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ORGANIZATIONAL AGILITY AND PERFORMANCE OF SURVEYING FIRMS IN RIVERS STATE, NIGERIA

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ABSTRACT

Surveying companies must have the ability to identify shifts in the environment, make decisions and take action in time to maintain their performance. However, there is little contextual evidence on the relationship between these dimensions of organizational agility and operational and financial performance in a turbulent environment in Rivers State, Nigeria. This study investigated the relationship between organizational agility and organizational performance of surveying firms in Rivers State with environmental turbulence as the moderating variable. The study was based on two theories: dynamic capabilities theory and contingency theory. The design of the study was cross sectional survey and the philosophy was positivist. The population consisted of 2,078 employees of registered private surveying firms from which 335 respondents were selected by proportionate stratified random sampling. The primary data was gathered by using a structured questionnaire and 313 valid responses were analysed. Descriptive statistics, Spearman's rank-order correlation and partial correlation were used and hypotheses were tested at the 0.05 level of significance. Sensing agility, decision-making agility and acting agility had positive and statistically significant relationship with operational and financial performance. Decision-making agility had the highest correlation with operational performance, and acting agility had the highest correlation with financial performance. The relationship between organizational agility and organizational performance was positive and statistically significant, but weaker, after controlling for environmental turbulence. The study concluded that organizational agility is relevant to the organizational performance in the current environmental context. It called for timely decision procedures, coordinated implementation systems and systematic environmental monitoring. The study provided contextual evidence through the differentiation of the operational and financial relationship of the dimensions of organizational agility of the surveying firms in Rivers State.

Keywords: Organizational Agility, Organizational Performance, Environmental Turbulence, Surveying Firms, Rivers State.

1 INTRODUCTION

This is especially crucial for professional service companies, where the services involve a mix of specialised knowledge, technical judgement, and the coordination of people and equipment. Teece et al. (2016) stated that when business

conditions change, organizations need to build capabilities to enable them to make the necessary and timely adjustments. This is a concern for surveying firms, too, as they must be able to identify shifts in professional needs and make them actionable decisions. Technological development and professional competence were cited as key challenges facing surveying practice in Nigeria by Pepple et al. (2023). Similarly, Park et al. (2017) placed organizational responsiveness in a process of environmental awareness, decision-making and implementation. Hence, the knowledge of the way surveying firms structure their reactions to change is pertinent to the explanation of their capacity to attain satisfactory organizational performance.

The assessment of whether these organizational efforts yield desirable results is based on organizational performance. Richard et al., (2009) defined organizational performance as a multidimensional construct that includes the outcomes by which an organization's achievement is judged. It should therefore reflect the activities and objectives of the organisations under study. In this study, organizational performance is defined as operational performance and financial performance, which are two dimensions used by Aydemir (2023). Operational performance is the effectiveness and efficiency of the organization's activities and services, and financial performance is the financial results that are generated from the activities (Sunday, 2026; Sunday & Olulu-Briggs, 2026; Sunday & Wobo, 2025). In the case of surveying companies, operational performance is measured by the accuracy of professional products, timely completion of tasks, efficient use of resources and minimisation of rework. Profitability and revenue growth are indicators of financial performance. These dimensions are relevant to the commercial consequences of performance, linking the quality of organizational execution with its performance outcomes (Bekos et al., 2025).

To attain these results, the organizational capacities must be in place to allow companies to react appropriately when existing work structures are no longer sufficient. Organizational agility is the capacity of an organization to identify the changes in the environment and adjust its resources, processes and activities in a timely fashion (Teece et al., 2016; Park et al., 2017). It is a series of awareness, judgement and implementation that are connected. Therefore, this study focuses on organizational agility from the perspective of sensing agility, decision-making agility and acting agility. Sensing agility is the ability to identify changes, opportunities and threats that have implications for organizational activities. Decision-making agility is the capacity to process relevant information, evaluate options and make decisions in a timely fashion. Acting agility is the capacity to make such responses by adapting resources and work processes (Park et al., 2017). Al Akroush (2023) also explicitly identifies these dimensions, which offer a coherent framework for exploring the process of going from change recognition to the actions that will help the organization achieve its goals.

Organizational agility is more apparent in the context of the duties of surveying companies. Surveying practice involves obtaining, processing and applying geospatial information that supports decisions concerning land and physical development (Pepple et al., 2023). These services are linked to land administration, infrastructure provision, environmental management and oil and gas activities in Rivers State. Masi (2026) reported a surveying conference held in Port Harcourt where special attention was paid to the responsibilities of the surveyor and the role of surveyors in development. These tasks involve companies to organize technical know-how, field staff, equipment and information based on professional briefs. Adjustments in assignment needs can thus lead to a need for reassessment of schedules, reallocation of resources, or changes in procedures. Using the process framework of Park et al. (2017), a surveying firm needs to first identify the implications of these changes, determine an appropriate response, and then execute the response while ensuring the reliability of their professional services.

