

STRATEGIC SENSITIVITY AND ORGANIZATIONAL COMPETITIVENESS OF THE HOSPITALITY FIRMS IN YENAGOA, BAYELSA STATE

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Abstract: *This research investigated the correlation between Strategic Sensitivity and Organizational Competitiveness of Hospitality Firms in Yenagoo, Bayelsa State, Nigeria. The lack of empirical research on strategic sensitivity and competitiveness of hospitality enterprises in Bayelsa State, Nigeria has raised concerns. The current research seeks to address this gap in knowledge by doing research in this area. This study aims to investigate the correlation between Strategic Sensitivity and its dimensions: market intelligence and customer focus, as well as Organizational Competitiveness and its measure: responsiveness. The study's objectives were achieved using a cross-sectional approach, which included the use of questionnaires to collect primary data and test hypotheses. The study included sixteen operational hotel businesses chosen based on their high-quality structure and service standards, all of which are at least three-star hotels in Yenagoo Metropolis. The study's population was 237, and the sample size calculated using the Taro Yamene formula was 149. The researcher ensured validity by relying on the expert judgment for scholar. The study's reliability was assessed using the Cronbach Alpha Statistical technique. The analysis conducted using the Spearman rank correlation approach in SPSS showed a favorable association between strategic sensitivity dimensions and organizational competitiveness metrics. Hospitality firms were recommended to enhance their capacity to identify changes in the environment that could affect their business, building on their current capabilities. This would greatly improve their competitiveness.*

Keywords: *Strategic Sensitivity, Organizational Competitiveness, Market Intelligence, Customer Focus, Responsiveness.*

Introduction

There has been a dramatic increase in the number of fresh ventures and competitors popping up every day in recent years. This has made it more important than ever for organizations to have long-term plans to thrive in this cutthroat industry. To stand out from the crowd, whether at work or in the marketplace, you need to be able to predict what's coming next, stay informed, be creative, and offer something no one else does. Weak competition causes prices to rise above market levels, which in turn affects the results. When competition in an economy decline, prices

could rise across the board. Along with repeated supply shocks, competitive pricing could lead to substantial inflation.

Abdulfattah and Chima (2023), noted that if the company conducted a competitive analysis, it may find a way to stand out from the competition and keep its grip on a specific industry.

In order to navigate a dynamic world, businesses need to implement approaches that are readily responsive to unpredictable circumstances, while also aligning with their internal capabilities. A firm's strategic sensitivity can be measured by its capacity to recognize and respond to shifts in technology, markets, and industries. If you want to succeed in the long run, you need to know that strategic awareness is key to getting an advantage over the competition (Suhair, 2023).

Every company is vulnerable to rivals in today's fast-paced, internationally linked economic world. Extremely competitive and unpredictable markets are the norm in which nearly all organizations operate. Many things contribute to change, such as new technology, shifting consumer preferences, and fierce global rivalry. Despite a highly globalized and ever-changing economic world, no organization is safe from competition.

Strategic thinking has provided a plethora of essential ideas as Abdulfattah and Chima (2023), noted that the majority of organizations operate in extremely unpredictable and cutthroat markets. There is a lot of competition in today's corporate world due to factors like technological advancements, the requirement for real-time operations, and influential customers who have more options than ever before on a worldwide scale. Strategic sensitivity is crucial for businesses in today's competitive market because it allows them to stay up-to-date with the ever-changing environment and make the necessary adjustments and proactive moves.

If a company wants to know how to get to the top of the naturalized organization pyramid, one of the first things they need to do is do a strategic sensitivity analysis, which involves looking at the opportunities and threats that exist in their industry. This includes finding strong competitors and how influential they are, as well as weak competitors and how to break into and grow within those markets. Many different levels of competitiveness have been investigated by academics and professionals, ranging from the national to the regional to the corporate. At the most fundamental level, research sought to improve people's standard of living by analyzing a country's competitiveness, which is based on the idea of worker efficiency (Porter, 2010).

