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Organisational Dexterity and Effectiveness of Commercial Banks in Awka, Anambra State, Nigeria

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Abstract

The study investigate organisational dexterity and its role in effectiveness of commercial banks in Awka, Anambra State Nigeria. The objective of the study is to Investigate the relationship between organisational dexterity and firm effectiveness in commercial banks in Awka metropolis of Anambra State, South-Eastern Nigeria. The study's population, which was conveniently chosen from a sample size of 136 and determined using the formula developed by Krejcie and Morgan in 1970, consists of 210 employees of the five banks that were chosen in the Awka metropolis: First Bank of Nigeria, Zenith Bank, Guaranty Trust Bank, Access Bank, and First City Monument Bank. Regression analysis was done on the collected data using statistical software. Findings showed that in the banking industry of Awka, South-Eastern Nigeria, organisational dexterity was found to have a statistical and positive association with firm effectiveness (R2 =.959; F = 1180.390; p-value < 0.05). The following recommendations were made: This study recommends that Banks need to have unique competitive traits to compete in the current unpredictable and uncertain business environment; if not, they will become extinct. Dexterity is one of these qualities that organisations require in today's chaotic settings. The study also recommends that management of banks should have the ability to progress and be sustainable in any complicated and extremely dynamic corporate environment and also have the capacity to

recognise opportunities and risks and promptly gather the necessary workplace resources in response.

Keywords: Banking sector, Contingency theory, Dexterity, Environment, Firm effectiveness, Knowledge silo.

1. Introduction

The world saw significant changes during the start of the twenty-first century in many spheres, but communication channels saw particularly significant transformation. Workplaces must update their strategic priorities in light of these changes (Sharifi & Zhang, 1999, 2001). The environment in which business activities are carried out is changing and always becoming more complicated, turbulent, and unpredictable (Ansell & Trondal, 2018). Because of this, companies must take the initiative to implement management strategies that emphasise dexterity. One revolutionary factor and approach to adapting to these changes is Organisational Dexterity (OD). The OD is, in fact, a new paradigm for re-engineering businesses and competitive environments. The contemporary business environment for any organisation in the globe has become complex and highly dynamic, as human minds are restricted in their ability to comprehend significant changes that occur in the environment surrounding them (Zain, Rose, Abdullah & Masrom, 2005). As a result, it is now necessary for companies that are in desperate need of light human capital mobility to exhibit sensory dexterity, decision-making, and awareness in carrying out tasks correctly. This should be carried out in a way that encourages them to be fully involved in their work, giving their best to realise the goals of the organisation (Markos & Sridevi, 2010; Warr & Inceoglu, 2012). Responsive organisations are equipped with the right people, information technology, and organisational structures to take advantage of opportunities presented by changing market conditions and potential disruptions. To guarantee that the company prospers and grows with client pleasure at its heart, dexterity is required. It is impossible to overlook the idea of organisational dexterity, regardless of a company's age, size, or sector. To ensure business continuity, these companies must

manage the various risks and challenges that arise from their relationships with stakeholders and other firms operating in open systems (Arokodare, Asikhia & Makinde, 2019). Companies that possess strategic dexterity are better equipped to adapt to the ever-changing and uncertain business environment and to respond to global trends (Usman, 2023). Monyei, Okeke, and Nwosu (2021) assert in the same sentence that a company's ability to compete depends on how nimbly it handles its relationships with suppliers, partners, clients, competitors, and the government. The contingency hypothesis, which holds that the ideal solution to a problem depends on a variety of factors such as the environment, technology, and people involved, was based on this study to support it. Organisations need to have unique competitive traits to compete in the current unpredictable and uncertain business environment; if not, they will become extinct. Dexterity is one of these qualities that organisations require in today's chaotic settings. According to Yeganegi and Azar (2012), dexterity gives an organisation the ability to respond quickly, adapt to its surroundings, and increase efficiency. In modern organisations, constant change is becoming more and more the new normal rather than the exception. Consequently, practitioners' and scholars' interest in OD has increased dramatically (Tallon & Pinsonneault, 2011). In recent years, it has drawn the attention of scholars and professionals alike. According to a McKinsey & Company poll (Sull, 2009), nine out of ten business executives said that OD was crucial for both short- and long-term growth prospects. Since it gives employees knowledge, exceptional skills, organisational effectiveness and restructuring, and the ability to use new technologies, OD is vital to the operation of the company (Sherehiy, 2008). The increasing dependence of modern businesses on effectiveness in general and service delivery in particular has led to an increase in research on organisational development in the financial industry (Izza, Imache, Vincent & Lounis, 2008). With today's corporate environment becoming more tumultuous and competitive, organisations must be able to sense and respond to external changes to survive. This capacity is known as organisational dynamics (OD). As per Mathiassen and

