

# Workforce Agility and Organizational Reputation of Electricity Distribution Companies in South-South, Nigeria

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**Abstract:** *This study examined the relationship between workforce agility organizational reputation of electricity distribution companies in South-South, Nigeria. The cross-sectional survey was adopted and a population four hundred and twenty-two (422) managers and supervisors of two electricity distribution companies in South-South. Sample size of two hundred and five (205) managers and supervisors were drawn from the population. The simple random sampling technique was used in this study. Data were collected from respondents using copies of questionnaire. The retrieved data was analysed using Structural Equation Model. The result revealed that there is a significant positive relationship between the dimensions of workforce agility (dynamic capability and resilience behaviour) with organisational reputation. The study concluded that workforce agility, characterized by dynamic capability and resilience behaviour, significantly enhances the organizational reputation of electricity distribution companies in South-South Nigeria. Hence, the study recommended among others that investment in continuous learning and development programs that enhance employees' dynamic capabilities, such as adaptability and innovation, to improve service delivery.*

**Keywords:** *Corporate Attractiveness, Dynamic Capability; Resilience Behaviour, Service Delivery*

## 1.0 Introduction

The perception that stakeholders have of an organization as a whole when it comes to its ability to live up to their expectations is known as its reputation. A diverse group of stakeholders' distinct perceptions make up reputation. Businesses struggle to maintain their reputations in the face of fierce competition and unstable market conditions. Corporate reputation refers to stakeholders' favourable opinions of the company (Gotsi & Wilson, 2001). It cannot be replaced exactly by rival products. According to Dowling (2006), organizational reputation increases a company's intrinsic value and is essential to a company's competitive advantage and operational effectiveness (Deephouse 2000; Schwaiger & Raithel 2014). The notion of organizational reputation is rooted in a variety of fields, including organizational theory, marketing, and strategic management (Dean, Arroyo-Gamez, Punjaisri, & Pich, 2016; Martin, Beaumont, Doig, & Pate, 2005).

According to Kia, Halvorsen, and Bartram (2019), corporate reputation refers to an organization's ability to generate value for its stakeholders in the face of uncertainty. Additionally, a company's reputation is an essential asset of that company because it has the ability to increase that company's profit and also in boosting the favourable position of that company (Gardberg & Fombrun, 2002). The issue of corporate reputation is also very essential in reducing legal litigation and in enhancing the image of the entire organization. The electricity distribution companies are often in search of

ways to operate effectively while delivery superior services to relevant stakeholders. Hence, it is important to enhance their reputation in order to thrive effectively and reduce incident of conflict between the customers and staff of the company (Kasiri, Cheng, & Sambasivan, 2017). According to Du Preez and Bendixen (2015), many organizations do not care about their reputation until they face a threat. In the case of service providers such as electricity distribution company, the role of reputation becomes even more important. Superior service can help a company build a good reputation and gain the trust of its stakeholders (Singh & Weligamage, 2010). Leaders need a firm understanding of the differentiators that set agile workforces apart as turbulent times make workforce agility a vital sustenance mechanism for firm reputation. It has been suggested that having an agile workforce is essential for building an agile organization (Breu, Hemingway, & Bridger, 2002; Muduli, 2013). There is paucity of scholarly work on how workforce agility relate with organizational reputation of electricity distribution companies in South-South Nigeria. This study is geared towards covering this observed gap.

### **Statement of the Problem**

Despite some attempt to address the problem of low organizational reputation of the electricity distribution companies vis-à-vis erratic power supply, Nigeria's electricity supply situation remains unresolved and this itself is a bad reputation. This sad reputation of electricity distribution companies in Nigeria have led to several problem such as less trust, customers dissatisfaction, unwillingness to pay electricity bills, clash between staff and customers, high conflict and financial losses. The reputation of electricity distribution companies is expected to address the industry's plethora of problems and challenges. According to Obeta (2007) and Orukari (2010), the electricity distribution companies are faced with some challenges which include societies and agitations that are hostile, vandalism of infrastructure (tampering), connections that allow consumers to access electricity supply, setup, upkeep, meter measurement, revenue collection, and many more. It is worthy to note here that the low level of reputation as a result of erratic power supply of the electricity distribution companies has intensified crises between the staff of the companies and the members of the public as many feel that the electricity distribution company's actions are dubious and void of honesty and integrity.