The ability to successfully adjust to environmental circumstances while developing the company's business is what Sauka (2014) means when they say competitiveness. The level has an in-depth understanding of the framework. By examining competitiveness on a regional, industrial, or cluster scale, the second level seeks to increase efficiency and obtain a competitive advantage in the market. An examination of the function that groups of individuals, companies, and governments perform encourages competition at these tiers.

Sustainable competitive advantage is attained by offering customers more value than what competitors offer and by differentiating one's assets from what others do not have. This has been made possible by organizations' heightened awareness of environmental issues due to increased pressures from markets, customers, and government regulations (Mohammed & Faisal, 2022).

Thus, this research intends to examine strategic sensitivity and firm competitiveness in hospitality firms, Bayelsa State.

Problem Statement

The failure of organizations, particularly those in the service industry, to base their strategies on the long-term, contextualized values and expectations is a key cause of their downfall, according to Hoskisson (2016), quoted in Diette-Spiff and Christine (2021). If you want to stand out from the competition and develop a stronger position in the market, this is a must-do, say Jain and Moreno (2015). Globalization substantially contributes to the development of competition among organizations, which in turn increases the level of volatility in the business environment. As a result, foresight is necessary to respond appropriately to changes, as firms that opt to stay docile risk going out of business.

As a result, companies that aren't strategically sensitive often struggle to stay connected with their consumers, industry developments, and other important stakeholders. Moreover, they struggle to adapt to the ever-changing demands of their surroundings, such as the requirement to use social media to engage and innovate with clients and other outside parties (Mavengere, 2013). Because of this, strategic sensitivity is an essential competency for any successful business.

The consequences of globalization, which have brought about intense competition, increased advancements in technology, and continual shifts in consumer preferences and demands, as well as a host of other uncertainties and instabilities, present enormous economic, political, social, and technological hurdles for organizations that lack strategic sensitivity (Suhair, 2023). Every business on the planet needs someone who can read the surroundings. Strategic sensitivity is being aware of one's surroundings and being aware of its advantages and disadvantages, being cautious of dangers, and capitalizing on opportunities using one's organizational knowledge, skills, and abilities to detect and survey one's surroundings in order to foretell future events (Ibrahim, *et al.* 2023). A major spoke in the wheel of development and progress is the fact that the majority of Bayelsa State's hospitality businesses are ill-equipped to read their environments, both in terms of technology and human resources and the changes in the economy and government policies. This is why most of these firms wind down easily.

Furthermore, despite some scholarly works on strategic sensitivity and firm competitiveness, Insufficient study evidence on strategic sensitivity and competitiveness of hospitality firms in Bayelsa State, Nigeria created a concern, as little or no research has been done, hence this study bridges the gap.

Research Objectives

The research study is to examine the relationship that exist between strategic sensitivity and organizational competitiveness in the hospitality sector, Bayelsa State. Specifically, the paper seeks;

1. To identify the correlation between market intelligence and responsiveness.
2. To investigate the relationship between customer focus and responsiveness.

Literature Review

Resource Based View Theory

Between 1959 and 2019, Edith Penrose, an industrial economist, developed the resource-based view (RBV) paradigm in her writings. This concept posits that organizations derive their competitive edge from internal resources. During the 1990s, the resource-based paradigm gained prominence. It operates in the opposite way from the industrial organization that emphasizes the exterior qualities of firm's possible sources of superiority over competitors (Grant, 2008; Raduan *et al.*, 2009). But to obtain an edge over others, resources that are distinct or varied must satisfy the following four conditions: scarcity, value, imitability, and non-substitutability (Hitt, *et al.*, 2019).