Pries-Heje (2006), it is considered a crucial element in business and can boost an organization's competitiveness. As an economy grows and develops, the financial industry usually plays a significant role. To take one example, of the jobs produced in the European Union between 2002 and 2012, 74% were in the banking industry. 90% of all firms in the Asia-Pacific region depend on the financial industry, which employs more than 50% of the workforce (Auzzir, Haigh & Amaratunga, 2018). The importance of this industry to the economic development of underdeveloped nations is emphasised by the World Bank (2015). Nigeria's economy is largely composed of the financial industry, which also makes up a sizeable amount of its GDP. The National Bureau of Statistics reports that this industry represents the backbone of economic activity, making up over 86% of all commercial transactions. Similar to other industries, the banking sector is highly competitive, and any bank that fails to adapt quickly to these changes would not be able to exist. Thus, the preceding describes the necessity of assessing the dexterity problem of banks' efficacy, especially in the city of Awka in Anambra State, South-Eastern Nigeria.

Statement of Problem

The business environment of the twenty-first century is characterized by significant changes, necessitating updates in strategic priorities for workplaces. The increasingly complex, turbulent, and unpredictable nature of business activities requires companies to adopt management strategies that emphasize dexterity. One such approach is Organisational Dexterity (OD), which offers a new paradigm for re-engineering businesses to thrive in competitive environments.

In this contemporary setting, there is a critical need for companies, particularly those reliant on human capital mobility, to exhibit sensory dexterity, decision-making agility, and situational awareness to maintain employee engagement and achieve organizational goals. Responsive organizations equipped with appropriate human resources, information

technology, and organizational structures can capitalize on market opportunities and manage disruptions effectively.

Despite the evident necessity, the concept of organizational dexterity is often overlooked across various industries, irrespective of company age, size, or sector. Firms must manage diverse risks and challenges arising from interactions with stakeholders and other organizations within open systems . Companies with strategic dexterity are better positioned to adapt to changing and uncertain business environments, responding adeptly to global trends.

The increasing interest in OD among practitioners and scholars reflects its growing significance. OD enhances organizational effectiveness, restructuring processes, and technology integration, making it vital for contemporary business operations

The banking sector, particularly in regions like Awka, Anambra State, South-Eastern Nigeria, exemplifies the urgent need to evaluate dexterity for competitive efficacy. This sector is crucial for economic development, contributing significantly to GDP and employment. Given the competitive and rapidly changing nature of the banking industry, it is imperative to assess the impact of organizational dexterity on banks' effectiveness in Awka to ensure their survival and growth.

This study aims to address the gap in understanding the relationship between organizational dexterity and firm effectiveness in the banking sector of Awka, Anambra State, South-Eastern Nigeria.

Objective of the study

Investigate the relationship between organisational dexterity and firm effectiveness in commercial banks in Awka metropolis of Anambra State, South-Eastern Nigeria.

Research Questions

To what extent does organizational dexterity relate with firm effectiveness

Research Hypothesis

H_0: Organisational dexterity does not significantly relate to the effectiveness of firms.

H_1: Organisational dexterity has a significant relationship to firm effectiveness.

