IJAAR PUBLISHING®

African Journal of Business and Economic Development | ISSN: 2782-7658
Vol. 4, Issue 3 (March, 2024) | www.ijaar.org/ajbed

STRATEGIC ALIGNMENT AND ORGANISATIONAL RESILIENCE

BY

Nwabuatu, Emmanuel Nnajiubah (Ph.D)
Department of Management, Ignatius Ajuru University of Education

ABSTRACT

The study investigated the relationship between strategic alignment and organisational resilience of manufacturing firms in Rivers State. The purpose of the study was to examine how strategic alignment components relate to measures of organizational resilience. The study adopted a cross sectional research design. The population of the study includes 278 respondents in ten (10) manufacturing companies in Rivers State. A sample size of 164 was determined from the population using Taro Yamane's formula. 164 copies of questionnaire were distributed out of which 152 copies were used for data analysis. The Spearman's Rank Order correlation Coefficient was adopted in data analysis. The result indicated that strategic alignment relate with organisational resilience of manufacturing firms in Rivers State. Based on the findings, the study concluded that there is a positive and significant relationship between strategic alignment and organisational resilience of manufacturing firms in Rivers State. Therefore, the study recommended that Management should focus on developing and implementing strategies that are cohesive, adaptable, and well-coordinated across all facets of the organization. They should consider investing in aligning their IT strategies with their overall organizational goals and objectives. Managers and leaders should recognize the role of organizational culture in shaping adaptability by fostering a culture of continuous learning and adaptability, can positively impact the overall adaptability of manufacturing firms.

Keywords: Strategic alignment, Leadership alignment, IT alignment, Organisational culture alignment Organisational resilience

Nwabuatu, E. N. (2024). Strategic Alignment and Organisational Resilience. *African Journal of Business and Economic Development*. 4(3), 1-18.

Introduction

In an era marked by global uncertainties, economic fluctuations, and unexpected disruptions, the resilience of manufacturing firms plays a pivotal role in determining their long-term viability (Smith, 2019). Organizational resilience has become a critical factor for the sustainability and success of businesses, particularly in industries facing dynamic and uncertain environments. In the context of manufacturing firms in regions such as Rivers State, Nigeria, challenges to resilience are often multifaceted. Organizational resilience involves not only the capacity to withstand shocks but also the ability to adapt, transform, and thrive in the face of adversity (Ponomarov & Holcomb, 2009).

One factor that can improve organizational resilience is the understanding firm's strategic alignment. Strategic alignment is a fundamental concept in management, emphasizing the coherence between an organization's strategic objectives, processes, and resources (Henderson & Venkatraman, 1993). It ensures that various elements within the organization work synergistically towards common goals, fostering a unified and adaptive organizational culture.. When a manufacturing firm's strategies are well-aligned, it enhances its ability to anticipate, respond to, and recover from disruptions effectively (Sheffi & Rice, 2005). Strategic alignment acts as a foundation for cohesive decision-making, resource allocation, and risk management, all of which are critical components of resilience (Melville, 2010). Rivers State, situated in Nigeria, represents a dynamic economic landscape with a significant presence of manufacturing activities. The resilience of manufacturing firms in this region is crucial for the economic development of the state and its ability to withstand external shocks (Oladapo, 2017). Despite the acknowledged importance of strategic alignment and organizational resilience, there is a limited literature on how strategic alignment specifically improves the resilience of manufacturing firms in Rivers State. Therefore this study filled this gap by exploring the challenges, consequences, and potential solutions related to strategic misalignment in the manufacturing firms in Rivers State.

Statement of the Problem

In Rivers State, a lot of organizations are dysfunctional because they failed to align their strategies with organizational goals. Their members are not united, not because they are inept, heartless, or lazy. Unknowingly, they are working against their own interests, confused about what to do, and unaware of how to interact with co-workers. Because of this, they put in a lot of effort for a while before giving up and withdrawing. They go through the motions, giving their time but working well below their capacity, leaving the majority of the work to be done by a small number of overworked individuals, which opens a way to threat, and resilience becomes necessary.

