resources and respond well to changes can enhance performance in dynamic contexts[139]. The report relies on an examination of exclusive data on companies operating in India. The authors utilised regression analyses to examine the role of exploration and exploitation in the formation of strategic agility, as well as the influence of strategic agility on the worldwide performance of organisations. They precisely assessed exploitative and explorative agility by utilising a modified version of the Strategic Agility and Resilience Gauge (SARG). The authors additionally employed a questionnaire to collect data regarding enterprises' perceptions of environmental uncertainty and their performance in overseas markets.

The inherent constraint of this study is its exclusive emphasis on Indian enterprises. Hence, the extent to which the findings can be applied to other emerging market scenarios remains uncertain. Moreover, due to the cross-sectional design of the study, it is not possible to demonstrate a definitive causal relationship. Conducting further research utilising longitudinal data might be advantageous in this regard. Ultimately, the data utilised in this study relies on self-reported perceptions, which could potentially be influenced by bias. To improve the generalizability of the results, future research could duplicate the analysis in other developing market nations, considering the constraints of the current study. In addition, future research might explore the use of more unbiased indicators of environmental uncertainty and market performance, and even conduct longitudinal data analysis to demonstrate causal linkages more conclusively. Researchers should explore employing mixed-methods approaches to enhance the accuracy of their findings and reduce any potential bias that may arise from relying solely on self-reported data[139].

The study revealed that strategic agility is crucial for the performance of organisations in both developed and emerging markets. Additionally, it discovered that being open promotes agility and

improves performance. Furthermore, it was determined that the extent of search conducted increases the correlation between strategic agility and performance in both situations, whereas the scope of search does so only for foreign companies operating in developing markets[140]. The research employed a mixed-methods research approach, encompassing three distinct studies. The initial study consisted of a survey conducted with CEOs of international companies operating in emerging markets. The second study featured a similar survey conducted with CEOs of enterprises operating in developed nations.

The third study entailed conducting interviews with CEOs. The main data collection was enhanced by additional instruments including secondary data and an expert panel. The study utilised a pragmatic paradigm to investigate the correlation between strategic agility and performance. It also analysed the impact of openness on improving strategic agility and performance. The study employed both quantitative and qualitative data analysis methods to find underlying propositions and implications for further research and managerial application. The inherent restriction of the study is its utilisation of a mixed-methods methodology, which is further restricted to only three investigations. Although this approach is valuable for reaching conclusions, it may not be sufficient to fully comprehend the correlation between strategic agility and performance. Furthermore, the study's focus on foreign corporations that are active in emerging markets implies that its conclusions may not be applicable to enterprises operating in different circumstances.

The research emphasises the significance of strategic agility and openness in improving corporate performance. Hence, it is advisable for companies to embrace open innovation strategies, such as the acquisition and transfer of knowledge and technology, in order to swiftly and consistently adapt and rejuvenate themselves. In addition, companies should prioritise expanding the scope and range of their search efforts in order to take advantage of strategic adaptability and improve overall

effectiveness. The study's framework provides a comprehensive and contextual depiction, which can effectively guide future research and management insights to enhance the success of enterprises operating in developed and emerging markets[140].

The research examines the concept of strategic agility and its correlations with the age, size, and performance of small and medium-sized enterprises (SMEs). The Doz and Kosonen three-factor model of strategic agility was implemented and examined in a sample of 30 companies from various industries situated in the Space Coast region of Florida. The results indicate that the ability to adapt and respond strategically declines with the age of organisations, but not with their size[141].

The study employed a quantitative research methodology. The sample comprised 30 small and medium-sized enterprises (SMEs) from several industries situated in the Space Coast region of Florida. The data were gathered by administering a survey questionnaire that was designed based on Doz and Kosonen's (2008a) three-factor model of strategic agility. The data obtained were subjected to correlation and regression analysis to examine the associations among firm age, firm size, firm performance, and strategic agility.

The shortcoming of the study is its narrow focus on small and medium-sized enterprises (SMEs) exclusively located in the Space Coast region of Florida. This limited scope raises concerns about the generalizability of the findings to SMEs in different regions or nations. In addition, the study solely investigates the correlation between three variables (firm age, firm size, and firm performance) and strategic agility, without taking into account other variables that could potentially influence strategic agility, such as leadership style, organisational culture, and external environmental factors. Given the results and constraints, it is advisable for future investigations to broaden the range of the study by incorporating a more varied sample of small and medium-sized enterprises (SMEs) from other industries and geographies. In addition, future research could

explore other variables that could influence the strategic agility of small and medium-sized enterprises (SMEs), such as leadership approach, organisational culture, and external environmental factors. Future research should investigate ways that small and medium-sized enterprises (SMEs) might use to improve their strategic agility. These strategies may include investing in innovation, promoting a culture of experimentation, and establishing flexible organisational structures[141].

The research discovered a noteworthy correlation between strategic agility and organisational performance. The study also discovered that the ability to innovate played a role in enhancing the connection between strategic agility and organisational effectiveness. The study's findings lead the authors to offer a series of recommendations for senior managers. These recommendations aim to assist in the development of new products and services, the adoption of contemporary business models, and the acquisition of adaptable resources to effectively respond to changes in the business environment[142]. The research population for this study consisted of senior managers in industrial firms. A total of 224 senior managers were included in the sample size. The technique of structural equation modelling (SEM) was employed to evaluate hypotheses and analyse data. The study utilised a quantitative research methodology, gathering data using a survey questionnaire to examine the correlation between strategic agility, innovation capability, and organisational performance. The authors additionally did a thorough literature review to establish the necessary theories and concepts for the investigation.

The weakness of the study is its exclusive focus on top managers in industrial businesses, which may restrict the applicability of the findings to different organisational contexts. Furthermore, the study just examined the correlation between strategic agility, innovation capability, and organisational success, without taking into account other variables that may impact organisational performance positively or negatively. However, the study did not examine how the external

business environment affects the connection between strategic agility, innovation capability, and organisational performance. The report offers multiple suggestions for top executives to facilitate organisational endeavours that result in the development of novel products and services. The authors advise senior managers to recognise the significance of obtaining adaptable resources that may be reassigned to adapt to changes in the business environment. Furthermore, the authors propose the use of contemporary business models that promote the cultivation of collaborative work and the embrace of innovative ideas. Ultimately, the authors strongly advise firms to consider the overall environment in which client needs are evolving and to enhance their ability to innovate in order to attain a lasting competitive edge[142].

Strategic agility and corporate performance are strongly and positively correlated through the use of strategic foresight. The research indicates that a lack of comprehension regarding the many aspects of strategic agility might result in a decrease in both the financial and non-financial performance of companies. The study supports the importance of dynamic capability and entrepreneurship innovation theories in cultivating strategic foresight, which eventually results in improved organisational performance[143]. The study's methodology relies on a thorough examination of theory and the building of a conceptual model. The study employs the ideas of dynamic capability and entrepreneurship innovation to examine the relationship between strategic agility and company performance by means of strategic foresight. The research examines previous literature to establish empirical evidence about the correlation between strategic agility, strategic foresight, and company performance. The study presents a conceptual model that illustrates how strategic agility and company performance are connected through the use of strategic foresight. The model is employed to substantiate the findings and conclusions of the study.

The inherent constraint of the study is its dependence on published literature instead of empirical research to examine the correlation between strategic agility, strategic foresight, and firm performance. The study is predicated on a theoretical inquiry, and as such, the conclusions may not precisely mirror the actions and experiences of real-world organisations. Furthermore, the study does not investigate the specific contextual factors that may impact the correlation between strategic agility, strategic foresight, and business performance. Hence, additional investigation is required to examine the practical ramifications of strategic agility and strategic foresight on company performance in various organisational settings.

The scholars suggested that organisations should prioritise the development of dynamic talents and entrepreneurship innovation as integral components of strategic foresight projects. Furthermore, it is imperative for organisations to possess a comprehensive comprehension of the various aspects of strategic agility and their potential applications in diverse scenarios to enhance the performance of the company. In addition, managers must possess the ability to quickly and effectively adjust their decision-making process, and should also foster a corporate environment that values and promotes flexibility and adaptability. Future research should prioritise the investigation of context-specific elements that can impact the link between strategic agility, strategic foresight, and business performance[143].

The scholars found that strategic agility has a beneficial influence on both digital transformation and environmental sustainability, while digital transformation has a favourable impact on environmental sustainability. Furthermore, the influence of strategic agility on environmental sustainability is partially moderated by digital transformation. This suggests that firms should utilise strategic agility as a proactive catalyst to effectively achieve their objectives in digital transformation and environmental sustainability. The study involved the creation of a self-

administered questionnaire to gather information from 284 managers working in manufacturing enterprises located in Jordan. The research assumptions were tested using Amos 24.0, a software programme for structural equation modelling (SEM). The researchers employed the notion of dynamic capability to investigate the influence of strategic agility on digital transformation and environmental sustainability. Additionally, it explored the impact of digital transformation on environmental sustainability. The study also examined the indirect influence of strategic agility on environmental sustainability via digital transformation[144].

The constraint of the study is its exclusive focus on manufacturing enterprises in Jordan, which limits the generalizability of the findings to other industries or countries. Furthermore, the study depended on data that was reported by the participants themselves, which could potentially be influenced by a tendency to present themselves in a socially desirable manner. Hence, further investigations may broaden the study's range by incorporating a more heterogeneous array of organisations and employing empirical data to authenticate the results. However, it is advised that enterprises make an effort to cultivate strategic agility in order to enhance their capacity to effectively handle ongoing changes. Furthermore, it is essential for firms to give priority to digital transformation due to its potential to enhance environmental sustainability, in addition to other advantages. Managers should strive to establish a forward-thinking and customer-focused enterprise that promptly recognises and addresses evolving market needs. Further investigation could explore the intricate mechanisms by which strategic agility and digital transformation impact environmental sustainability[144].

The researchers revealed that strategic agility (SA) is crucial for attaining organisational excellence (OE) by enhancing the effectiveness and evident influence of SA, as well as the company's capacity to efficiently mobilise and reuse essential resources for their work and product development. A

survey was administered to a randomly selected group of 54 managers working in an energy production company. The study employed a descriptive analytical method to address the research inquiries. The study model and dimensions were constructed based on established reference models. The Statistical Package for the Social Sciences (SPSS) was utilised to do the calculations, yielding the results and their corresponding statistical significance[145]. Questionnaire was administered to a randomly selected group of 54 managers in a Midwest Refineries Company as part of the study. The purpose was to assess the level of interest and understanding among managers regarding the theoretical and practical consequences of strategic agility (SA) and organisational excellence (OE). The scholars employed a descriptive analytical technique to address the research objectives. The computations and determination of statistical significance were conducted using the Statistical Package for the Social Sciences (SPSS). The study yielded significant findings and demonstrated the role, efficacy, and evident influence of SA in attaining OE and enhancing the company's capacity to invest in the liquidity of essential resources, mobilise them, and efficiently and effortlessly reuse them to accomplish their tasks and advance their products. The inherent limitation of the study is the limited sample size, which might not adequately reflect the larger population and could impact the applicability of the drawn conclusions. In addition, the research exclusively utilised a questionnaire as the data collection method. While this approach offered useful insights into managers' perceptions on SA and OE, it may not have provided a complete knowledge of the intricate nature and complexity of these variables. Regrettably, the study failed to investigate the difficulties or obstacles involved in implementing SA and OE projects, which could have offered valuable insights for managers in organisations aiming to cultivate these talents.

The research suggests that organisations should allocate resources towards cultivating strategic agility (SA) in order to attain organisational excellence (OE) and enhance their capacity to respond

to unforeseen developments and exploit opportunities in the business landscape. Managers must give priority to continuous learning and development programme for both themselves and their workers in order to cultivate the essential skills and competencies required for strategic agility (SA) and organisational effectiveness (OE). Furthermore, the paper proposes that future research should investigate the difficulties and obstacles encountered when implementing SA and OE projects in organisations. Obtaining larger and more diverse samples would provide a more thorough understanding of these characteristics. The study recommends that future research should prioritise gathering more extensive data on these crucial areas[145].

The scholars discovered that both strategic agility and strategic resilience play crucial roles in determining organisational performance. Furthermore, comprehending the interconnection between these ideas helps enhance organisational strategy and management approaches. The research employed a literature review methodology to examine the influence of strategic agility and strategic resilience on organisational performance (OP). The study sought to provide empirical evidence to enhance existing theoretical frameworks and deepen the comprehension of the dynamic relationship among the variables. The empirical evidence was obtained through a comprehensive examination and analysis of prior research on strategic agility, strategic resilience, and OP. The information was then combined to create a theoretical framework[146].

The research utilised peer-reviewed publications, published books, and research papers as sources to collect information. The task was accomplished by a thorough exploration of pertinent databases. The data collected were analysed according to the variables' kind, including the definition and measurement of strategic agility, strategic resilience, and organisational performance. The data analysis was utilised to integrate the current theoretical frameworks and construct a novel theoretical framework that elucidates the dynamic correlation among these variables. The restraint

of the study is its exclusive reliance on secondary data sources, including peer-reviewed articles, published books, and research papers. This study did not gather original data through the use of surveys or interviews. Moreover, due to its exclusive focus on empirical evidence, the study was unable to verify the theoretical assumptions and explanations put forward in the framework. The authors utilised a literature review methodology for their study, while alternative methodologies could have been employed to yield more substantial empirical evidence in favour of the findings. Ultimately, the study exclusively examined the circumstances within Malaysian universities and may not be applicable to different types of organisations or other nations.

However, it is advisable to perform additional research in order to solve the shortcomings found in this study. Subsequent investigations may employ alternative research methodologies, such as surveys and interviews, to gather primary data pertaining to the theoretical framework outlined in this study. This would contribute substantial empirical evidence to the current theoretical frameworks. In addition, future research might explore different countries and organisational contexts outside of Malaysian institutions to enhance the applicability of the results. Organisations should consider the theoretical insights and recommendations from this study when creating their strategies and management practices in order to enhance their strategic agility and strategic resilience[146].

The researcher examines the impact of strategic agility on sustainable competitive advantage, emphasising the mediating role of strategic renewal within Jordanian telecoms firms[147]. The study utilises a quantitative methodology, collecting data via a survey of 217 executives within the telecoms industry. The leaders were chosen for their strategic positions and understanding of the company's operational and competitive environment, offering insights into the interplay between strategic agility and strategic renewal in the telecoms sector. The study utilises Partial Least Squares

Structural Equation Modelling (PLS-SEM) to analyse the obtained data, a statistical technique adept at examining intricate correlations among variables. PLS-SEM is suitable for the present study since it facilitates the simultaneous examination of both direct and indirect effects, which is crucial for assessing the mediating influence of strategy renewal. Moreover, PLS-SEM accommodates smaller sample sizes and does not necessitate the assumption of normal data distributions, rendering it an appropriate option considering the moderately sized sample of 217 respondents.

The research indicates that strategic agility markedly improves sustained competitive advantage. This corresponds with current research indicating that companies in dynamic sectors, such as telecommunications, must swiftly adjust to changes in the business landscape, including technical advancements and regulatory modifications. Agility enables organisations to respond adeptly to these changes, assisting them in preserving their competitive advantage over less adaptable rivals. The study indicates that strategic renewal, which involves reviewing and revitalising business strategies, partially mediates the association between strategic agility and competitive advantage. This indicates that strategic agility enables a firm to react promptly to changes, while strategic renewal guarantees that the organisation's strategies and resources are congruent with evolving market conditions, facilitating enduring competitive advantage.

Nonetheless, the study possesses multiple drawbacks. A key restriction is its exclusive focus on the telecommunications sector in Jordan, thereby constraining the generalisability of the results. The findings are significant within the realm of Jordanian telecommunications firms; however, the dynamics of strategic agility and renewal may vary in different industries or regions[147]. The issues encountered by organisations in the retail or manufacturing sectors may necessitate distinct strategic approaches, rendering the study's relevance to other industries ambiguous. Subsequent research may rectify this restriction by investigating the dynamics of strategy agility and renewal across

other sectors or geographic regions. A limitation of the study is its cross-sectional design. The study fails to reflect the dynamic nature of strategic agility and renewal, as the data was collected at a singular moment in time. Longitudinal study may provide profound insights into the evolution of these qualities over time and their enduring effects on competitive advantage. The study also neglects to consider the impact of external events, including market volatility, technology upheavals, or regulatory changes, which may influence the implementation of organisations' agility and renewal strategies. Future study may explore how external variables influence organisational capacities to determine strategic outcomes.

The study's dependence on self-reported data from CEOs constitutes an additional restriction. Although executives possess the capacity to provide significant insights into strategic practices, their comments may be influenced by personal or organisational biases. The research would be enhanced by incorporating data from additional organisational tiers, such as middle management or operational personnel, to provide a more holistic perspective on the implementation of strategic agility and renewal across the organisation. Furthermore, comprehending how a company's culture, leadership approach, and organisational structure facilitate or impede agility and renewal may yield additional insights into the mechanisms that underpin these skills. Moreover, the study fails to examine the cultural or contextual aspects that may affect the execution of strategic agility and renewal. The findings pertain specifically to Jordanian telecommunications enterprises; nevertheless, cultural and contextual factors - such as leadership styles, political influences, or local economic conditions - may influence the implementation of these tactics. Future research may encompass a comparative analysis of organisations across various nations or industries to investigate the influence of these characteristics on the efficacy of agility and renewal initiatives[147].

The scholars revealed that many factors that contribute to organisational strategic agility, such as operational agility, customer alertness agility, competitor awareness agility, and strategic business relationship agility, had a beneficial impact on goal attainment in e-commerce enterprises. The study determined that organisations should employ organisational strategic agility by integrating all gathered data to gain a deeper comprehension of the unpredictable nature of customers' wants or preferences and environmental turbulences, with the aim of promoting the attainment of their goals and objectives[148]. The study utilised dynamic capability and contingency theories to construct a conceptual model that explores the relationship between strategic agility factors and goal attainment in e-commerce enterprises.

Data was gathered from 401 e-commerce enterprises in Thailand and subjected to regression analysis to evaluate the validity and reliability of the variables, as well as to test the proposed hypotheses. The study employed a quantitative research methodology to examine the correlation between the determinants of strategic agility (operational agility, customer alertness agility, competition awareness agility, and strategic business relationship agility) and goal attainment in e-commerce enterprises. The potential limitation of the study is that the data were exclusively gathered from e-commerce enterprises in Thailand, hence potentially restricting the applicability of the results to different cultural or national settings. Hence, future research endeavours could investigate the analytical model across diverse cultural target or nation contexts to authenticate the outcomes for a wider range of company categories.

The researchers suggested that organisations should adopt organisational strategic agility, which encompasses operational agility, customer alertness agility, competitor awareness agility, and strategic business relationship agility, to facilitate the attainment of their goals and objectives in the e-commerce industry. In order to attain strategic agility, the study proposes that organisations

should integrate all gathered data to gain a deeper comprehension of the unpredictable nature of consumers' requirements or preferences and environmental instabilities. Furthermore, future research could investigate the analysis model in diverse cultural target or nation contexts to authenticate the findings for a wider array of company categories[148].

The research on incorporating strategic agility underscores the significance of this capacity for organisations to flourish in swiftly evolving business landscapes[149]. Strategic agility refers to the ongoing capacity of a corporation to adjust and revitalise its model by capitalising on emerging possibilities and surmounting constraints. The study delineates three pivotal aspects of strategic agility: strategic sensitivity, which pertains to the capacity to discern and interpret nuanced environmental cues; leadership unity, which guarantees cohesive decision-making; and resource fluidity, which denotes the ability to swiftly and effectively reallocate resources. The importance of leadership in integrating strategic agility into an organization's culture and practices is emphasised as vital.

The authors utilise qualitative research and case studies, specifically from Nokia, to exemplify the tangible implementation of these notions. Nevertheless, the study primarily focusses on theoretical aspects, significantly relying on qualitative observations rather than empirical evidence to measure the influence of strategic agility on organisational success. The study's limited exploration of external elements such as market dynamics or legislative changes that could impact the success of strategic agility restricts the generalisability of the findings, with a particular emphasis on Nokia. In order to overcome these limitations, the authors suggest that organisations should allocate resources towards leadership development programme specifically designed to cultivate strategic agility. Additionally, they propose the establishment of mechanisms for ongoing environmental monitoring

to enhance strategic sensitivity. Lastly, they recommend the implementation of resource management systems that facilitate swift reallocation in order to sustain agility[149].

Conversely, the study examines the correlation between strategic information technology (IT) alignment and organisational agility[150]. Their research indicates that when IT systems are adaptable, connecting them with business strategy has a good effect on agility. The study posits that IT flexibility plays a crucial role in this relationship, suggesting that organisations with well-aligned and adaptable IT systems are more capable of promptly responding to changes, hence improving their agility. The authors examine contrasting viewpoints regarding whether IT alignment hinders or facilitates agility, ultimately advocating for the notion that, when equipped with appropriate adaptability, IT systems serve as facilitators of agility.

This study utilises a quantitative research methodology, utilising survey data from 241 organisations and employing structural equation modelling (SEM) to examine a mediation hypothesis. Although the results are strong, the survey's cross-sectional design restricts the ability to establish causation. Furthermore, the study's examination of IT flexibility as a mediator fails to include other possible variables, such as organisational culture or external influences, that could impact the connection between IT alignment and agility. The study's scope may be constrained by its failure to account for variations specific to different industries. In order to expand upon these discoveries, the authors propose that organisations prioritise the improvement of IT flexibility and propose that future investigations should employ longitudinal designs to gain a deeper understanding of the cause-and-effect interactions at play. In addition, they support the idea of doing a more comprehensive analysis of additional variables that could impact the relationship between IT alignment and organisational agility, such as environmental volatility or organisational structure[150].

The research investigates the impact of green supply chain techniques on advancing environmental sustainability[151]. The researchers discover that implementing environmentally-friendly procedures in the supply chain can greatly improve an organization's ecological performance. They emphasise that these approaches not only decrease the environmental effects of operations but also contribute to long-term sustainability objectives by incorporating environmental factors into supply chain management. The study demonstrates that organisations that actively participate in green supply chain strategies, such as green procurement and eco-design, are more effectively prepared to comply with environmental legislation and meet public expectations, resulting in enhanced sustainability outcomes.

The study utilises a quantitative methodology, gathering data through surveys conducted with multiple organisations. The authors employ structural equation modelling (SEM) to scrutinise the data and investigate the connections between green supply chain practices and environmental sustainability. This methodology enables them to offer actual information that substantiates the beneficial effects of environmentally friendly actions on sustainability. Nevertheless, the study does have certain constraints. An important omission in the study is the lack of extensive exploration of how industry-specific factors can impact the adoption and effectiveness of green supply chain techniques. Moreover, the survey data's cross-sectional design hampers the capacity to track changes over time, perhaps neglecting the enduring impacts of green practices on sustainability. In order to fill these gaps, the authors suggest that future research should prioritise longitudinal studies in order to more accurately measure the long-term effects of implementing green supply chain strategies. Additionally, they recommend investigating industry-specific adaptations to comprehend how various sectors may necessitate customised strategies for successfully applying these practices[151].

However, the researchers investigate the overlap between sustainable entrepreneurship and sustainability innovation[152]. Their research classifies and investigates the connections between these ideas, asserting that sustainable entrepreneurship is essential in promoting sustainability innovation. The study reveals that entrepreneurs that give priority to sustainability are more inclined to develop technologies that actively contribute to both environmental and social sustainability. These innovations encompass a wide spectrum of new products, services, and business models that challenge conventional methods and foster sustainable growth. The study is theoretical, utilising existing literature to construct a framework for comprehending the connection between sustainable entrepreneurship and sustainability innovation.

The researchers employ a theoretical framework to discern various classifications of sustainable entrepreneurship and innovation, asserting that these categories are interconnected and mutually beneficial. Although the study provides valuable insights, it also has certain deficiencies. The abstract nature of the research results in a lack of empirical verification, which hinders the evaluation of the practical usefulness of the suggested framework. In addition, the study does not examine the possible difficulties or obstacles that entrepreneurs may encounter when they pursue sustainability innovations. It also does not take into account the influence of external factors such as market conditions or regulatory settings. In order to increase the applicability of their findings, the authors suggest that future study should incorporate empirical investigations to evaluate the suggested framework in real-life contexts. Additionally, they propose analysing the obstacles to sustainable enterprise and investigating tactics to surmount these difficulties, while also taking into account the impact of external factors on the advancement of sustainability[152].

The study investigates the notion of management innovation, which is defined as the implementation of novel management practices, procedures, or structures that have a substantial

impact on the way work is carried out inside an organisation[153]. The authors contend that the implementation of management innovation plays a crucial role in establishing a competitive advantage. This is because it allows organisations to cultivate distinctive competencies that are challenging for rivals to imitate. Their research indicates that management innovation frequently emerges as a result of a blend of external stimuli, such as competitive pressures or regulatory modifications, and internal elements, such as visionary leadership and organisational culture. The study highlights the significance of cultivating a conducive environment that promotes experimentation and challenges existing practices in order to stimulate innovation. The authors utilise a conceptual methodology in their research, utilising existing literature and case studies to construct a framework for comprehending the process of management innovation.

This framework delineates crucial phases in the innovation process, encompassing idea genesis, development, and implementation, and emphasises the influence of organisational context on the results of these innovations. Nevertheless, the study is subject to some constraints. An evident deficiency is the absence of empirical evidence to substantiate the suggested framework, given that the study is predominantly theoretical. Assessing the practical efficacy of the management innovation process defined by the authors becomes challenging due to this. In addition, the study fails to thoroughly examine the possible difficulties or obstacles in implementing management innovations, such as opposition to change or limitations in resources. In order to fill these gaps, the authors suggest that future research should incorporate empirical investigations to evaluate the proposed framework in various organisational settings. Additionally, they propose investigating the obstacles that could impede management innovation, such as organisational inertia or insufficient leadership support, and formulating solutions to surmount these difficulties[153].

Conversely, the study centres on the notion of cultural intelligence, which they define as the capacity to comprehend and adjust to diverse cultural environments[154]. Their research indicates that possessing cultural intelligence is essential for achieving success in the contemporary globalised economic landscape. This attribute allows individuals to adeptly manage cultural disparities and establish robust connections with persons from various backgrounds. The authors delineate three constituents of cultural intelligence: cognitive (acquaintance with other cultures), physical (the capacity to adjust one's conduct in other cultural environments), and emotional (the drive to interact with other cultures). The study utilises a blend of theoretical knowledge and practical instances, incorporating case studies and anecdotal data to demonstrate the significance of cultural intelligence in diverse business situations. The authors present a comprehensive examination of the process of cultivating and implementing cultural intelligence, providing practical advice for individuals and organisations aiming to improve their ability to work effectively across different cultures.

Nevertheless, the study is subject to some constraints. Although it offers useful insights into the concept of cultural intelligence, it lacks actual data to substantiate its claims, instead relying on anecdotal evidence and case studies. This hinders the capacity to evaluate the applicability of the results in various cultural settings. In addition, the study did not thoroughly examine the possible obstacles in establishing cultural intelligence, such as the substantial time and effort needed to acquire cultural information or the problem of overcoming ingrained biases. In order to make their findings more applicable, the authors suggest that future study should incorporate empirical investigations to verify the concept of cultural intelligence in other cultural contexts. Additionally, they propose investigating the obstacles to cultivating cultural intelligence and devising tactics to surmount these difficulties, such as implementing specialised training initiatives or providing mentorship prospects. By rectifying these deficiencies, next research could offer a more all-

encompassing comprehension of how cultural intelligence can be cultivated and implemented in practical situations[154].

The study investigates the impact of cultural intelligence on the effectiveness of offshore outsourcing projects[155]. Their research emphasises that cultural intelligence at the organisational level is a crucial determinant in guaranteeing successful collaborations across diverse cultural contexts. The authors contend that companies with a high level of cultural intelligence are more adept at handling the intricacies of international interactions, which are inherent in offshore outsourcing. These companies are more inclined to attain efficient communication, establish trust with overseas partners, and adjust to diverse cultural norms and practices, hence improving the overall effectiveness of the outsourcing partnership. The scholars employ a conceptual methodology to construct their framework, relying on pre-existing literature on cultural intelligence and intercultural communication. The authors combine knowledge from multiple fields, such as management, psychology, and international commerce, to present a thorough framework that identifies the essential elements of cultural intelligence at the organisational level. The components encompass cognitive cultural intelligence (comprising knowledge about many cultures), motivational cultural intelligence (referring to the willingness to actively engage with various cultures), and behavioural cultural intelligence (relating to the capacity to adjust one's behaviour to different cultural circumstances).

Although this study has made essential contributions, there are certain deficiencies in the research. A major constraint is the absence of actual data to substantiate the suggested paradigm. The study mostly depends on theoretical ideas and lacks empirical evidence to substantiate the correlation between cultural intelligence and offshore outsourcing success. In addition, the framework fails to thoroughly address the obstacles that companies may have when creating cultural intelligence, such

as the reluctance to adapt to different cultures or the intricacies of incorporating cultural intelligence into organisational procedures. In order to fill these deficiencies, the authors suggest that further research should incorporate empirical investigations to evaluate the framework in practical offshore outsourcing situations. In addition, they propose investigating the obstacles to cultivating cultural intelligence within the organisation and devising tactics to surmount these difficulties, such as implementing cultural training initiatives or leveraging culturally heterogeneous teams[155].

Conversely, the study examines the notion of organisational cultural intelligence via the lens of dynamic capabilities[156]. Organisational cultural intelligence is a flexible capacity that allows companies to efficiently adapt to cultural variations in a fast-paced global setting. The study reveals that companies with a high level of organisational cultural intelligence has a greater ability to perceive and capitalise on possibilities in various cultural environments, adjust their strategy to suit local circumstances, and rearrange their resources to attain a competitive edge. The researcher utilises a conceptual methodology to construct a theoretical structure for comprehending organisational cultural intelligence as a dynamic capability. The framework utilises concepts from the dynamic capabilities literature and cultural intelligence research to define the essential elements of organisational cultural intelligence. The components encompass the aptitude to identify and acknowledge cultural disparities, the proficiency to modify organisational procedures to suit various cultural environments, and the ability to exploit cultural diversity to foster innovation and gain a competitive edge.

Although the study provides valuable insights into the comprehension of organisational cultural intelligence, it also possesses certain constraints. A significant deficiency is the absence of empirical verification for the suggested paradigm. The study is predominantly theoretical and lacks empirical evidence to substantiate the correlation between organisational cultural intelligence and

business performance. In addition, the framework does not adequately tackle the potential difficulties of building and maintaining organisational cultural intelligence, such as the problem of integrating cultural intelligence into organisational routines or the possibility of cultural clashes. In order to increase the practical applicability of the framework, the scholar suggests that future study should incorporate empirical investigations to evaluate the suggested framework in various organisational settings.