Scope of the study

The study is centered on commercial banks in Anambra State, Nigeria

Review of Related Literature

Organizational Dexterity

In the early 1990s, a contemporary approach to handling the intricate and ever-changing business environment surfaced. Yusuf, Sarhadi, and Gunasekaran (1999) assert that the idea of dexterity is evolving into a well-reasoned concept, strategy, and approach in management theory. The architects behind the dexterity concept are associated with Lehigh University's Iacocca Institute in the United States. They describe it as a management system that can adapt to the ever-changing demands of the market, including speed, flexibility, customers, competitors, suppliers, infrastructure, and responsiveness, by utilising hard and soft technologies, human capital, and educated management. According to Yusuf et al. (1999), dexterity is the ability to successfully apply competitive bases like speed, flexibility, innovation, and quality through the integration of reconfigurable resources and best practices of a knowledge-rich environment to deliver customer-driven goods and services in a hectic setting. According to Gunasekaran (1999), dexterity highlights speed and flexibility as the key characteristics of an agile organisation. The ability to respond to change and ambiguity effectively is another crucial quality of dexterity. According to Sharifi and Zhang (2001), it refers to the proactive responses to

changes and the utilisation of these shifts as innate opportunities in tumultuous situations. The ability to progress and be sustainable in any complicated and extremely dynamic corporate environment is referred to as dexterity (Dove, 2001). According to Monyei et al., (2020), Wamba, Akter, and Guthrie (2020), organisational dexterity refers to a company's capacity to recognise opportunities and risks and promptly gather the necessary workplace resources in response. To meet the rapidly evolving needs of the marketplace (speed, flexibility, consumers, rivals, suppliers, infrastructure, and responsiveness), a dextrous system needs to include competencies such as technology, human resources, trained management, and knowledge silos (Schirrmacher & Schoop, 2018). The key characteristics of organisational dexterity are speed and flexibility. The ability to respond to change and ambiguity effectively is another crucial quality of dexterity. The ability of an enterprise to modify its internal structures and procedures in a planned manner in response to environmental changes is known as organisational dexterity. Erande and Verma (2008) state that dexterity is the process of having the skills required to accomplish well-lit movement and performance in the workplace. In addition, it might be argued that profitability results from the capacity to react quickly to unforeseen changes. The word "dexterity" has many different meanings, and these meanings can be inferred when discussing issues related to speed and quick response, group work, and shared objectives in the workplace. OD's strategy aims to meet the needs of its clients in terms of both product and service delivery to thrive in an unforeseen competitive environment with dynamic market demands. According to Ardichvile, Cardozob, and Rayc (2003), OD is the effective implementation of competition laws, which include speed, flexibility, innovation, and quality. It does this by integrating resources and reorganising best practices within the technical knowledge environment and by offering goods and services that cater to customers' preferences in an ever-evolving market. OD is a tool for successfully managing the opportunities and hazards in the corporate environment, as well as for enabling the company to carry out its operations and several specific duties. Compared to non-agile

organisations, those with organisational dexterity are faster in delivering goods and services and more sensitive to market movements. The three fundamental components of OD are decision-making, dexterity implementation, and sensor dexterity. It provides flexibility in addition to accommodating anticipated changes by having the capacity to react and adjust swiftly and skilfully to erratic changes (Nafei, 2016). OD is a condition of corporate effectiveness that is attained via organisational activities and is characterised by flexibility and adaptation. From a process-based standpoint, in particular, OD is a collection of procedures that enable an organisation to perceive changes in the internal and external surroundings and react quickly, cost-effectively, and efficiently. Sensing in this context refers to the organization's capacity to recognise, seize, and analyse work-related opportunities (Yeganegi & Azar, 2012). In contrast, reaction refers to the capacity of the organisation to gather and reorganise resources in response to opportunities that it perceives. For OD to be delivered as best it can, these two competencies need to be in line. OD is the company's ability to detect and promptly respond to opportunities and risks in the market (Overby, Bharadwaj & Sambamurthy, 2006). As a proactive management approach, it seeks to preserve the company's assets and promptly fulfil consumer requests (Hitt, Hoskisson & Ireland, 2007). According to Williams and Olajide (2020), firms can maintain their competitive advantages in unstable situations by utilising technology-driven approaches, which enhances their agility. The principles of organisational flexibility and adaptability serve as the foundation for the notion of organisational design (OD), which is based on the performance traits of an agile organisation. According to Sherehiy (2008), adaptability is the study of how an organization's form, structure, and level of formalisation affect its capacity to change rapidly in response to its business environment. OD is the process of organising and dismantling markets, industries, and company units to concentrate again on unique core competencies (Hill & Jones, 2009). The dimensions of the OD are elaborated herein:

Sensing Dexterity: Sensing dexterity is the organisational ability to quickly examine and track events and changes in the immediate environment, including shifts in client preferences, the moves of new competitors, and the introduction of new technologies (Park, 2011). Sensing is the strategic monitoring of environmental events that may affect competitive work, organisational strategy, and future performance. It involves several tasks, such as obtaining information about events indicating environmental change and eliminating irrelevant information based on established principles and guidelines. This activity is concerned with organisational adaptation to environmental change and has to do with decision-making and how it is carried out.

Decision-Making Dexterity: The ability to gather, compile, reorganise, and assess pertinent data from a range of sources is known as decision-making dexterity. This process ensures that business implications are explained promptly and that opportunities and threats are recognised through the interpretation of events the creation of action plans that guide resource reconfiguration and the creation of new competitive processes. The decision-making process is comprised of multiple interconnected tasks that decipher various occurrences and pinpoint prospects and challenges within the nearby surroundings. Making decisions involves gathering data from a variety of sources and analysing it to comprehend the effects of one's actions. To preserve the organization's viability, decision-making aims to maximise possibilities and reduce risks (Nafei, 2016).

Dexterity Implementation: To address the change that occurs in the operational environment, the acting task consists of a series of activities for reassembling organisational resources and altering business processes based on the principles of work resulting from the decision-making task (Houghton, El Sawy, Grey, Donegan & Joshi, 2004). Organisations can alter their business processes by implementing different policies and strategies and reorganising their organisational structure.

Firm Effectiveness

Effectiveness is the ability to achieve greater levels and the best possible outcome. Regarding the organisation, methodological and procedural frameworks for effectiveness remain rather unclear and ambiguous (Nafei, 2016). Progress, which denotes efficiency or the organization's capacity to meet its goals over the long run through growth, modernization, and sustainability, is a gauge of company effectiveness. The narrow perspective that defines success in the long run in the context of competitive markets does not extend to effectiveness through profitability, functional productivity and efficiency, target return, developmental programmes within the overall quality management framework, and re-engineering of reference and comparison. The ability of the company to outperform its rivals is what determines its effectiveness over the long haul. This is accomplished by upholding unique, core skills that are uncopyable in addition to having the capacity to establish oneself as a centre of competitive excellence (Hill & Jones, 2001). The ability of an organisation to balance the aims and objectives of the company with those of its people and accomplish long-term goals is known as firm effectiveness. It also implies the company's inclination to align many activities across all components to accomplish its strategic goals by connecting them to a shared vision. Management style has the most impact on a company's effectiveness, which is then followed by employees' deliberate and active involvement in attaining the strategic goals of the organisation. In all aspects of the organization's operations, strategic goals are achieved through the development and acquisition of new information in addition to following predetermined plans and procedures. Certain firms concentrate on their customer interactions to enhance customer satisfaction and retention by gaining a better understanding of their requirements and desires. Other companies will focus on their products, always creating new concepts and bringing them to market swiftly. Another group of companies concentrates mostly on internal operations, such as cost-cutting, greater efficiency, and the sharing of best practices among different departments (Del Giudice et al., 2021). However, the firms' efficacy is