Since its inception, the resource-based view (RBV) hypothesis has undergone significant advancements within the field of strategic management. In response to the deficiencies of the then-popular industrial structure-based method, which had previously placed too much emphasis on elements including dynamic markets and challenges from competitors, the theory emerged for the first time in the 1980s. Businesses possess diverse resources, which can provide them with sustainable competitive advantages. Wernerfelt (1984) established the RBV by proposing this notion. Barney's groundbreaking work in 1991, which stressed the importance of resources unique to a company that are extremely uncommon, precious, difficult to replicate, and non-replaceable in order to create long-lasting competitive advantages, helped to shape the RBV theory.

Previous studies have employed the relationship between a company's assets and its capacity to adjust to evolving market conditions can be analyzed using the RBV theory (Saeed, *et al.*, 2020; Huang, *et al.*, 2019).

These studies recognise that a firm's distinct set of assets and expertise has a substantial impact on its mobility. Research studies have looked at the relationship amongst organisational practices, technical prowess, expertise, and a firm's capacity to identify, grasp, and exploit possibilities in order to simplify the basis for debate.

By employing the RBV framework, these studies have shed light on the manner in which a firm's assets confer strategic agility, thereby providing a competitive advantage in dynamic markets.

Strategic Sensitivity

Strategic sensitivity pertains to the aptitude of a firm to survey its environment and acquire knowledge regarding its surroundings. It also involves the internal appraisal of their competencies and the harmonization of its operations and conduct in a way that promotes the achievement of its goals and objectives. In addition to being concerned with the current operations of the organization, strategic sensitivity can be prospective (Pulaj & Pulaj, 2015). Its principal concern is devising the optimal course of action by incorporating learning and future predictions; thus, its concerns center on mitigating environmental uncertainties.

Zhao *et al.* (2006) reaffirmed that strategic sensitivity progresses and requires specific forms of work and behavior that aim to simultaneously position the organization for the present market conditions and the future predicated on its projections. Exploration, foresight, perspective-gaining, and generalizability are the foundations of strategic sensitivity. Thus, it necessitates the capacity to remain detached from daily operations, which entails having leisure to sense. Strategic sensitivity, at its essence, pertains to the process of organizational sense-making, which involves the collection and integration of knowledge to drive ongoing strategy development and innovation (Junni, *et al.*, 2015; Wilson & Doz, 2011).

Strategic sensitivity is an approach that begins with assessing the external setting and entails aligning the positive attributes of the firm with the deficiencies observed in the environment (Diete-Spiff & Nwuche, 2021). Strategic sensitivity is the capacity of organisations to continually and efficiently identify and gather valuable information. Strategic sensitivity describes the capacity to comprehend and assess the importance, timing, precision, content, meaning, and assessment of information. This enables an organization to gather data that supports its operations.

A combination of a robust, internally participatory, and externally focused strategy process, a high degree of tension and vigilance, and a robust, intensive, and transparent internal dialogue all contribute to the development of strategic sensitivity. Beyond this, however, organizations striving to attain strategic sensitivity must "engage in ideas from the bottom up and the top down, learn from and let go of experience, and look both forward and backward."

Market Intelligence (MI)

Marketing intelligence is the utilization of intelligent IT systems to analyze marketing data and implement the results for tactical and strategic decision-making and planning. Market intelligence (MI) is the collection of marketing data from a variety of sources, such as internal and external environments, industry trends, and research. Kelley (1965), as cited by Sushant and Teena (2020), emphasizes the importance of verifying the veracity and consistency of the data before using it to make decisions. An organization that possesses strategic sensitivity will collect and assess every relevant piece of facts and statistics on the market

This involves tracking customer habits, rival activities, dynamics of the market, and prospective possibilities. Industry publications, market research, consumer feedback, and competition analyses are all indicators of reliable market intelligence. Within the framework of a business plan, market intelligence refers to information concerning a particular industry or characteristic. Consumer behavior research, investment management, and trend spotting comprise the three pillars of market intelligence.