Large operational challenges that discos face are evident in how they operate and provide services. Some of the issues include insufficient grid-supplied energy, outdated networks, a lack of network equipment maintenance, poorly trained staff, poor customer data, low meter penetration, health, safety and environmental concerns (Omonfoman, 2016). Furthermore, the poor reputation of the electricity distribution companies has also been shown in the high tariff that the customers are faced to pay even without providing commensurate service. Although work has been done on how to enhance the reputation of the company, the problem still persist. It is on this premises that this study examined the relationship between workforce agility and organizational reputation of electricity distribution companies in South-South, Nigeria.

### **Research Objectives**

The specific objectives are to examine the relationship between;

- i. Dynamic capability and service delivery
- ii. Dynamic capability and corporate attractiveness.
- iii. Resilience behaviour and service delivery
- iv. Resilience behaviour and corporate attractiveness

### **Research Hypotheses**

The following null hypotheses were put forward as tentative answers;

**H01:** There is no significant relationship between Dynamic capability and service delivery of electricity distribution companies in South-South, Nigeria

**H02:** There is no significant relationship between Dynamic capability and corporate attractiveness of electricity distribution companies in South-South, Nigeria

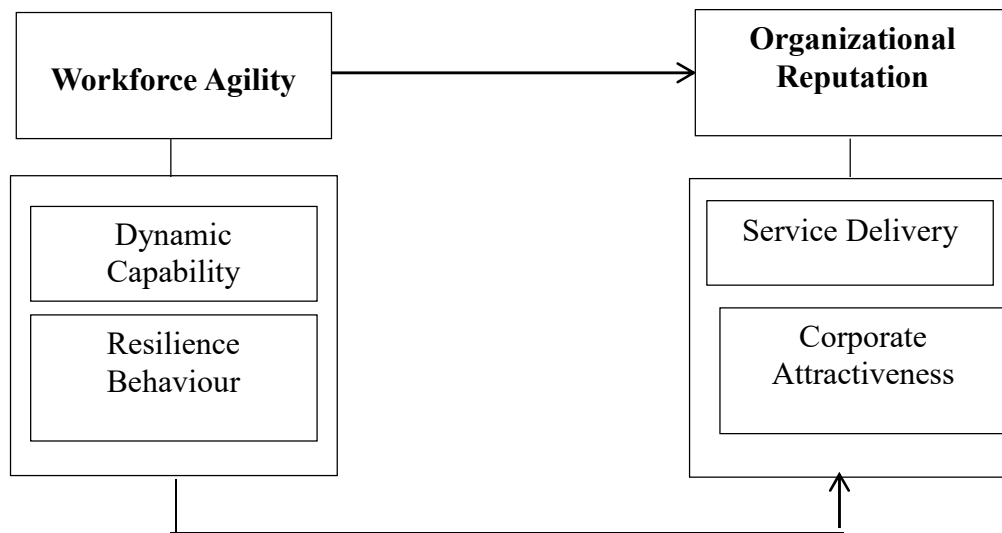
**H03:** There is no significant relationship between Resilience behaviour and service delivery of electricity distribution companies in South-South, Nigeria

**H04:** There is no significant relationship between Resilience behaviour and corporate attractiveness of electricity distribution companies in South-South, Nigeria

### **2.0 literature Review**

The theory that underpinned this study is the Ability, Motivation and Opportunity Theory. The main proponent of this theory is Bailey (1993) who postulates that the effort of employees requires three components namely the necessary abilities and skills, proper motivation and the employer also has to accord the employees an opportunity for participation. AMO theory is an acronym for the three ingredients that enhance service delivery namely ability, motivation and opportunity for participation. Appelaum, Bailey, Berg and Kalleberg (2000) opines that the AMO theory properly explains on the need for the management to enhance employees' skills, provide rewards and provide opportunities to use their skills and abilities through employee involvement. Musah (2008) in a study found out that motivated, skilled and flexible workforce assists organizations in their bid towards having core competencies which in turn enhance service delivery.