demonstrated by several evident outcomes, such as higher sales, enhanced competency, efficiency, and return on investment, among others. An organization's effectiveness index determines how well it has achieved its goals (AlTaweel & Al-Hawary, 2021). Another way to define business effectiveness is as a tool for achieving specific standards and objectives while also enhancing team, individual, and workplace outcomes. People make a significant effort to meet expectations when they are aware of them and actively participate in creating them. Whitney (2010) suggests that there are two methods for achieving effectiveness in different organisations. The economic gateway constitutes the first approach. Its foundation is the competitive advantage derived from the unique market. It also results from how the competition is structured externally (Ambrosini, 2003). In addition to forecasting analysis of the competitive advantages, this incorporates approaches of forces of competition (Porter), innovation (Schumpeter), and industry analysis which is characterised by a vision of the prospects and environmental hazards (Grant, 2000). Based on the relatively new resources approach, which validates the idea of viewing the organisation as a package of resources to enable them to obtain a sustainable competitive advantage, is the second approach to firm effectiveness. This strategy is primarily based on research on distinguishing skills and the idea that an organisation is a collection of resources, and its efficacy is determined by how well it uses these resources. According to Hitt et al. (2007), one method for doing this is to use the value chain methodology to assess the strategic skills that can be turned into crucial competencies for competitive advantage analysis.

Empirical Review

Kitur & Kinyua (2020) examined the impact of resource fluidity on the financial performance of Nigerian manufacturing companies. A stratified sampling approach was used in several departments to determine the sample for the survey study design. Questionnaires were the research tool utilised to gather data, and a 92% response rate was

observed. The data analysis made use of both descriptive and inferential statistics. The results show that resource flexibility improves corporate performance

AlTaweel & Al-Hawary (2021) employed stratified random sampling with a sample size of 106 to ascertain the shared influence of resource dexterity on organisational performance in Nigeria. Data for the study were gathered via a questionnaire, and descriptive statistics were employed for analysis. Multiple Regression Analysis, Canonical Correlation, and Multiple Analysis of Variance were used to examine the hypotheses. The findings demonstrated that resource dexterity and organisational success are not significantly correlated. However, resource dexterity is measured as an independent variable in this study. In the present study, organisational dexterity is adopted. Convenience sampling was also used in the sample selection process.

A study conducted in 2022 by Liu, Jarrett, and Maitlis looked at how strategic leadership affects profitability and growth. Determining the administrative and ecological characteristics that relate to decision-making speed. Based on primary data gathered from 318 Chief Executive Officers (CEOs) between 1996 and 2000, the study was carried out. The study's findings suggest that organisational growth and profitability are positively impacted by strategic leadership speed.

Alrowwad, Abualoush, and Masa'deh (2020) investigated the relationship between transformational leadership and the success of 56 high-technology start-up enterprises in the USA using structural equation modelling approaches. According to the study, start-up businesses do far better under transformational leadership than existing businesses do. The only data used in this study came from the technology sector. As a result, it is challenging to determine how much of the study's conclusions apply to other businesses.

Kalsoom, Khan, and Zubair (2018) investigated how leadership philosophies affected organisational performance in Pakistan and found that firm performance is significantly

impacted by leadership speed. The study employed a quantitative research approach, and data were gathered through the use of a questionnaire. SPSS was then used for analysis.

Para-González, Jiménez-Jiménez, and Martínez-Lorente (2018)aimed to investigate the connection between senior management leadership and company success in Korea. In this empirical study, 4,468 respondents from 147 different industries' firms were evaluated. Data from corporate surveys and a stratified random sample of listed private companies from the Korea Investors Service (KIS) were used in the study. The outcome demonstrated that senior management leadership significantly impacts a company's performance. The study did not include any non-financial data and solely used financial data to assess corporate performance.

Benitez, Castillo, Llorens, and Braojos (2018) looked at the relationship between information technology (IT) and organisational performance in the US in their study on the effect of IT capabilities on organisational performance with mediating roles of absorptive capacity and supply chain dexterity. According to the study's findings, businesses with strong information technology capabilities did better than those with weaker capabilities when it came to profit- and cost-based performance metrics. However, because the study relied on external rankings of IT executives rather than an objective assessment of an organization's IT resources, it is susceptible to biases in measuring better IT capacity.