In addition, the researcher proposes investigating the difficulties associated with cultivating organisational cultural intelligence and devising methods to surmount these barriers, such as cultivating a culturally inclusive organisational culture or implementing continuous cultural intelligence training for personnel. By addressing these deficiencies, future research could offer a more thorough comprehension of how organisational cultural intelligence can be cultivated and utilised as a dynamic capability in a globalised business world[156].

The researchers examine sustainable business models (SBMs) in small and medium-sized firms (SMEs), emphasising the strategic avenues by which SMEs might incorporate sustainability into their operations[157]. The findings indicate that SBMs provide SMEs a means to align financial success with social and environmental obligations. The primary motivators for adopting SBMs include external stakeholder demands, changing legal frameworks, and the acknowledgement of sustainability as a competitive edge. Small and medium-sized enterprises that have effectively incorporated sustainability into their frameworks typically achieve this through gradual modifications and by utilising available resources and networks.

The study identifies multiple deficiencies in the existing studies. Firstly, there is a limited comprehension of the particular obstacles SMEs encounter while shifting to SBMs, especially in resource-restricted contexts. Notwithstanding the recognised factors, numerous SMEs face

challenges due to financial constraints, inadequate technical proficiency, and limited access to sustainability-oriented markets. The report advocates for a more thorough investigation of the impact of cultural and organisational factors on the adoption of SBMs. The prevailing research predominantly centres on large corporations, resulting in a substantial vacuum in understanding the distinct issues that SMEs encounter in integrating sustainability.

The authors advocate for future study to investigate more intricate aspects affecting the adoption of SBMs in SMEs, especially in developing economies where these obstacles may be more significant. They propose the development of more realistic frameworks and tools to aid SMEs in incorporating sustainability into their business models, particularly in light of the diverse external and internal pressures that may impede the process. Additionally, an increased number of case studies from various sectors and countries could yield significant insights into how SMEs can surmount these hurdles and leverage the potential offered by sustainable programmes[157].

The researchers examine the principal variables facilitating the adoption of circular economy (CE) practices by small and medium-sized firms (SMEs), along with the obstacles they encounter[158]. The results underscore various facilitating elements for the adoption of Circular Economy in SMEs, including leadership dedication, access to external assistance (such as policies and networks), and the adaptability and innovative capabilities of the SMEs. Small and medium-sized enterprises with a defined environmental objective are more inclined to adopt circular practices, utilising available resources and collaborations to minimise waste and enhance efficiency. The study emphasises the significance of stakeholder interaction, especially with customers and suppliers, in promoting a circular strategy.

Nonetheless, the study also highlights numerous substantial obstacles for SMEs in implementing circular economy strategies. A key obstacle is the restricted access to financial resources, hindering

SMEs from investing in essential technology and infrastructure. Moreover, there exists a deficiency in awareness and comprehension of circular economy ideas among SMEs, potentially resulting in misconceptions and resistance to transformation. The authors observe that whereas major firms possess the means to adopt a circular model, small and medium-sized enterprises frequently encounter challenges due to their size, limited experience, and operational scale[158].

The research identifies deficiencies in the existing literature, including the necessity for additional empirical studies examining the experiences of SMEs across various sectors and countries. Most current research emphasises large organisations or case studies from developed economies, resulting in a deficiency in comprehending the context-specific barriers and facilitators of circular economy adoption in SMEs, especially in developing nations. The scholars advocate for policymakers to prioritise the establishment of a conducive environment that mitigates financial and informational obstacles for SMEs. They propose that governments and industry associations offer targeted assistance, including subsidies, training, and networking opportunities, to facilitate SMEs' shift to circular business models. Moreover, they advocate for enhanced sector-specific tools and resources to assist SMEs in implementing circular practices, with additional study into the influence of culture and organisational dynamics on the adoption of the circular economy[158].

The authors examine the status of sustainability reporting inside small and medium-sized firms (SMEs) across Europe, highlighting existing practices, difficulties, and potential[159]. The data indicate that although several European SMEs acknowledge the significance of sustainability reporting, there exists substantial disparity in the breadth and quality of the reports they provide. The research indicates that larger SMEs with greater resources are more inclined to undertake extensive sustainability reporting, frequently driven by industry standards or external pressures from investors and authorities. Nonetheless, numerous smaller enterprises encounter difficulties in

fulfilling reporting obligations owing to constrained financial and human resources, insufficient awareness, and obstacles in monitoring and quantifying sustainability KPIs.

The paper also delineates multiple deficiencies in the current study. Despite an increasing volume of literature on sustainability reporting in major firms, empirical research especially addressing SMEs remains scarce. Moreover, a significant portion of the research has focused on particular countries or areas, resulting in a deficiency in comprehending the wider European context. The report emphasises the necessity for comprehensive studies about the integration of sustainability into the core business models of SMEs, extending beyond mere regulatory compliance or adherence to standards. A significant deficiency highlighted is the absence of standardised reporting frameworks that are accessible and pertinent to SMEs[159].

The scholars propose many measures to enhance sustainability reporting in small and medium-sized enterprises (SMEs). They underscore the significance of developing transparent, straightforward, and economical reporting systems customised for SMEs. They recommend that policymakers and industry organisations provide enhanced support in education and resources to assist SMEs in overcoming obstacles associated with knowledge and budgetary limitations. Furthermore, they emphasise the capacity of digital tools and technology to enhance the efficiency of collecting, analysing, and reporting sustainability data. The authors advocate for heightened collaboration among SMEs, government entities, and larger corporations to promote sustainability reporting, especially in the exchange of best practices and the provision of resources to support smaller firms in their sustainability endeavours[159].

The scholars do a thorough evaluation of the literature about sustainability in SMEs, emphasising both theoretical and practical dimensions[160]. Their findings indicate that although sustainability has garnered considerable attention in the SME sector, a fragmented comprehension persists about the

integration of sustainable practices into their operations. Identified key drivers encompass external forces (including rules and market needs), organisational culture, and the growing acknowledgement of sustainability as a competitive advantage. Nonetheless, numerous SMEs have obstacles in implementing sustainable practices, chiefly attributable to constrained resources, inadequate technical expertise, and insufficient access to green technologies.

The study reveals deficiencies in the existing literature, notably the absence of comprehensive frameworks that SMEs can employ to systematically adopt sustainability practices. Current research frequently emphasises large enterprises or certain areas, resulting in a considerable deficiency in comprehending the environment of SMEs. Moreover, a significant portion of the research predominantly on the environmental facets of sustainability, whereas the social and economic features are afforded comparatively less focus within the context of SMEs. The authors advocate for future study to embrace a more comprehensive approach, examining the interrelationship among environmental, social, and economic sustainability in SMEs.

The researchers advocate for future research to concentrate on creating more pragmatic tools and frameworks that small and medium-sized enterprises can utilise to effectively execute sustainability plans. They propose that study should investigate the influence of external stakeholders, including government legislation, industry groups, and customers, in advancing sustainability within SMEs. The authors underscore the necessity for research to tackle the obstacles encountered by SMEs, especially regarding financing, skills, and knowledge transfer[160].

The author analyses the significance of eco-innovation in small and medium-sized enterprises (SMEs), pinpointing essential drivers, obstacles, and policy ramifications associated with its implementation[161]. The results indicate that SMEs are progressively acknowledging eco-innovation as a means to improve sustainability and attain competitive advantages. Primary factors encompass

the rising demand for sustainable products, regulatory pressures, and the expanding accessibility of green technologies. The report emphasises that small and medium-sized enterprises (SMEs) involved in eco-innovation generally prioritise incremental innovations, such as process enhancements or product redesigns, above radical ideas.

Nevertheless, the report also delineates certain obstacles that SMEs encounter in the adoption of eco-innovation. These encompass constrained financial resources, inadequate awareness of accessible green technologies, and obstacles in penetrating foreign markets for environmentally sustainable products. Moreover, SMEs frequently lack the internal competencies, such as proficient personnel or research and development departments, necessary for the efficient implementation of eco-innovations. The research indicates that insufficient governmental incentives and the intricacy of environmental rules impede SMEs' capacity to engage in eco-innovations.

The researcher identifies multiple deficiencies in the existing literature, observing that the majority of research on eco-innovation has concentrated on large enterprises or particular sectors, so neglecting the distinct problems and opportunities faced by SMEs. Moreover, there is an absence of systematic reviews that integrate the dispersed literature on eco-innovation in SMEs, hindering the ability to derive broad findings or discern patterns among research. The author advises policymakers to adopt a more SME-focused strategy when formulating support programme for eco-innovation. This include the simplification of regulatory frameworks, provision of financial incentives, and promotion of collaborations among SMEs, academic institutions, and larger enterprises. The scholar advocates for the creation of customised tools and resources to assist SMEs in surmounting obstacles to eco-innovation, especially regarding financial constraints and expertise. The report indicates that additional research is necessary to comprehend the importance of eco-

innovation across various industries and geographies, especially in emerging economies where SMEs may encounter greater obstacles in implementing sustainable practices[161].

The authors investigate the determinants affecting the sustainability of family enterprises in the United Arab Emirates (UAE) utilising an Analytical Hierarchy Process (AHP) methodology[162]. The research reveals numerous critical factors essential for the sustainability of family businesses, including familial commitment, access to financial resources, effective leadership, and the capacity for innovation. The authors discovered that family enterprises exhibiting robust leadership and a dedication to long-term sustainability are more inclined to adopt policies that foster both company expansion and social responsibility. The research also identifies numerous obstacles that family enterprises in the UAE encounter in their pursuit of sustainability. This encompasses the generational shift in leadership, restricted external funding alternatives, and the intricacies of reconciling familial interests with corporate objectives. The study also emphasises that several family enterprises face challenges in establishing formal governance frameworks, which may impede the adoption of sustainable business practices.

The researchers identify deficiencies in the literature, especially with the utilisation of AHP in sustainability studies related to family enterprises. Although family enterprises are frequently examined for entrepreneurial dynamics and strategic management, their contribution to sustainability, particularly within the Middle Eastern environment, receives comparatively less attention. The report proposes that future research should investigate the interaction among family dynamics, governance frameworks, and sustainability practices in family-owned businesses. The scholars advocate for family enterprises in the UAE to invest in establishing formal governance frameworks and succession strategies to guarantee enduring sustainability. They recommend that policymakers and financial institutions offer more focused assistance to family enterprises,

particularly with access to funding for sustainable initiatives. The authors underscore the necessity for customised programs that assist family enterprises in navigating the distinct problems of reconciling familial values with the requirements of contemporary economic sustainability[162].

The study identifies four principal research domains: the relationship between sustainability and SME performance, green and environmental management practices, the influence of social and cultural factors on sustainability initiatives, and the essential skills and competencies required for incorporating sustainability into SME operations[163]. Research consistently indicates that SMEs using sustainable practices generally have superior financial performance, increased stakeholder confidence, and competitive benefits.

Nevertheless, the authors identify multiple deficiencies in the literature. A significant deficiency is the absence of robust theoretical frameworks supporting much of the research, resulting in fragmented and inconsistent outcomes. Furthermore, numerous researches depend on tiny, non-representative samples, so constraining the generalisability of their findings. The analysis highlights the paucity of research on sustainability reporting in SMEs and the insufficient focus on service-oriented SMEs. A notable deficiency exists in research pertaining to SMEs in developing nations, which encounter distinct obstacles in adopting sustainability strategies. The authors emphasise the want for additional comparative studies to comprehend how SMEs in diverse countries address sustainability within distinct cultural and economic frameworks.

In response to these deficiencies, the authors propose multiple recommendations for subsequent research. They recommend that future research establish more robust theoretical frameworks to enhance the structured comprehension of sustainability in SMEs. Furthermore, they advocate for the use of larger and more diverse samples to enhance the validity and generalisability of results. Research is also required on the engagement of SMEs in sustainability reporting, focusing on the

identification of barriers and facilitators. The authors advocate for future study to expand its focus to encompass service-based SMEs, which have distinct sustainability difficulties compared to manufacturing SMEs. Moreover, research in emerging nations should be prioritised to comprehend the distinct challenges and opportunities faced by SMEs in these areas. The authors therefore recommend increased worldwide comparisons to examine how SMEs in various global contexts address sustainability[163].

The researchers aim to investigate the impact of strategic agility, cultural intelligence, and sustainability on medium-sized enterprises (MEs). Specifically, this research paper seeks to address the question of how cultural intelligence moderates the relationship between strategic agility and sustainability in medium-sized enterprises in Ogun State, Nigeria.

2.4 Conceptual Model

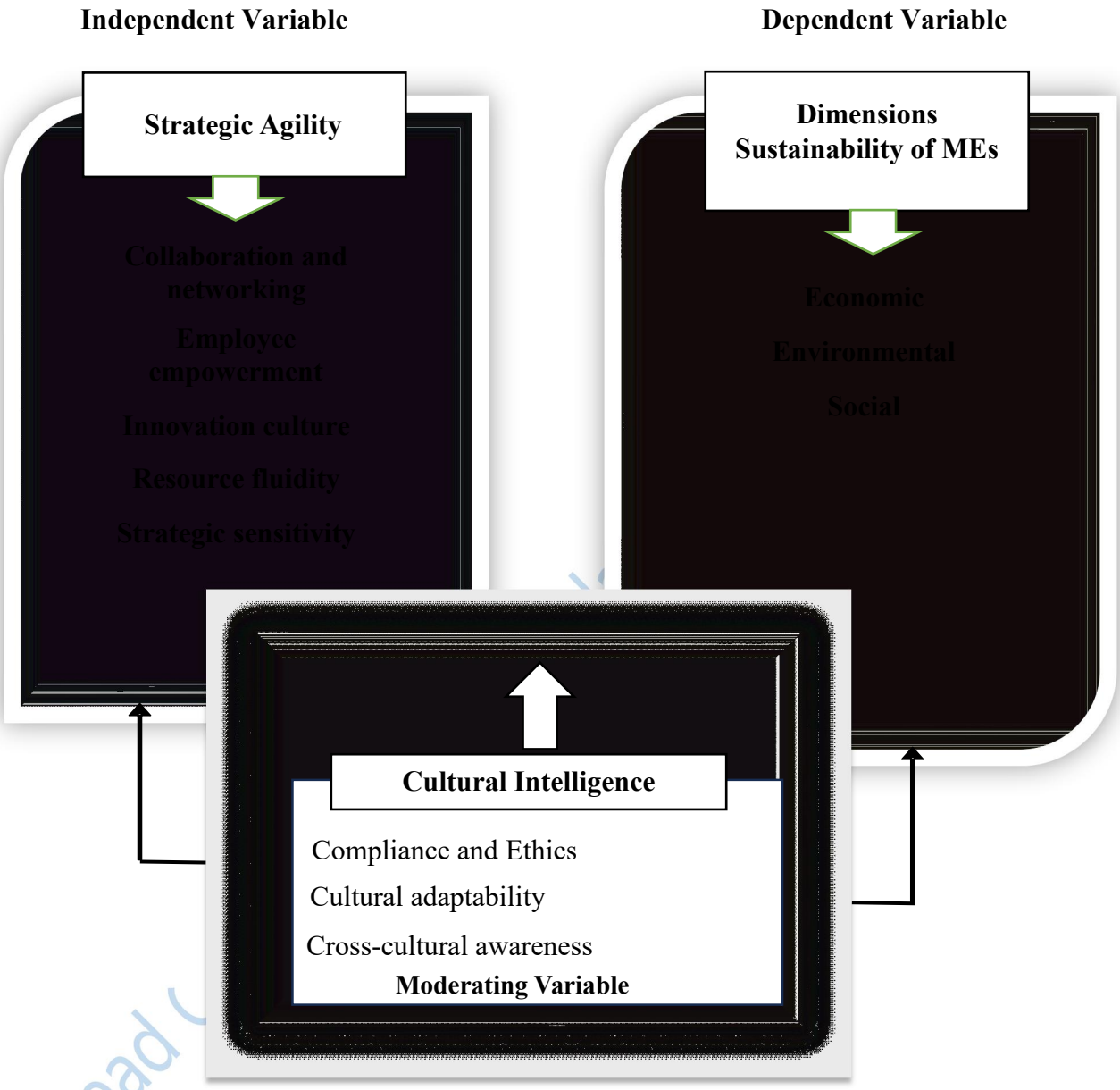

Figure 2.1: Conceptual Model

Source: Field Work by Researcher, 2024

The conceptual model for this study as presented in Figure 2.1, has been developed from the reviewed literature relating to strategic agility (independent variable) and cultural intelligence

(moderating variable) and sustainability of medium-sized enterprises (dependent variable) as shown below. The researcher designed this framework which depicts the relationship between the independent, moderating and dependent variables since they depend on each other. From this model, strategic agility is measured in terms of collaboration and networking, employee empowerment, innovative culture, resource fluidity, and strategic sensitivity, while cultural intelligence is measured with interpersonal skills, cultural adaptability, and cross-cultural awareness. Also, the dependent variable which is sustainability of MEs is measured in terms of economic, environmental, and social considerations in business operations.

2.5 Summary of Gaps in Literature Reviewed

The literature on strategic agility, adaptability, and sustainability in business settings revealed several key gaps. While research highlighted the importance of adaptive capabilities, social media agility, and ambidextrous marketing in enhancing business resilience, the heavy reliance on quantitative methods and region-specific focus, especially on Nigerian enterprises, introduced response biases and limited the generalisability of findings[131]. Although strategic agility was shown to improve performance in stable environments, frequent shifts in strategic focus proved counterproductive in volatile conditions - a nuance often missed due to geographically narrow studies, such as those focused on Florida, or small sample sizes, indicating a need for broader cross-regional analysis[132]. Frameworks for "agile multinationals" emphasised operational flexibility but lacked robust empirical validation, limiting their practical applicability across different cultural contexts[136]. Additionally, sector-specific studies, such as those within Jordan's telecommunications industry, suggested that agility and renewal bolstered sustainable competitive advantage. However,

single-sector, single-country limitations underscored the need for wider analysis across industries to better understand factors like strategic clarity and resource value in competitive advantage[147].

Research also emphasised the role of customer alertness and competitor awareness in achieving organisational goals within volatile markets, yet studies were often limited to specific industries like e-commerce in Thailand, indicating a need for testing in diverse sectors and cultures[148]. Finally, studies on cultural intelligence as a moderator between strategic agility and sustainability underscored cultural adaptability's role in driving agility outcomes. This area, however, remained unexplored within the context of medium-sized enterprises in Nigeria, where cultural intelligence's interaction with agility could be crucial for sustainable growth[154 155]. This review identified a need to broaden the research scope to address these methodological, regional, and sectoral limitations in studies on strategic agility and sustainability.

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Chapter Three

Methodology

This chapter discusses a study on the impact of strategic agility and cultural intelligence on the long-term sustainability of medium-sized enterprises in Ogun State, Nigeria. The research used a descriptive survey design and a stratified random sampling technique to gather data from medium-sized enterprises in Ogun Central, Ogun East, and Ogun West. A structured questionnaire was used as the primary instrument, with expert evaluation and Cronbach's alpha as the reliability measures. The data was analyzed using descriptive and inferential statistics using SPSS version 20.0, aiming to test the research hypotheses and provide definitive results.

3.1 Research Design

This study adopted a descriptive survey research design, which was appropriate for examining the relationships between strategic agility, cultural intelligence, and the sustainability of medium-sized enterprises. This design allowed for the collection and analysis of data from a defined population to identify patterns and associations among variables. The descriptive approach was chosen for its effectiveness in capturing and summarizing the characteristics of the population of interest[1].

3.2 Population of the Study

The population for this study consisted of 1,868 medium-sized enterprises (MEs) in Ogun State, Nigeria, as recorded by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2021. These enterprises were distributed across the three senatorial districts of Ogun State.

3.3 Sample Size and Sampling Techniques

The study's population comprises 1,868 medium-sized enterprises located in the three senatorial districts of Ogun State, Nigeria: Ogun Central, Ogun East, and Ogun West. This information was published by the Small and Medium firms Development Agency of Nigeria (SMEDAN) in 2021. Nevertheless, this study used a sample size of 122, a choice supported by other crucial criteria. Initially, the determination of the sample size was impacted by limitations in available resources. The investigation was undertaken within the constraints of the available time, funding, and human resources. In order to assure the study's efficiency and adherence to the given limitations, a reduced sample size was chosen.

Furthermore, the research specifically concentrated on examining the aspects of strategic agility, cultural intelligence, and sustainability in medium-sized enterprises, which justified the use of a smaller and more focused sample. The sample size of 122 was deliberately allocated across the three senatorial districts - Ogun Central, Ogun East, and Ogun West - in order to achieve thorough representation. Stringent sampling methods, such as stratified or purposive sampling, were used to accurately capture the variety within these districts. In addition, the selection of a lower sample size was informed by statistical considerations that are relevant to the research design[2]. The determination of an appropriate sample size of 122 was based on considerations of expected effect sizes, confidence levels, and the statistical power of tests. These factors collectively indicated that this sample size would be enough for detecting significant effects and associations within the specific context of the study.

Moreover, the selection was impacted by specific contextual elements that are exclusive to Ogun State, as well as the distinctive characteristics of medium-sized enterprises in the three senatorial

districts. Based on the findings from prior research or pilot tests, it was proposed that a reduced sample size may still produce valid and reliable results.

3.4 Description of the Research Instrument

The primary research instrument used for data collection was a structured, closed-ended questionnaire. The questionnaire was divided into sections that corresponded to the study's key variables: strategic agility, cultural intelligence, and sustainability. The closed-ended format allowed for consistent and straightforward responses, facilitating easier data analysis. The questions were designed on a Likert scale, ranging from strongly disagree to strongly agree, to capture the respondents' perceptions and attitudes effectively.

3.5 Validity of Research Instruments

In order to verify the reliability of the research tool, a pilot study was carried out at Sumal Foods Limited, located on Ring Road in Ibadan, Oyo State. The pilot study utilised a limited sample size of 12 participants to assess the questionnaire's clarity, relevance, and inclusiveness. The feedback obtained from the pilot study was utilised to enhance the questionnaire, so ensuring its precise measurement of the relevant variables. The assessment of construct and content validity was conducted via expert review and pilot testing[3].

3.6 Reliability of the Research Instrument

The reliability of the research instrument was assessed using Cronbach's alpha coefficient. A Cronbach's alpha value of 0.81 was obtained, indicating that the instrument consistently measured

the constructs of interest[4]. This test ensured that the questionnaire items were internally consistent and reliable for measuring strategic agility, cultural intelligence, and sustainability.

3.7 Data Collection

Data collection involved administering the questionnaire to the selected sample of 122 medium-sized enterprises. The distribution and collection of questionnaire was facilitated through both electronic means (emails) and physical visits to the enterprises, depending on the preference and accessibility of the respondents. The data collection process was conducted over a period of four weeks to ensure adequate response rates and comprehensive data collection.

3.8. Data Analysis

The collected data were analysed using both descriptive and inferential statistical techniques. Descriptive statistics, including means, standard deviations, and frequencies, were employed to summarise the data and describe the characteristics of the sample. Inferential statistics, such as correlation and regression analysis, were utilised to test the relationships between strategic agility, cultural intelligence, and the sustainability of medium-sized enterprises. Statistical analysis was performed using software such as SPSS to ensure accurate and efficient data analysis[5].

Endnotes

[1.] John W. Creswell & J. David Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, **Sage Publications**, 2018.

[2.] Ilker Etikan & Kabiru Bala, *Sampling and Sampling Methods*, **Biometrics & Biostatistics International Journal**, 5(6), 2017,149.

[3.] Mark Saunders, Philip Lewis, & Adrian Thornhill, *Research Methods for Business Students* **Pearson Education**, 2019.

[4.] Mohsen Tavakol & Reg Dennick, *Making Sense of Cronbach's Alpha*, **International Journal of Medical Education**, 2, 2011, 53-55.

[5.] Andy Field, *Discovering Statistics Using IBM SPSS Statistics*, **Sage Publications**, 2018.

Chapter Four

Results and Discussion of Findings

This chapter presents a study on the moderating impact of cultural intelligence on the relationship between strategic agility and sustainability of medium-sized enterprises in Ogun State, Nigeria. It provides a detailed analysis of the data, including descriptive statistics, demographic information, hypothesis testing, multiple regression analyses, and the impact of cultural intelligence on sustainability. The findings are compared to existing literature and discussed for theoretical, practice, and policy implications. The chapter concludes with conclusions and suggestions.

4.1 Demographic Data Analysis

The sample consisted of 122 medium-sized enterprises, which were chosen to accurately represent the population distribution across the three senatorial districts of Ogun State: Ogun Central, Ogun East, and Ogun West in Nigeria. This guaranteed an all-encompassing and equitable demographic portrayal.

Analysis of Variables

The analysis of variables aimed to investigate the correlations between demographic and professional parameters, such as gender, age, academic degree, job level, length of service, and overall performance. An analysis of gender distribution was conducted to investigate any potential disparities in performance outcomes between male and female participants. An analysis was conducted to examine the impact of different age groups on job performance, and to evaluate the influence of educational background on total performance. The investigation also took into account job level, examining patterns in performance across various hierarchical positions within the organisation. The duration of employment was examined to determine if the length of service is

associated with improved performance results. Ultimately, the study analysed the overall performance by combining these variables to provide a thorough grasp of the elements that impact employee effectiveness and success in the organisation. The results offer valuable insights into the interaction and contribution of these variables to the overall performance, emphasising important areas for possible development and regulatory issues.

Table 4.1: Analysis of Variables

Variables	Frequency	Percentage
Gender		
Male	89	73.0
Female	33	27.0
Age		
21- 30	6	4.9
31- 40	23	18.9
41- 50	51	41.8
51- 60	39	32.0
61- 65	3	2.5
Academic Qualification		
ND/NCE	1	0.8
B.Sc./BA/HND	53	43.4
PGD/MBA/M.Sc./MA	56	45.9
M.Phil.	1	0.8
PhD	8	6.6
Others	3	2.5

	Frequency	Percentage
Job Level		
Top management	36	29.5
Middle management	60	49.2
Operational management	26	21.3
Length of Service		
Below 5yrs	10	8.2
6-10yrs	21	17.2
11-15yrs	27	22.1
16yrs +	64	52.5
Knowledge of Organisation Activities & Performance		
Fair	1	0.8
Below Average	1	0.8
Average	11	9.0
Above Average	12	9.8
Good	27	22.1
Very Good	42	34.4
Excellent	23	18.9
Outstanding: exceeds all expectations	5	4.1

Source: Field Work by Researcher, 2024

The demographic data analysis, as shown in Table 4.1, uncovers a heterogeneous collection of individuals distinguished by criteria including gender, age, educational attainment, employment position, tenure, and overall performance.

The pie chart depicted in Figure 4.1 displays the gender distribution of the participants, showing a strong bias towards men. Specifically, 89 individuals, accounting for 73.0 percent of the group, are

male. Females, on the other hand, account for 33 individuals, which is equivalent to 27.0 percent of the total. This suggests a significant gender imbalance, with males prevailing as the dominant gender in this particular group.

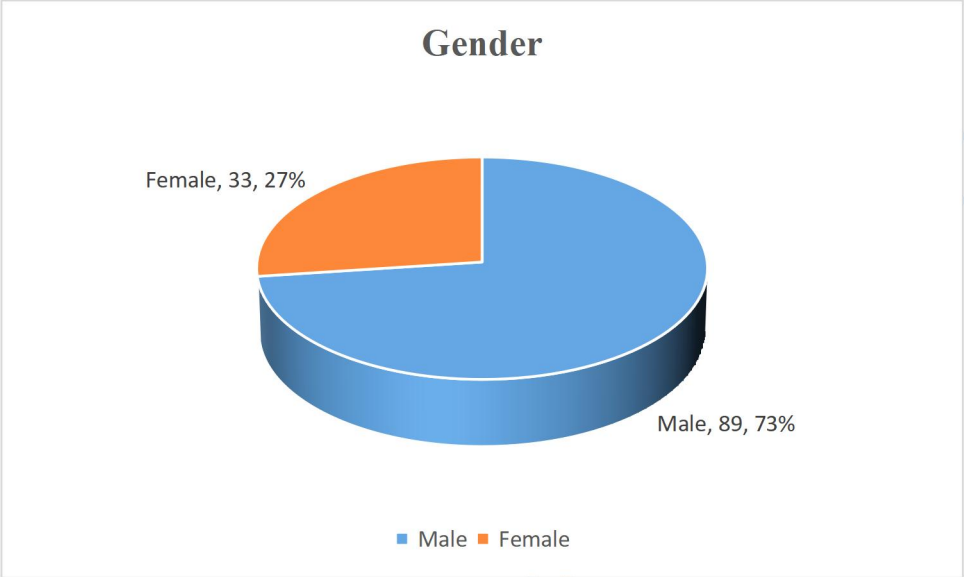

Figure 4.1

After examining the age distribution in the bar chart depicted in Figure 4.2, it is clear that the highest percentage of individuals, comprising 51 people or 41.8 percent, are in the 41-50 age bracket. Furthermore, out of the total number of individuals, 39 people, which accounts for 32.0 percent, fall within the age range of 51-60. This suggests that there is a consistent and experienced workforce. Out of the total number of persons, 23 people, or 18.9 percent, fall into the age range of 31-40, whereas just 6 individuals, making up 4.9 percent, belong to the younger 21-30 sector. Finally, the 61-65 age group has the lowest proportion, consisting of only 3 individuals, which is equivalent to 2.5 percent.