### **Conceptual framework**



**Figure 1:** A conceptual framework showing the Link between Workforce agility and Organizational reputation.

**Source:** Adapted from Tessarini and Saltorato (2021); Tumturk and Deniz (2021)

### **Workforce Agility**

Workforce agility requires the development of an adaptable workforce that can handle unexpected and dynamic changes in the business environment (Sherehiy & Karwowski, 2014). Agility is an important attribute and capability of employees operating in dynamic business environments. Cai, Huang, Liu, and Wang (2018) described agility as the ability of an employee to promptly and appropriately react and adapt to change for the benefit of the organisation. Employees in an agile workforce not only react and adapt to change promptly and appropriately, but they are also capable of making changes. Workforce agility is enabled by organisational culture, organisation commitment, and employee empowerment, according to Carvalho, Sampaio, Rebentisch, and Saraiva (2017). In same fashion, worker adaptability helps organisations gain a competitive edge in fast-paced work settings.

The ability of the workforce to quickly and appropriately adjust to environmental changes is known as workforce agility. Additionally, according to Chonko and Jones (2005), worker agility involves the ability to capitalise on these developments for the organisation. It requires abilities like adapting to changes in the environment, deciphering and foreseeing these changes, and projecting potential outcomes from them (Bosco, 2007). Consequently, having a thorough plan for converting environmental changes into opportunities is crucial for worker adaptability (Zhang & Sharifi, 2000). In this sense, creating a holistic vision that employees internalise aids organisations in remaining dynamic and continuously evolving.

According to Sohrabi et al. (2014), workforce agility is acknowledged as an organisational technique that boosts the profitability and efficacy of the company. Accordingly, it entails demonstrating suitable knowledge and abilities at the proper moment while taking the organization's internal and external needs into account (Muduli, 2013). Research in the literature highlights the benefits of worker adaptability, which include raising productivity and quality, enhancing relationships between the workplace and the environment, and enhancing the efficacy of the organisation (Detollenaere, 2017; Hopp & Van Oyen, 2004).

### **Dynamic Capability**

Capabilities are the means by which an organisation may make use of its resources (Wheelen et al., 2018; Robbins and Coulter, 2016). Dynamic capabilities, according to Zollo and Winter (2002), are ingrained and reliable patterns of group behaviour that enable an organisation to methodically develop and modify its operational procedures in an effort to boost effectiveness. Winter (2003) defined dynamic capabilities as those that serve to advance, broaden, or modify traditional capabilities. A company's capacity enables it to continuously sustain its existing products and services for the same clientele while applying essentially the same methods on the same scale. Because it maintains the existing quo, this kind of competence is "ordinary" (Helfat & Winter, 2011). Helfat (1997) defined dynamic capability as an organization's capacity to actively expand its resource base and implement the subsequent additions and modifications. Organisational practices that possess the capacity to modify existing situations, resulting in modifications to performance and competitive advantage are known as dynamic capabilities.

According to Zahra and George (2002), dynamic capabilities are essentially change-oriented capabilities that let companies rearrange and repurpose their resource base in response to shifting customer needs and competitor tactics. The ability of senior managers to seize opportunities by organising and integrating both new and existing resources to get beyond route dependencies and inertia is at the core of dynamic capabilities. Capabilities are the means by which an organisation may make use of its resources (Wheelen et al., 2018; Robbins and Coulter, 2016). They consist of

routine business processes and operations that organise, oversee, and control the utilisation of resources to transform inputs into outputs. According to Wheelen et al. (2018), dynamic capabilities are those that are constantly changed and rearranged to make them more adaptive in the face of uncertainty. It is often easier for people and businesses to carry on with business as usual than to make new decisions. But things in this world are changing all the time. As global marketplaces become more integrated and introduce new kinds of competition and technology, businesses cannot afford to sit back and take it easy.

### **Resilience Behavior**

Organisational resilience is the ability of an organisation to handle crises. Resilient conduct is especially essential during times of organisational transition (Rauter, et al., 2019). Businesses can develop new routines, acquire new skills, and optimise resource utilisation in challenging circumstances due to the resilient behaviour of individuals and organisations (Ehnert, Harry & Zink, 2013; Chams & García-Blandón, 2019). Resilient employees are agile because they perform well under pressure. According to Naswall, Malinen, Kuntz, and Holiffe (2019), resilience is a critical skill that helps workers handle and adjust to shifting conditions. A workforce that is resilient can recover from shocks and crises in the workplace more quickly (Heilmann, Fortsen-Astikainen, & Kultalahti, 2018). According to Kuntz et al. (2017), adaptable, learning, and network-based activities demonstrate the availability of resources as well as the drive and aptitude of employees to utilise them. These activities are examples of employee resilience. Training, job experience, task- or company-specific knowledge, and personality attributes that are important for productive work can all help build resilience (Heilmann et al., 2018).