Kunle, *et al.* (2017) define marketing intelligence as the process of enhancing the fundamental capabilities of strategic organizational processes through the analysis of customer-related marketing data. Organizations can derive advantages from marketing intelligence by remaining informed about consumer demands and competitor developments; this, in turn, enables them to enhance the effectiveness and efficiency of their marketing initiatives (Massoudi, 2018).

Customer Focus

Customer focus pertains to the level of dedication an organization demonstrates in meeting the expectations and requirements of its clients. We achieve this by soliciting feedback from customers about their needs, involving them in the product design and development process, and prioritizing the attainment of heightened levels of customer satisfaction (Zulnaidi, 2014). Present-day consumers are inundated with options and have become more discerning, desiring optimal value for their monetary investment. Consumers desire products that incorporate cutting-edge technology, performance, and features, in addition to quality and dependability. Furthermore, they appreciate excellent service and punctual delivery Goh (2000).

Organizations can coordinate production processes in accordance with customers' demands, expectations, and grievances by effectively prioritizing customer focus initiatives. This phenomenon incentivizes organizations to timely deliver dependable products and services of superior quality, thereby enhancing efficiency and productivity. The fulfillment of customer expectations will result in heightened satisfaction, which in turn will drive growth in the firm's sales and market share. Ensuring customer satisfaction is critical to the success of an organization and will ultimately lead to the expansion and continuity of its operations (Stock, *et al.* 2007).

Organizational Competitiveness

Competition, as defined by Garelli (2012), encompasses the four articulations of efficiency, choice, resources, and objective and investigates the competitive dynamics between nations and businesses. In order to remain pertinent and viable, organizations must adopt desirable norms and standards and make necessary adaptations to address existing deficiencies, as stated by Jacobs, *et al.* (2007). As previously stated, the gravity of competition varies depending on the circumstances. Service-oriented businesses are the most ruthless, according to Lee and Walsh (2016). As a consequence, novel technologies and procedures have surfaced, capable of producing both advantageous and detrimental outcomes.

One strategy for maintaining a competitive edge is to offer superior financial value to customers in comparison to rival brands (Kimemia *et al.*, 2014). In the present day, the majority of industries in Bayelsa State and other developed or developing markets contend with domestic and international brands. The authority believes that in order to maintain competitiveness, a business must surpass its competitor brands in terms of economic value to consumers or the market. The capacity of an organization to conceptualize, produce, promote, and disseminate high-quality brands of products and services is fundamental to the aforementioned (Claude, 2018). Brand competitiveness can be defined as the ability to offer consumers low-priced, high-quality products that are unassailable in terms of value (Joha Kassar, H. & Al-Saqal 2022).

A firm's capacity to offer customers with better value, greater reliability, or more reasonable prices is a prerequisite for effective competitiveness (Kassar, H. & Al-Saqal, 2022). In order to deliver products and services of the highest quality, an organization must possess a robust management philosophy, established procedures, and reliable infrastructure. For a business to be competitive, its brand has to be dynamic via inventiveness, originality, and efficiency of operation. (Kotler & Keller, 2012).

Responsiveness

Dreyer and Gronhaug (2004) sees organizational responsiveness as emerging as the new benchmark for success within organizations (Volberda *et al.*, 2007). In recent times, it has garnered considerable interest from managers and researchers as a critical prerequisite for organizations to endure and contend in volatile and uncertain environments. In terms of operations, a responsive company outperforms its competitors (Inman *et al.*, 2011). The operational performance of a responsive company is superior to that of its competitors, as stated by Inman *et al.* (2011). Scholars have extensively investigated ways to enhance organizational responsiveness (Wei & Wang, 2011).

The ability to acquire knowledge expeditiously in an environment characterized by swift and uncertain transformations seems to be a foundational component of this concept of organizational responsiveness (Bernardes & Hanna, 2009). Scholars have reached the consensus that for an organization to exhibit responsiveness, it is imperative to associate with partners possessing extensive knowledge and experience in adjusting to dynamic market conditions (Yu, *et al.*, 2013).