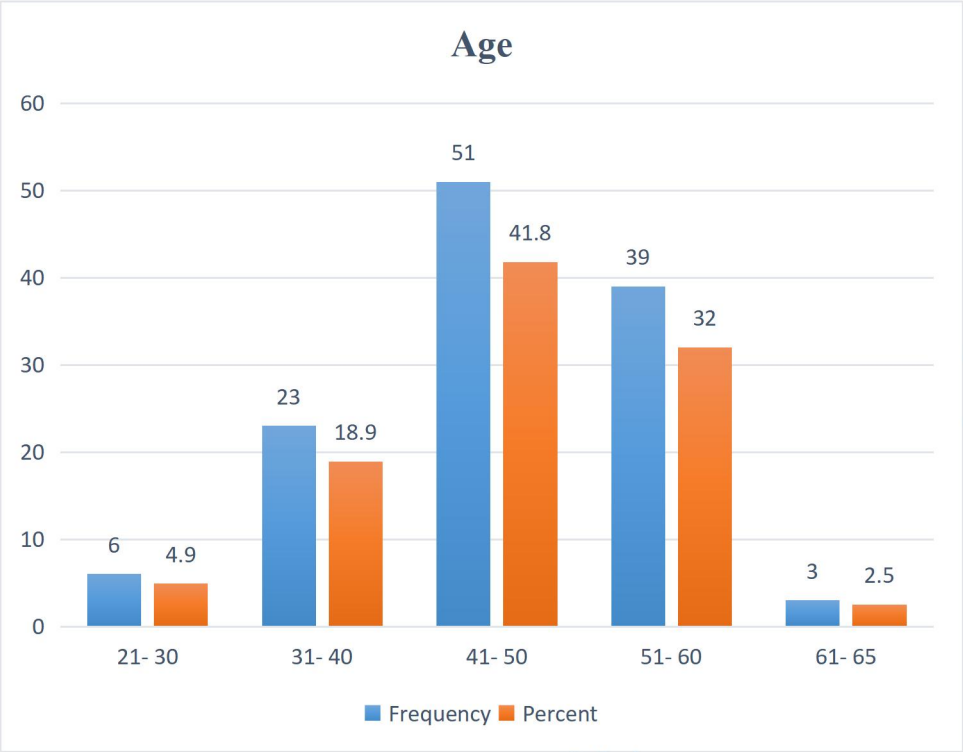

Figure 4.2

The academic qualifications of the sample, as depicted in the bar chart in Figure 4.3, demonstrate a population that is highly educated. Specifically, 56 individuals, accounting for 45.9 percent, hold a Postgraduate Diploma, MBA, Master's degree, or an equivalent certificate. A total of 53 persons, accounting for 43.4 percent, hold a Bachelor's degree, BA, or HND. There is only one person with an ND/NCE qualification, which represents a mere 0.8 percent of the total. In addition, a minority of persons with advanced degrees, such as 8 individuals who hold a PhD, accounting for 6.6 percent, and 3 individuals with qualifications categorised as 'Other', making up 2.5 percent.

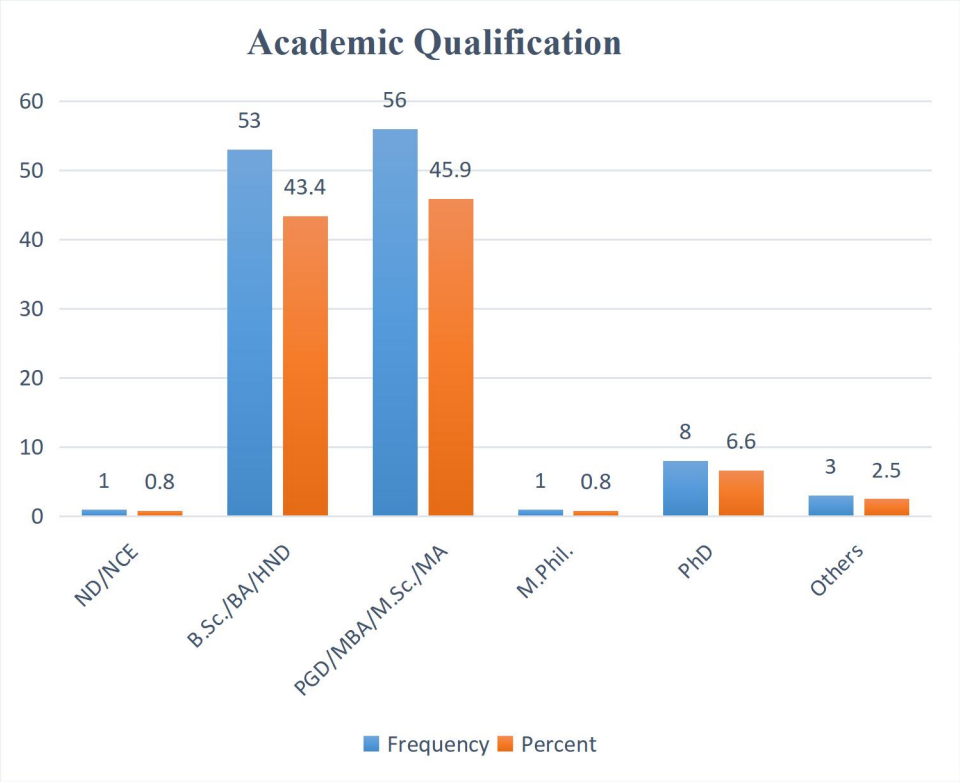

Figure 4.3

After analysing the job hierarchy illustrated in the bar chart in Figure 4.4, it is evident that middle management is the predominant category, consisting of a total of 60 individuals, accounting for 49.2 percent of the workforce. The top management comprises 36 individuals, accounting for 29.5 percent, while the operational management consists of 26 individuals, equivalent to 21.3 percent.

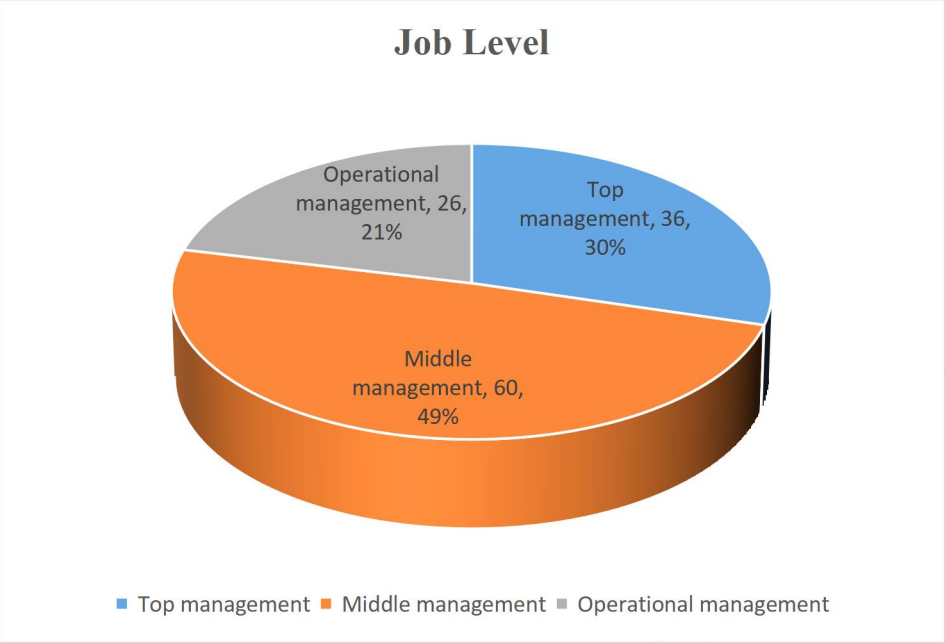

Figure 4.4

Regarding tenure, the bar chart in Figure 4.5 demonstrates that a significant number of individuals, specifically 64 people or 52.5 percent, fall into the group of 16 years and above. This indicates the presence of a highly experienced workforce. The 11-15 year category comprises a total of 27 persons, accounting for 22.1 percent. A total of 21 persons, accounting for 17.2 percent, have served for 6-10 years. On the other hand, the lowest group consists of 10 individuals, or 8.2 percent, who have less than 5 years of service. This distribution implies that the organisation gains advantages from a diverse range of people with extensive expertise, as well as from the inclusion of newer employees who offer innovative viewpoints.

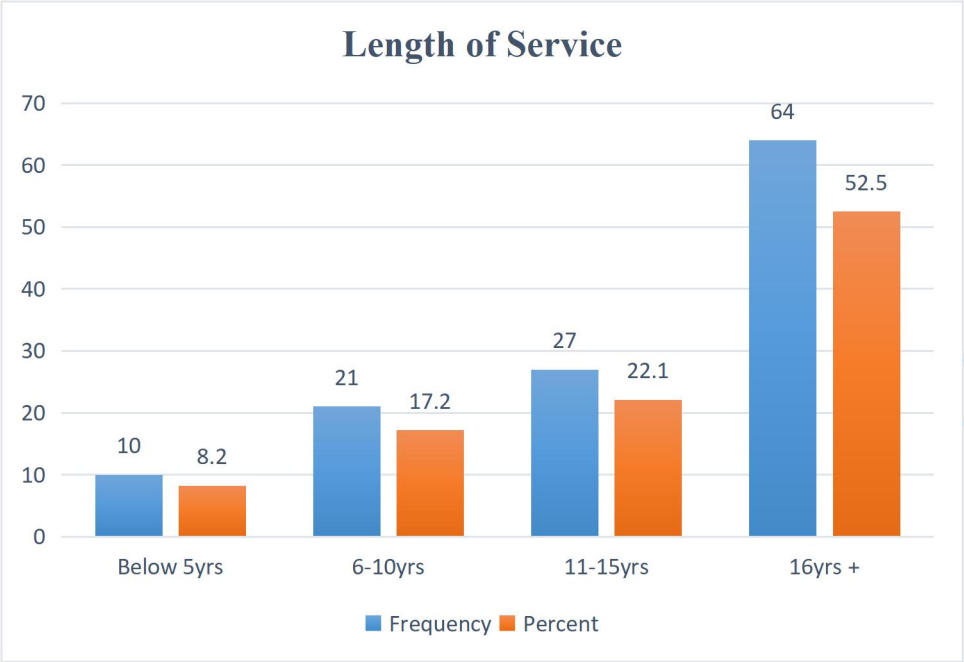

Figure 4.5

The knowledge of organisation activities and performance of this group, as illustrated in the bar chart in Figure 4.6, indicates a largely optimistic perspective. Out of the total number of respondents, 42 people, which is equivalent to 34.4 percent, have been assessed as "Very Good." Additionally, 27 individuals, accounting for 22.1 percent, have been classified as "Good." These statistics suggest that a significant proportion of the labour force is operating at a commendable level of performance. In addition, there are 23 persons who can be classified as "Excellent," accounting for 18.9 percent of the total. This demonstrates that a significant group of respondents do really well in their positions. Nevertheless, there are also individuals who perform at a lower level, with only one person falling into the "Fair" and "Below Average" categories, which represents a small proportion of the whole group. Meanwhile, there are 11 persons who have been classified as "Average," which accounts for a total of 9 percent. Additionally, there are 12 individuals who have been classified as "Above Average," representing 9.8 percent. This

performance distribution showcases the organization's strengths as well as the areas where development is possible.

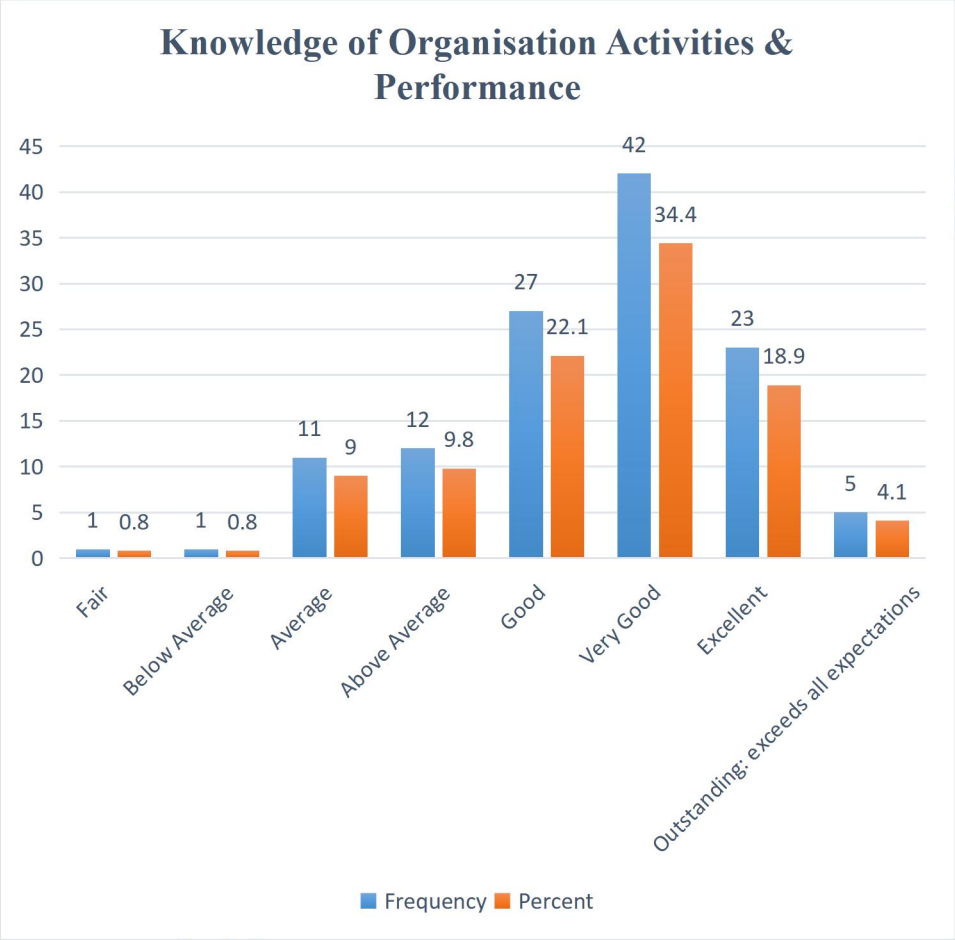

Figure 4.6

In summary, the examination of demographic data reveals that the workforce is primarily composed of males who possess extensive experience and impressive academic qualifications. The significant presence of middle managers and favourable performance evaluations indicate that the organisation is well-organised and able to effectively utilise its experienced staff while also being receptive to incorporating new talent.

4.2 Presentation of Data

This study offers a thorough examination of the research questions, hypotheses, and findings. This systematic technique enables a thorough examination of the collected data, promoting a more profound comprehension of the study procedure and results.

4.2.1 Research Questions

This study investigates the following research questions:

1. How does the strategic agility dimension impact economic sustainability in medium-sized enterprises in Ogun State, Nigeria?

2. What is the relationship between the strategic agility dimension and environmental sustainability in medium-sized enterprises in Ogun State, Nigeria?

3. How does the strategic agility dimension influence social sustainability in medium-sized enterprises in Ogun State, Nigeria?

4. How does cultural intelligence moderate the relationship between strategic agility and sustainability in medium-sized enterprises in Ogun State, Nigeria?

4.2.2 Hypotheses

Hypothesis 1

$H_0$1: The strategic agility dimension has no significant impact on the economic sustainability of medium-sized enterprises in the study area.

This was tested using Hierarchical Multiple Regression (HMR) and the test result is presented on Table 4.2.

Table 4.2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848[a]	0.72	0.708	2.75525

a. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

Source: Field Work by Researcher, 2024

Table 4.3

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2259.793	5	451.959	59.536	.000[b]
	Residual	880.601	116	7.591		

Total	3140.393	121	

a. Dependent Variable: Economic Sustainability

b. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

The hierarchical multiple regression analysis, as presented in Table 4.2, conducted using SPSS version 20.0, reveals that Model 1 exhibits a strong correlation (R = 0.848) between the predictors and the dependent variable. The coefficient of determination (R Square) is 0.72, indicating that around 72% of the variability in the dependent variable can be accounted for by the model. The Adjusted R Square is marginally reduced to 0.707, taking into consideration the number of predictors and the sample size. This indicates a substantial level of explanatory capability, considering the intricacy of the model. The Standard Error of the Estimate is 2.75525, representing the average deviation of the observed data from the regression line. The model incorporates the following predictors: Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

Source: Field Work by Researcher, 2024

The ANOVA results for Model 1 of the hierarchical multiple regression analysis, as shown in Table 4.3, reveal that the regression model has a statistically significant impact. The regression sum of squares is 2259.793, and it has 5 degrees of freedom. This leads to a mean square value of 451.959. The regression analysis yielded a F value of 59.536, which is statistically significant at a significance

level of 0.000. This indicates that the model effectively predicts the dependent variable, Economic Sustainability. The residual sum of squares is 880.601 with 116 degrees of freedom, resulting in a mean square of 7.591. The model has a total sum of squares of 3140.393, and it has 121 degrees of freedom. The model incorporates several factors, namely Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

However, the ANOVA analysis reveals that the regression model is statistically significant, as evidenced by a F value of 59.536 and a significance level of 0.000. This suggests that the predictors, when considered together, have a substantial influence on Economic Sustainability. Given the model's significance, the researcher rejected the null hypothesis, confirming that the strategic agility dimension significantly impacts the economic sustainability of medium-sized enterprises in Ogun State, Nigeria. When analysing the individual predictors, it was found that Strategic Sensitivity (IV2) had a substantial and statistically significant impact, with a standardised coefficient (Beta) of 0.408, a t-value of 3.703, and a significance level of 0.000. The variable Resources Fluidity (IV1) shows a slight level of significance, with a t-value of 1.962 and a significance level of 0.052. Nevertheless, Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5) do not possess statistical significance as predictors. Although certain individual indicators may not be statistically significant, the overall significance of the model indicates that the combined strategic agility aspects have an impact on economic sustainability.

Table 4.4

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	4.03	1.588		2.538	0.012
	IV1	0.199	0.101	0.158	1.962	0.052
	IV2	0.489	0.132	0.408	3.703	0
	IV3	0.162	0.116	0.16	1.392	0.167
	IV4	0.17	0.124	0.15	1.372	0.173
	IV5	0.047	0.097	0.043	0.485	0.629

a. Dependent Variable: Economic Sustainability

Source: Field Work by Researcher, 2024

The coefficients for Model 1 of the hierarchical multiple regression analysis, as shown in Table 4.4, with Economic Sustainability as the dependent variable, are as follows:

The constant term has an unstandardised coefficient (B) of 4.03 and a standard error of 1.588. The constant has a t-value of 2.538, indicating its statistical significance with a p-value of 0.012. The unstandardised coefficient for the first independent variable (IV1), Resources Fluidity, is 0.199, with a standard error of 0.101. The standardised coefficient (Beta) for IV1 is 0.158, with a t-value of 1.962 and a significance level of 0.052, suggesting that it has a slight but statistically significant impact. The second independent variable (IV2), Strategic Sensitivity, has a coefficient of 0.489 and a standard error of 0.132. The standardised coefficient (Beta) is 0.408, with a t-value of 3.703 and a significance level of 0.000, suggesting a robust and statistically significant impact. The unstandardised coefficient for the third independent variable (IV3), Innovation Culture, is 0.162, with a standard error of 0.116. The standardised coefficient (Beta) is 0.16, with a t-value of 1.392 and a significance level of 0.167, suggesting that it lacks statistical significance.

The fourth independent variable (IV4), Collaboration and Networking, with a coefficient of 0.17 and a standard error of 0.124. The standardised coefficient (Beta) is 0.15, with a t-value of 1.372 and a significance level of 0.173, suggesting that it lacks statistical significance. The fifth independent variable (IV5), Employee Empowerment, has a coefficient of 0.047 and a standard

error of 0.097. The standardised coefficient (Beta) has a value of 0.043, a t-value of 0.485, and a significance level of 0.629. These results indicate that the coefficient is not statistically significant.

Scatterplots and Linear Fit Lines

The study provides an examination of the correlations between different independent factors related to Strategic Agility and the dependent variable, Economic Sustainability. This analysis is presented in figures 4.7, 4.8, 4.9, 4.10, 4.11, and 4.12. SPSS version 20.0 was utilised to construct scatterplots and linear fit lines in order to quantitatively examine these correlations. The R-squared values were used to measure the extent to which variations in the independent variables account for variations in each kind of sustainability.

The analysis of Economic Sustainability reveals strong positive correlations with several dimensions of Strategic Agility. The scatterplot depicting Resource Fluidity indicates that 52.4% of the variation in Economic Sustainability can be accounted for by Resource Fluidity, as evidenced by an R-squared value of 0.524. Strategic Sensitivity exhibits a significant and positive relationship, explaining 67.5% of the variability in Economic Sustainability, as indicated by an R-squared value of 0.675. The level of Innovation Culture accounts for 61.1% of the variation in Economic Sustainability, as indicated by an R-squared value of 0.611. The factors of collaboration and networking explain 58.9% of the variation in economic sustainability, as indicated by an R-squared value of 0.589. Employee Empowerment accounts for 46.9% of the variation in Economic Sustainability, as indicated by an R-squared value of 0.469. However, it is comparatively less influential than other variables. The R-squared value of 0.510 indicates that Cultural Intelligence has a modest moderating impact on the link between Strategic Agility and Economic Sustainability.

The most significant correlation is found with Strategic Sensitivity, indicating that organisations that are responsive to market changes tend to obtain superior economic results.

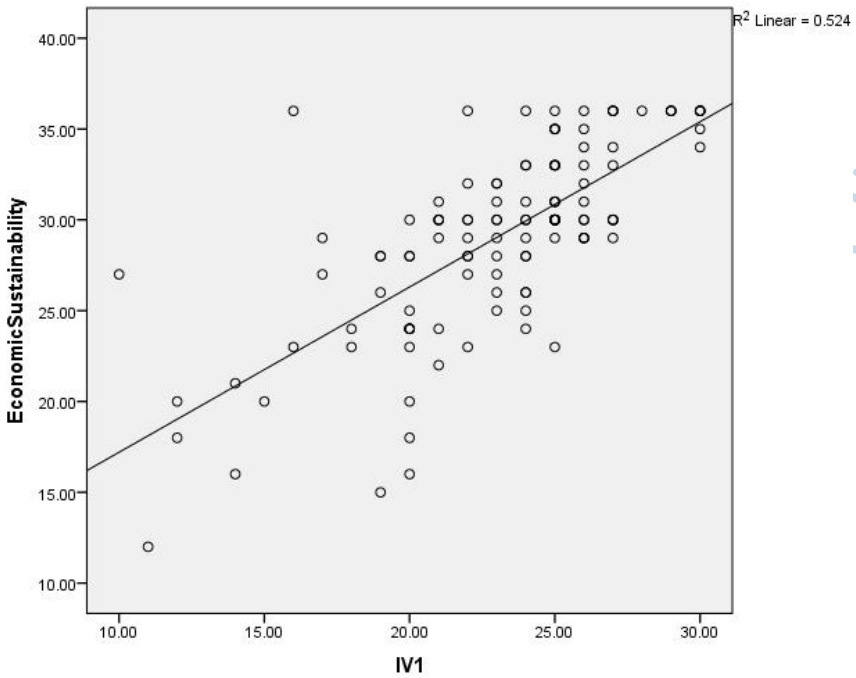

Fig. 4.7 Scatterplot and Linear Fit Line: Resource Fluidity vs. Economic Sustainability

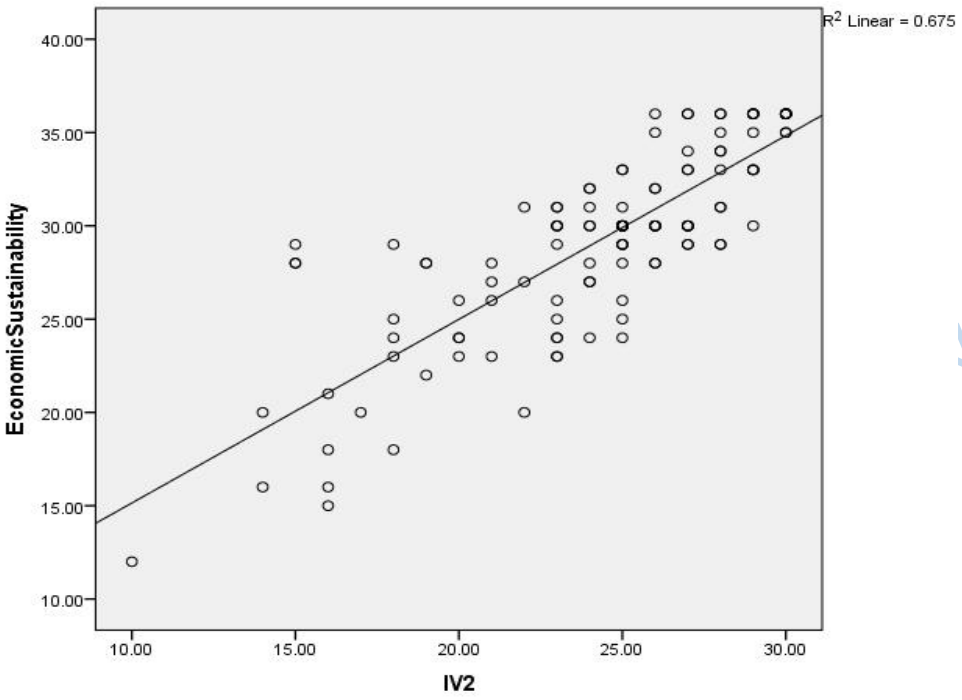

Fig. 4.8 Scatterplot and Linear Fit Line: Strategic Sensitivity vs. Economic Sustainability

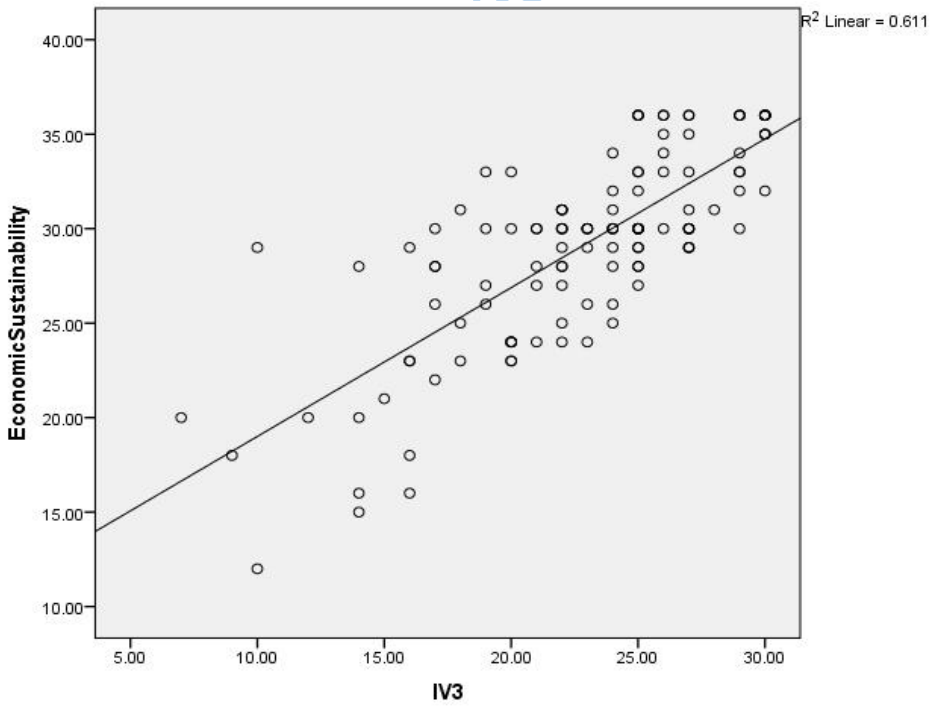

Fig. 4.9 Scatterplot/Linear Fit Line (LFL): Innovation Culture vs. Economic Sustainability

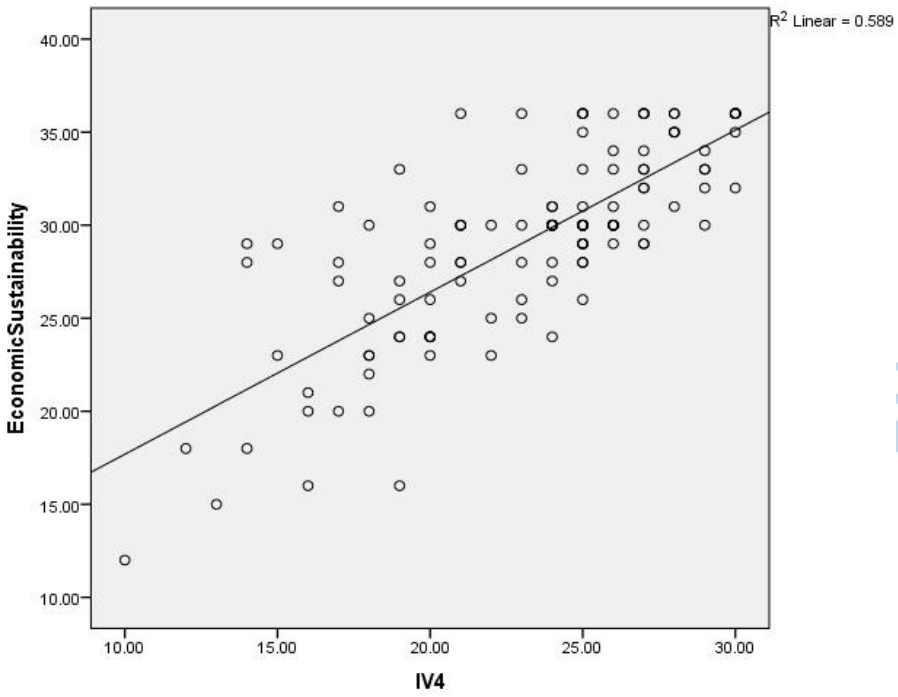

Fig. 4.10 Scatterplot/LFL: Collaboration and Networking vs. Economic Sustainability

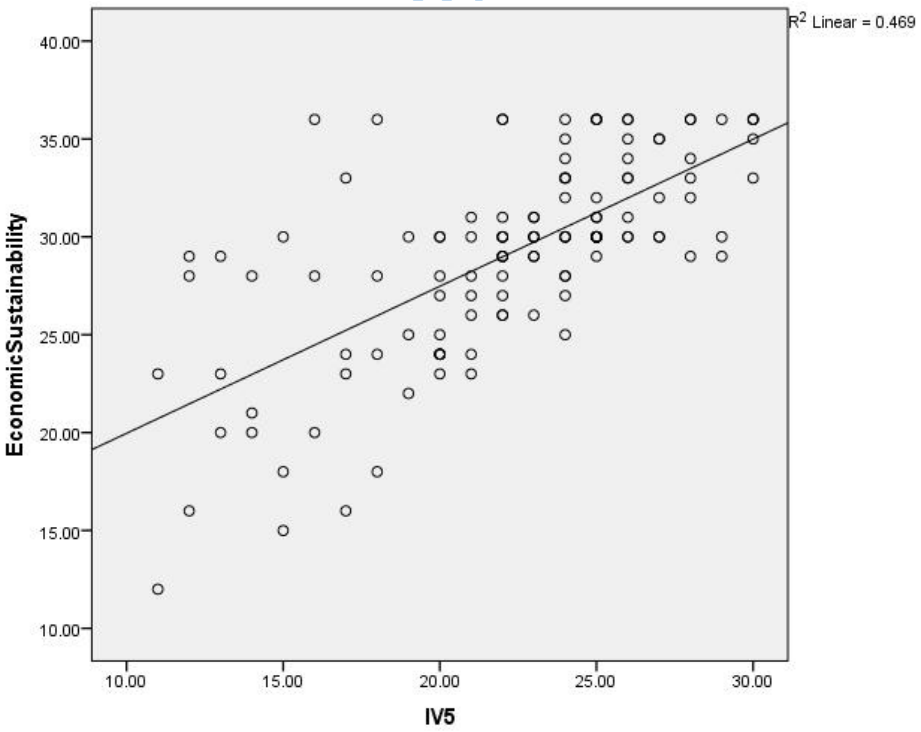

Fig. 4.11 Scatterplot/Linear Fit Line: Employee Empowerment vs. Economic Sustainability

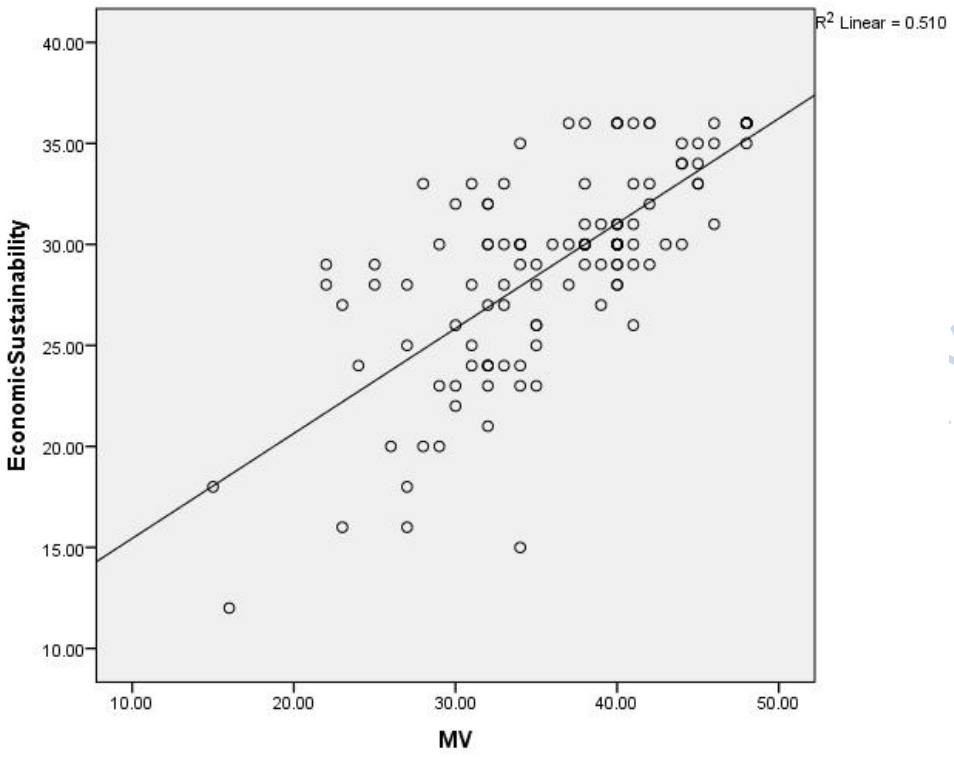

Fig. 4.12 Scatterplot and Linear Fit Line: Cultural Intelligence vs. Economic Sustainability

Research Question 2

What was the relationship between the strategic agility dimension and environmental sustainability in medium-sized enterprises in Ogun State, Nigeria?