According to Luthans (2002), resilience is the positive psychological ability to recover or "bounce back" from adversity, uncertainty, conflict, failure, or even good change, advancement, and greater responsibility. Resilient behaviour, according to Kumar and Das (2022), is the capacity to keep up a positive adjustment in the face of difficulty. Resilient conduct is the capacity or capacities of an individual to reverse or overcome a dreadful situation. Organisational resilient behaviour is the capacity of an organisation to overcome a crisis. Resilient attitude is also necessary in organisations during times of transition.

It is believed that employee resilience is a dynamic, introspective process that involves resolving interpersonal disputes, striking a work-life balance, and responding to organisational expectations. The dynamic and reflective process describes how resilience and support for work-life balance are related to each other. The three most crucial components for fostering resilience were determined to be financial independence, a sense of success, and familial support. Resilience elements, which include positive thinking, adaptability, taking responsibility, and separating work from life, enable workers to combine work and family obligations, which helps them remain in the labour.

### **Organisational Reputation**

Organisational reputation is seen in strategic management as a distinct, difficult-to-replicate intangible asset (Smaiziene & Jucevicius, 2009), representing a consensus opinion about a company formed from its various stakeholders (Shamma & Hassan, 2009). Organisational reputation is viewed in sociology as a social phenomenon that includes the general consensus on what the pertinent public understands about an actor (Shamma & Hassan, 2009). Lastly, reputation is frequently seen as a force that can attract customers (Davies et al., 2003), encourage their loyalty (Bontis et al., 2007), and influence the selling-buying processes (Lin et al., 2003). Reputation illustrates the corporate associations that individuals establish with the company name (Fombrun

et al., 2000). Fombrun et al. (2000) offer an integrative definition of the reputation construct based on definitional commonalities across disciplines, characterising it as a collective representation of a firm's previous actions and results that describes the firm's capacity to deliver numerous stakeholders. According to the writers, a company's standing among its stakeholders and among its own personnel in competitive and industrial situations is determined by its organisational reputation. According to Fombrun (2001), a company's reputation is primarily based on its exceptional financial performance. However, some organisations build their reputations through the effectiveness of their ethical practices and policies. A positive reputation can lower a company's cost of capital gain by enhancing its access to credit market funding, according to study cited by Fombrun (2001).

According to Walker (2010), an organization's reputation is an overall, issue-specific, and somewhat consistent perception of its past performance and potential moving forward when measured against a benchmark. Organisational reputation was described as "observers' collective judgements of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time" by Barnett, Jermier, and Lafferty (2006). "Subjective and collective recognition, perception, attitude and evaluation of an organisation over time between all involved stakeholder groups that is based on specific organisational quality aspects, past behaviour, communication, symbolism and, possibility and potential to satisfy future expectations comparing to competitors" is how Sontaite-Petkeviciene (2014) defines organisational reputation. Gotsi and Wilson (2001) defined organizational reputation as 'a stakeholder's total appraisal of a company over time'. The aforementioned concepts make clear that people's perceptions and assessments of an organisation form its foundation. Stakeholders' firsthand experiences with the company, their interactions with staff members or company representatives, information shared through communication channels, organisational symbols, and comparisons with competitors all play a role in shaping their opinions and assessments (Abratt & Kleyn, 2012; Gotsi & Wilson, 2001).

It is possible to examine how identity and image relate to an organization's reputation (Tkalac & Vercic, 2007). Based on the culture of the company, identity is developed internally. It is made up of historical events, present customs, moral principles, and conduct (Melewar, Karaosmanoglu & Paterson, 2005). The concept of image is internal to the minds of external stakeholders and describes their perception of the organization's identity at a particular moment in time, moulded by direct or indirect experiences (Balmer & Greyser, 2002; Melewar, Karaosmanoglu & Paterson, 2005). Compared to image, organisational reputation is more stable and long-lasting since it is developed over time (historical component). Organisational reputation has been defined as the accumulation of images over time, and both ideas are connected (Gotsi & Wilson, 2001; Mahon, 2002).