Adaptive capability is the function of organizational responsiveness within the context of dynamic capacities; it demonstrates the extent to which the organization can modify its processes and resources to remain competitive in an external environment that is unpredictable and ever-changing. Although recent studies have examined the relationship between dynamic capacities and company responsiveness (Thongsodsang & Ussahawanitchakit, 2011), these investigations are still in their nascent phases and require more reliable outcomes. The dynamic capabilities perspective demonstrates its applicability to broad management theories such as the RBV as well as more specific marketing theories like market orientation. The company demonstrates organizational responsiveness by adapting to dynamic and complex environments. Organizations excel at anticipating unanticipated developments and hazards when this pattern aligns with their strategic objectives.

Strategic Sensitivity and Organizational Competitiveness

Strategic sensitivity refers to a company's ability to identify environmental changes that could impact its operations (Teece, 2007). In order to achieve this, systems should be set up to regularly survey the local and remote business environment, evaluate the collected data, and eliminate any extraneous details (Teece, 2007). Watching for changes, both good and bad, in one's internal and exterior surroundings is part of it. Van

Companies are little pieces of the bigger picture that is their operating environment, as reported by Jiang *et al.* (2015). Their environments shape their personalities and the paths they take in life. To remain competitive and ahead of the curve in one's industry, one must constantly educate oneself. Predicting market trends is a strength of companies that regularly plan their R&D. Jiang *et al.* (2015) stress the importance of strengthening or changing organizational policies to match with expected change outcomes. Hitt *et al.* (2016) say that organizations can be successful by looking at their surroundings and basing their internal strengths and skills on gaps they see in the environment. This can be seen in things like service quality, innovation, and delivery reliability.

The ability of an organization to understand and navigate its wider organizational environment is improved through strategic sensitivity. As stakeholders become more cognizant of the interconnected ecosystems in which their organizations operate, the paradox of complexity may begin to make sense (Pascale, *et al.* 2000).

Conceptual Framework

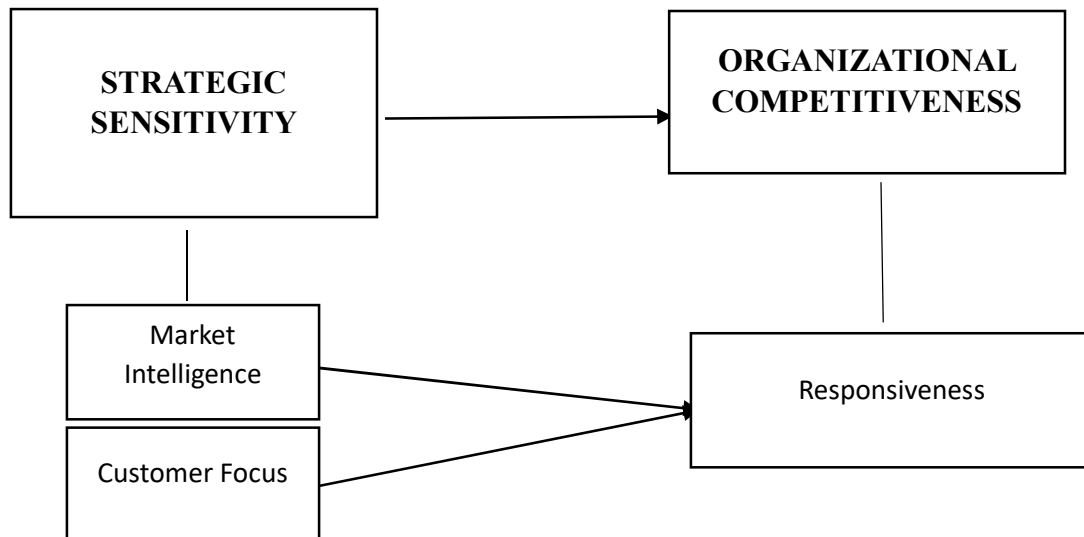


Fig 1.1: Conceptual framework of Strategic Sensitivity and Organizational Competitiveness
Source: Researchers Desk, adapted from the works of Adim & Maclayton (2021).