Theoritical Review

This study is anchored on Contingency Theory proposed by Fiedler in 1964 which states that the best course of action depends on the internal and external conditions of a company. This was the beginning of the contingency theory. The statement suggests that a firm's ability to adapt to the unanticipated dynamics of its environment is largely dependent on elements both within and across its organisations. The contingency theory makes an effort to understand how a company's subsystems interact with one another and with the business environment in which it operates (Dahlgaard-Park, Reyes & Chen, 2018). The theory, which uses the input-process-output approach to examine businesses working in an open system with highly dynamic strategies, information, and resources, is similar to the current study. When it comes to the banking industry, the inputs include both internal and external fluctuations, the process includes the banks' reactions to these changes, and the outputs are the conclusions or outcomes that the banks draw from their responses to these environmental dynamics. Since there are no specific contingent variables that businesses need to concentrate on to increase their effectiveness, the contingency theory is criticised for being unclear. According to Patil, Tamilmani, Rana, and Raghavan (2020), the theory is also criticised for being unclear and for taking a deterministic approach that is unable to resolve cyclical problems. Nonetheless, the growing body of research on the organisational agility and efficacy of businesses supports the tenets of the contingency theory, particularly its attempt to pinpoint the various external elements that businesses must prioritise to gain a competitive advantage.

Research Methodology

The descriptive survey approach was used in the investigation. Justification for the selection as the most appropriate for the study comes from the design of the study, which aimed to collect data from a sample of respondents using a series of questionnaires. The study's population, which was conveniently chosen from a sample size of 136 and

determined using the formula developed by Krejcie and Morgan in 1970, consists of 210 employees of the five banks that were chosen in the Awka metropolis: First Bank of Nigeria, Zenith Bank, Guaranty Trust Bank, Access Bank, and First City Monument Bank. A standardised questionnaire that was approved by professionals in the academic and business sectors served as the data collection tool. A reliability test using the split-half technique was also conducted on the questionnaire, and the results showed a good level of reliability (coefficient of 0.8912). The researchers hand-delivered and gathered the questionnaire set. A total of 105 questionnaires—or 77% of the sample size—were returned positively and subsequently subjected to analysis. The Regression statistical tool from the Statistical Package for Social Sciences was used to test the collected data at a significance level of 5%.

Data Presentation and Analytics

Table 1: Survey Responses of the Research Respondents

S/N	Questionnaire Items	SA	A	UD	D	SD	Mean	Decision
	Organisational Dexterity							
1	To promptly satisfy client requests, the organisation follows a predetermined action plan.	40	30	-	20	15	3.57	**Accept**
2	We have to respond quickly to changes in the business environment.	12	57	9	17	10	3.42	**Accept**
3	The company follows through on a plan of action to quickly react to competitors' strategic moves.	19	42	-	35	9	3.26	**Accept**
4	The company can identify early on both the opportunities and challenges posed by shifting consumer, competitive, and technological trends.	22	39	-	17	27	3.11	**Accept**

	Firm Effectiveness							
5	The company can make fast adjustments to transactions.	19	20	1	26	40	2.55	**Reject**
6	Technology's capital-intensive nature makes it difficult for operations to adapt.	38	34	2	18	13	3.63	**Accept**
7	The company can respond quickly to the requirements and complaints of its clients.	12	24	2	27	40	2.44	**Reject**
8	Technology is the finest approach to use to stay relevant.	59	34	7	15	-	4.21	**Accept**

Key: SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree.
Source: Field Survey, 2024

The replies of respondents to questions about the efficacy of enterprises and organisational dexterity are displayed in Table 1. A 3-point acceptance criterion is used in the analysis, which is based on the mean of each questionnaire item. This indicates that any item with a mean of three should be accepted, while those with a mean of less than three should be excluded. According to the chart above, every questionnaire item is approved, except items 5 and 7.

Test of Hypotheses

H_0: Organisational dexterity does not significantly relate to the effectiveness of firms.