### **Service Delivery**

The literature's definitions of service delivery mostly centre on satisfying the wants and expectations of the client as well as their requirements (Bateson & Hoffman, 2011). A service is labour or expertise provided to the other party by one party. Despite the possibility that it is directly related to a tangible output in this procedure. However, this act is inherently intangible and typically does not confer ownership over any production-related characteristics. In the service sector, having the willingness to offer top-notch services is crucial. Because providing high-quality services is both an effective business strategy and essential to the survival and profitability of these kinds of organisations. In the majority of service industries nowadays, client satisfaction and

service quality are crucial concerns (Hemmat, Amoo & Ahmadi, 2013). A service is a process that includes a variety of naturally occurring, more or less intangible activities that take place in interactions between clients and employees, as well as in the physical resources, goods, and/or systems that service providers use to solve client issues. A service is an action or advantage that one party provides to another.

According to Tjiptono and Chandra (2012), service delivery is the degree to which the calibre of service rendered satisfies the needs and expectations of the client. Wijaya (2011) states that the degree to which a service can satisfy a customer's expectations while also providing the highest possible level of service is a measure of the quality of that service. Service quality, according to Huang (2009), is the general opinion that customers have about a service. According to Zeithaml, Bitner, and Gramler (2009), a key factor in attaining customer satisfaction is service quality, which is defined as a customer's opinion of the service element of a product. An assessment of the difference between the expected and actual services is known as service quality (Saleem & Raja, 2014). Businesses view service quality as a crucial instrument for creating and sustaining a long-term relationship with their clients (Yousuf, 2017).

### **Corporate Attractiveness**

The benefits that a prospective employee envisions are referred to as corporate attractiveness. According to Berthon, Ewing, and Hah (2005), corporate attractiveness is the benefits that a prospective employee expects from working for a certain company. It has multiple effects on an organization's personnel. For example, it could affect their pay structures: prospective workers are more inclined to accept pay reductions from companies with a positive reputation (Cable & Turban, 2003). A number of employee attitudes are also influenced by corporate attractiveness, such as job satisfaction (Barakat et al., 2016; Davies 2008), motivation (Berthon et al. 2005; Lievens & Highhouse, 2003; Lievens, Van Hove & Anseel, 2007), loyalty (Priyadarshi, 2011; Mignonac, Herrbach & Guerrero, 2006), commitment (Kunerth & Moseley, 2011; Priyadarshi, 2011; Love & Singh, 2011), and retention (Tulasi & Hanumantha, 2012; Love & Singh, 2011). The influence of attractiveness on the intention to apply to and join a company, the likelihood of accepting a job offer, the applicant-to-hire conversion rate, the length of time needed to fill a position, and the quantity and calibre of applicants have all been shown in a number of studies (Agrawal & Swaroop, 2009; Collins & Stevens, 2002).

Prospective candidates obtain information about employers from a variety of sources, including some that businesses do not freely share (Cable & Turban, 2003). Word-of-mouth and social media are two examples of these sources (Van Hove, 2012; Sivertzen, Nilsen, & Olafsen, 2013). According to empirical research, organisations with a strong employer brand equity tend to attract more candidates (Cable & Turban, 2003; Knox & Freeman, 2006). According to earlier studies (Shahzad et al., 2011; Agrawal & Swaroop, 2009), a company's appeal to prospective graduates is enhanced by effective employment branding.

One of the most crucial aspects of employer branding initiatives is corporate attractiveness. Arguments for and against this section have been made in a wide range of fields, including psychology, communication, marketing, human resources, and management. For discussing the corporate attractiveness, firstly employer branding concept must be comprehended. Employer branding is a long-term business strategy that manages employee recognition and raises awareness of a particular organisation among prospective employees (Sullivan, 2004). It improves an organisation and makes it a more appealing environment for all workers to work. Employer branding techniques have an impact on organisational culture and identity. They also generate corporate attractiveness or employer brand value in general. Corporate attractiveness is influenced

by an organization's image, which is shaped by its employer brand values (Backhaus & Tikoo, 2004). The degree to which a respondent would personally seek out and promote a company as an employer is one way to explain corporate attractiveness (Villamil, 2007). In a different study, the phrase "corporate attractiveness" refers to the intangible and unseen advantages that an organisation might provide prospective employees (Berthon et al., 2005).