Market Intelligence (MI) and Responsiveness

An organization can gather MI through online research, expert interviews, and statistical analysis. By utilizing dependable MI, an organization can monitor the development of a sector. This information is crucial for executives to formulate precise strategies regarding the destiny of their organizations. Marketing intelligence consists of quantitative and qualitative information gathered, analyzed, and implemented in relation to the external market environment. The procedure commences with the identification and evaluation of critical domains of intelligence. The goal is to acquire an exhaustive understanding of market forces, including products and consumers. Muller conducted an investigation in 2006 Marketing intelligence comprises information about customer wants, requirements, attitudes, and behaviors, as well as potential shifts in the business environment that may impact purchasers. Therefore, it is essential to monitor the forces of the marketing intelligence landscape for any shifts that may necessitate policy reforms and a reevaluation of marketing programs.

Thus, the hypothesis is drawn as follows:

H₀₁: Market Intelligence does not relate to responsiveness

Customer Focus and Responsiveness

Effectively, when customer expectations are fulfilled, sales will rise, leading to an expansion of the company's market share. As a result, it is straightforward to deduce that consumer satisfaction initiates a domino effect throughout an organization. It will result in improvements across multiple performance dimensions, including inventory management, employee productivity, innovation contributions, customer satisfaction, and overall corporate vitality. Production may be planned in accordance with consumer demands, expectations, and grievances with the help of effective customer focus initiatives. This incentivises businesses to consistently deliver dependable, high-quality goods and services with greater productivity and efficiency. The satisfaction of consumers and the company's earnings and share of the market will both rise when aspirations are fulfilled. Customer happiness is essential to an effective enterprise and will ultimately increase and maintain its revenue (Stock, Greis, & Kasarda, 2007).

Thus, the hypothesis is drawn as follows:

H₀₂: Customer Focus does not relate to responsiveness

Empirical Review

The effect of strategic agility on performance in Iranian banks was the primary subject of the study by Orojloo, Feizi, and Najafabadi (2022). Iranian banks having at least five years of experience were the focus of the research. We used PLS-SEM (Partial Least Squares Structural Equation Modeling) to quantify the effect of strategic agility elements on performance, taking sample limits into account. This was done after identifying them through a literature analysis on agility. The results showed that these companies' performance was greatly improved by their strategic agility. When looking at the characteristics that affect strategic agility, the one that had the biggest impact on organizational performance was shared commitment.

The impact of strategic sensitivity on the productivity of workers in Jordanian commercial banks was studied by Alhalalmeh (2021). "Based on their research goals and hypotheses, the researchers created a self-administered survey to collect data. All managerial staff members employed by commercial banks in Jordan were included in the research. Two hundred and fifty people working in managerial and supervisory roles at commercial banks were chosen at random. In order to test the research hypotheses, statistical methods were employed. The study found that employees' performance in Jordanian commercial banks is significantly influenced by strategic agility and all its facets. In particular, elements that impact worker output include strategic sensitivity, fundamental competencies, vision clarity, strategic objectives, choice of IT, and responsibility sharing.

In Nigeria's fast-moving consumer products industry, Victor and Isoboye (2021) looked at how strategic sensitivity and corporate responsiveness are related. Nine local businesses were the center of attention as the researchers used a cross-sectional survey approach. There were a total of 45 respondents, five from each company, who were all strategic managers; this was necessary due to the organizational level of the survey. Because there wasn't a very big sample, the

researchers opted for a census method. Primary data was gathered and examined. Among these businesses, a favorable correlation between strategic sensitivity and corporate responsiveness was found. In particular, there was a strong and positive correlation between the organizations' responsiveness and strategic insight and strategic foresight.