H_1: Organisational dexterity significantly relates to the effectiveness of firms.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959[a]	.920	.919	1.479

a. Predictors: (Constant), OD

Source: Statistical Outcome, 2024

The regression analysis's model summary for organisational dexterity and business effectiveness is shown in Table 2. Changes in organisational dexterity result in a 96% shift in a firm's effectiveness, according to an R2 of.959. That is to say, the deliberate, conscious, and strategic execution of dexterity by organisations is a major factor in the effectiveness of enterprises in the banking industry. Additionally, a correlation value of.920 shows that the study's variables have a positive and statistically significant link.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2581.642	1	2581.642	1180.390	.000[b]
	Residual	225.272	103	2.187		
	Total	2806.914	104			

a. Dependent Variable: FE

b. Predictors: (Constant), OD

Source: Statistical Outcome, 2024

The hypothesis regression analysis's ANOVA results are displayed in Table 3. At the 0.05 level of significance (p-value 0.05), the F in this case is 1180.390, which is statistically significant. The alternative hypothesis, which states that organisational dexterity and the effectiveness of businesses in the banking industry are positively correlated and statistically significant, is thus accepted.

Discussion of Findings

It was proposed that organisational dexterity and company effectiveness in the banking industry are not significantly connected before the test of hypotheses. However, after conducting an empirical study on the gathered data and utilising the statistical tool regression for analysis, the results showed that organisational dexterity in the banking sector of Awka metropolis, South-Eastern Nigeria, thus offers a positive as well as a

statistically significant relationship. Demonstrating the viability of the alternative hypothesis of the study. The findings of this research suggest that organisational dexterity, when present, executed, and adopted as a strategy, will contribute to the long-term effectiveness of the company and its employees. The more likely managers in the banking sector are to make strategically astute decisions, the more successful, long-lasting, and profitable the company and its employees will be in the market. The results of this investigation have refuted such in a study to determine the fundamentals of organisational reform, Brunsson and Olsen (1993) argue that it is possible to improve a corporation's effectiveness and efficiency through altering the structure and the business rules under which it operates. Moreover, dexterity is described as a burden rather than an advantage for any supply chain organisation, defying the conclusions of Chen's (2018) study. Noting that businesses use a variety of strategies to stay afloat rather than relying solely on agility and flexibility to adapt to the rapidly changing business environment or to attain and preserve improved operational performance and competitiveness. Nonetheless, it has also confirmed the results of studies by Mikalef, Krogstie, Pappas, and Pavlou (2020); and DiBella, Forrest, Burch, Rao-Williams, Ninomiya, Hermelingmeier, and Chisholm (2022), which found that organisational dexterity—the capacity to implement innovations and remain competitive—has garnered a lot of interest as a business strategy for improving operational performance in the contemporary business environments. Claiming that astute companies are resilient to shocks and upheavals in their work environments and that their quick response skills win them attractive industry chances and substantial operational improvements. Comparably, Ullah & Narain (2021) and Frayret, Nagel & Preiss (2001) argue that any business that prioritises quick customisation techniques will have greater flexibility in adapting to evolving market demands. It is worth noting that companies that support feedback systems as avenues for developing dexterity can minimise delays and improve the calibre of product design and development. By providing the means of communication that are required to organise tasks to improve operational performance.

Conclusion

From the perspective of the Nigerian banking sector, this study examines the relationship between organizational dexterity and firm effectiveness. The results of the study demonstrate that both variables have a statistically significant impact that is both mostly favourable and substantial. This implies that the research's findings can be applied by management in Nigeria's banking sector. The study's conclusions offer stakeholders insightful information about how to use an organization's performance to improve staff competencies, efficient learning, professional practices, and lower turnover intentions. All things considered, this is a vibrant and dynamic field of study, and the current study is contributing to its rapid advancement by bringing to light several important concerns that require more research.

Recommendation

Based on the outcome of the study, the following suggestions are made:

1. This study recommends that Banks need to have unique competitive traits to compete in the current unpredictable and uncertain business environment; if not, they will become extinct. Dexterity is one of these qualities that organisations require in today's chaotic settings
2. The study also recommends that management of banks should have the ability to progress and be sustainable in any complicated and extremely dynamic corporate environment and also have the capacity to recognise opportunities and risks and promptly gather the necessary workplace resources in response.

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