### **Empirical Review**

Studies on workforce agility and also on organizational reputation has been done over the years. Wahjunianto (2022) examined the effect of a competitive environment perspective on workforce agility and its impact on employee performance — the population of employees in various branch offices of PT. Kualita Media Tama in Indonesia. Sampling used the Slovin formula with a margin of error of 10% to obtain a quota of 124 samplings. Performance appraisal data was taken from HR Department documents, employee agility was measured from the Scaled Agile Framework (SAFe), and competitive environment perspective data was measured using the environment competitive scale (CES) Thurstone scale model. Data analysis used inferential statistics to describe each variable, and the decision-making hypothesis used linear regression analysis. The study's results prove that a competitive work environment affects workforce agility and employee performance. Workforce agility affects employee performance, and a competitive work environment through workforce agility affects employee performance. Workforce agility can contribute significantly more effectively than a competitive work environment to employee performance. The results of this study recommend that company management improve employee agility by establishing a competitive work environment as a means of organizational learning and through training.

Virchez (2015) explored workforce agility from a human resource perspective. This included its main determinants, such as adaptability, proactivity, resiliency, business orientation, and self-awareness; the interventions through which it is developed, such as performance management processes, training, and coaching; and finally, the main challenges that organizations face when developing it, such as cultural context and the lack of strategic clarity. The empirical analysis provided several insights on the development of workforce agility. Although limited to a small sample, the study provided evidence supporting the need for future research on the definition of the characteristics of an agile workforce, the definition of a competency model to support its development, the need to deepen the understanding of the mechanisms related to its development, and the main challenges faced by leaders in the implementation of an agile workforce.

Abou-AL-Ross and Shatali (2022) to explored the impact of workforce agility on organizational development agility in INGOs working in Gaza strip in Israel. The descriptive analytical approach was adopted, and a questionnaire was designed to collect data from the employees (excluding service employees) who work at INGOs in Gaza Strip depending on a stratified random sample. The conclusions indicated that workforce agility and organizational development agility were statistically positive and reasonably high. Though there was weakness in the organization practices encouraging-rule (autonomy). Also, involving change experts in the organizational development practices. In addition, it was concluded that there is a significant positive relationship between workforce agility and organizational development agility. Moreover, workforce agility has strong impact on the organizational development agility. Accordingly, it is recommended that the INGOs need to exert and develop more mechanisms related to enhance different mechanisms related to organizational development planning



According to Muduli (2017) despite broad recognition of the importance of agility in the workforce, little research has been conducted on the organizational characteristics and initiatives that engender it. Rooted in organizational and cognitive theory, a study of 524 employees in India's manufacturing and service sectors proposes that workforce agility is the result of specific organizational practices and psychological empowerment. Contributing to both management theory and practice, the findings show that an environment that encourages teamwork has the most influence in promoting agility, followed by programs that address reward systems, employee involvement, organizational learning and training, and information systems. In addition, the study found that agility is fostered by the psychological empowerment variable of impact, followed by self-determination, meaning, and competence.

Petermann and Zacher (2022) developed a new workforce agility measure, compared this measure to established workforce agility measures, and empirically tested the relations of workforce agility with work outcomes. For this purpose, they surveyed participants from two samples (N1 = 218, N2 = 533). In a first step, they used Sample 1 to examine the factor structure of the measure for item selection. In a second step, they used Sample 2 to confirm the 10-factor structure and to compare the predictive validity of their measure along with two other agility measures. Findings demonstrate predictive validity for all three workforce agility scales, especially in relation to innovative performance. Furthermore, workforce agility related positively to task and innovative performance, organizational citizenship behaviour, job satisfaction, and well-being.

### **3.0 Methodology**

This study used a cross-sectional survey and the target population was 422 managers and supervisors of two electricity distribution companies in South-South. The sample size was determined using the Yamen's (1968) formula for sample size determination. As a result, 205 questionnaires were distributed to managers and supervisors of the two electricity distribution companies. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in the sample case selection. The workforce agility (independent variable) was measured using dynamic capability and resilience behaviour. 5 items were used in measuring dynamic capability (e.g. My company is fast in detecting a major change in the industry.) and resilience behaviour was measured with a set of 5 items (e.g. . I am able to bounce back quickly from setbacks or challenges in my life). Organizational reputation (dependent variable) was measured using service delivery and corporate attractiveness. 5 items were used in measuring service delivery (e.g. the service provided meets or exceeds my expectations) and 5 items were used in measuring corporate attractiveness (e.g. the company's values align with what I consider important in a workplace, making it an attractive employer). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. The data was analyzed using the Structural Equation Modelling (SEM).