In this environment, sensing agility is essential for having the awareness to recognise the evolving needs of clients and developments in surveying practice. However, the awareness becomes useful when the firm can assess the information and choose a suitable action, and thus, agility in decision making is an important link between the sensing and the implementation (Park et al., 2017). Agility then allows the deployment of personnel, equipment and new procedures needed to implement the decision. Al Akroush (2023) considered these three dimensions as three separates but related organizational capabilities, and Bekos et al. (2025) highlighted the importance of implementation capability in the translation of agility into performance. The proposed relationship is therefore of interest to surveying firms as to whether the capacity to identify change, make decisions in time and make appropriate adjustments will enable them to deliver accurate and efficient services and achieve positive financial results. This links together organizational agility with operational and financial aspects of organizational performance.

This relationship could also vary in strength, depending on the circumstances in which surveying companies function. Environmental turbulence is the degree of uncertainty in the external business environment, such as market demands, competition, technology and regulatory environment (Arokodare, 2021). These changes may change what information firms need, reduce the time for making decisions, and increase the number of changes required to complete their activities. Teece et al. (2016) argued that uncertainty drives a need for organizational adaptation and Bekos et al. (2025) showed how conditions can support agile capabilities to deliver performance gains. Environmental turbulence is thus added as a moderating variable to investigate the extent to which the relationship between organizational agility and organizational performance is strengthened or weakened under different environmental conditions. In this context, the study investigates the relationship between sensing agility, decision-making agility and acting agility and operational

and financial performance of surveying firms in Rivers State, Nigeria with a focus on the moderating effect of environmental turbulence.

1.1 Statement of the Problem

Previous studies establish organizational agility as relevant to performance, but the evidence reviewed leaves a contextual gap concerning surveying firms in Rivers State. Cho et al. (2023) examined Korean exporters, while Alolama (2025) investigated a government immigration department in the United Arab Emirates. These settings differ from surveying practice in service responsibilities, revenue generation and organizational objectives. Consequently, their findings do not establish how agility relates to performance within the professional and commercial conditions of surveying firms. The unresolved issue is whether agility relationships extend to surveying businesses whose operational effectiveness depends on coordinating technical expertise, personnel and equipment.

A measurement gap also emerges from differences in how agility and performance are examined. Park et al. (2017) analysed sensing, decision-making and acting agility as outcomes of technological and organizational configurations. Bekos et al. (2025) examined organizational agility against firm performance, emphasising marketing capabilities as boundary conditions. Neither research design resolves the separate relationships between these three agility dimensions and operational and financial performance among surveying firms. Distinguishing these relationships is necessary because recognising changes, selecting responses and implementing decisions represent different organizational activities whose contributions to service execution and financial outcomes should be investigated rather than presumed equivalent.

Furthermore, the environmental conditions shaping agility's performance implications remain insufficiently resolved for the proposed context. Arokodare (2021) established significant moderation by environmental turbulence among Nigerian oil and gas marketing companies. Conversely, Diaz and Avolio (2026) reported insignificant moderation by environmental dynamism among Peruvian firms. Although these environmental constructs are related, their conceptual differences prevent treating the findings as directly contradictory. They nevertheless indicate the need for contextual clarification. This study therefore addresses the combined contextual, measurement and contingency gaps by examining sensing, decision-making and acting agility against operational and financial performance, with environmental turbulence moderating these relationships among Rivers State surveying firms.

2 LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Organizational Agility

Organizational agility is the ability of an organization to identify changes that are relevant and make timely adjustments to its resources, structures and operations. Agility is not a single capability but a multi-dimensional construct of interrelated capabilities as conceptualised by Asghar et al. (2026). It is important because it links environmental awareness to action and direction within the organization. As such, agility is about reacting to the developments as well as predicting opportunities before they are taken by others. According to Nguyen et al. (2025), agility is composed of several capabilities, each of which has different implications for performance in various organizational contexts and results. In essence, an agile organization is responsive and judicious; it recognizes changes that are significant, considers the implications and takes appropriate action. While speed is critical, doing something quickly without the right interpretation and coordinated implementation is not a good reflection of organizational agility.

Within this study, organizational agility comprises sensing agility, decision-making agility and acting agility. Sensing agility involves identifying shifts in client requirements, technology, competition and other factors that are relevant. Decision-making agility is about the ability to process information, consider options, and make quick decisions. Acting agility involves making decisions and deploying resources and changing existing activities (Park et al., 2017). These dimensions are interrelated but each is a separate organizational ability. Alolama (2025) also uses the three dimensions to explore organizational outcomes. In the context of surveying companies, agility means understanding the changes in assignment needs, determining the allocation of personnel and equipment, and making the required changes. It is therefore considered as an organizational ability for adaptation and not as the possession of modern equipment or the individual speed of the employees.

2.1.2 Organizational Performance

Organizational performance is the outcome of an organization in terms of its goals and other measures of performance. Richard et al. (2009) highlight the multidimensionality of performance and the need for correspondence between the theoretical definitions, the conditions of the organization and the indicators chosen. It is not just a number on the bottom

line or a one-off operational success. Aydemir (2023) differentiates financial performance and operational performance, noting that organizations need to have commercial outcomes and perform their activities well. Operational performance is related to the efficiency and effectiveness of processes and service delivery, while financial performance is related to the monetary outcomes of organizational activities. These dimensions offer complementary viewpoints: efficient operations describe how resources are used, and financial results show whether the business activities are producing sufficient economic returns for the organization.