Low organizational resilience suggests that Rivers State's industrial companies were unable to adapt and recover from disruptions, leaving them open to long-term harm such as financial instability, supply chain interruptions, the inability to fulfil market demand, and protracted recovery times after disruptions, just a few of the ways the issue has shown itself. In addition, local economic circumstances, government regulations, and infrastructure may be regional variables that exacerbate the difficulties experienced by manufacturing companies in this region. The issue raises the possibility that the local economy may be negatively impacted by the manufacturing companies' lack of resilience, with possible job losses, lower economic production, and detrimental repercussions on the business climate as a whole. These highlight important obstacles or flaws in Rivers State Manufacturing Firms' resilience to shocks and their capacity to bounce back. Poor organizational resilience implies that manufacturing firms

in Rivers State failed to effectively respond to and bounce back from disturbances, making them vulnerable to long-term negative impacts.

The problem has manifested in various ways, such as financial instability, supply chain disruptions, the inability to meet market demands, or prolonged recovery periods after disruptions. Others, such as regional factors such as infrastructure, government policies, or local economic conditions, could contribute to the challenges faced by manufacturing firms in this area. The problem suggests that the lack of resilience in these manufacturing firms has broader implications for the local economy, including potential job losses, reduced economic output, and negative effects on the overall business environment.

The poor organizational resilience of manufacturing firms in Rivers State, attributed to a lack of strategic alignment, points to a critical issue in the way these businesses are planning and executing their strategies. There is ineffective risk management. Strategic alignment is crucial for effective risk management. Manufacturing firms facing disruptions need a strategic approach to identify, assess, and mitigate risks. A lack of alignment can result in a failure to anticipate and address potential threats. There is also technology and infrastructure misalignment. In the manufacturing sector, technology and infrastructure are vital components. A lack of strategic alignment may mean that technological investments and infrastructure development are not aligned with the overall business strategy, impeding the firm's resilience in the face of technological changes or infrastructure challenges.

There is poor market adaptability. Manufacturing firms need to align their strategies with market dynamics. A failure to do so has resulted in an inability to adapt to changing market conditions, evolving customer preferences, or shifts in the competitive landscape. There is also a lack of strategic planning and execution. Strategic alignment involves not only developing effective strategies but also ensuring that these strategies are successfully executed. If there is a gap between planning and execution, the firm may struggle to implement resilience-building measures. To address the issue of poor organizational resilience due to a lack of strategic alignment in manufacturing firms in Rivers State, the present study examined the relationship between strategic alignment and organizational resilience and proposed solutions to this problem so that strategic management can be used to improve organizational resilience in manufacturing firms in Rivers State.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between strategic alignment and organisational resilience of manufacturing firms in River State. However, the objectives of the study were to:

1. Examine the relationship between strategic alignment and adaptability of manufacturing firms in Rivers State.
2. Investigate the relationship between IT alignment and adaptability 0f manufacturing firms in Rivers State.
3. Ascertain the relationship between organisational culture alignment and adaptability of manufacturing firms in Rivers State.

Research Questions

The following research questions were formulated which guided the study.

1. What is the relationship between strategic alignment and adaptability of manufacturing firms in Rivers State?
2. What is the relationship between IT alignment and adaptability 0f manufacturing firms in Rivers State?
3. What is the relationship between organisational culture alignment and adaptability of manufacturing firms in Rivers State?

Research Hypotheses

The following research hypotheses were tested in this study.

$H0_1$: There is no significant relationship between strategic alignment and adaptability of manufacturing firms in Rivers State.

$H0_2$: There is no significant relationship between IT alignment and adaptability 0f manufacturing firms in Rivers State.

$H0_3$: There is no significant relationship between organisational culture alignment and adaptability of manufacturing firms in Rivers State.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This adopted Contingency Theory as it supports strategic alignment and organisational resilience. Contingency theory asserts that the effectiveness of organizational structures and processes depends on the fit between the organization and its environment (Lawrence & Lorsch, 1967). It emphasizes that there is no one-size-fits-all solution and that organizations must tailor their structures and strategies to the unique contingencies they face. Strategic alignment is particularly relevant within the context of contingency theory because it addresses the need for organizations to adjust their strategies based on the specific contingencies they encounter. The alignment of strategies with the external environment, internal processes, and the organizational structure becomes critical for organizational effectiveness and resilience in the face of uncertainties. Contingency theory underscores the importance of aligning organizational strategies with the external environment. This involves adapting strategies to fit the unique challenges and opportunities presented by the business environment in Rivers State for manufacturing firms (Donaldson, 2001).

Contingency theory acknowledges the inevitability of uncertainties and disruptions. Through strategic alignment, organizations can enhance their ability to adapt to unforeseen challenges and disruptions, improving their overall resilience (Burns & Stalker, 1961). Contingency theory suggests that the alignment between organizational structure and strategy is crucial for effective performance. Strategic alignment ensures that the organization's structure is suitable for supporting the chosen strategies, contributing to resilience (Lawrence & Lorsch, 1967).