### **4.0 Result**

A total of 205 questionnaires were distributed to respondent, however, only 195 (95%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.

**Dynamic capability and measures of organisational reputation  
Hypotheses 1 and 2**

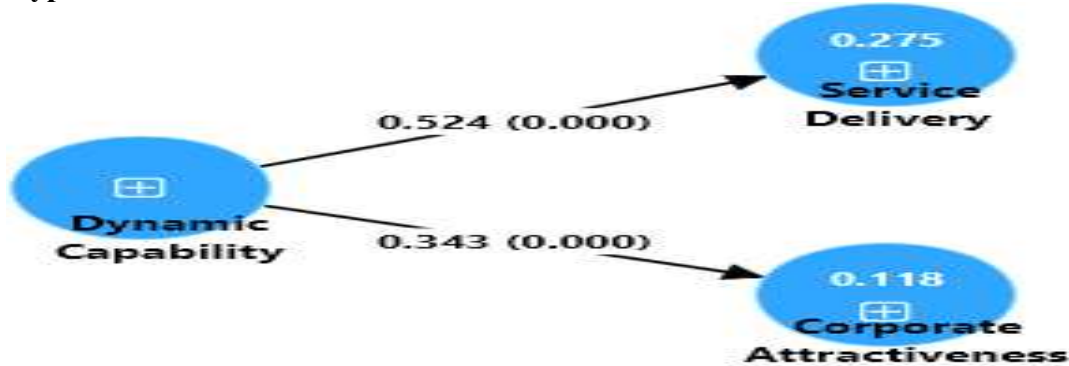


Fig 2: Dynamic capability and measures of organisational reputation

The result of the analysis in fig 2 above shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between Dynamic Capability and Service Delivery. A path coefficient ( $\beta$ ) = 0.524 implying that there is a strong positive relationship between Dynamic Capability and Service Delivery. This entails that as one variable increases the other increases, that is, a positive impact of dynamic capability will lead to a corresponding increase in service delivery of electricity distribution companies. The study therefore observes that there is a strong positive and significant association Dynamic Capability and Service Delivery. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *that there is a significant relationship between dynamic capability and service delivery of electricity distribution companies in South-South, Nigeria.*

The result of the analysis in fig 2 above also shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between dynamic capability and corporate attractiveness. A path coefficient ( $\beta$ ) = 0.343 implying that there is a strong positive relationship between dynamic capability and corporate attractiveness. This entails that as one variable increases the other increases, that is, a positive impact of dynamic capability will lead to a corresponding increase in corporate attractiveness of electricity distribution companies. The study therefore observes that there is a strong positive and significant association dynamic capability and corporate attractiveness. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *that there is a significant relationship between dynamic capability and corporate attractiveness of electricity distribution companies in South-South, Nigeria.*

**Resilience behavior and measures of organisational reputation  
Hypotheses 3 and 4**

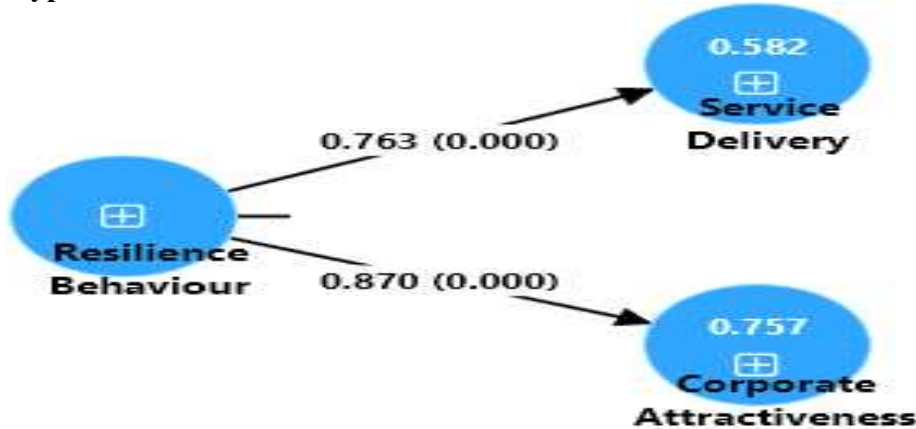


Fig 3: resilience behaviour and measures of organisational reputation

The result of the analysis in fig 3 above shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between resilience behaviour and service delivery. A path coefficient ( $\beta$ ) = 0.5763 implying that there is a strong positive relationship between resilience behaviour and service delivery. This entails that as one variable increases the other increases, that is, a positive impact of resilience behaviour will lead to a corresponding increase in service delivery of electricity distribution companies. The study therefore observes that there is a strong positive and significant association resilience behaviour and service delivery. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *that there is a significant relationship between resilience behaviour and service delivery of electricity distribution companies in South-South, Nigeria.*