For surveying companies, operational performance includes high quality professional products, timely delivery of assignments, effective use of staff and equipment, and minimisation of errors and rework. Financial performance is defined as the growth in revenues and profitability from professional activities. These indicators are suggested contextual uses of the general performance dimensions mentioned by Aydemir (2023). They jointly consider the service delivery achievements and not equate them with financial success. A firm can finish jobs on time but have poor profitability due to improper pricing or high costs. On the other hand, there can be temporary revenue growth while there are operational weaknesses. Bekos et al. (2025) show that organizational capabilities affect performance conditionally, further underscoring the need to explicitly assess outcomes.

2.1.3 Environmental Turbulence

Environmental turbulence is the degree of change and uncertainty in the environment in which an organization functions. Arokodare (2021) relates turbulence to the unstable market, technology and other external factors that impact organizational activities and performance. It is a concept about the nature of the business environment, not the firm's readiness to change. Turbulence rises when the assumptions regarding customer needs, competitor actions or technological changes are no longer valid. Verdu-Jover et al. (2026) also show that the environmental conditions present in the environment demand different organizational responses. Thus, turbulence cannot be equated with competition or technological change. It is characterized by the uncertainty that arises when expectations are violated by change and decisions and adjustments must be made to keep the organization effective.

For surveying companies, environmental turbulence may manifest itself in erratic changes of client needs, technology, competition, and regulatory expectations. These examples are contextual cues for investigation and not assumptions that every firm is under the same pressures. Arokodare (2021) provides Nigerian evidence that turbulence can condition the relationship between agile capabilities and performance. However, the effects of the environment are not necessarily universal: Diaz and Avolio (2026) find that environmental dynamism does not moderate their model.

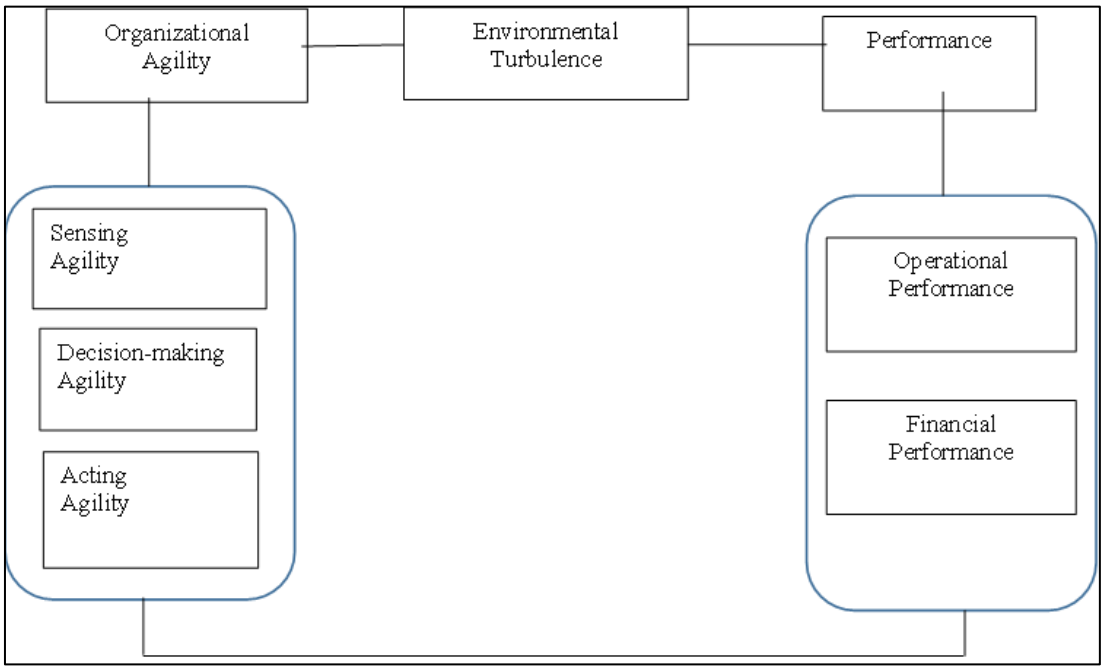


Figure 1: Conceptual framework on the relationship between Organizational Agility and performance

Source: Organizational agility: Sensing agility, decision-making agility and acting agility (Park et al., 2017; Al Akroush, 2023; Alolama, 2025). Organizational performance: Operational performance and financial performance (Aydemir, 2023). Moderating variable: Environmental turbulence (Arokodare, 2021).