Hypothesis 2

$H_0$2: There is no significant relationship between the strategic agility dimension and environmental sustainability of medium-sized enterprises in the study area.

This was tested using Hierarchical Multiple Regression (HMR) and the test result is presented on Table 4.5.

Table 4.5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	0.674	0.66	3.32914

a. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

Source: Field Work by Researcher, 2024

The model summary for the hierarchical multiple regression analysis, as presented in Table 4.5, utilising SPSS version 20.0, reveals that Model 1 exhibits a R value of 0.821, indicating a robust association between the predictors and the dependent variable. The coefficient of determination (R Square) is 0.674, which means that around 67.4% of the variability in the dependent variable can be accounted for by the model. The Adjusted R Square is marginally reduced to 0.66, taking into consideration the number of predictors and the sample size. This indicates a strong explanatory capability while considering the complexity of the model. The Standard Error of the Estimate is 3.32914, which represents the mean deviation of the observed data from the regression line. The model incorporates the following predictors: Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

Table 4.6

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2653.694	5	530.739	47.887	.000[b]
	Residual	1285.65	116	11.083		
	Total	3939.344	121			

a. Dependent Variable: Environmental Sustainability

b. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

Source: Field Work by Researcher, 2024

The ANOVA results for Model 1 of the hierarchical multiple regression analysis, as presented in Table 4.6, demonstrate that the regression model has a statistically significant effect. The regression sum of squares is 2653.694, and it has 5 degrees of freedom. This leads to a mean square value of 530.739. The regression analysis yielded a F value of 47.887, which is statistically significant at a significance level of 0.000. This indicates that the model is highly effective in predicting the dependent variable, Environmental Sustainability. The residual sum of squares is 1285.65 with 116 degrees of freedom, resulting in a mean square value of 11.083. The model has a total sum of squares of 3939.344, and it has 121 degrees of freedom. The model incorporates the following predictors: Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

However, the ANOVA results for Model 1, as shown in Table 4.6, indicate that the regression model has a statistically significant impact on Environmental Sustainability. The regression sum of squares for the model is 2653.694, and it has 5 degrees of freedom. This results in a mean square value of 530.739. The F value of 47.887 is extremely significant at a significance level of 0.000, suggesting that the model is highly effective in predicting Environmental Sustainability. Based on these findings, the researcher rejected the null hypothesis, affirming instead that a significant relationship exists between the strategic agility dimension and environmental sustainability in medium-sized enterprises in Ogun State, Nigeria.

Table 4.7

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.036	1.918		-0.019	0.985
	IV1	0.344	0.123	0.244	2.807	0.006
	IV2	0.061	0.16	0.046	0.384	0.702
	IV3	-0.136	0.14	-0.12	-0.969	0.334
	IV4	0.608	0.15	0.478	4.065	0
	IV5	0.307	0.118	0.25	2.613	0.01

a. Dependent Variable: Environmental Sustainability

Source: Field Work by Researcher, 2024

The coefficients for Model 1 of the hierarchical multiple regression analysis, as presented in Table 4.7, with Environmental Sustainability as the dependent variable, are as follows: The constant term has an unstandardised coefficient (B) of -0.036 and a standard error of 1.918. The constant's t-value is -0.019, indicating that it is not statistically significant, as evidenced by its p-value of 0.985. The unstandardised coefficient for the first independent variable (IV1), Resources Fluidity, is 0.344, with a standard error of 0.123. The standardised coefficient (Beta) for IV1 is 0.244, with a t-value of 2.807 and a significance level of 0.006, suggesting a statistically significant impact. The second independent variable (IV2), Strategic Sensitivity, has a coefficient of 0.061 and a standard error of 0.16. The standardised coefficient (Beta) has a value of 0.046, a t-value of 0.384, and a significance level of 0.702. These results suggest that the coefficient is not statistically significant.

The third independent variable (IV3), Innovation Culture, has an unstandardised coefficient of -0.136 and a standard error of 0.14. The standardised coefficient (Beta) is -0.12, with a t-value of -0.969 and a significance level of 0.334, suggesting that it lacks statistical significance. The fourth independent variable (IV4), Collaboration and Networking, with a coefficient of 0.608

and a standard error of 0.15. The standardised coefficient (Beta) is 0.478, with a t-value of 4.065 and a significance level of 0.000, showing a robust and statistically significant impact. The fifth independent variable (IV5), Employee Empowerment, with a coefficient of 0.307 and a standard error of 0.118. The standardised coefficient (Beta) is 0.25, with a t-value of 2.613 and a significance level of 0.01, suggesting a statistically significant impact.

Scatterplots and Linear Fit Lines

The investigation on Environmental Sustainability, specifically figures 4.13, 4.14, 4.15, 4.16, 4.17, and 4.18, reveals strong positive correlations with several aspects of Strategic Agility. The relationship between Resource Fluidity and Environmental Sustainability outcomes is moderately positive and follows a linear pattern. Resource Fluidity accounts for 47.7% of the variability in Environmental Sustainability outcomes, as indicated by an R-squared value of 0.477. The relationship between Strategic Sensitivity and Environmental Sustainability explains 49.9% of the variation, as indicated by an R-squared value of 0.499. The concept of Innovation Culture accounts for 49.0% of the variation seen in Environmental Sustainability, as indicated by an R-squared value of 0.490. The association between collaboration and networking is the most significant, as evidenced by an R-squared value of 0.615. This indicates that 61.5% of the variation in Environmental Sustainability can be attributed to collaboration and networking. Employee Empowerment explains 53.0% of the variation in Environmental Sustainability, as indicated by an R-squared value of 0.530. Cultural Intelligence accounts for around 39.1% of the variation in Environmental Sustainability, as indicated by an R-squared value of 0.391. Collaboration and Networking were identified as the primary drivers, underscoring their crucial role in advancing environmental measures.

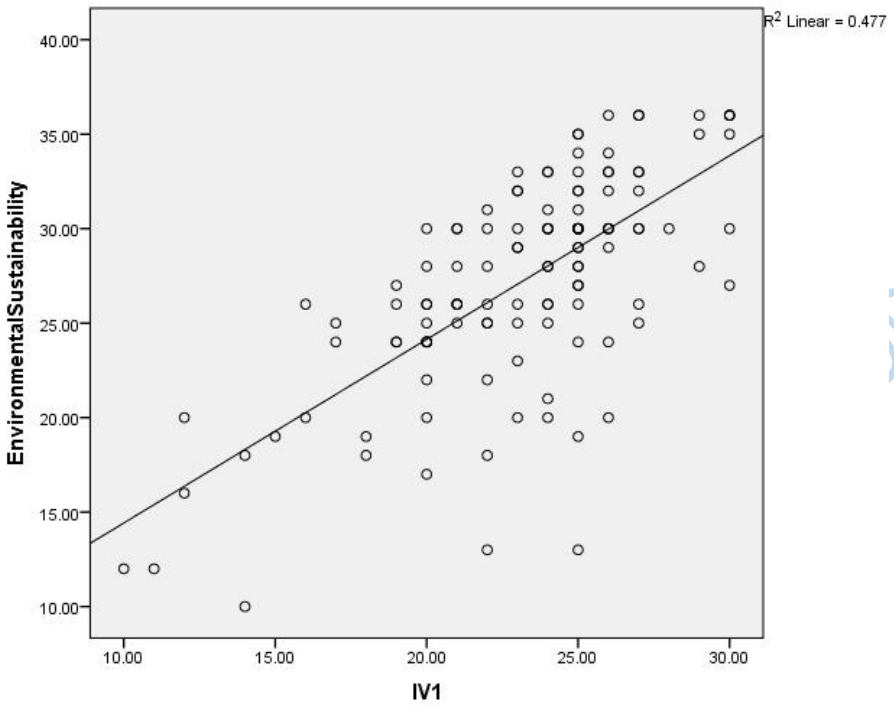

Fig. 4.13 Scatterplot/Linear Fit Line: Resource Fluidity vs. Environmental Sustainability

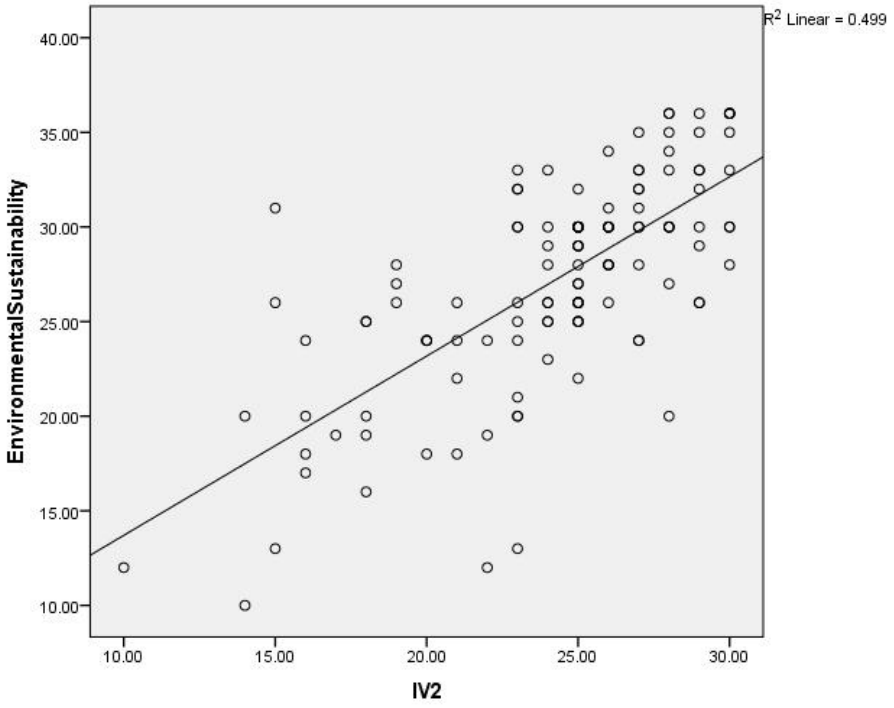

Fig. 4.14 Scatterplot/Linear Fit Line: Strategic Sensitivity vs. Environmental Sustainability

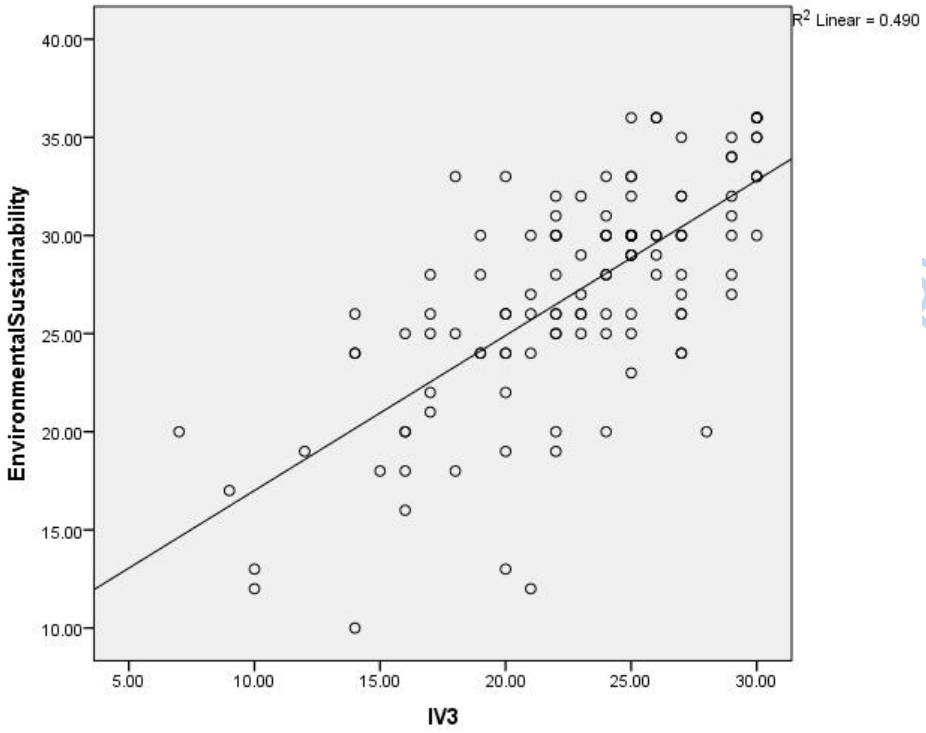

Fig. 4.15 Scatterplot/Linear Fit Line: Innovation Culture vs. Environmental Sustainability

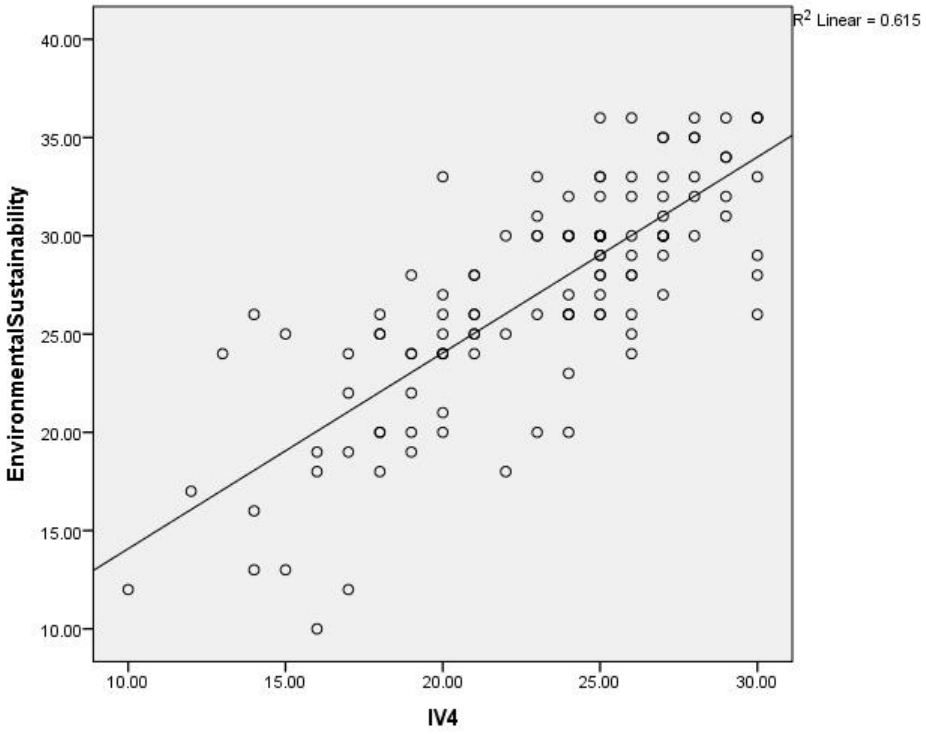

Fig. 4.16 Scatterplot/LFL: Collaboration and Networking vs. Environmental Sustainability

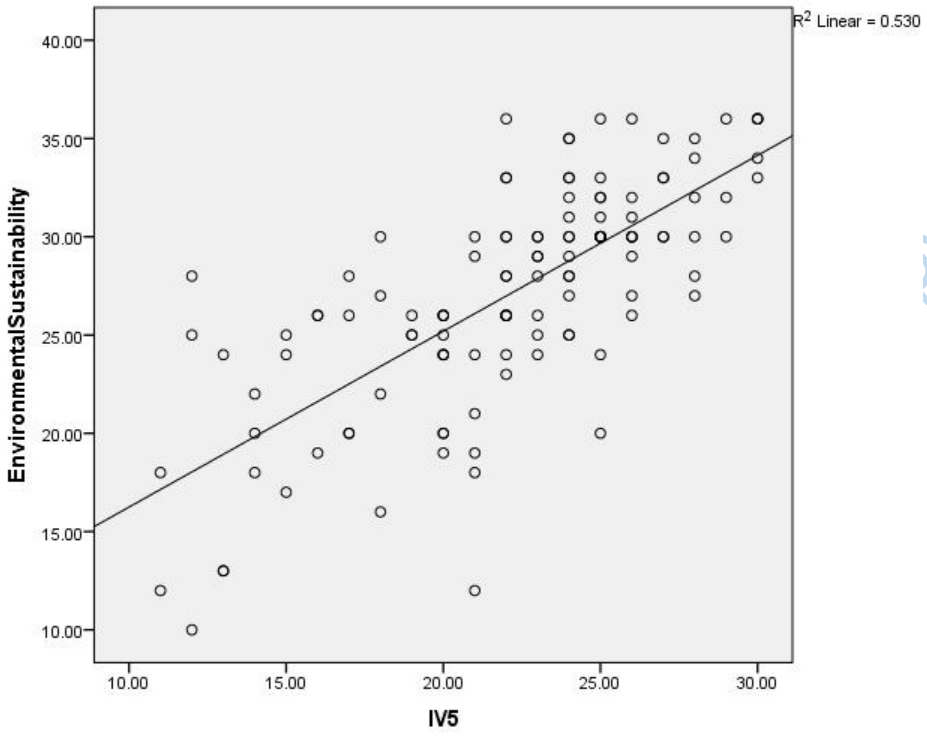

Fig. 4.17 Scatterplot/LFL: Employee Empowerment vs. Environmental Sustainability

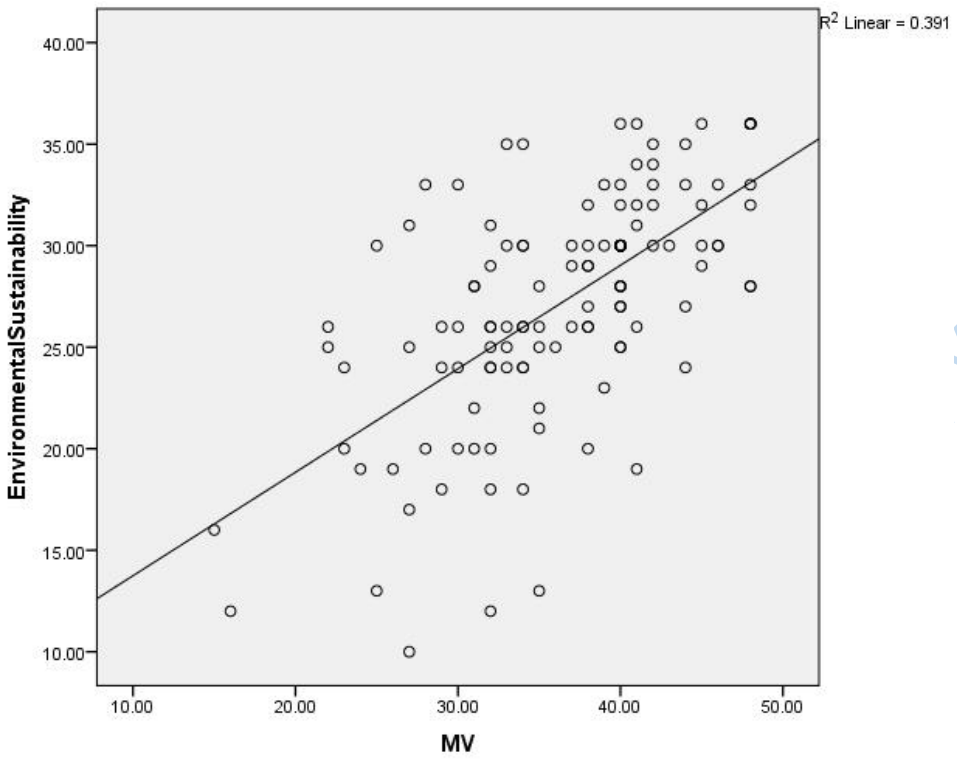

Fig. 4.18 Scatterplot/LFL: Cultural Intelligence vs. Environmental Sustainability

Research Question 3

How did the strategic agility dimension influence social sustainability in medium-sized enterprises in Ogun State, Nigeria?

Hypothesis 3

$H_0$3: The strategic agility dimension has no significant influence on the social sustainability of medium-sized enterprises in the study area.

This was tested using Hierarchical Multiple Regression (HMR) and the test result is presented on Table 4.8.

Table 4.8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.842[a]	0.709	0.696	3.08167

a. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

Source: Field Work by Researcher, 2024

The model summary for the hierarchical multiple regression analysis, displayed in Table 4.8, utilising SPSS version 20.0, reveals that Model 1 exhibits a R value of 0.842, indicating a robust association between the predictors and the dependent variable. The coefficient of determination (R Square) is 0.709, indicating that around 70.9% of the variability in the dependent variable can be accounted for by the model. The Adjusted R Square is marginally reduced to 0.696, taking into consideration the number of predictors and the sample size. This suggests a strong explanatory capability while considering the complexity of the model. The Standard Error of the Estimate is 3.08167, which represents the average deviation of the observed data from the regression line. The model incorporates the following predictors: Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

Table 4.9

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2677.561	5	535.512	56.389	.000[b]
	Residual	1101.619	116	9.497		
	Total	3779.18	121			

a. Dependent Variable: Social Sustainability

b. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3

Source: Field Work by Researcher, 2024

The ANOVA results for Model 1 of the hierarchical multiple regression analysis, as presented in Table 4.9, demonstrate that the regression model has a statistically significant effect. The regression sum of squares is 2677.561 with 5 degrees of freedom, yielding a mean square of 535.512. The

regression analysis yielded a F value of 56.389, which is statistically significant at a significance level of 0.000. This indicates that the model effectively predicts the dependent variable, Social Sustainability. The residual sum of squares is 1101.619 with 116 degrees of freedom, resulting in a mean square of 9.497. The model's total sum of squares is 3779.18, and it has 121 degrees of freedom. The variables included in the model are Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

However, the ANOVA results for Model 1, as displayed in Table 4.9, indicate that the regression model has a statistically significant impact on Social Sustainability. The regression sum of squares is 2677.561 with 5 degrees of freedom, resulting in a mean square of 535.512. The F value is 56.389, indicating a high level of statistical significance at a level of 0.000. This suggests that the model accurately forecasts Social Sustainability. The results indicated that the strategic agility dimension significantly impacted social sustainability in medium-sized enterprises in Ogun State, Nigeria, leading to the rejection of the null hypothesis in favour of the alternative.

Table 4.10

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.692	1.776		0.39	0.697
	IV1	0.275	0.113	0.2	2.425	0.017
	IV2	0.159	0.148	0.121	1.077	0.284
	IV3	0.005	0.13	0.004	0.035	0.972
	IV4	0.439	0.138	0.353	3.173	0.002
	IV5	0.305	0.109	0.254	2.805	0.006

a. Dependent Variable: Social Sustainability

Source: Field Work by Researcher, 2024

The coefficients for Model 1 of the hierarchical multiple regression analysis, as presented in Table 4.10, using Social Sustainability as the dependent variable, are as follows: The constant term has an unstandardised coefficient (B) of 0.692 and a standard error of 1.776. The constant's t-value is 0.39, indicating that it is not statistically significant, as evidenced by its p-value of 0.697. The unstandardised coefficient for the first independent variable (IV1), Resources Fluidity, is 0.275, with a standard error of 0.113. The standardised coefficient (Beta) for IV1 is 0.2, with a t-value of 2.425 and a significance level of 0.017, suggesting a statistically significant impact. The second independent variable (IV2), Strategic Sensitivity, has a coefficient of 0.159 and a standard error of 0.148. The standardised coefficient (Beta) is 0.121, with a t-value of 1.077 and a significance level of 0.284, suggesting that it lacks statistical significance.

The unstandardised coefficient for the third independent variable (IV3), Innovation Culture, is 0.005, with a standard error of 0.13. The standardised coefficient (Beta) has a value of 0.004, a t-value of 0.035, and a significance level of 0.972. These results indicate that the coefficient is not statistically significant. The fourth independent variable (IV4), Collaboration and Networking, with a coefficient of 0.439 and a standard error of 0.138. The standardised coefficient (Beta) is 0.353, with a t-value of 3.173 and a significance level of 0.002, suggesting a robust and statistically significant impact. The fifth independent variable (IV5), Employee Empowerment, with a coefficient of 0.305 and a standard error of 0.109. The standardised coefficient (Beta) is 0.254, with a t-value of 2.805 and a significance level of 0.006, suggesting a statistically significant impact.

Scatterplots and Linear Fit Lines

The examination of Social Sustainability, as depicted in figures 4.19, 4.20, 4.21, 4.22, 4.23, and 4.24, reveals noteworthy positive correlations with various aspects of Strategic Agility. The

scatterplot depicting Resource Fluidity reveals a positive connection, with an R-squared value of 0.501. This indicates that 50.1% of the variation in Social Sustainability can be accounted for by changes in Resource Fluidity. Strategic Sensitivity exhibits a more robust positive association, with an R-squared value of 0.565, indicating that 56.5% of the variation in Social Sustainability can be explained by this factor. The association between Innovation Culture and Social Sustainability is significantly positive, as evidenced by an R-squared value of 0.566. This indicates that 56.6% of the variation in Social Sustainability may be attributed to the promotion of an innovative environment. The relationship between collaboration and Networking is highly positive, as indicated by an R-squared value of 0.638. This means that 63.8% of the variability in Social Sustainability can be attributed to successful collaboration and networking. The association between Employee Empowerment and Social Sustainability is positively correlated, with an R-squared value of 0.570. This means that 57.0% of the variation in Social Sustainability may be attributed to the empowerment of employees. Furthermore, Cultural Intelligence acts as a moderating factor that strengthens the impact of Strategic Agility on Social Sustainability. The R-squared value of 0.512 suggests that 51.2% of the variation in Social Sustainability can be attributed to Cultural Intelligence when it moderates the effects of Strategic Agility. These findings emphasise the significance of different elements of Strategic Agility in advancing Social Sustainability, with Collaboration and Networking demonstrating the greatest explanatory capability.