Hamdan *et al.* (2020) carried out an investigation on how strategic sensitivity affected Palestinian NGOs' ability to innovate. Their investigation's principal goal was to ascertain how strategic sensitivity affected the advancement of innovation in NGOs operating in the Gaza Strip. Using a descriptive-analytic methodology, the researchers gathered data using questionnaires. By using a cluster sampling technique, a final sample size of 343 respondents was attained. 298 of these questionnaires were deemed suitable for examination. The results showed that whereas creative behaviour held a relatively large 78.99% of the total effect, strategic sensitivity accounted for 79.22%. Furthermore, a statistically significant relationship between creativity and strategic sensitivity was found, suggesting that there may be a sensitivity impact.

In their research, Diallo and Sow (2020) investigated the relationship between strategic sensitivity and the performance of organizations in Ghana. The study employed a comparative analysis methodology to examine organizations spanning various sectors in multiple African nations. The results of the study indicated that strategic sensitivity and organizational performance were positively correlated, suggesting that companies that possess greater degrees of strategic sensitivity tend to achieve superior results compared to their competitors. The research yielded significant insights regarding the advantages of strategic sensitivity in fostering success within organizations operating in the African context.

Methodology

A cross-sectional survey research design approach was used in this study. 237 employees from 16 carefully chosen hotels in Yenagoa Metropolis, Bayelsa State, make up the study's population. All of the hotels are at least three stars and were picked because of their excellent building and service standards. The Taro-Yamene Formula yielded a sample size of 149 from the research population. Data for the investigation was also created using the questionnaire instrument, which was administered to the respondents in person. The questionnaire survey items for the independent variable (Strategic Sensitivity) with the dimensions of; market intelligence and customer focus was drawn from Adim & Maclayton (2021), their survey item had a threshold alpha score of above 0.70, all ranged in Likert scale (1-5). The survey items for the dependent variable (Organizational Competitiveness) with the measures of responsiveness and innovativeness was drawn from the survey items of Kimenye & Waryoike (2023). The hypothesized statements were evaluated using the Pearson Moment Correlation Coefficient (Rs), a nonparametric statistical tool. The resulting values were coded and inserted into the editor of the Statistical Package for the Social Sciences (SPSS) Version 25.0 in order to ensure the integrity of the results.

Data Analysis

Questionnaire Distribution and Collection

Table 1: Administration and Retrieval of Questionnaires

Position	No of questionnaires administered	No of questionnaires returned	Percentage of success (%)
Total	149	115	77.9

Source: Survey Data, 2025.

Table 1 shows that one hundred and forty-nine questionnaires were distributed out of which one hundred and fourteen were returned and valid. This means approximately seventy-four percent (77.9%) of the questionnaires was retrieved and used in the research, which is above average of the total questionnaire distributed and it is considered valid for the research.

Bivariate Analysis

This section is devoted to testing the hypotheses. The research investigations are conducted utilizing the Statistical Package for the Social Sciences (SPSS) software and Spearman's RHO.

Ho₁: There is no relationship between market intelligence and responsiveness.

Table 2: Correlation Outcome between Market intelligence and Responsiveness.

		Market intelligence	Responsiveness
Market intelligence	Pearson Correlation	1	.827**
	Sig. (2-tailed)		.000
	N	115	115
Responsiveness	Pearson Correlation	.827**	1
	Sig. (2-tailed)	.000	
	N	115	115

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

Source: SPSS Windows Ver. 25.

Interpretation:

The findings of the study indicate the presence of a highly significant positive correlation (r = 0.827) between responsiveness and market intelligence. Moreover, the correlation is statistically significant at p=0.00≤0.01. This indicates that the null hypothesis is refuted, suggesting that market intelligence and responsiveness do indeed have a significant relationship.

Ho₂: There is no relationship between customer focus and responsiveness.