2.2 Theoretical Framework

2.2.1 Dynamic Capabilities Theory

Dynamic capabilities theory, as formulated by Teece et al. (1997), is an approach that describes how firms combine, build and reconfigure capabilities to meet new conditions. Its key tenet is that having valuable resources is not enough to guarantee ongoing performance as technologies, markets, and competitive dynamics change. Companies need to refresh the way these resources are mixed and used. Teece (2007) then grouped the framework into sensing opportunities and threats, and seizing opportunities and transforming the resource base. These activities are not simply routine execution, but organizational renewal. In recent conceptual development, organizational agility is also seen as a blend of dynamic capabilities at the organizational level (Asghar et al., 2026). The theory thus offers the primary account of the suggested link between organizational agility and performance: organizations that are able to recognize the significance of changes and make the necessary adjustments should be better able to maintain operational effectiveness and achieve financial goals as working arrangements become less effective. This capability perspective focuses on organizational renewal rather than on resource ownership.

The theoretical argument starts with sensing agility, where the surveying firms are able to detect shifts in briefs, technological opportunities and new constraints. Decision-making agility ties this awareness to the choice of responses and acting agility to implementation, including personnel deployment, equipment allocation and process changes. Although these three activities should not be considered as direct replacements for each of the elements in Teece's framework, Park et al. (2017) offer a process framework that connects these three activities. Alolama (2025) also correlates these agility dimensions to organizational performance. The study therefore anticipates that agile coordination will aid in the production of accurate outputs, timely delivery, resource efficiency and possible financial gains. But capabilities need to be effectively implemented, and performance improvements are still empirical rather than a foregone conclusion (Bekos et al., 2025). Dynamic capabilities theory therefore provides a foundation for the direct links and acknowledges that organizational adaptation comes with a price and that adaptation that is rapid but lacks sound judgment can result in ineffective adaptation.

2.2.2 Contingency Theory

Contingency theory is a theory of organizational effectiveness that is based on the fit between organizational arrangements and the conditions under which organizations operate. Donaldson (2001) codified the idea that there is no one best way of organizing for all situations. Effectiveness, rather, is dependent on the extent to which structures and processes respond to the contextual requirements. The environmental turbulence is the external contingency in this study, and organizational agility is the internal capacity whose performance implications may change with the environmental contingency. Arokodare (2021) offers an application of this reasoning in the context of environmental moderation of the strategic agility–performance relationship in Nigeria. Recent evidence also indicates that the impact of response speed and response variety on performance varies between dynamic and complex environments (Verdu-Jover et al., 2026). The theoretical expectation is thus one of alignment: surveying firms need forms and levels of adaptation that are suitable for the changes they are experiencing, but not necessarily a greater rate of adaptation that results in better organizational outcomes. Thus, the same managerial response can only be effective under certain conditions.

Environmental consciousness, timely decision making and coordinated implementation can be particularly critical for survey companies that are subject to frequent and unpredictable change, in order to ensure service continuity and preserve financial results. In more stable conditions, established procedures can be effective and may not be necessary to continuously adjust, thereby decreasing the added value of continuous adjustment. This is a proposed contingency explanation and not a predetermined finding. Bekos et al. (2025) find that the agility–performance relationship is contingent on complementary capabilities, and Diaz and Avolio (2026) find that environmental moderation can be unimportant. These results warrant testing conditional relationships and not assuming the direction of relationships. Thus, contingency theory provides a foundation for the moderating role of environmental turbulence in each of the agility–performance relationships.

2.3 Empirical Review

Alolama (2025) investigated organizational agility, organizational performance and institutional excellence in the Department of Passports and Immigration in the United Arab Emirates. The study focused on sensing agility, decision-making agility and acting agility, while organizational performance was the mediator between these agilities and institutional excellence. Primary data were obtained from 310 employees and the hypotheses were tested using partial least squares (PLS) structural equation modelling. The results showed that sensing agility, decision-making agility and acting agility had significant impact on organizational performance. The impact of organisational performance on institutional excellence was then found to be significant. The three agility dimensions also had a significant impact on institutional excellence, and organizational performance acted as a mediator for the relationships studied. The study

determined that awareness of environmental changes, making timely decisions and taking appropriate actions led to organizational outcomes.

Ardabili et al. (2025) investigated the effects of organizational agility on organizational performance, emphasising the mediating role of organizational ambidexterity. The study investigated how agility affected firm performance in terms of the capacity to explore new opportunities and exploit existing resources. The researchers gathered the answers of the online questionnaires from 276 managers of small and medium enterprises in Turkey. Data were analysed using conditional process analysis through the PROCESS statistical procedure. The results showed that the organizational agility had a significant impact on organizational performance. The effects of exploration and exploitation were also found to be significant on organizational performance and organizational ambidexterity was found to mediate between agility and organizational performance. The study found that agility contributed to organizational outcomes in part because of the simultaneous innovation and efficient utilization of capabilities.

Bekos et al. (2025) examined the relationship between organizational agility and firm performance, highlighting the moderating effects of marketing planning and marketing implementation capabilities. The researchers studied 224 B2B companies in various sectors and applied hierarchical ordinary least squares regression to analyse the relationships. The results showed that the direct link between organizational agility and firm performance was slightly positive. Marketing planning capability negatively moderated the relationship while marketing implementation capability positively moderated the relationship. Organizational agility had a positive influence on performance when marketing planning capability was low and marketing implementation capability was high. But when implementation capability was low, agility was a negative factor for performance. The study found that the impact of organizational agility on performance was contingent on the effectiveness of the organizational response.