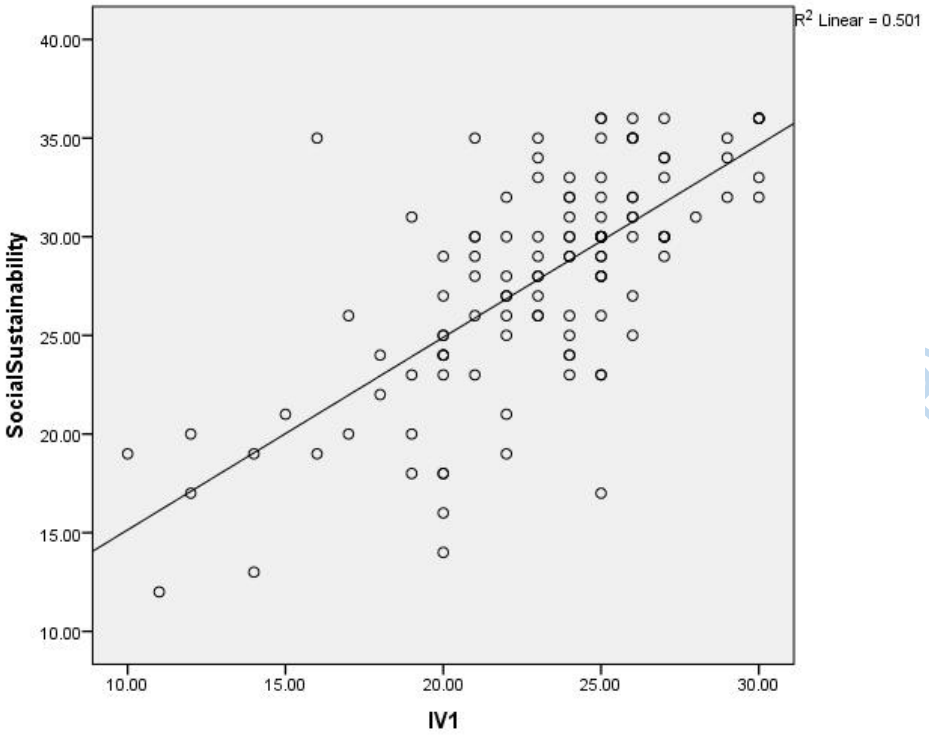

Fig. 4.19 Scatterplot and Linear Fit Line (LFL): Resource Fluidity vs. Social Sustainability

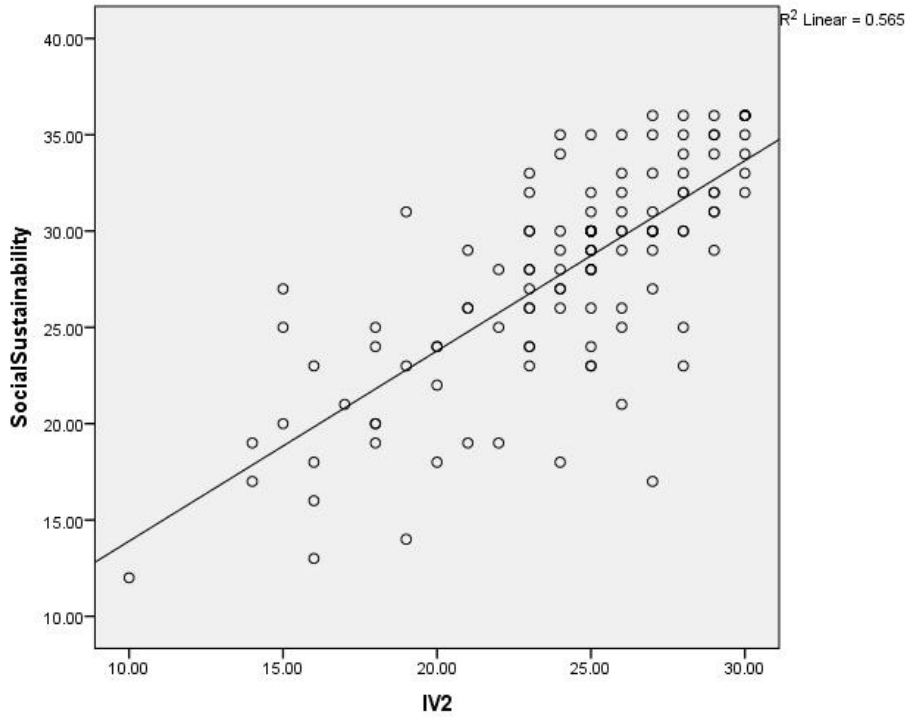

Fig. 4.20 Scatterplot and Linear Fit Line: Strategic Sensitivity vs. Social Sustainability

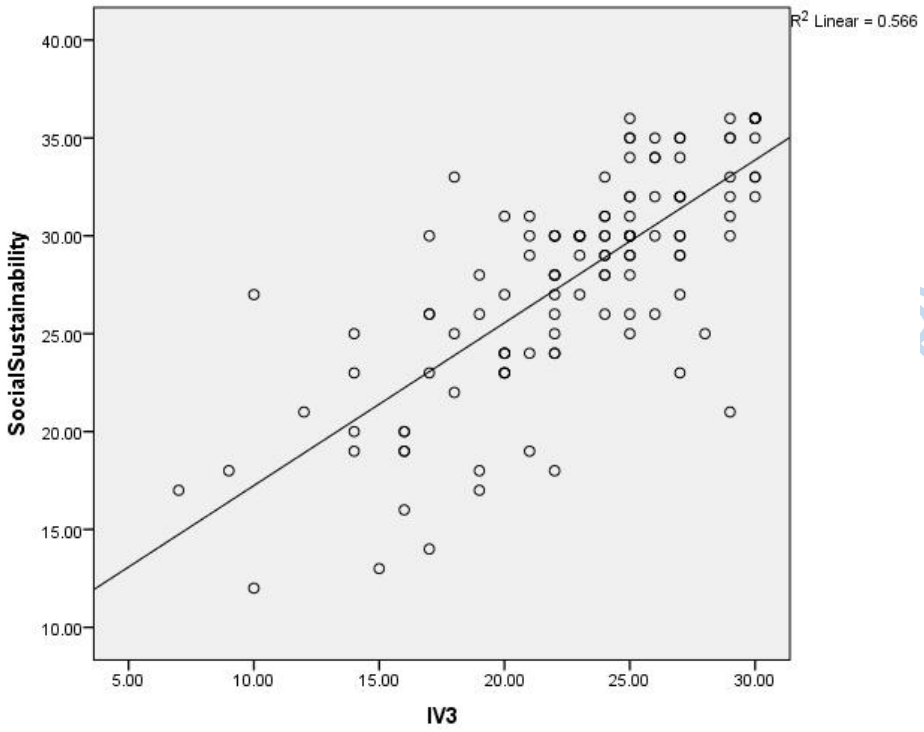

Fig. 4.21 Scatterplot and Linear Fit Line: Innovation Culture vs. Social Sustainability

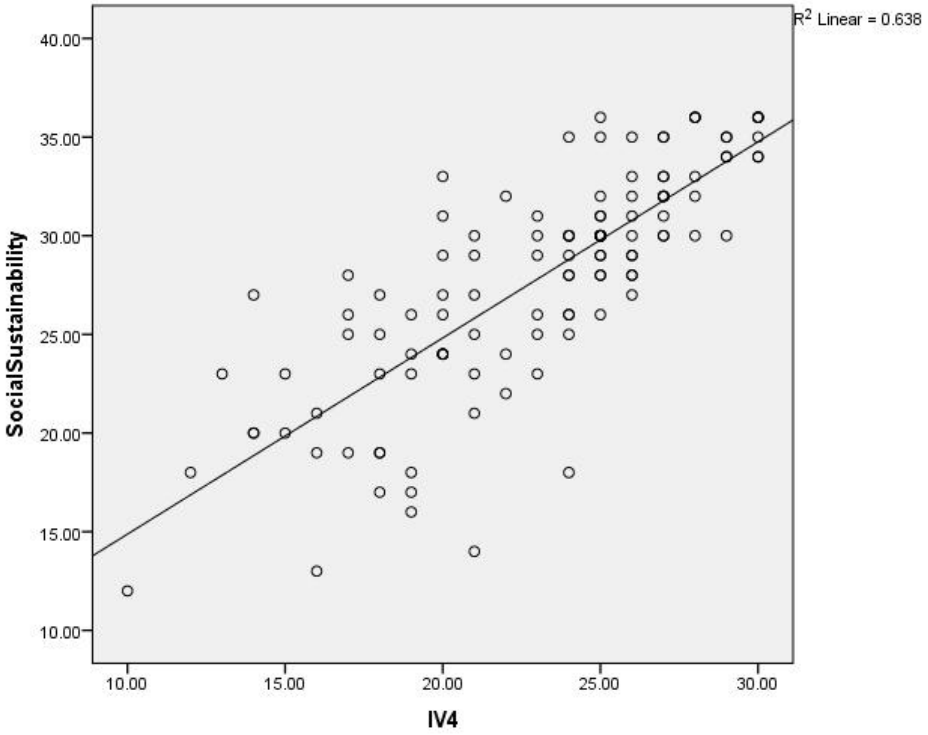

Fig. 4.22 Scatterplot and LFL: Collaboration and Networking vs. Social Sustainability

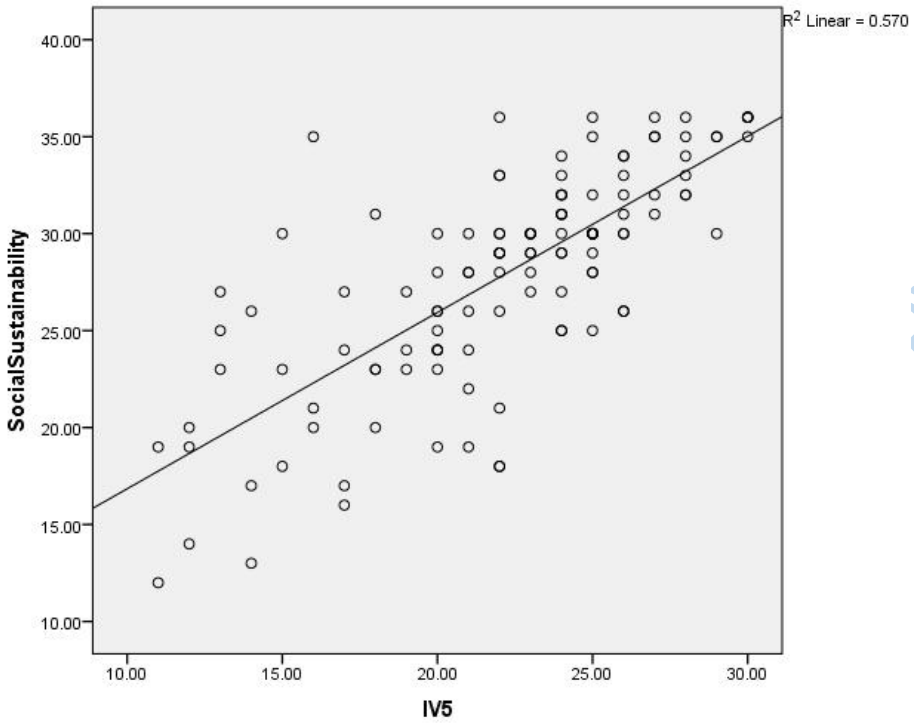

Fig. 4.23 Scatterplot/LFL: Employee Empowerment vs. Social Sustainability

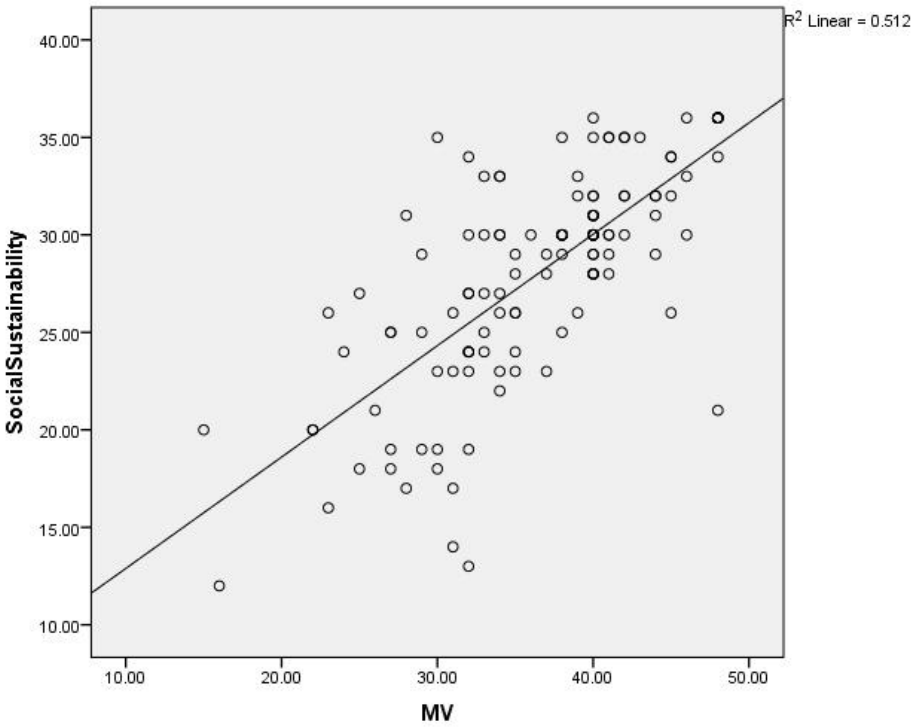

Fig. 4.24 Scatterplot and Linear Fit Line: Cultural Intelligence vs. Social Sustainability

Research Question 4

How did cultural intelligence moderate the relationship between strategic agility and sustainability in medium-sized enterprises in Ogun State, Nigeria?

Hypothesis 4

$H_0$4: Cultural intelligence does not significantly moderate the relationship between strategic agility and sustainability in medium-sized enterprises in the study area.

This was tested using Hierarchical Multiple Regression (HMR) and the test result is presented on Table 4.11.

Table 4.11

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909[a]	0.827	0.819	6.35115
2	.912[b]	0.832	0.823	6.28624
3	.916[c]	0.839	0.822	6.29101

a. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3
b. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3, MV
c. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3, MV, IV4MV, IV1MV, IV5MV, IV3MV, IV2MV
Source: Field Work by Researcher, 2024

The summary of the hierarchical multiple regression analysis model, displayed in Table 4.11, utilising SPSS version 20.0, is as follows:

The first model exhibits a high R value of 0.909, suggesting a robust association between the predictors and the dependent variable. The coefficient of determination, denoted as R Square, has a value of 0.827. This indicates that 82.7% of the variability in the dependent variable can be

accounted for by the model. The Adjusted R Square is marginally reduced to 0.819, taking into consideration both the number of variables and the sample size. The Standard Error of the Estimate is 6.35115. The factors incorporated in this model are Resources Fluidity (IV1), Strategic Sensitivity (IV2), Innovation Culture (IV3), Collaboration and Networking (IV4), and Employee Empowerment (IV5).

Model 2 exhibits a R value of 0.912, suggesting a little more robust correlation. The coefficient of determination (R Square) is 0.832, signifying that 83.2% of the variability in the data can be accounted for by the model. The Adjusted R Square value is 0.823, indicating that 82.3% of the variation in the dependent variable can be explained by the independent variables. The Standard Error of the Estimate is 6.28624, which represents the average distance between the observed values and the predicted values by the regression model. This model incorporates the identical predictors as Model 1, in addition to Cultural Intelligence (MV).

The R value of Model 3 is 0.916, indicating the highest level of correlation compared to the other two models. The coefficient of determination (R Square) is 0.839, signifying that 83.9% of the variability in the data can be accounted for by the model. The Adjusted R Square value is 0.822, indicating that 82.2% of the variance in the dependent variable can be explained by the independent variables. The Standard Error of the Estimate is 6.29101, which represents the average distance between the observed values and the predicted values by the regression model. This model incorporates the predictors from Model 2, as well as interaction terms: Collaboration and Networking_Cultural Intelligence (IV4MV), Resources Fluidity_Cultural Intelligence (IV1MV), Employee Empowerment_Cultural Intelligence (IV5MV), Innovation Culture_Cultural Intelligence (IV3MV), and Strategic Sensitivity_Cultural Intelligence (IV2MV).

Table 4.12

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22290.934	5	4458.187	110.523	.000[b]
	Residual	4679.099	116	40.337		
	Total	26970.033	121			
2	Regression	22425.594	6	3737.599	94.582	.000[c]
	Residual	4544.439	115	39.517		
	Total	26970.033	121			
3	Regression	22616.582	11	2056.053	51.951	.000[d]
	Residual	4353.45	110	39.577		
	Total	26970.033	121			

a. Dependent Variable: Sustainability
b. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3
c. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3, MV
d. Predictors: (Constant), IV5, IV1, IV2, IV4, IV3, MV, IV4MV, IV1MV, IV5MV, IV3MV, IV2MV

Source: Field Work by Researcher, 2024

The ANOVA findings for Model 1 of the hierarchical multiple regression analysis, as presented in Table 4.12, demonstrate that the regression model is statistically significant, with a regression sum of squares of 22,290.934 and 5 degrees of freedom. The outcome is a mean square value of 4,458.187. The regression model has a F value of 110.523, which is statistically significant at a significance level of 0.000. This indicates that the model has a great predictive potential. The residual sum of squares is 4,679.099 with 116 degrees of freedom, resulting in a mean square of 40.337. The model's total sum of squares is 26,970.033, and it has 121 degrees of freedom.

In Model 2, the sum of squares for the regression increases marginally to 22,425.594 with 6 degrees of freedom, leading to a mean square of 3,737.599. The F value for this model is 94.582, which is statistically significant at a threshold of 0.000. The residual sum of squares decreases to 4,544.439 with 115 degrees of freedom, resulting in a mean square of 39.517. The total sum of squares remains constant at 26,970.033 with 121 degrees of freedom.

The regression for Model 3 has a sum of squares of 22,616.582 and 11 degrees of freedom, resulting in a mean square of 2,056.053. The model's F value is 51.951, indicating statistical significance at a level of 0.000. The residual sum of squares decreases to 4,353.45 with 110 degrees of freedom, resulting in a mean square of 39.577. The total sum of squares remains constant at 26,970.033 with 121 degrees of freedom.

However, the ANOVA results consistently demonstrate that the regression models have a statistically significant impact on predicting sustainability outcomes across all three models. Upon analysing the role of cultural intelligence as a moderator in Model 3, the findings indicate that include interaction terms (which represent cultural intelligence as a moderator) enhances the fit of

the model. However, the F-value in Model 3 is slightly lower than that of Model 1. More precisely, Model 3, which incorporates the interaction terms for cultural intelligence, exhibits a sum of squares of 22,616.582 and a F value of 51.951, indicating statistical significance at a threshold of 0.000. The gradual increase in the sum of squares and observed significance levels indicate that cultural intelligence significantly moderates the link between strategic agility and sustainability in medium-sized enterprises in Ogun State, Nigeria. Thus, the null hypothesis is rejected, confirming the alternative hypothesis.

Table 4.13

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.686	3.66		1.28	0.203
	IV1	0.818	0.234	0.222	3.499	0.001
	IV2	0.709	0.304	0.202	2.33	0.022
	IV3	0.03	0.268	0.01	0.113	0.911
	IV4	1.217	0.285	0.366	4.265	0
	IV5	0.66	0.224	0.205	2.941	0.004
2	(Constant)	3.582	3.671		0.976	0.331
	IV1	0.736	0.236	0.2	3.123	0.002

	IV2	0.623	0.305	0.178	2.043	0.043
	IV3	-0.022	0.266	-0.008	-0.084	0.933
	IV4	1.157	0.284	0.348	4.07	0
	IV5	0.61	0.224	0.19	2.727	0.007
	MV	0.242	0.131	0.113	1.846	0.067
	(Constant)	-4.915	14.092		-0.349	0.728
	IV1	2.574	1.194	0.699	2.156	0.033
	IV2	0.866	1.524	0.247	0.568	0.571
	IV3	-1.106	1.431	-0.374	-0.773	0.441
	IV4	-1.2	1.689	-0.361	-0.71	0.479
3	IV5	2.417	1.337	0.752	1.808	0.073
	MV	0.44	0.443	0.206	0.993	0.323
	IV1MV	-0.052	0.035	-0.944	-1.506	0.135
	IV2MV	-0.006	0.046	-0.11	-0.125	0.901
	IV3MV	0.031	0.039	0.634	0.787	0.433
	IV4MV	0.065	0.046	1.266	1.42	0.158
	IV5MV	-0.049	0.037	-0.952	-1.32	0.189

a. Dependent Variable: Sustainability

Source: Field Work by Researcher, 2024

In Model 1, based on the data shown in Table 4.13, the constant has an unstandardised coefficient (B) of 4.686, with a standard error of 3.66. This results in a t-value of 1.28 and a significance level of 0.203, suggesting that it is not statistically significant. Regarding the independent variables, the variable Resources Fluidity (IV1) has a notable and positive effect on sustainability. This is evidenced by a coefficient (B) of 0.818, a t-value of 3.499, and a significance level of 0.001. The variable Strategic Sensitivity (IV2) has a notable and positive impact, as indicated by the coefficient B = 0.709, the t-value of 2.33, and a significance level of 0.022. The impact of Innovation Culture (IV3) is minimal and not statistically significant, with a coefficient (B) of 0.03, a t-value of 0.113, and a significance level of 0.911. The impact of Collaboration and Networking (IV4) on

sustainability is substantial, with a coefficient (B) of 1.217, a t-value of 4.265, and a significance level of 0.000. The variable "Employee Empowerment (IV5)" has a strong positive impact, with a coefficient (B) of 0.66, a t-value of 2.941, and a significance level of 0.004.

In Model 2, the influence of the constant diminishes as indicated by the values of B = 3.582, t = 0.976, and a significance level of 0.331, suggesting that it continues to lack statistical significance. The variable "Resources Fluidity (IV1)" has a strong impact on sustainability, as indicated by the coefficient B = 0.736, the t-value of 3.123, and a significance level of 0.002. The variable Strategic Sensitivity (IV2) continues to have a substantial impact, albeit it is significantly less strong. The coefficient (B) is 0.623, the t-value is 2.043, and the significance level is 0.043. The impact of Innovation Culture (IV3) is slightly negative, but it is not statistically significant. The coefficient (B) is -0.022, the t-value is -0.084, and the significance level is 0.933. The influence of Collaboration and Networking (IV4) remains substantial and positive, with a coefficient (B) of 1.157, a t-value of 4.07, and a significance level of 0.000. The variable "Employee Empowerment (IV5)" has a statistically significant and positive effect, as indicated by the coefficient B = 0.61, t-value = 2.727, and a significance level of 0.007. The variable of Cultural Intelligence (MV) has a small but positive impact, with a coefficient (B) of 0.242 and a t-value of 1.846. The significance level is 0.067, indicating that it is approaching statistical significance.

In Model 3, the constant coefficient turns negative with a value of -4.915. The coefficient for variable B is also negative with a value of -0.349. Both coefficients are not statistically significant at a significance level of 0.728. The variable "Resources Fluidity (IV1)" has a significant positive impact with a coefficient (B) of 2.574, a t-value of 2.156, and a significance level of 0.033. The variable Strategic Sensitivity (IV2) has a positive effect, but it is not statistically significant. The coefficient (B) is 0.866, the t-value is 0.568, and the significance threshold is 0.571. The influence

of Innovation Culture (IV3) is negative, but it is not statistically significant. The coefficient (B) is -1.106, the t-value is -0.773, and the significance threshold is 0.441. The variable Collaboration and Networking (IV4) shows a statistically insignificant negative effect with a coefficient (B) of -1.2, a t-value of -0.71, and a significance level of 0.479. The relationship between Employee Empowerment (IV5) and the outcome variable is positive, but it is not statistically significant. The regression coefficient (B) is 2.417, the t-value is 1.808, and the significance level is 0.073. The impact of Cultural Intelligence (MV) remains statistically insignificant, with a coefficient (B) of 0.44, a t-value of 0.993, and a significance level of 0.323.

The interaction terms exhibit diverse impacts, with Resources Fluidity_Cultural Intelligence (IV1MV) displaying a negative but statistically insignificant influence, indicated by a coefficient (B) of -0.052, a t-value of -1.506, and a significance level of 0.135. The relationship between Strategic Sensitivity_Cultural Intelligence (IV2MV) and the outcome variable is very small and not statistically significant, as indicated by the coefficient (B) of -0.006, the t-value of -0.125, and the high significance level of 0.901. Similarly, the relationship between Innovation Culture_Cultural Intelligence (IV3MV) and the outcome variable is slightly positive but not statistically significant, with a coefficient (B) of 0.031, a t-value of 0.787, and a significance level of 0.433. The study on Collaboration and Networking_Cultural Intelligence (IV4MV) found a positive effect, but it was not statistically significant. The effect size was B = 0.065, with a t-value of 1.42 and a significance level of 0.158. Employee Empowerment_Cultural Intelligence (IV5MV) has a negative and non-significant relationship, with a coefficient (B) of -0.049, a t-value of -1.32, and a significance level of 0.189.

However, the analysis reveals that specific aspects of strategic agility, namely Resources Fluidity (IV1), Strategic Sensitivity (IV2), Collaboration and Networking (IV4), and Employee

Empowerment (IV5), make a significant contribution to the sustainability of medium-sized enterprises in Ogun State, Nigeria. The presence of an Innovation Culture (IV3) does not have a substantial impact on sustainability. When Cultural Intelligence (MV) is included as a moderator in Model 2, its impact on sustainability is only slightly significant, indicating a possible function but not a substantial one. When incorporating interaction terms between strategic agility dimensions and cultural intelligence in Model 3, none of these interactions had a substantial impact on sustainability.

In summary, Cultural intelligence does not have a significant moderating effect on the relationship between strategic agility and sustainability in this particular setting. Although the fundamental aspects of strategic agility are still significant, the data does not provide evidence for the anticipated influence of cultural intelligence.

4.3 Discussion of Findings

This study examined the correlation between different aspects of strategic agility and sustainability in medium-sized businesses in Ogun State, Nigeria. The study specifically focused on how cultural intelligence influences this relationship. The investigation utilised hierarchical multiple regression to examine the hypotheses, uncovering significant findings regarding the influence of strategic agility and cultural intelligence on the promotion of sustainability. Strategic agility refers to the ability of an organisation to quickly and effectively adapt to changes in its environment, while sustainability refers to the ability to maintain long-term success and viability. These two concepts are important for organisations to navigate the challenges and uncertainties of the business landscape.

The results, as presented in Table 4.13, indicate that the ability to quickly adapt and respond to changes in the business environment has a substantial impact on achieving sustainable outcomes in medium-sized companies. More precisely, the variables of Resources Fluidity (IV1), Strategic Sensitivity (IV2), Collaboration and Networking (IV4), and Employee Empowerment (IV5) were identified as important predictors of sustainability. These characteristics represent the ability of organisations to efficiently redistribute resources, adapt to market fluctuations, promote cooperation both internally and externally, and empower people to make decisive decisions. All of these factors are essential for implementing sustainable business practices.

These findings align with prior research that emphasises the importance of strategic agility in fostering the resilience and long-term viability of companies. The scholars argue that strategic agility, which is the ability to quickly reorganise resources and skills, enables businesses to adapt to changing environmental conditions, hence enhancing their sustainability[1]. The researchers argue that agile organisations have the ability to effectively integrate their plans with environmental and social sustainability objectives, resulting in enhanced long-term performance[2]. The present evidence strongly supports the significant impact of collaboration and networking, and employee empowerment on sustainability[3]. The scholars highlight the essential significance of collaborative networks and employee involvement in advancing sustainable practices across the supply chain. Nonetheless, the absence of a significant influence of Innovation Culture (IV3) on sustainability is a surprising finding. This study suggests that the existence of an innovation culture may not directly influence sustainability in medium-sized enterprises in Ogun State.

This finding contradicts the widely accepted notion that innovation is a key driver of sustainability[4]. One potential reason for this difference may be because the dominant culture of innovation in these businesses may favour immediate advantages or operational effectiveness above long-term

sustainability goals. This discovery is consistent with the conclusions of the researchers who highlight that not all forms of innovation lead to sustainable benefits. The impact of innovation on sustainability is contingent upon its alignment with overarching strategic goals[5].

The study also examined whether cultural intelligence functions as a mediator in the correlation between strategic agility and sustainability. The inclusion of cultural intelligence (MV) in Model 2 had a moderately significant direct impact on sustainability, indicating that while cultural intelligence may contribute to sustainability, its effect is not as strong as the essential elements of strategic agility. This finding is rather surprising given the extensive amount of literature highlighting the importance of cultural intelligence in global corporate environments.

The scholars argue that cultural intelligence enables managers to effectively manage cultural differences, which is crucial for maintaining long-lasting operations in diverse environments[6]. The incorporation of interaction factors between strategic agility dimensions and cultural intelligence in Model 3 did not produce any statistically significant findings. This suggests that cultural intelligence has a limited influence on the correlation between strategic agility and sustainability. This finding contradicts the predictions provided by academics, who claim that cultural intelligence should amplify the benefits of strategic agility by enabling more complex and culturally sensitive decision-making[7].

The unique context of medium-sized enterprises in Ogun State, Nigeria may be a viable explanation for this discrepancy. These organisations may operate in similar cultural contexts, leading to a decreased need for high cultural intelligence. Alternatively, the firms may not be efficiently leveraging cultural intelligence as a strategic asset, either due to their limited expertise in diverse markets or the absence of culturally diverse staff. These findings align with studies that suggests

cultural intelligence's impact varies based on the context and may be more significant in global organisations or local marketplaces with a high level of diversity[8].

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Chapter Five

Conclusion

This chapter consolidates the main discoveries, formulating conclusions regarding the influence of strategic agility and cultural intelligence on sustainability. It provides concrete suggestions for improving these factors inside organisations. In addition, the chapter emphasises the study's

contribution to knowledge by providing both theoretical and empirical insights into the interaction between these variables. Finally, it suggests potential avenues for future research to better comprehension and expand the practicality of the results. These include refining research methods, considering a wider range of population demographics, improving research design, and conducting investigations specialised to different sectors.

5.1 Summary of Findings

The research conducted on "Strategic Agility, Cultural Intelligence, and Sustainability of Medium-sized Enterprises in Ogun State, Nigeria" unveiled numerous significant findings. The investigation revealed that some aspects of strategic agility, namely the ability to quickly allocate resources, the capacity to adapt to changing strategic circumstances, and the effectiveness of collaboration and networking, had a substantial impact on the long-term viability of medium-sized firms in the region. Out of all the factors considered, collaboration and networking were shown to be the most influential. This emphasises the crucial significance of forming external relationships and sharing resources in order to maintain a competitive advantage.

In addition, the study discovered that cultural intelligence, while acting as a moderator in the connection between strategic agility and sustainability, had variable levels of impact on various dimensions of strategic agility. The moderating effect was especially noticeable when cultural intelligence interacted with the fluidity of resources, indicating that organisations with a high degree of cultural awareness and adaptation are in a better position to effectively utilise their resources in dynamic situations. Nevertheless, the moderating influence was less pronounced in other aspects, such as innovation culture, suggesting that the advantages of cultural intelligence may vary depending on the specific setting.

In summary, the results highlight the interdependence between strategic agility and cultural intelligence in influencing the long-term success of medium-sized businesses. These findings offer a detailed and subtle knowledge of how these elements work together to impact business success in a developing economy. They provide useful implications for both theory and practice.

5.2 Conclusion

The research on "Strategic Agility, Cultural Intelligence, and Sustainability of Medium-sized Enterprises in Ogun State, Nigeria" offers a thorough examination of the interplay between these variables and their impact on the long-term viability of enterprises operating in a dynamic and intricate setting. The results emphasise the crucial significance of strategic agility in guaranteeing the sustained prosperity of medium-sized enterprises (MEs) in Ogun State. Strategic agility is a crucial characteristic that allows organisations to quickly and efficiently respond to market changes, thereby keeping their competitive advantage. It is characterised by its fundamental features, which include the ability to easily allocate resources, being sensitive to strategic opportunities, and fostering cooperation and networking.