The result of the analysis in fig 3 above also shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between resilience behaviour and corporate attractiveness. A path coefficient ( $\beta$ ) = 0.870 implying that there is a strong positive relationship between resilience behaviour and corporate attractiveness. This entails that as one variable increases the other increases, that is, a positive impact of resilience behaviour will lead to a corresponding increase in corporate attractiveness of electricity distribution companies. The study therefore observes that there is a strong positive and significant association resilience behaviour and corporate attractiveness. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that *that there is a significant relationship between resilience behaviour and corporate attractiveness of electricity distribution companies in South-South, Nigeria.*

**5.0 Discussions of Findings**

**Dynamic capability and service delivery**

The results on dynamic capability and service delivery revealed that  $\beta = 0.524$ ,  $p = 0.000$ , and  $R^2 = 0.275$ . This shows significant and positive relationship exists between dynamic capability and service delivery. Hence, dynamic capability is an essential factor in electricity distribution companies that help increase the service delivery. Thus, dynamic capability enhances service delivery. This finding was consistent with that of Zahra and George (2002) who claimed that dynamic capabilities are fundamentally change-oriented capabilities that assist businesses in

repurposing and rearranging their resource base in response to changing client demands and rival strategies, delivering quality services.

#### **Dynamic capability and corporate attractiveness**

The results on dynamic capability and corporate attractiveness revealed that  $\beta = 0.343$ ,  $p = 0.000$ , and  $R^2 = 0.118$ . This shows significant and positive relationship exists between dynamic capability and corporate attractiveness. Thus, dynamic capability in electricity distribution companies is critical for achieving corporate attractiveness. This finding is consistent with the study of Foss and Roberston (2000) who thought that a capacity needs to be rare, adaptable, and difficult for rivals to replicate in order to qualify as dynamic thus encouraging corporate attractiveness.

#### **Resilience behaviour and service delivery**

The results on resilience behaviour and service delivery revealed that  $\beta = 0.763$ ,  $p = 0.000$ , and  $R^2 = 0.582$ . This shows significant and positive relationship exists between resilience behaviour and service delivery. As a result, resilience behaviour contributes to reduced service delivery. This finding was consistent with that of Britt, Shen, Sinclair, Grossman, and Klieger (2016), that employers are recognizing that the development and retention of resilience behaviours must begin early, represent a lifelong activity, and is indispensable for success in service delivery.

#### **Resilience behaviour and corporate attractiveness**

The results on resilience behaviour and corporate attractiveness revealed that  $\beta = 0.870$ ,  $p = 0.000$ , and  $R^2 = 0.757$ . This shows significant and positive relationship exists between dynamic capability and corporate attractiveness. Thus, resilience behaviour in electricity distribution companies is critical for achieving corporate attractiveness. This aligns with the works of Kumar & Das, (2022) who pointed that resilience behaviour leverages work resources in ways that benefit the organization and also contribute to personal wellbeing and growth, and corporate attractiveness.

## **6.0 Conclusion**

This study investigated the impact of workforce agility on the organizational reputation of electricity distribution companies in South-South Nigeria. The study concludes that workforce agility, characterized by dynamic capability and resilience behaviour, significantly enhances the organizational reputation of electricity distribution companies in South-South Nigeria. In alignment with the findings and conclusions, the following recommendations are proffered

1. Invest in continuous learning and development programs that enhance employees' dynamic capabilities, such as adaptability and innovation, to improve service delivery.
2. Showcase the organization's dynamic capabilities in recruitment campaigns and public relations efforts to attract top talent and enhance corporate attractiveness.
3. Develop and implement resilience training programs that prepare employees to handle disruptions and maintain high levels of service delivery under stress or adverse conditions.
4. Highlight the organization's resilience in overcoming challenges and maintaining performance in corporate branding efforts to enhance its attractiveness to stakeholders.

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