Bennett et al. (2025) explored organizational agility and organizational performance in the arts and culture industry in the United Kingdom, focusing on digital innovation capability and collaborative innovation. The researchers used a mixed-method design, which included ten organizational case studies and a national survey of 129 organizations. Performance was measured in terms of income maintenance, audience satisfaction and audience reach. The researchers analysed the survey data using Pearson correlation and mediated regression analysis with 5,000 bootstrap samples. The results showed that organizational agility had a significant impact on digital innovation capability and collaborative innovation. Both mechanisms then had a significant impact on organizational performance. But the direct impact of agility on organizational performance was not statistically significant. The study determined that agility had an indirect effect on performance, and that the innovations it facilitated were responsible for the performance benefits.

ElBadawy et al. (2024) studied the impact of organizational agility on organizational performance in the General Authority for Investment and Free Zones in Egypt. Organizational agility was explored in terms of strategy, speed, innovation, flexibility and employees' skills. The researchers asked 110 respondents from top, middle and frontline management to complete questionnaires, of which 100 were valid and used for analysis. The relationships were analyzed using correlation and simple regression analysis. The results showed that there was a significant correlation between organizational agility and organizational performance. Organizational agility and its dimensions were also found to have statistically significant impact on organizational performance. The study determined that the ability of an organization to adapt its strategies, speed up the response and build employees' competencies helped to improve performance. The researchers suggested to develop agile mindset among the management levels through training, lectures and seminars explaining how agility can be integrated in the activities of the organization.

3 METHODOLOGY

The study used a cross-sectional survey research design. This design allowed the data to be gathered from the respondents at one time and the relationships between organizational agility, organizational performance and environmental turbulence to be statistically analyzed. The design was suitable as standardized information was collected from knowledgeable employees of registered private surveying firms using a structured questionnaire. This study was based on the positivist philosophy which focused on objective measurement, quantitative observations and statistical analysis of the relationship between predetermined variables. This philosophy was suitable as the constructs of the study were operationalised into measurable indicators, and the formulated hypotheses were tested with quantitative data (Saunders et al., 2023).

The respondents were 2,078 employees of registered private surveying firms in Rivers State, Nigeria. Respondents included professional surveyors, technical employees, and administrative employees who were actively engaged in the operations of their firms and knowledgeable enough about the practices, performance, and operating conditions. The sample size was calculated using Yamane formula with five per cent margin of error (Yamane, 1967). The formula was: $n = N / [1 + N(e^2)]$. Where: n = sample size, N = population size, and e = margin of error. The number of sample size of the respondents was 335. The sampling method used was proportionate stratified random sampling, which was used

to classify employees into three categories: professional surveyors, technical employees and administrative employees. The sample size for each stratum was proportional to the size of the stratum. Within each stratum, simple random sampling was then used to select respondents, ensuring representation across the occupational categories (Saunders et al., 2023).

The study was based on primary, quantitative and cross-sectional data. The data were gathered using a structured questionnaire which was given to the respondents. The questionnaire consisted of closed-ended statements with a 5-point Likert scale from strongly disagree to strongly agree. Respondents evaluated their companies' practices, performance and operating conditions for the last year. This reference period provided consistency in assessments obtained. Employees' perceptions of the study variables were measured and quantitatively analyzed using structured questionnaires to ensure standardized measurement. It was voluntary, informed consent was secured, and the identity and responses of the respondents were kept confidential (Saunders et al., 2023).

Organizational agility was the independent variable and was measured by sensing agility, decision-making agility and acting agility. Sensing agility was related to the identification of changes in client requirements, technology and competitive conditions. Decision-making agility covered the ability to interpret information in time, evaluate the alternatives and select the right response. Acting agility focused on the execution of decisions, including changes to people, equipment, resources and processes. These dimensions were similar to the organizational agility framework proposed by Park et al. (2017).

Organizational performance was the dependent variable and was measured by operational performance and financial performance. Operational performance included service accuracy, timely completion of assignments, efficient resource utilisation and reduction of errors and rework. Financial performance included employees' perceptions of their companies' profitability and revenue growth. These indicators were adaptations of the operational and financial performance dimensions analyzed by Aydemir (2023) in the context of the study. The moderating variable was environmental turbulence, which was assessed using perceived change frequency and change unpredictability of client requirements, technology, competition and relevant regulatory conditions (Arokodare, 2021).

The questionnaire items were examined for clarity, relevance, adequacy and consistency with the study constructs by experts to determine face and content validity. The instrument was pilot-tested with similar respondents that were not included in the main survey. Revisions based on feedback prior to final administration. Cronbach's alpha was used to check the reliability of each measurement scale, and a coefficient of 0.70 or higher was deemed to be acceptable evidence of internal consistency. The number of items and dimensionality of each scale (Tavakol & Dennick, 2011) were also taken into account in the interpretation.