The study emphasises that the mobility of resources plays a crucial role in promoting sustainability. Strategic agility encompasses the capacity of a company to swiftly rearrange its resources in response to shifting demands and possibilities. The correlation between the fluidity of resources and sustainability in medium-sized enterprises in Ogun State suggests that those who are able to efficiently manage and reallocate their resources are more likely to maintain their operations in the midst of economic and environmental difficulties. This discovery is consistent with the Resource-Based View (RBV) theory, which suggests that a company's internal resources play a crucial role in acquiring and maintaining a competitive advantage (Barney, 1991). This study expands on the

aforementioned perspective by showcasing that sustainability relies not only on the possession of resources, but also on the adeptness in effectively managing them.

Strategic sensitivity, which is another aspect of strategic agility, has a notable influence on sustainability. Strategic sensitivity is the capacity of an organisation to quickly perceive and understand changes in its surroundings. The study's results indicate that businesses with a strong awareness of strategic matters are more inclined to predict and react to changes in the market, so improving their potential to endure over time. This statement aligns with the Dynamic Capabilities Theory, which highlights the significance of an organization's capacity to effectively combine, develop, and adapt internal and external skills to effectively respond to quickly evolving circumstances. This study's results emphasises the necessity for businesses to establish strong sensing mechanisms in order to maintain sustainability in unpredictable marketplaces.

The function of collaboration and networking in sustainability is addressed as the third dimension of strategic agility. The correlation between cooperation, networking, and sustainability indicates that medium-sized firms that actively participate in partnerships and networks have a higher probability of prospering. These partnerships give access to novel knowledge, resources, and markets, which are crucial for maintaining a competitive edge. The study affirms the notion that in the present interconnected global landscape, no organisation can maintain its existence in seclusion; cooperative endeavours are essential for survival and expansion.

The function of cultural intelligence (CQ) as a moderating element in the correlation between strategic agility and sustainability gives a more intricate depiction. The anticipated outcome was that cultural intelligence, which pertains to the ability of an individual or organisation to operate proficiently in culturally varied environments, would greatly augment the influence of strategic agility on sustainability. Nevertheless, the results suggest that although CQ holds significance, its

impact differs across various aspects of strategic agility. The moderating influence of CQ is particularly evident in situations where there is a high degree of resource flexibility, but less so in cases with strategic sensitivity and collaboration and networking. The diversity observed indicates that the advantages of cultural intelligence may rely on the specific circumstances, and its influence on sustainability is not consistent across all strategic actions. These findings question the belief that cultural intelligence consistently improves organisational performance and indicate that its implementation should be customised to meet unique strategic requirements.

The research also emphasises the constraints and prospective domains for additional investigation. The study offers interesting insights into the relationship between strategic agility, cultural intelligence, and sustainability. However, it is important to note that the study focusses on medium-sized enterprises in Ogun State, Nigeria, which may restrict the applicability of the findings to a broader context. Subsequent studies could broaden this analysis to more geographical areas and industries in order to verify the reliability of the findings. In addition, the study's cross-sectional design provides a momentary depiction of the interactions at a particular moment in time. Longitudinal studies have the potential to offer a more comprehensive and nuanced understanding of how these associations develop and change over a period of time.

Ultimately, this study makes a substantial contribution to the existing information on strategic management and the long-term viability of organisations. The research emphasises the crucial need of strategic agility in guaranteeing the long-term viability of medium-sized businesses in a swiftly evolving context, and emphasises the subtle significance of cultural intelligence in this undertaking. The findings provide practical advice for business executives in Ogun State and similar contexts, emphasising the significance of establishing flexible strategies and culturally astute practices to maintain their operations. Given the ongoing changes in the corporate environment, it is becoming

more crucial for organisational leaders to possess the skills to adjust and succeed in various cultural contexts. Therefore, the findings from this study are pertinent for both current and future leaders.

5.3 Recommendations

In addressing the sustainability challenges facing medium-sized enterprises in Ogun State, Nigeria, this study emphasizes the pivotal role of strategic agility dimensions, such as resource fluidity, collaboration, and employee empowerment, in enhancing economic, environmental, and social outcomes. By fostering adaptable resource allocation, robust networking, and empowering employees, enterprises can drive meaningful progress toward sustainability goals. Although cultural intelligence was not found to significantly moderate these effects, the study underscores the importance of direct, practical applications of agility to sustainability. Business leaders should, therefore, prioritize strategic agility as a core component in building resilient and sustainable enterprises.

1. Enhance Resource Fluidity

Medium-sized enterprises in Ogun State should focus on creating adaptable resource allocation mechanisms. This involves enabling swift reallocation of resources to meet evolving environmental demands, which can improve environmental sustainability by making resource management more dynamic and responsive to market changes.

2. Prioritise Collaboration and Networking

Enterprises should build robust networks and partnerships. Encouraging collaborations can facilitate knowledge sharing, improve resource accessibility, and support collaborative problem-solving. These actions are crucial for achieving sustainability goals, as demonstrated by the significant positive impact of collaboration on sustainability.

3. Strengthen Employee Empowerment Programme

Business leaders should implement initiatives that promote employee ownership and engagement. By empowering employees, enterprises can foster a culture where staff feel more connected to sustainability goals, thereby enhancing their contributions to sustainable outcomes.

4. Review and Adapt Innovation Strategies

While an innovation culture is vital, it should be aligned with practical applications to positively influence sustainability. Enterprises should emphasise implementing innovations that directly support sustainable behaviors rather than focusing solely on innovation without clear links to sustainability frameworks.

5. Optimize Strategic Sensitivity for Alignment

Although strategic sensitivity did not directly affect sustainability in this study, enterprises should still monitor external factors to maintain strategic alignment. This approach can support proactive decision-making, even if it does not directly enhance sustainability outcomes.

6. De-emphasize Cultural Intelligence as a Core Focus

Given that cultural intelligence did not significantly moderate the relationship between strategic agility and sustainability, enterprises should focus more on strengthening strategic agility dimensions directly related to sustainability. Cultural intelligence can still aid adaptability but should not be relied upon as the primary factor for achieving sustainability outcomes.

7. Develop Continuous Assessment of Strategic Agility Dimensions

Business leaders should periodically evaluate and adjust the application of strategic agility dimensions, particularly resource fluidity, collaboration, and employee empowerment, to sustain alignment with environmental, economic, and social sustainability goals.

5.4 Contribution to Knowledge

This study provides valuable insights into the concepts of strategic agility, cultural intelligence, and sustainability in the specific context of medium-sized firms in Ogun State, Nigeria. These contributions encompass a range of ideas, theories, data-driven research, and the creation of a novel conceptual framework.

Conceptual Contribution

The study enhances the conceptual comprehension of how different aspects of strategic agility, such as the ability to adapt resources, sensitivity to strategic opportunities, fostering an innovative culture, promoting collaboration and networking, and empowering employees, interact with cultural intelligence to impact the long-term viability of medium-sized firms. This research examines the relationship between cultural intelligence and strategic agility. It argues that organisations with cultural intelligence are more capable of adapting to complex and dynamic surroundings, leading to improved long-term sustainability.

Theoretical Contribution

This study aims to establish a connection between the Resource-Based View (RBV) and Dynamic Capabilities Theory. It does so by showing how cultural intelligence functions as a moderating

element, increasing the influence of strategic agility on sustainability. RBV highlights the significance of resources that are precious, uncommon, inimitable, and non-substitutable. However, this study demonstrates that cultural intelligence can enhance the impact of these resources by promoting improved flexibility and responsiveness in a culturally varied environment. Furthermore, this study expands upon the Dynamic Capabilities Theory by emphasising the role of cultural intelligence in enhancing a firm's capacity to effectively incorporate, develop, and adapt internal and external skills and resources in the face of constantly evolving circumstances.

Empirical Contribution

The study empirically examines the impact of strategic agility and cultural intelligence on sustainable outcomes in medium-sized firms in Ogun State. It gives evidence-based insights into these specific effects. The results validate that the ability to adapt resources, being aware of strategic opportunities, and engaging in collaboration and networking have a strong connection with sustainability. Additionally, cultural intelligence plays a crucial role in moderating these linkages in a meaningful manner. This empirical validation not only supports the theoretical assertions but also provides practical implications for managers who want to improve their organisations' sustainability by focussing on strategic agility and cultural intelligence.

Conceptual Framework Contribution

This study presents a novel theoretical framework that combines strategic agility aspects with cultural intelligence to elucidate their combined influence on sustainability. The concept proposes that strategic agility is a key factor in achieving sustainability. Additionally, having a high level of cultural intelligence can enhance this effect, especially in a corporate setting that is culturally diverse. This framework offers a helpful tool for future research and practice by providing a

structured approach to analysing the dynamic interaction between these crucial aspects in organisational sustainability.

This study enhances the discipline of strategic management by offering a more profound comprehension of how strategic agility and cultural intelligence contribute to the long-term viability of medium-sized enterprises. It provides both theoretical understanding and practical advice for organisations functioning in similar situations, therefore providing a substantial contribution to the wider body of knowledge on organisational sustainability.

5.5 Suggested Areas of Further Research

Future research should use mixed-methods, and larger sample sizes to better understand strategic agility and cultural intelligence, incorporating broader business sizes, and examining sustainability policies. The study's findings suggest the following area of further research:

1. Methods: Future research should incorporate a mixed-methodologies strategy, which involves the combination of quantitative and qualitative data collection methods. Although this study mostly used quantitative techniques, it would be beneficial to use qualitative methods like interviews or case studies to gain a more comprehensive and detailed knowledge of how strategic agility and cultural intelligence are implemented in medium-sized enterprises. This method would allow researchers to document the personal experiences of managers and employees, providing a more profound understanding of the processes that promote sustainability.

2. Population: Broadening the population sample to encompass not just medium-sized firms but also small and big enterprises inside Ogun State and beyond would offer a more all-encompassing perspective on the impact of strategic agility and cultural intelligence on organisational

sustainability. An examination of various firm sizes could determine if the influence of these aspects differs according on the size of the organisation, leading to more focused managerial approaches.

3. Research Design: Longitudinal studies are essential for investigating the progression of the linkages between strategic agility, cultural intelligence, and sustainability over a period of time. This architecture would enable researchers to study the enduring impacts of strategic agility projects and cultural intelligence development on sustainability results, offering a more dynamic perspective on these processes. Furthermore, the utilisation of experimental or quasi-experimental designs could be employed to establish causal linkages with greater strength and reliability.

4. Sector/Industry: Future research should investigate the effects of strategic agility and cultural intelligence in other sectors or industries. Although this study specifically examined medium-sized enterprises in Ogun State, Nigeria, it would be valuable to investigate these connections in alternative sectors such as manufacturing, services, or technology. An examination focused on a particular sector could reveal unique obstacles and prospects associated with adaptability and understanding of other cultures. This could result in more customised suggestions for improving sustainability within that business.

Further research in these areas will enhance the comprehension of how strategic agility and cultural intelligence contribute to the sustainability of businesses and offer more customised advice for various organisational contexts.

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Appendix I

Questionnaire
Lead City University Ibadan
Department of Management & Accounting

Dear Respondent,

As part of the requirement for a Doctor of Philosophy degree in Business Administration, I am carrying out a study on **"Strategic Agility, Cultural Intelligence, and Sustainability of Medium-sized Enterprises in Ogun State, Nigeria".** This study is mainly an academic exercise as all information provided would be treated with the utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw

your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.
Ebenezer Adekunle

Section A: Demographic Information

Please carefully go through each item and tick (√) as appropriate.

1. Gender: Male ( ) Female ( )
2. What is your age bracket: 21- 30 ( ) 31- 40 ( ) 41-50 ( ) 51 – 60 ( ) 61 - 65 ( )
3. What is your highest academic qualification: ND/NCE ( ) B.Sc/BA/HND ( ) PGD/MBA/MSc ( ) MPhil ( ) PhD ( ) Others, (please specify)……
4. Job Level: Top management ( ) Middle management ( ) Operational management ( )
5. Length of Service: Below 5yrs ( ), 6-10yrs ( ), 11-15yrs ( ) 16yrs + ( )
6. Kindly rate your **knowledge** of the overall organisational activities and performance of your company on the scale below.

☐ 1 - Very poor ☐ 2 - Poor ☐ 3 - Fair ☐ 4 - Below average ☐ 5 - Average

☐ 6 - Above average ☐ 7 - Good ☐ 8 - Very good ☐ 9 - Excellent ☐ 10 - Outstanding

Section B: Strategic Agility

The statement in this section concerns strategic agility dimensions as applicable to your company. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent; 2= Low extent; 1 = Very Low extent

I	**Resource Fluidity** To what extent, does your firm do the following in relation to strategy agility?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Our company efficiently reallocates resources to meet changing market demands	6	5	4	3	2	1

2	Employees have access to the necessary resources to adapt to new challenges	6	5	4	3	2	1
3	Management is proactive in shifting resources to high-priority projects.	6	5	4	3	2	1
4	The organization has a flexible approach to resource management.	6	5	4	3	2	1
5	Our company regularly reviews and adjusts resource allocation to ensure optimal performance.	6	5	4	3	2	1
II	**Strategic Sensitivity** To what extent, does your company do the following?	**SA**	**A**	**PA**	**PD**	**D**	**SD**
1	The company quickly identifies changes in market trends.	6	5	4	3	2	1
2	Our leadership team is highly responsive to shifts in the competitive landscape.	6	5	4	3	2	1
3	Employees are encouraged to provide feedback on strategic directions.	6	5	4	3	2	1
4	The company maintains a high level of awareness about industry developments.	6	5	4	3	2	1
5	Management makes timely decisions based on market intelligence.	6	5	4	3	2	1
III	**Innovation Culture** To what extent, does your firm encourage the following?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1.	Our company fosters a culture that encourages creativity and innovation.	6	5	4	3	2	1
2.	Employees are rewarded for proposing innovative ideas.	6	5	4	3	2	1
3.	There is a structured process for developing and implementing new ideas.	6	5	4	3	2	1
4.	The organization supports experimentation and learning from failures.	6	5	4	3	2	1
5.	Innovation is a key priority for our company.	6	5	4	3	2	1
IV	**Collaboration and Networking** To what extent does the operating management philosophy of your firm emphasise the following relative to strategic agility?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1.	Our company promotes collaboration across different departments	6	5	4	3	2	1
2.	Employees regularly engage in networking activities with external partners.	6	5	4	3	2	1
3.	Cross-functional teams are commonly formed to address complex projects.	6	5	4	3	2	1
4.	The organization values and supports knowledge sharing among employees.	6	5	4	3	2	1
5.	There are ample opportunities for employees to collaborate with industry peers.	6	5	4	3	2	1

V	**Employee Empowerment** To what extent, does your firm perform the following relative to strategic agility?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Employees are given autonomy to make decisions relevant to their work.	6	5	4	3	2	1
2	The company provides opportunities for professional development and growth.	6	5	4	3	2	1
3	Management trusts employees to take initiative on important tasks.	6	5	4	3	2	1
4	Employees are encouraged to take ownership of their projects.	6	5	4	3	2	1
5	The organization supports a culture of empowerment and accountability.	6	5	4	3	2	1

Section C: Sustainability

The statement in this section concerns enterprise sustainability indicators as applicable to your organisation. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent; 2= Low extent; 1 = Very Low extent

VII	**Environmental Sustainability** To what extent, does your firm achieve the following relative to industry average?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Our business regularly evaluates and reduces its environmental impact.	6	5	4	3	2	1
2	We have implemented energy-efficient practices and	6	5	4	3	2	1

	technologies.						
3	Our company actively works to reduce waste and promote recycling.	6	5	4	3	2	1
4	We prioritize sourcing materials and products that are environmentally friendly.	6	5	4	3	2	1
5	Our business complies with all relevant environmental regulations and standards.	6	5	4	3	2	1
6	We adapt our business practices based on sustainability trends and insights.	6	5	4	3	2	1
VIII	**Economic Sustainability** To what extent, does your firm achieve the following relative to industry average?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Our business maintains a stable and healthy financial position.	6	5	4	3	2	1
2	We invest in long-term growth and development.	6	5	4	3	2	1
3	Our company effectively manages risks and uncertainties.	6	5	4	3	2	1
4	We continuously seek to improve our operational efficiency.	6	5	4	3	2	1
5	Our business strategy includes sustainable economic practices.	6	5	4	3	2	1
6	We regularly measure and report on our sustainability performance.	6	5	4	3	2	1
IX	**Social Sustainability** To what extent, does your firm achieve the following relative to industry average?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	Our company supports and engages with the local community.	6	5	4	3	2	1
2	We ensure fair and equitable treatment of all employees	6	5	4	3	2	1
3	Our business promotes diversity and inclusion in the workplace.	6	5	4	3	2	1
4	We provide opportunities for employee development and growth.	6	5	4	3	2	1
5	Our company upholds high standards of health and safety for our employees.	6	5	4	3	2	1
6	Our stakeholders recognize and appreciate our sustainability efforts.	6	5	4	3	2	1

Section D: Moderators

The statement in this section concerns moderating variables which firm are exposed to. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organisation by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Very High extent; 5 = High extent; 4 = Partially High extent; 3 = Partially Low extent;
2 = Low extent; 1 = Very Low extent

XI	**Culture Intelligence** To what extent, does your company achieve the following relative to industry average?	**VHE**	**HE**	**PHE**	**PLE**	**LE**	**VLE**
1	There is a high level of trust and respect among employees from diverse cultures	6	5	4	3	2	1
2	Employees feel comfortable discussing cultural issues and	6	5	4	3	2	1

	differences in the workplace.						
3	Employees are knowledgeable about the customs and traditions of our diverse workforce.	6	5	4	3	2	1
4	Training programs about cultural differences are regularly conducted in our organization.	6	5	4	3	2	1
5	Our organization values the cultural diversity of its workforce.	6	5	4	3	2	1
6	There is an emphasis on culturally sensitive practices in our daily operations.	6	5	4	3	2	1
7	Employees demonstrate flexibility in working with people from diverse cultures.	6	5	4	3	2	1
8	The leadership team prioritizes cultural intelligence in decision-making processes.	6	5	4	3	2	1