Table 3: Correlational Outcome between Customer focus and Responsiveness.

		Customer focus	Responsiveness
Customer focus	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	115	115
Responsiveness	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	115	115

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

Source: SPSS, 2024.

Interpretation:

Based on inference analysis, the result ($r = 0.961$) indicates that responsiveness and customer focus are significantly and positively correlated. Moreover, the correlation is statistically significant at $p=0.00 \leq 0.01$. This merely indicates that the null assumption is refuted, suggesting that responsiveness and customer focus are significantly correlated.

Discussion

The results showed that market intelligence and responsiveness were significantly and strongly correlated. These findings are consistent with a study by Orojloo, Feizi, and Najafabadi (2022) that looked at how strategic agility affected Iranian banks' performance. Their research made clear that organisational performance is positively and dramatically impacted by marketing intelligence. This emphasises how crucial it is to develop a cohesive and committed market sensitivity in order to promote strategic success. The study also found a strong correlation between customer focus and responsiveness. Diallo and Sow's (2020) study, which looked at the relationship between organisational performance and strategic sensitivity in Ghanaian firms, supports this conclusion. Their study used a comparative analysis methodology to assess businesses in different African countries across a range of industries. The findings showed that strategic sensitivity and organisational performance were positively correlated. In particular, businesses with higher levels of strategic sensitivity which are defined by their capacity to react swiftly to changes and predict market trends performed better than their rivals on a regular basis.

When combined, these studies highlight how important strategic elements like customer focus, shared commitment, agility, and sensitivity to market dynamics are to improving organisational performance. Businesses are better equipped to adjust to changing conditions and achieve long-term success when they use market intelligence effectively and stay attentive to customer needs. The significance of strategic sensitivity and agility as fundamental components for promoting superior organisational performance across all industries and geographical areas is further

supported by the findings' congruence with the body of previous literature. Businesses looking to keep a competitive edge in a global market that is becoming more and more dynamic may find this knowledge to be a useful guide. By continuously adapting their strategies based on real-time data and customer feedback, organisations can not only respond to changing market conditions but also anticipate future trends. This proactive approach fosters innovation and resilience, enabling businesses to thrive even in the face of uncertainty.

Conclusion/Recommendations

This study emphasises the crucial importance of market responsiveness and customer focus in achieving organisational success. In the current rapid and competitive business landscape, organisations must possess agility and responsiveness to market demands, rendering it a need rather than a mere asset. Market responsiveness denotes the speed and efficacy with which a corporation may modify its plans, products, or services in reaction to fluctuations in market conditions. Organisations that succeed in this domain are more likely to leverage emerging possibilities, reduce risks, and sustain their relevance in a dynamic economy. Conversely, customer focus is fundamental to establishing long-term corporate viability. Organisations that emphasise comprehending and addressing consumer demands are more adept at establishing trust, cultivating loyalty, and distinguishing themselves from competitors. The interplay between market responsiveness and customer focus is a significant catalyst for success. A business that combines the agility to respond to market dynamics with a thorough awareness of its customers' demands is well-positioned to prosper in any scenario. Businesses that fail to prioritise these elements risk falling behind their competitors, losing relevance, and risking decreasing market share.

The study makes the following suggestions in light of the findings:

1. It is preferable for the management of the hotel firms to increase their level of proactivity by conducting systematic scans to identify potential dangers and possibilities within their firms, as well as considering how this may be perceived by competitors as a strategic action. Thus, they should adopt flexible structures that facilitate swift decision-making and rapid implementation of market changes, empowering teams at all levels to respond to real-time insights is essential for market responsiveness.
2. Firms should evaluate the probability of survival as a going concern in light of the aforementioned findings. Therefore, they should prioritize the establishment of policies that align with customer preferences regarding the provision of high-quality services. They should invest in tools and processes that enable them to gather and act on customer feedback regularly. This includes customer relationship management (CRM) systems, surveys, and social media monitoring tools.

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