Descriptive statistics including frequencies, percentages, means and standard deviations were used to summarise the respondents' characteristics and the responses to the questionnaires. Spearman's rank order correlation coefficient was used to assess the direction and magnitude of the relationships between each dimension of organizational agility and the two measures of organizational performance (Conover, 1999). Partial correlation analysis was used to test relationships after controlling for environmental turbulence. Moderated regression analysis was then used to examine if the agility–performance relationships were moderated by environmental turbulence, by adding the interaction terms between environmental turbulence and the corresponding agility dimensions. Operational performance and financial performance were analysed separately, with regression standard errors clustered by respondents within firms. Moderation was observed in the significant interaction coefficients, and the direction of the effects was explained by the conditional effects. All hypotheses were tested at the 0.05 significance level (Hayes, 2022).

4 ANALYSIS AND RESULTS

4.1 Results and Analyses

Table 4.1 shows the demographic characteristics of the 313 respondents who participated in the study. The gender distribution reveals that 227 respondents (72.5 per cent) were male and 86 respondents (27.5 per cent) were female. This shows that the respondents from the surveying firms in Rivers State were mostly males. As to age, the age group 36-50 years had the highest number of respondents (171) accounting for 54.6 per cent. The age group 51 years and over had 95 respondents (30.4 per cent) and the age group 20-35 years had 47 respondents (15.0 per cent). The distribution thus indicates that the participation was focused on the middle age group respondents. In terms of marital status, 232 (74.1 per cent) respondents were married, 50 (16.0 per cent) were single, 17 (5.4 per cent) were separated and 14 (4.5 per cent) were divorced. Education level indicates that 239 respondents (76.4 per cent) had higher national diplomas or bachelor's degrees. 64 respondents (20.4 per cent) had master's degree or higher, and 10 respondents (3.2 per cent) had secondary school certificate or ordinary national diploma. The majority of the respondents were male, married, middle aged and with higher education than secondary school.

Table 1: Demographic Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	86	27.5	27.5	27.5
	Male	227	72.5	72.5	100.0
	Total	313	100.0	100.0	
Age	20-35	47	15.0	15.0	15.0
	36-50	171	54.6	54.6	69.6
	51 and above	95	30.4	30.4	100.0
	Total	313	100.0	100.0	
Marital Status	Single	50	16.0	16.0	16.0
	Married	232	74.1	74.1	90.1
	Separated	17	5.4	5.4	95.5
	Divorced	14	4.5	4.5	100.0
	Total	313	100.0	100.0	
Educational Attainment	WAEC/OND	10	3.2	3.2	3.2
	HND/Bachelor	239	76.4	76.4	79.6
	Master and above	64	20.4	20.4	100.0
	Total	313	100.0	100.0	

Source: SPSS 28.0 Output

Table 2: Organizational Agility and Operational Performance

Correlations						
			Operational Performance	**Sensing Agility**	**Decision-making Agility**	**Acting Agility**
Spearman's rho	Operational Performance	Correlation Coefficient	1.000	.482**	.679**	.510**
		Sig. (2-tailed)	.	.000	.000	.000
		N	313	313	313	313
	Sensing Agility	Correlation Coefficient	.482**	1.000	.627**	.348**
		Sig. (2-tailed)	.000	.	.000	.000
		N	313	313	313	313
	Decision-making Agility	Correlation Coefficient	.679**	.627**	1.000	.541**
		Sig. (2-tailed)	.000	.000	.	.000
		N	313	313	313	313
	Acting Agility	Correlation Coefficient	.510**	.348**	.541**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	313	313	313	313
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS 28.0 Output

Table 4.2 shows the relationship between the dimensions of organizational agility and operational performance of the surveying firms in Rivers State with 313 responses. The correlation coefficient for sensing agility was 0.482, which is a moderate positive correlation with operational performance. The reported significance value is 0.000, which is statistically significant at < 0.001. This indicates that the higher the level of identification of changing client requirements, technological developments and operating conditions, the better the operational performance. The correlation coefficient of decision-making agility was 0.679, which is a strong positive correlation with operational performance. The relationship was statistically significant with a significance value of 0.000. This was the highest of the three dimensions and indicated that the ability to evaluate information and choose the right responses in a timely manner were especially important in operational outcomes. For agility, the correlation coefficient was 0.510 and the significance value was 0.000, which means that there is a moderate positive and statistically significant relationship between agility and operational performance. This indicates that decisions were made and implemented using resource deployment and procedural changes, which were linked to better operational outcomes.

Table 3: Organizational Agility and Financial Performance

Correlations						
			Financial Performance	Sensing Agility	Decision-making Agility	Acting Agility
Spearman's rho	Financial Performance	Correlation Coefficient	1.000	.235**	.371**	.451**
		Sig. (2-tailed)	.	.000	.000	.000
		N	313	313	313	313
	Sensing Agility	Correlation Coefficient	.235**	1.000	.627**	.348**
		Sig. (2-tailed)	.000	.	.000	.000
		N	313	313	313	313
	Decision-making Agility	Correlation Coefficient	.371**	.627**	1.000	.541**
		Sig. (2-tailed)	.000	.000	.	.000
		N	313	313	313	313
	Acting Agility	Correlation Coefficient	.451**	.348**	.541**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	313	313	313	313
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS 28.0 Output

The relationships between organizational agility dimensions and financial performance of the surveying firms in Rivers State based on 313 responses are presented in Table 4.3. The correlation coefficient of sensing agility was 0.235, which is a weak positive relationship with financial performance. The reported significance value of 0.000 indicates that the value is less than 0.001, which is considered statistically significant. This indicates that the identification of environmental changes and emerging opportunities was positively related to financial results, albeit in a relatively weak manner. The correlation coefficient of decision-making agility was 0.371 which shows a weak positive relationship with financial performance. It was reported to have a significance value of 0.000, which indicates that the relationship was statistically significant. This means that timely assessment of alternatives and proper organizational decisions were linked to positive financial results. The correlation coefficient of acting agility was 0.451, which is a moderate positive correlation with financial performance. The reported significance value of 0.000 confirms statistical significance.