Appendix II

Charts of Demographic Characteristics of the Study Respondents

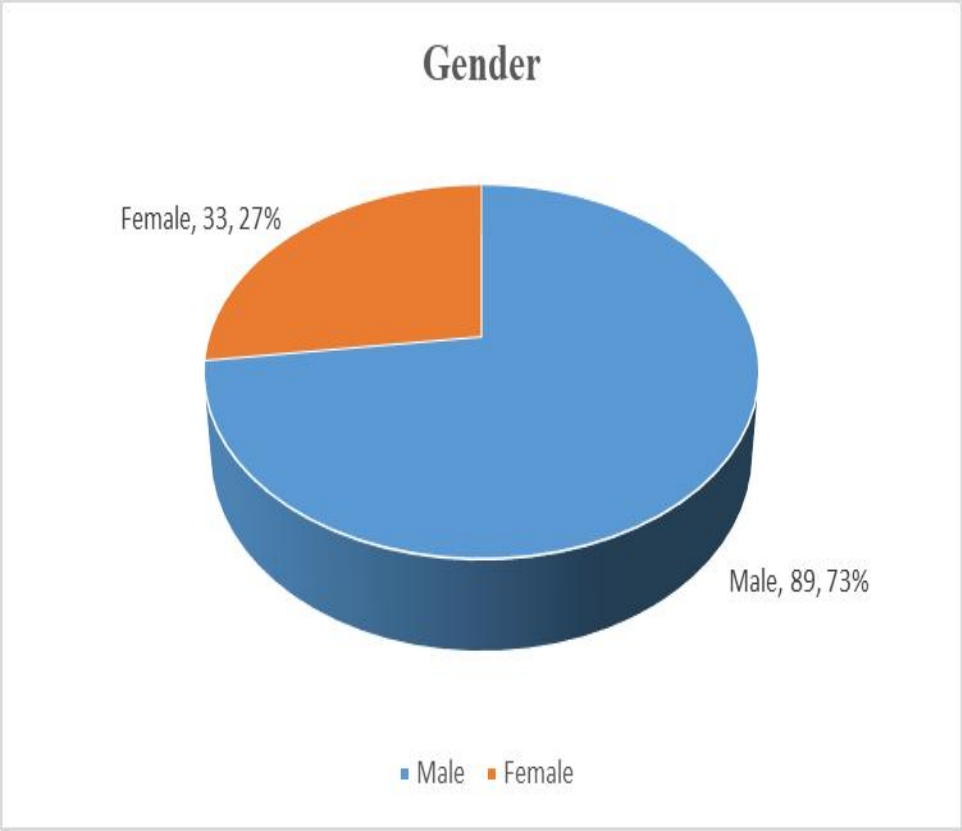

Figure 4.1

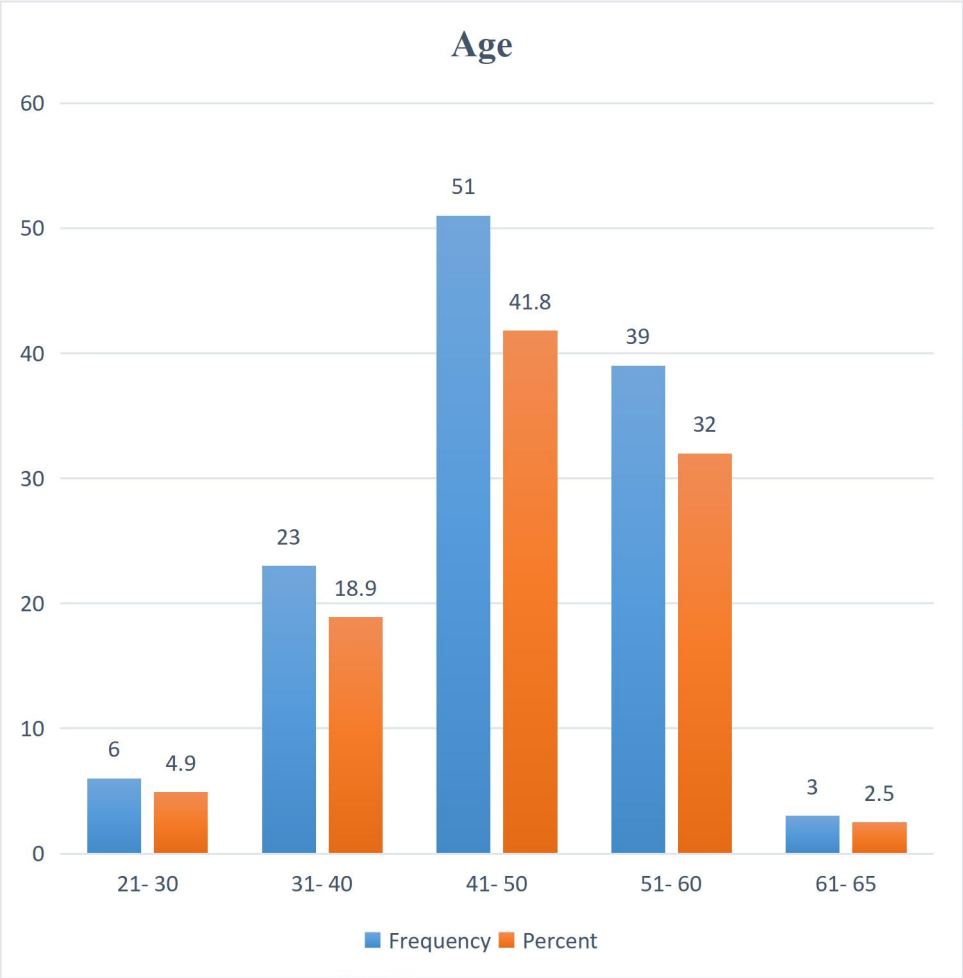

Figure 4.2

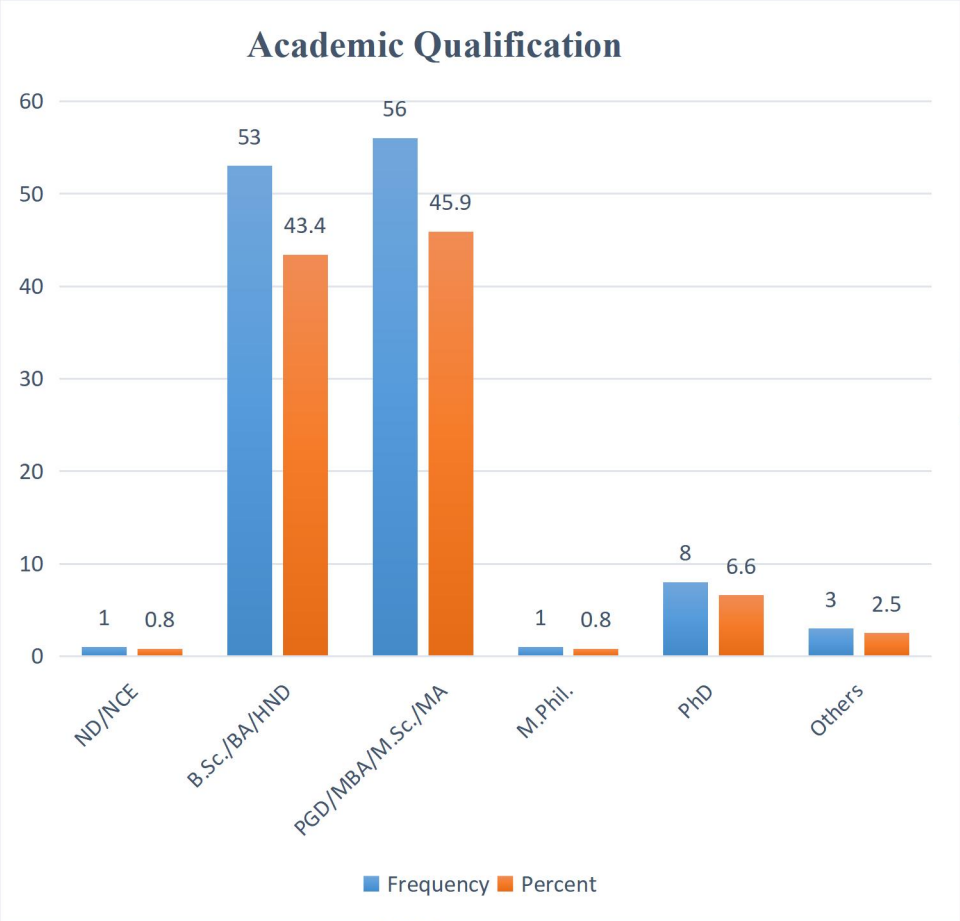

Figure 4.3

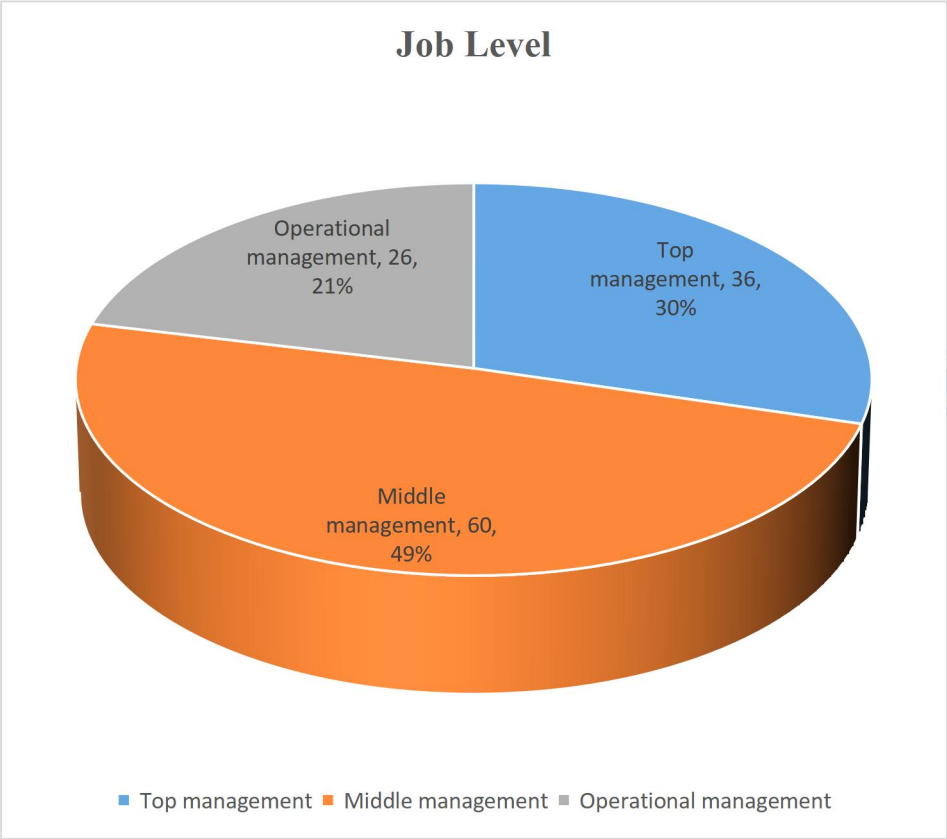

Figure 4.4

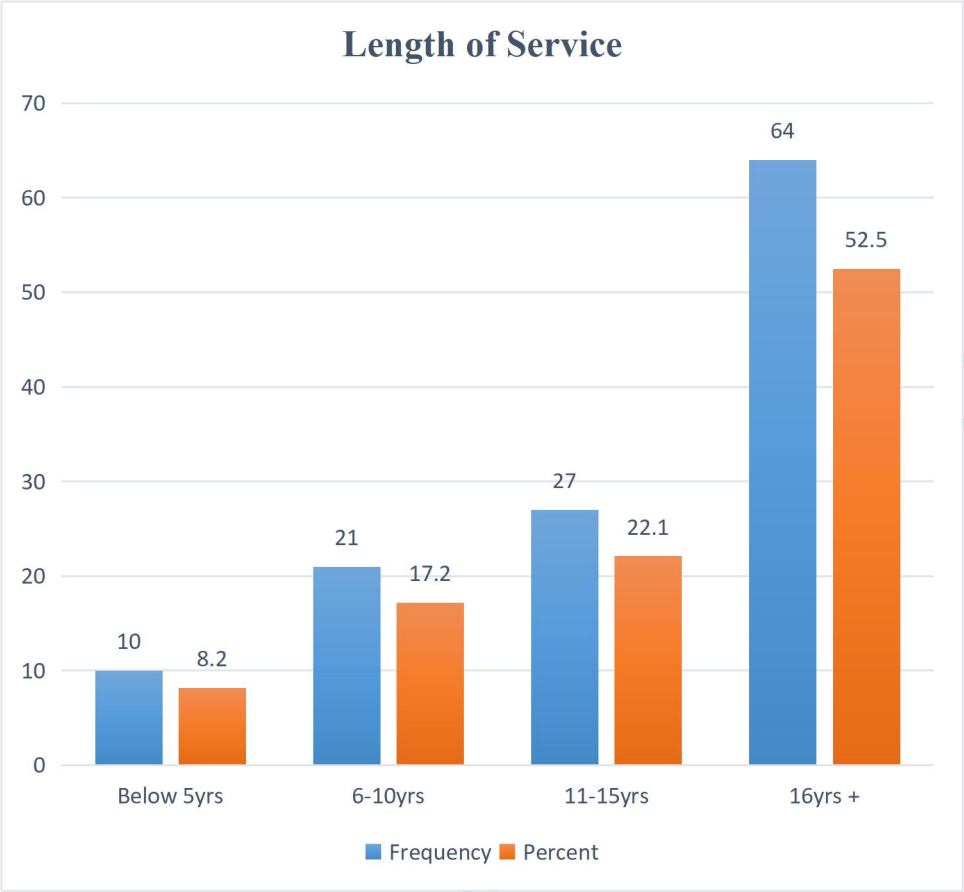

Figure 4.5

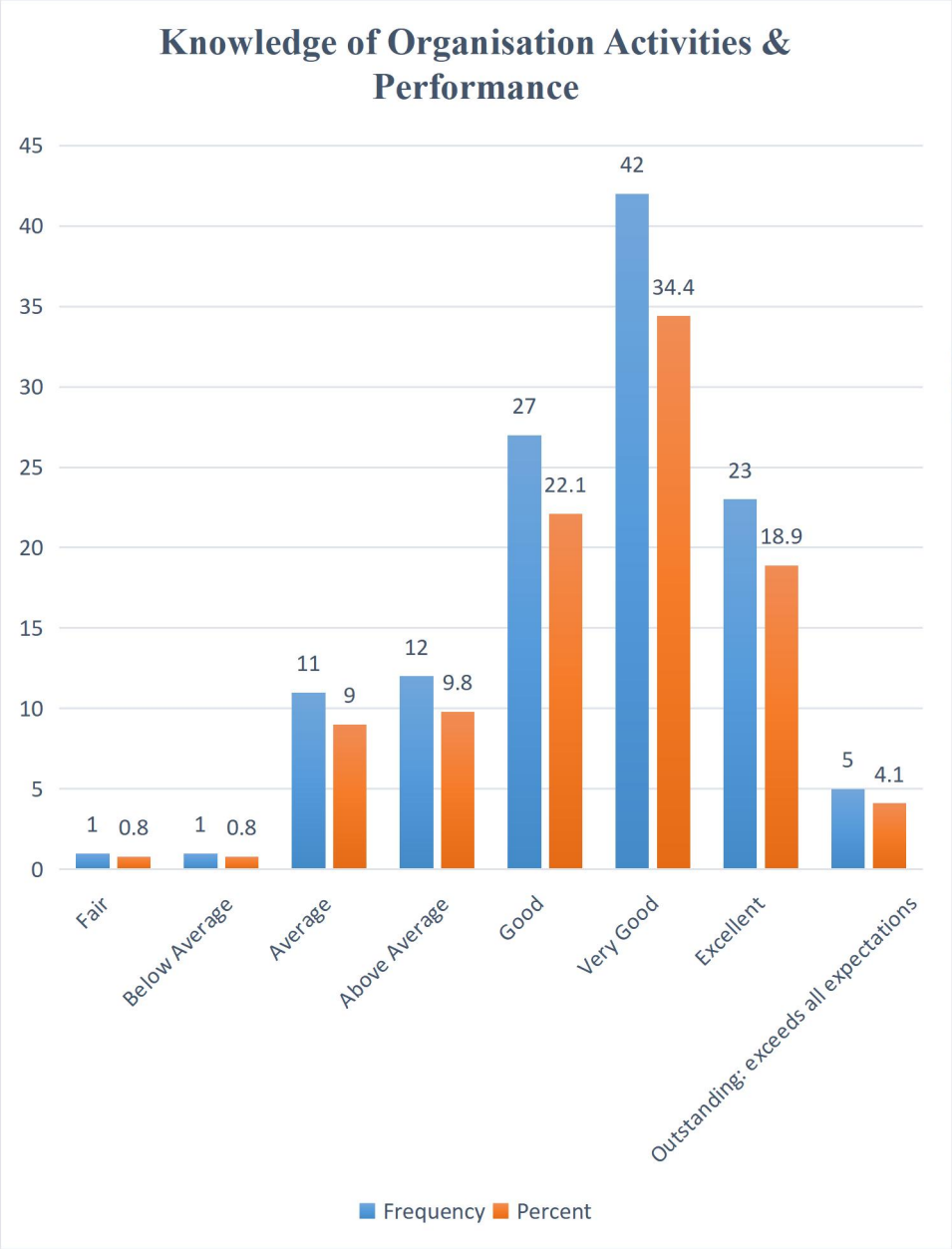

Figure 4.6

Appendix I11

Scatterplots and Linear Fit Lines

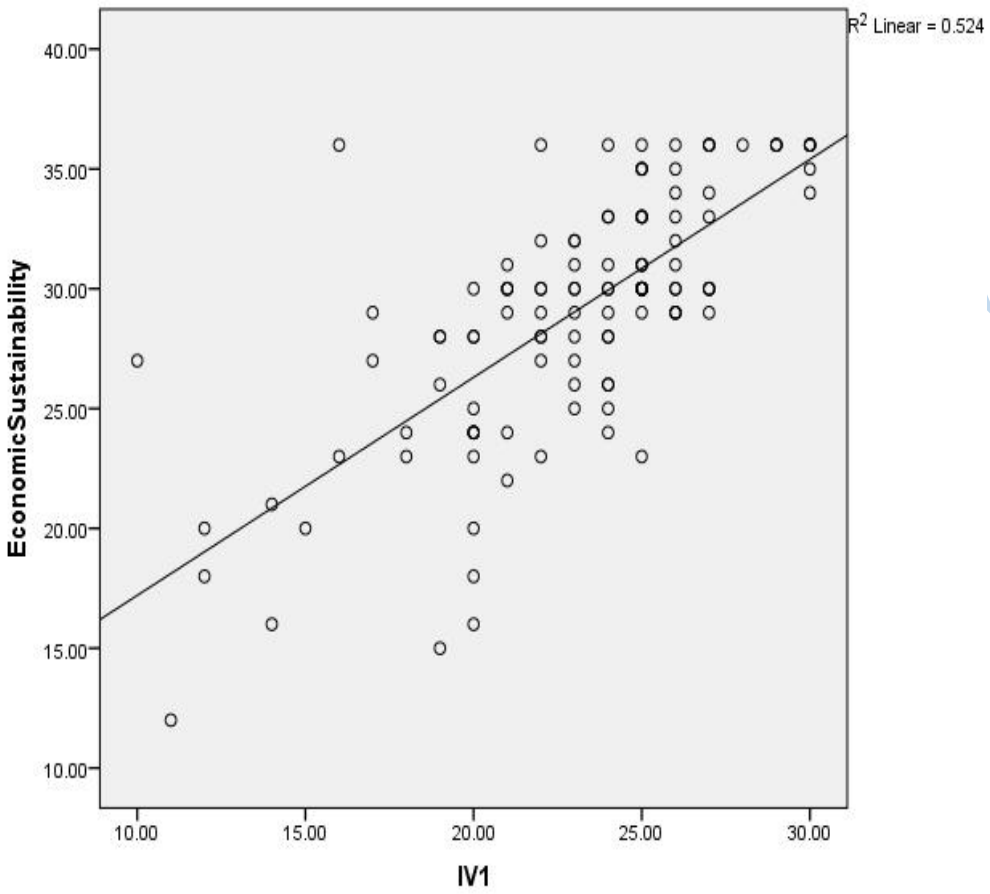

Fig. 4.7 Scatterplot and Linear Fit Line: Resource Fluidity vs. Economic Sustainability

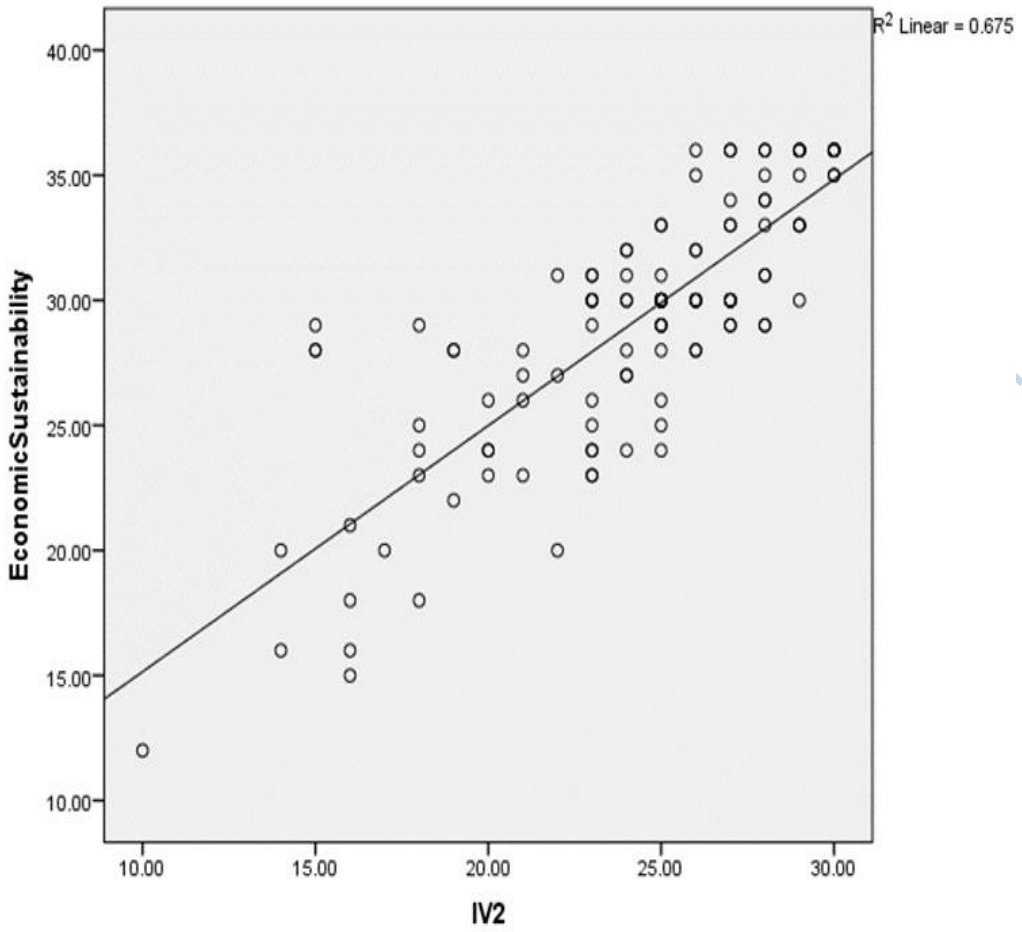

Fig. 4.8 Scatterplot and Linear Fit Line: Strategic Sensitivity vs. Economic Sustainability

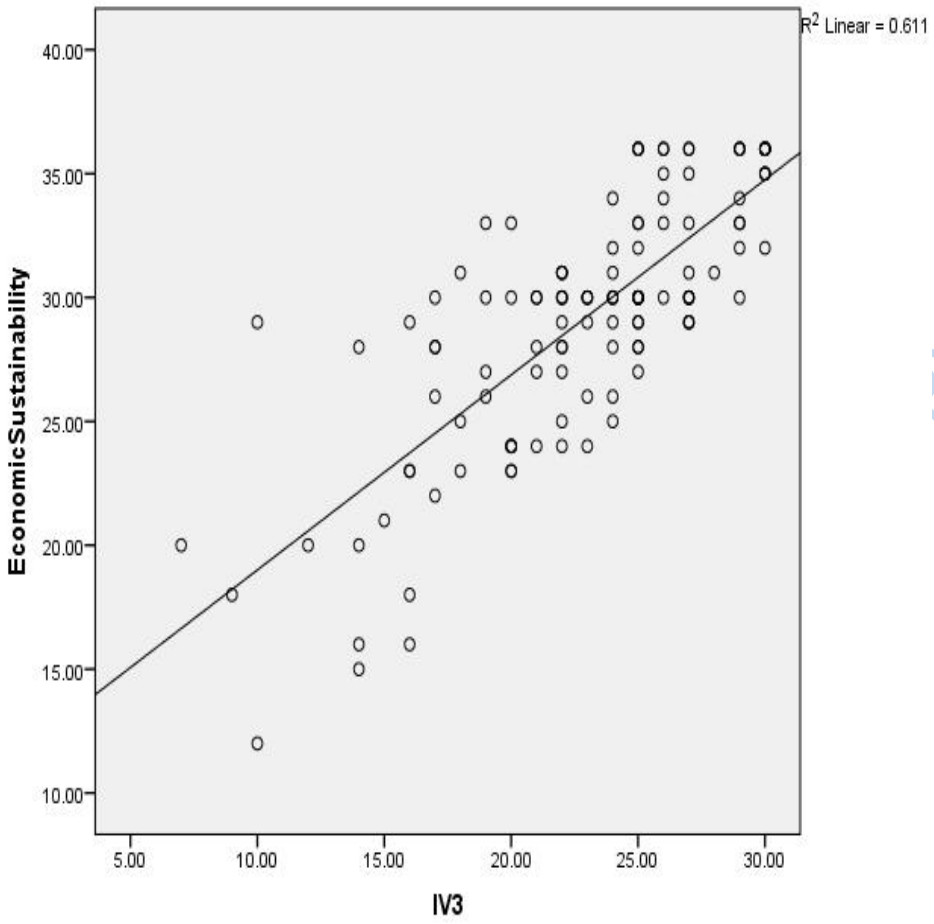

Fig. 4.9 Scatterplot/Linear Fit Line (LFL): Innovation Culture vs. Economic Sustainability

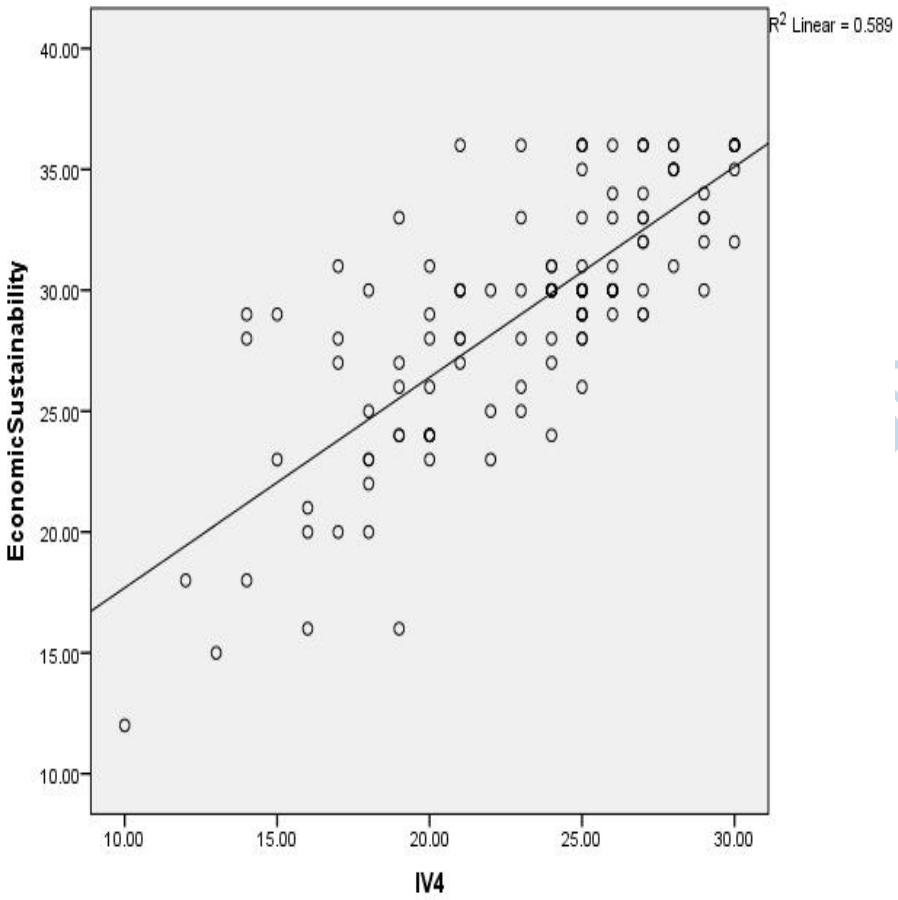

Fig. 4.10 Scatterplot/LFL: Collaboration and Networking vs. Economic Sustainability

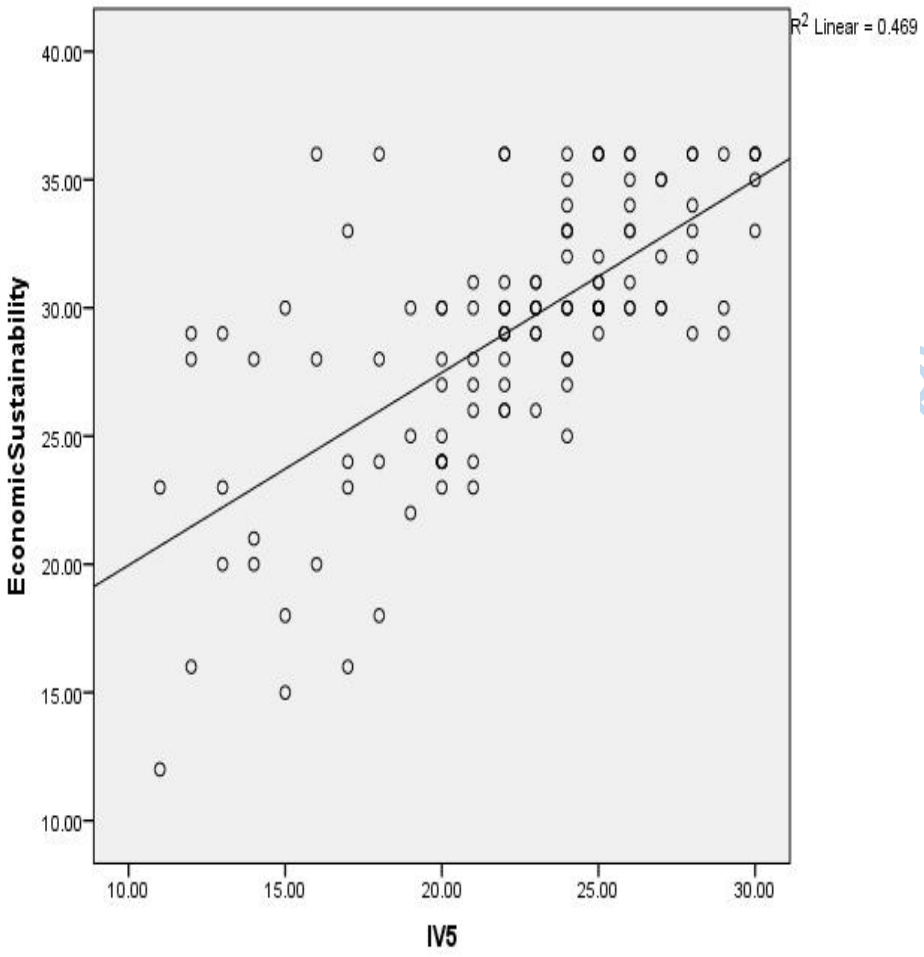

Fig. 4.11 Scatterplot/Linear Fit Line: Employee Empowerment vs. Economic Sustainability

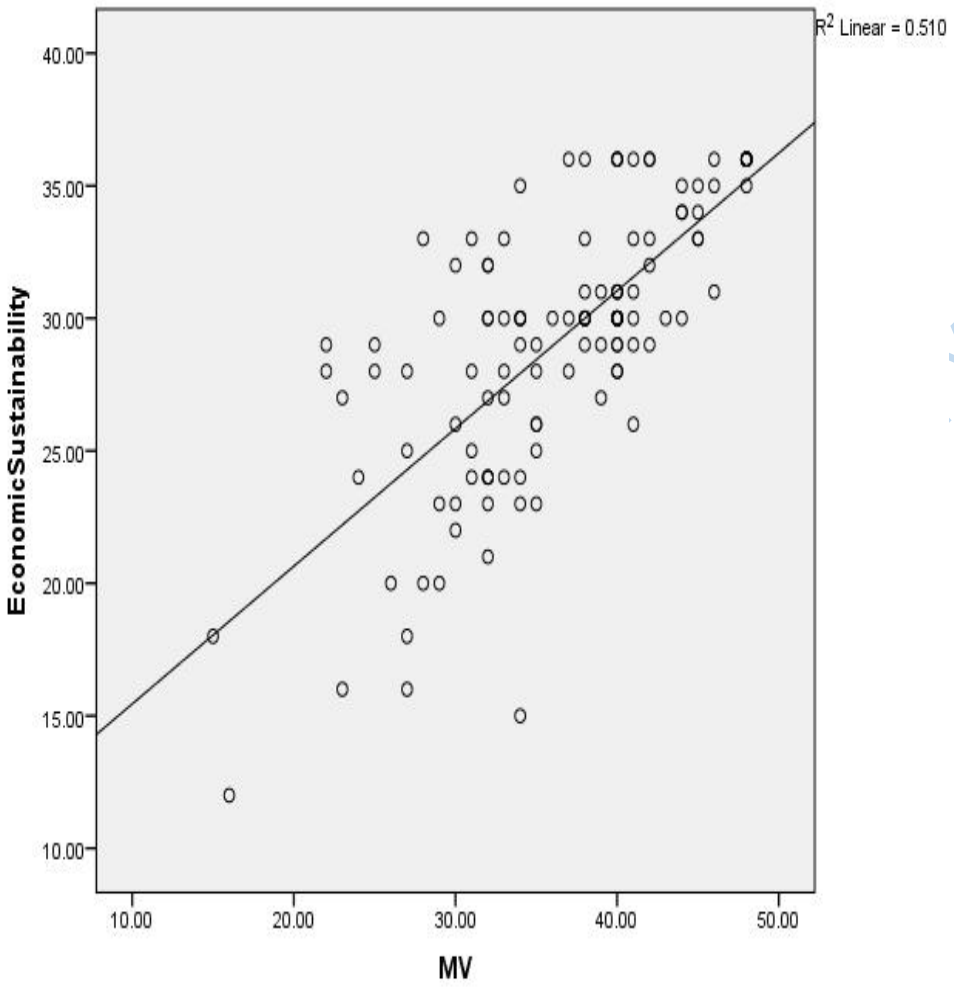

Fig. 4.12 Scatterplot and Linear Fit Line: Cultural Intelligence vs. Economic Sustainability

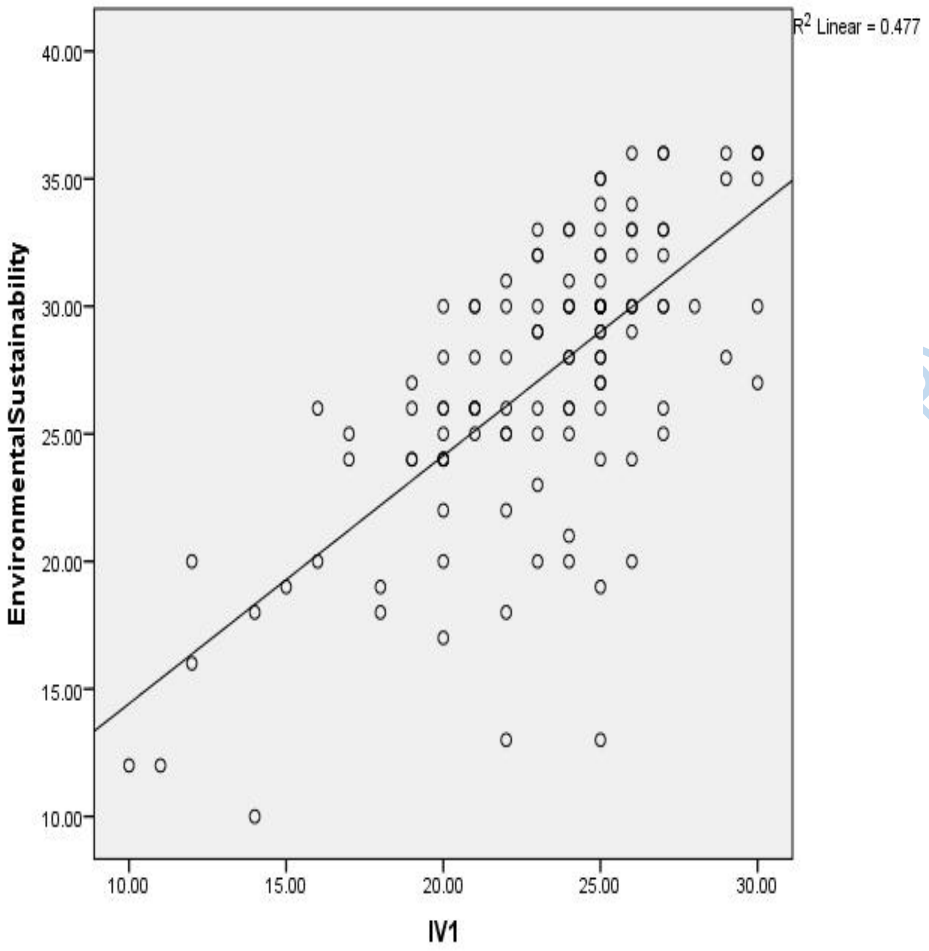

Fig. 4.13 Scatterplot/Linear Fit Line: Resource Fluidity vs. Environmental Sustainability

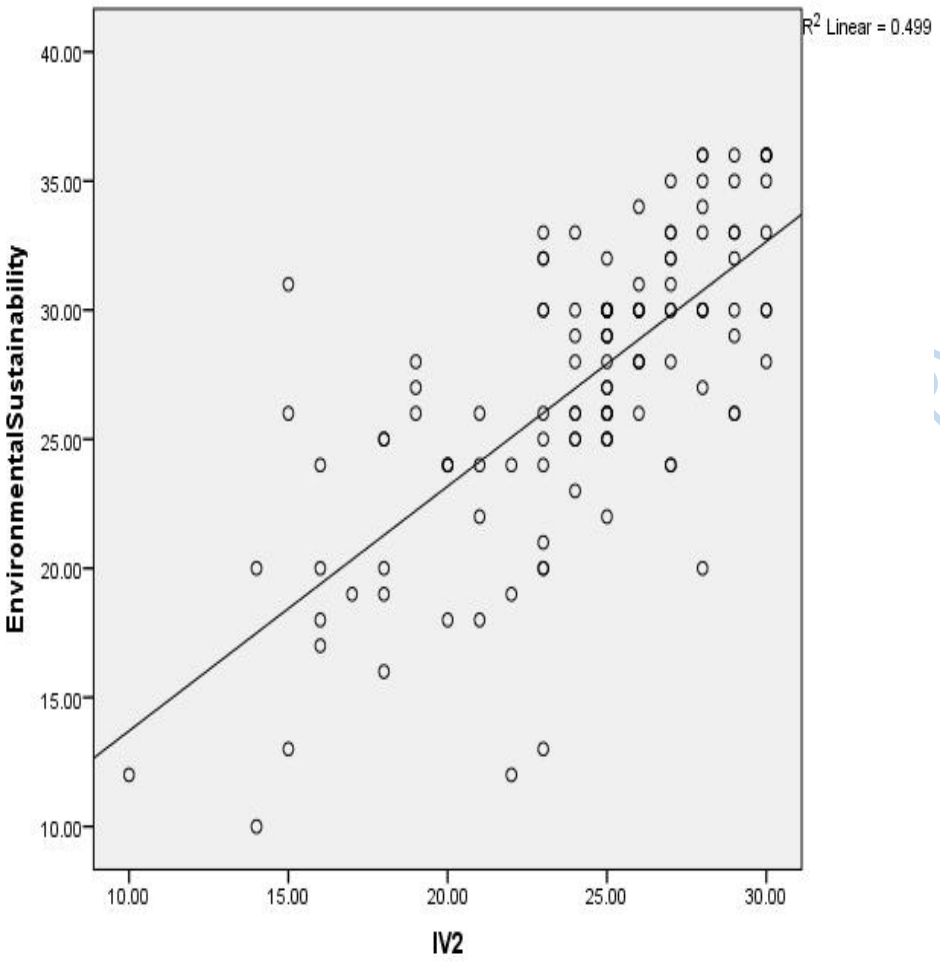

Fig. 4.14 Scatterplot/Linear Fit Line: Strategic Sensitivity vs. Environmental Sustainability

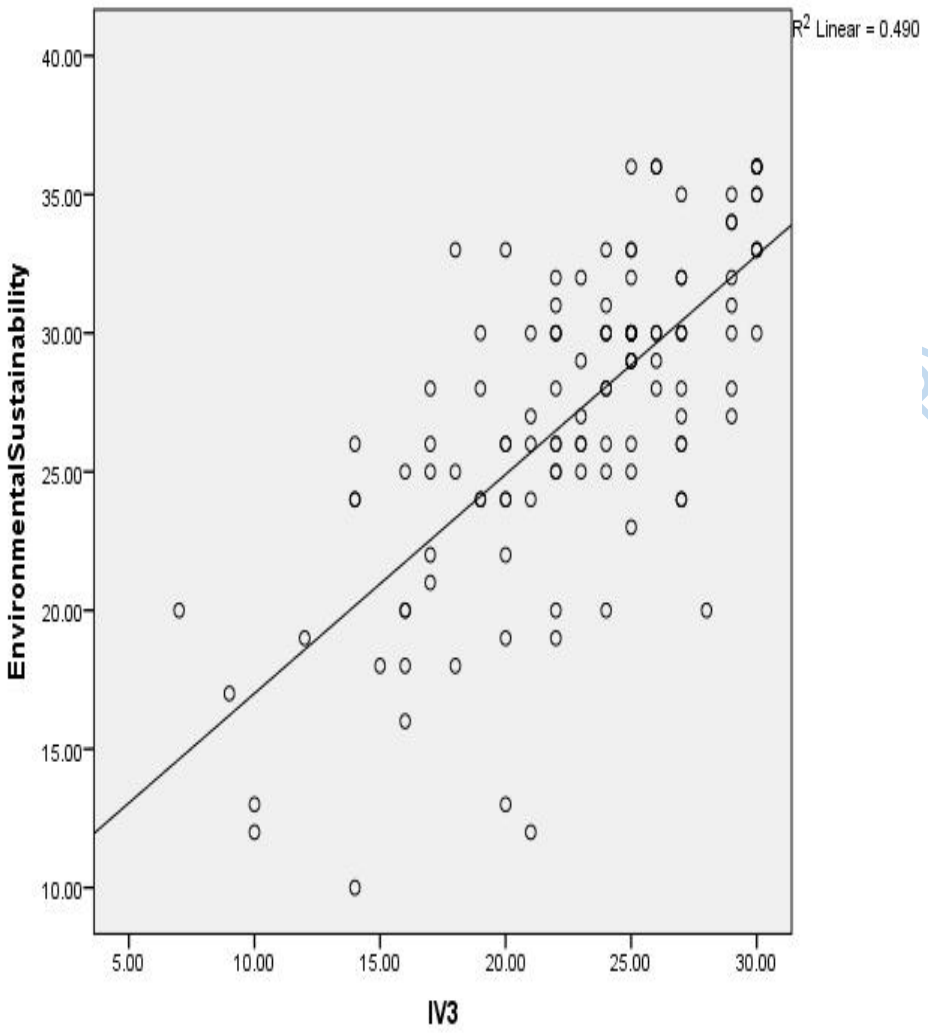

Fig. 4.15 Scatterplot/Linear Fit Line: Innovation Culture vs. Environmental Sustainability