Table 4: Partial Correlation Result

Correlations					
Control Variables			**Organizational Performance**	**Organizational Agility**	**Environmental Turbulence**
-none-[a]	Organizational Performance	Correlation	1.000	.289	.265
		Significance (2-tailed)	.	.000	.000
		df	0	311	311
	Organizational Agility	Correlation	.289	1.000	.611
		Significance (2-tailed)	.000	.	.000
		df	311	0	311
	Environmental Turbulence	Correlation	.265	.611	1.000
		Significance (2-tailed)	.000	.000	.
		df	311	311	0
Environmental Turbulence	Organizational Performance	Correlation	1.000	.167	
		Significance (2-tailed)	.	.003	
		df	0	310	
	Organizational Agility	Correlation	.167	1.000	
		Significance (2-tailed)	.003	.	
		df	310	0	
a. Cells contain zero-order (Pearson) correlations.					

Source: SPSS 28.0 Output

Table 4 explores environmental turbulence in the study's moderating context of organizational agility and organizational performance. Prior to the environmental turbulence being controlled, the correlation between organizational agility and organizational performance was positive, 0.289, with a reported significance value of 0.000. Environmental turbulence also had a positive correlation with organizational performance (0.265) and organizational agility (0.611) both of which were reported as significant at 0.000. These findings indicate that environmental turbulence was related to both constructs. The relationship between organizational agility and organizational performance was still positive after the environmental turbulence was controlled, and the partial correlation coefficient was 0.167, with a significance value of 0.003. The adjusted relationship was thus statistically significant at the five per cent level. It was weaker than the relationship reported prior to the control of environmental turbulence. In the suggested moderating system, this pattern indicates that environmental turbulence is a contextual factor that is pertinent to the observed agility–performance relationship. Organizational agility was still positively associated with organizational performance when the effect of environmental turbulence was controlled.

5 DISCUSSION OF FINDINGS

The result of sensing agility showed positive and statistically significant relationship with operational performance (r_s = .482, p < .001) and financial performance (r_s = .235, p < .001). The closer association with operational performance indicated that the identification of changes in client requirements, technologies and professional opportunities was especially relevant to the coordination and delivery of surveying services. This result was consistent with Al Akroush (2023) who examined the responses of 137 managers in Jordanian commercial banks and found that sensing agility had a positive effect on the performance of the bank. In the same vein, Alolama (2025) reported that the sensing agility had a significant impact on the performance of the organization based on the responses of 310 employees in the United Arab Emirates Department of Passport and Immigration. These prior studies offered direct empirical evidence as they studied sensing agility as a unique organizational capability. Cho et al. (2023) found that in their study of 228 Korean

exporters, those with higher agility had better international business performance, providing broader support. While their study looked at organizational agility in general, the results confirmed that being able to react to changing market conditions is relevant to performance. The current finding also aligned with the dynamic capabilities theory which highlighted the importance of opportunity and threat recognition as part of the organizational adaptation (Teece, 2007). In Rivers State, agility thus seemed particularly pertinent to the identification of changes that needed to be made in project planning, technical processes and client service by surveying companies.

The result for decision-making agility had positive and statistically significant relationships with operational performance (r_s = .679, p < .001) and financial performance (r_s = .371, p < .001). The relatively high correlation with operational performance indicated that the timely interpretation of information, evaluation of alternatives and approval of appropriate responses were closely related to effective surveying operations. Alolama (2025) also found that decision-making agility had a significant impact on organizational performance, highlighting the importance of timely and effective decision-making in a fast-paced service sector. Decision-making agility was also found to have a positive impact on organizational performance (Al-Akroush, 2023). In that study, however, decision-making agility was the least influential agility dimension, while in the present study it was the most influential agility dimension in relation to operations. This difference indicated that the relative importance of agility dimensions was different in different organizational contexts and performance measures. Further evidence was provided by Ardabili et al. (2025), who surveyed 276 SME managers in Turkey and found significant links between organizational agility, ambidexterity and organizational performance. Their results indicated that agility was a valuable attribute in addition to exploring opportunities and exploiting capabilities. The current findings, when applied to surveying companies, suggested that the promptness of decisions related to field assignments, personnel, equipment and client needs were more relevant to operational coordination than to financial outcomes.

For the acting agility, there were positive and statistically significant relationships with operational performance (r_s = .510, p < .001) and financial performance (r_s = .451, p < .001). The dimension of acting agility showed the highest correlation with financial performance, suggesting that decisions are implemented in a timely manner through resource deployment and adapting work processes. This result was in line with Al Akroush (2023) who found that agility in acting is the dimension that has the most impact on organizational performance. Similarly, Alolama (2025) found that agility had a significant impact on organizational performance. Empirical evidence was further expanded by Devie et al. (2023) which showed that organizational agility positively and significantly affected organizational performance through the mediation of competitive advantage and organizational culture in 76 hotels in Indonesia. In an analysis of 224 business-to-business organizations, Bekos et al. (2025) also discovered that the relationship between organizational agility and performance was positive when marketing implementation capability was high and negative when it was low. Their findings confirmed the need for implementation to achieve the benefits of agility. Bennett et al. (2025) offered an alternative explanation: they analysed 129 arts and cultural organisations in the United Kingdom and concluded that there was no direct link between agility and performance, but rather an indirect link via digital innovation capability. All these studies indicated that execution and supporting capabilities were important to the translation of organizational responsiveness into performance outcomes. Surveying companies may find agility to be a way of turning approved decisions into done assignments and resulting financial gains.

Finally, the partial correlation result indicated that organizational agility remained positively and statistically significantly related to organizational performance when environmental turbulence was partialed out (r = .167, p = .003) as opposed to the zero-order correlation of .289. The reduction emphasized the importance of environmental turbulence in the study of the agility–performance relationship within the study's moderating framework. This finding was in line with contingency theory, which posited that organizational effectiveness is related to the fit between internal arrangements and environmental conditions (Donaldson, 2001). Empirically, Arokodare (2021) found that environmental turbulence played a significant moderating role between strategic agility and the performance of oil and gas marketing companies in Lagos State. While strategic agility was not measured in the same dimensions as in this study, the study offered Nigerian evidence of the relevance of external conditions to agility related performance. Recent empirical studies also revealed differences in the influence of organizational and environmental factors. Bekos et al. (2025) demonstrated that marketing capabilities altered the strength and direction of the organizational agility–performance association. In contrast, Diaz and Avolio (2026) in their study of 241 companies in Metropolitan Lima, did not identify a significant moderation effect of environmental dynamism on the relationships analyzed; strategic agility was more related to organizational resilience and business model innovation.

6 CONCLUSION

The study concluded that there was a positive relationship between organizational agility and organizational performance of private surveying firms in Rivers State, Nigeria. Sensing agility, decision-making agility and acting agility were all found to have significant positive relationships with operational performance and financial performance. Decision-making agility had the highest correlation with operational performance, followed by acting agility and sensing

agility. The strongest relationship with financial performance was found for acting agility, followed by decision-making agility and sensing agility. These results showed that the relative importance of the dimensions of organizational agility differed in relation to the performance outcomes. The study also confirmed that the environmental turbulence was an important contextual factor in the relationship between organizational agility and organizational performance. The relationship remained positive and statistically significant even when environmental turbulence was controlled, but the strength of the relationship decreased. In general, the results confirmed the importance of incorporating environmental consciousness, prompt decisions and good execution in the management of surveying companies.

6.1 Recommendations

The following recommendations are based on the results of the study.

- First, private surveying companies need to improve the agility of decision making by defining who has the authority to approve and how long it will take to make decisions regarding projects, personnel and equipment. Management should implement short coordination meetings with up-to-date information about project progress, client needs and resources. Routine decisions should be delegated to suitably qualified staff within clearly defined parameters. The approval turnaround time, unresolved decisions and resulting project delays should be monitored on a monthly basis by firms. Such setups would facilitate prompt decision-making and enhance coordination, especially since there is a correlation between decision-making agility and operational performance.
- Second, survey companies need to be more agile, have processes in place to quickly mobilize field crews, re-distribute equipment and adjust work schedules to meet project needs. Each decision for operation approved should indicate the employee responsible, resources needed, the date for implementation and the expected deliverable. Progress of implementation should be monitored by management on a weekly basis and resource constraints should be resolved as soon as possible. These reviews should be based on project completion, equipment availability, turnaround time and assignment profitability. This mechanism would assist companies to convert decisions into actual professional services and aid in operational and financial performance.
- Third, surveying firms need to make sensing agility a way of life by regularly gathering and analyzing data on client needs, new technologies, industry growth and other firms' services. Feedback should be sought by designated employees following assignments and monthly summaries of developments relevant to the firm's activities should be prepared. These summaries should be considered by management and converted to specific decisions regarding services, training, equipment and project procedures. Documented opportunities identified and responses should be used to assess the usefulness of this process. This would enhance the ability of firms to identify developments that need to be acted upon in a timely manner.
- Fourth, management should take into account the environmental turbulence in planning, by reviewing the market conditions, technological developments and changes that affect professional assignments quarterly. Businesses need to make plans for contingencies for anticipated interruptions. Each contingency plan should include the development that would trigger it, the officers responsible and the resources needed. These plans should be reviewed by management when there are significant external changes. This mechanism would help to match the sensing, decision making and acting capabilities with the changing operating conditions and maintain the performance of the organization.

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