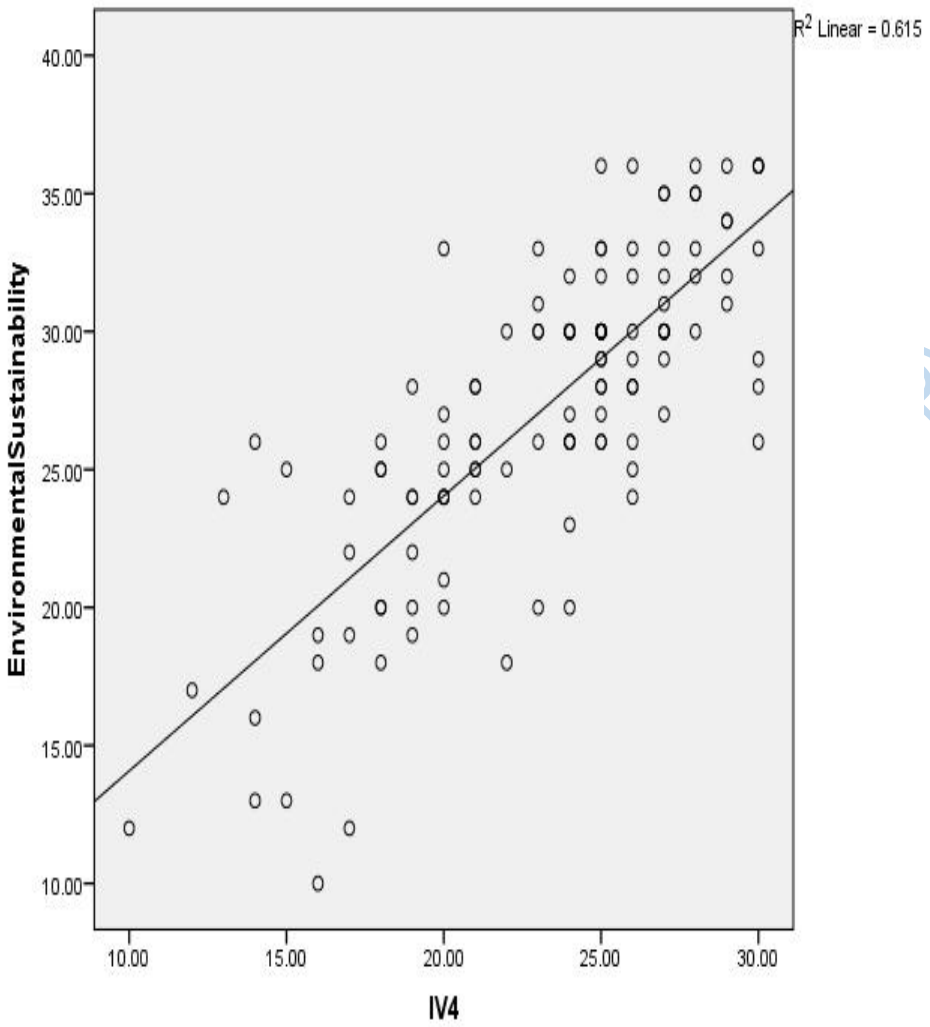

Fig. 4.16 Scatterplot/LFL: Collaboration and Networking vs. Environmental Sustainability

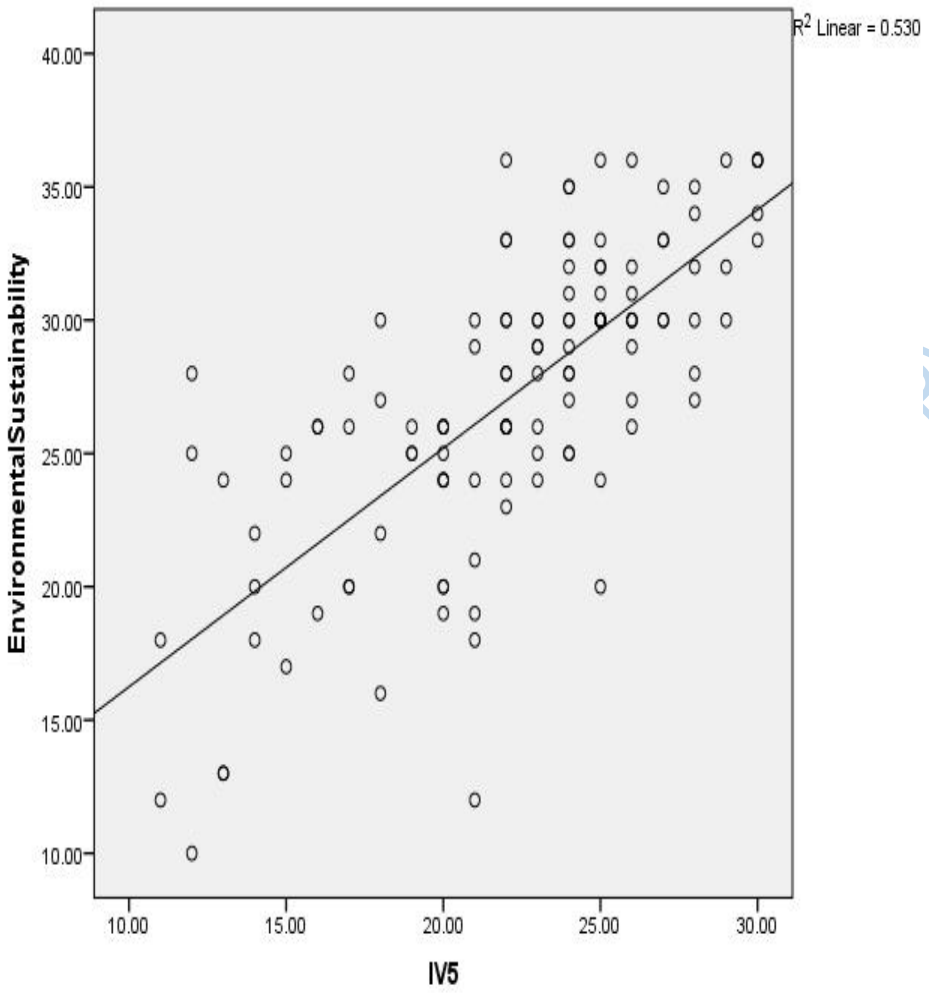

Fig. 4.17 Scatterplot/LFL: Employee Empowerment vs. Environmental Sustainability

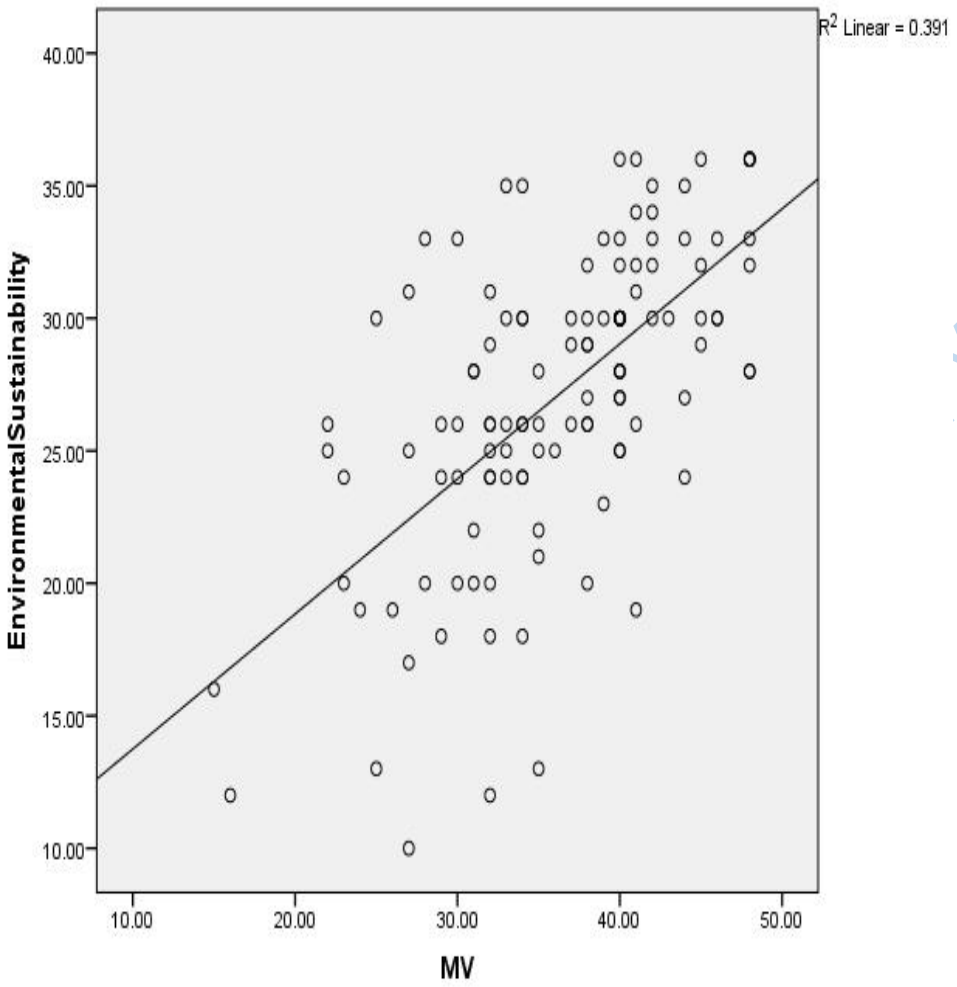

Fig. 4.18 Scatterplot/LFL: Cultural Intelligence vs. Environmental Sustainability

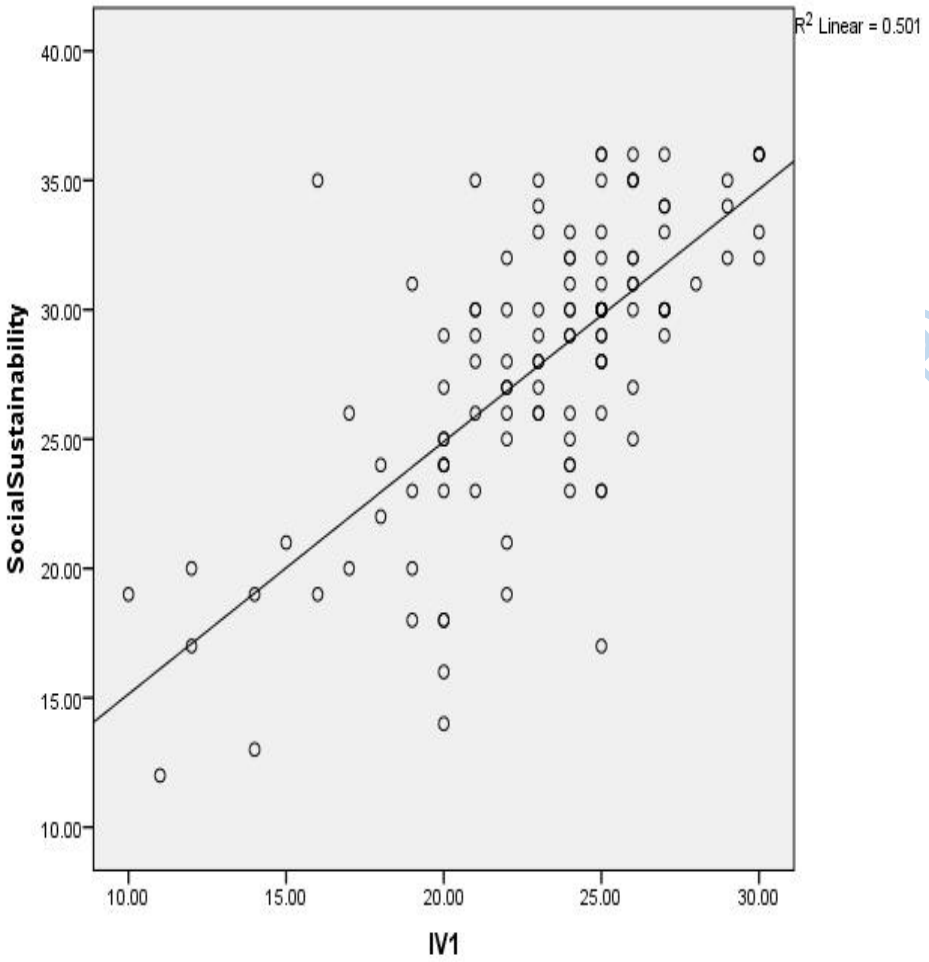

Fig. 4.19 Scatterplot and Linear Fit Line (LFL): Resource Fluidity vs. Social Sustainability

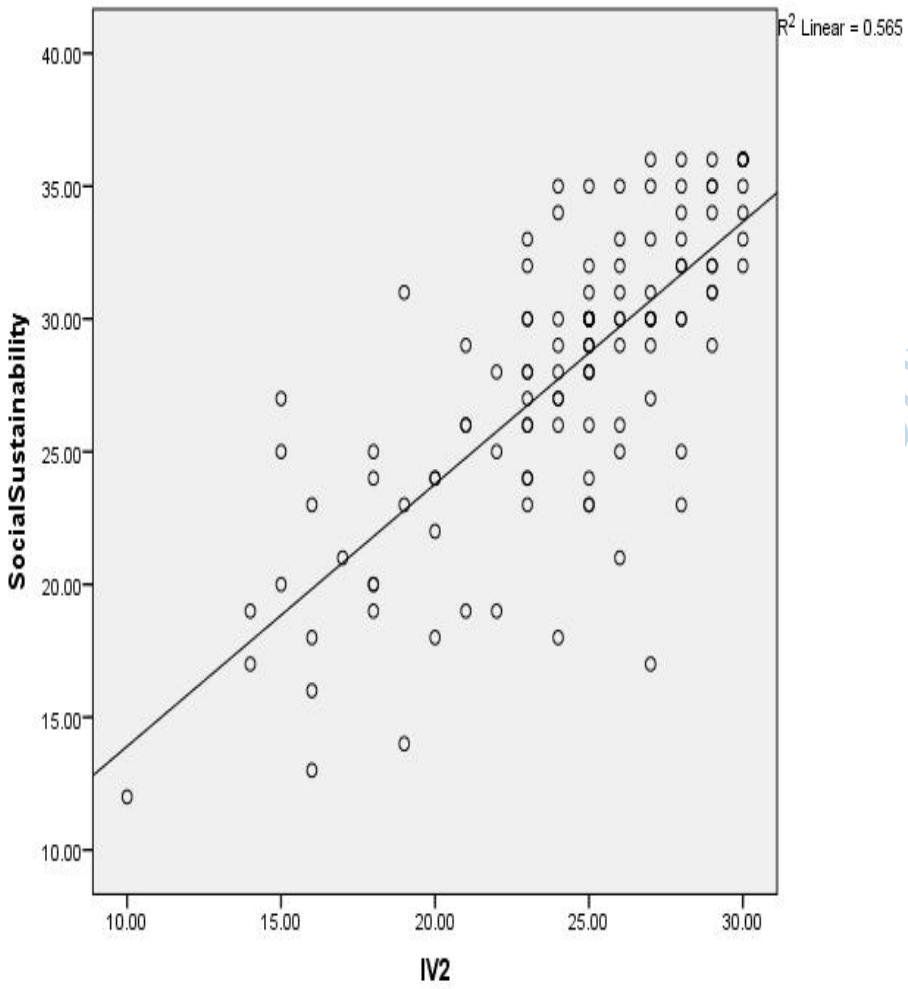

Fig. 4.20 Scatterplot and Linear Fit Line: Strategic Sensitivity vs. Social Sustainability

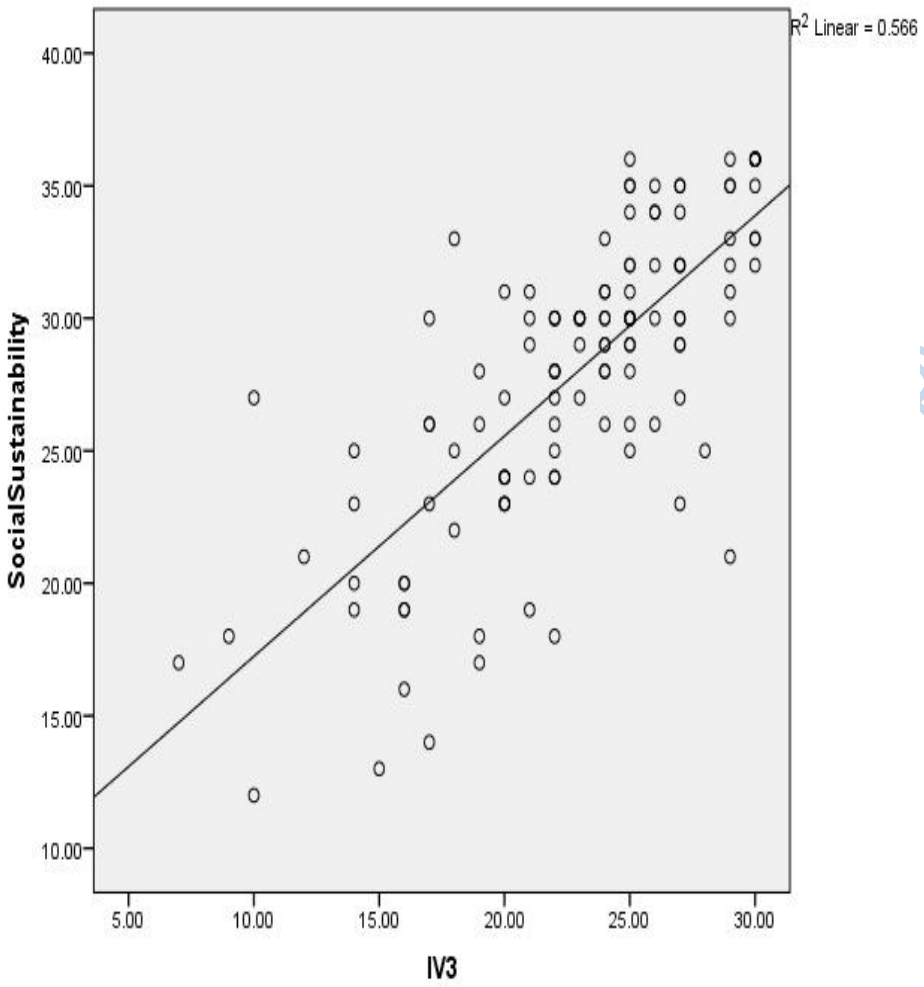

Fig. 4.21 Scatterplot and Linear Fit Line: Innovation Culture vs. Social Sustainability

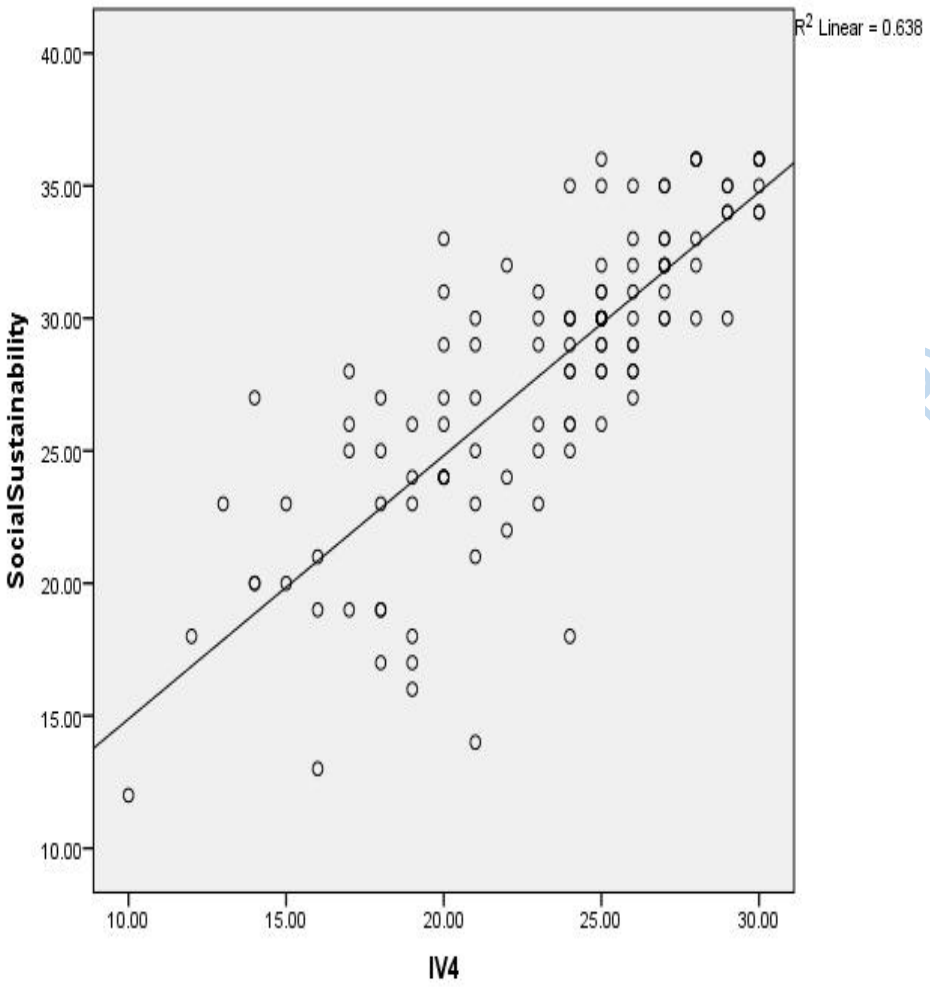

Fig. 4.22 Scatterplot and LFL: Collaboration and Networking vs. Social Sustainability

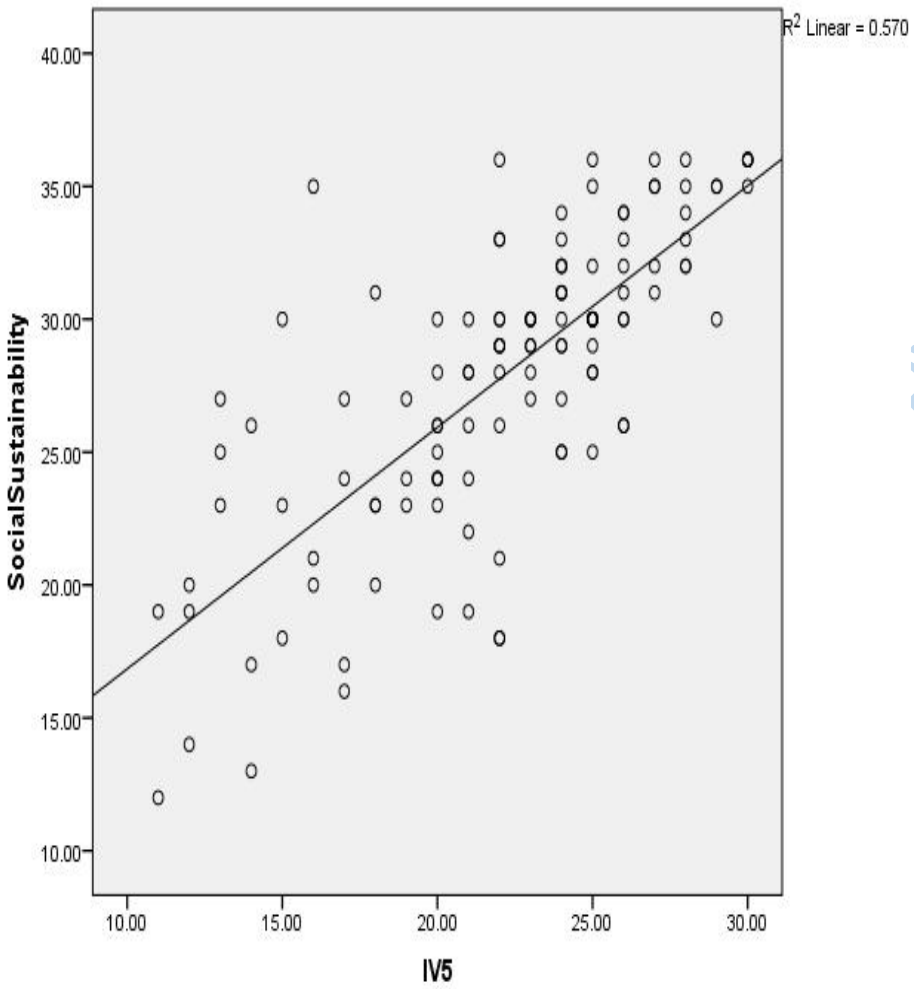

Fig. 4.23 Scatterplot/LFL: Employee Empowerment vs. Social Sustainability

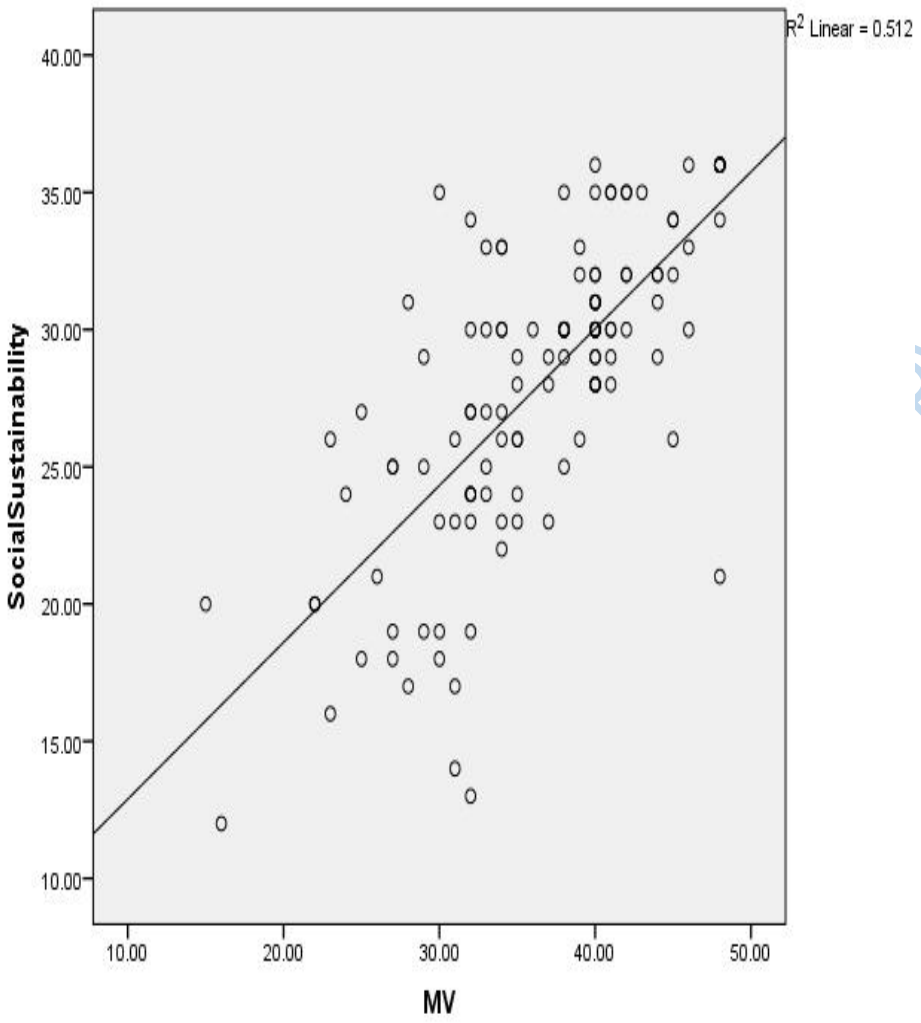

Fig. 4.24 Scatterplot and Linear Fit Line: Cultural Intelligence vs. Social Sustainability

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1. United Bank for Africa (UBA)	1998-2000
2. Oluwole Ojeyinka & Co (Chartered Accountants)	2000-2001

3. D'ellarch Nigeria Limited (Construction)	2002-2003
4. Nigeria Online Limited (ISP)	2003-2005
5. Kakawa Discount House (FBN Merchant Bank)	2006-2007
6. Diamond Bank Plc	2007-2019
7. Access Bank Plc	2019-2023
8. United Capital Plc	2023-till date

D. Membership of Academic Professional Body

1. Institute of Chartered Accountants of Nigeria (FCA)

E. Publications

Chapters in Book

Adekunle, Adewunmi E., & Adewumi, Moyosore A. "Impact of Macroeconomics Fluctuation on the Growth of Small and Medium Scale Businesses in Nigeria." Chapter 7 in Environmental Factors and Entrepreneurship Development. OGE Business School Publisher, 2023. doi: 10.5281/zenodo.10324211, 10.5281/zenodo.10324212

Adekunle, Adewunmi E., & Dopemu, Olawale S. "Strategic Flexibility and SME Performance during Economic Crisis in Nigeria." Chapter 5 in Entrepreneurship and Business Environment. OGE Business School Publisher, 2023. doi: 10.5281/zenodo.10321308, 10.5281/zenodo.10321309

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The University Compliance Certification

This is to certify that the thesis by **Adewunmi Ebenezer ADEKUNLE (LCU/PG/002239)** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University Format and Style.

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Signature **Date**