Contingency theory encourages flexibility and adaptability: The theory underscores the importance of organizational flexibility. Strategic alignment enhances a firm's ability to be flexible and adaptable, allowing it to adjust its strategies promptly in response to changing conditions, thereby improving its resilience (Burns & Stalker, 1961). Contingency theory remains highly relevant in today's dynamic business environment, emphasizing the need for organizations to continually assess and adapt their structures and strategies to align with

evolving contingencies (Donaldson, 2001). In the face of uncertainties and disruptions, manufacturing firms that strategically align their processes and strategies with the unique contingencies of their environment are better positioned to enhance their organizational resilience (Jones & George, 2018).

Conceptual Review

The conceptual review covered the concept of strategic alignment and its dimensions and organisational resilience with its measures. The study also examined contingency theory that supports the concepts in providing solutions to the problems.

Conceptual Framework

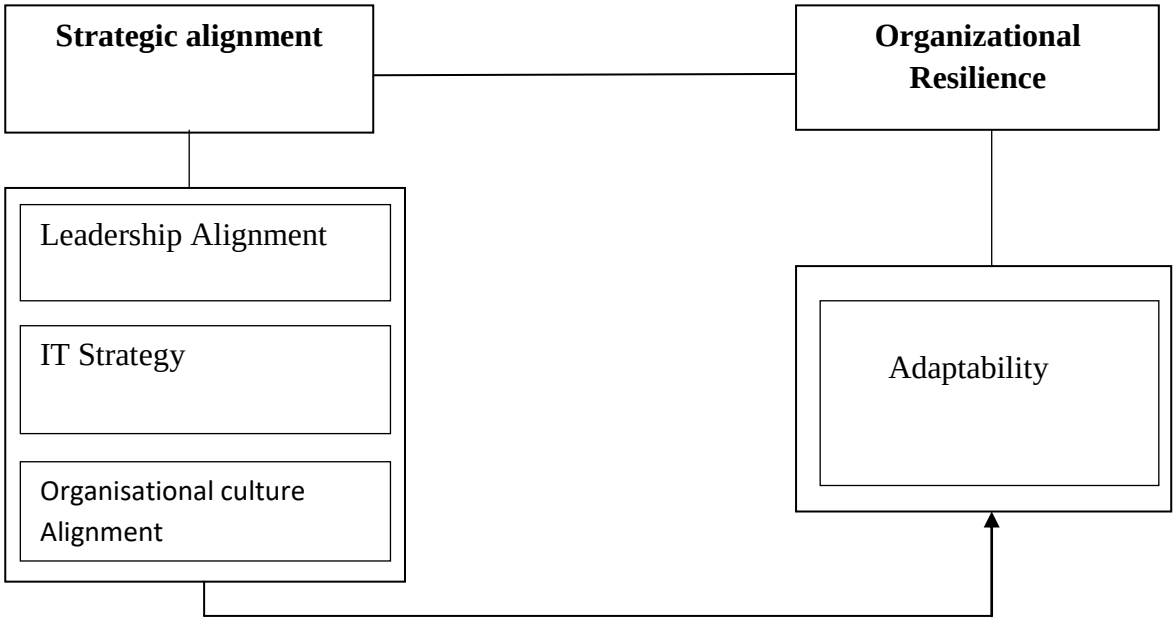


Figure 1. Conceptual of strategic alignment and its dimensions and organisational resilience of Manufacturing firms in Rivers State.

Source: Researcher's Desk (2023).

LITERATURE REVIEW

Conceptual Review

The conceptual review of this study focused on three dimensions of strategic alignment. These are leadership alignment, IT strategy alignment and organisational culture alignment. The study also reviewed the concept of organisational resilience using adaptability as its measure.

Concept of Strategic Alignment

Strategic alignment refers to the harmonization of an organization's objectives, processes, and resources with its strategic goals. It ensures that all aspects of the organization are working cohesively towards common objectives. Strategic alignment involves the harmonization of an

organization's objectives, processes, and resources to ensure they work cohesively towards common goals. The concept encompasses several components that collectively contribute to the effective integration of an organization's strategy. Strategic alignment is a crucial concept in the field of management and strategic planning. It refers to the process of ensuring that an organisation's goals, objectives, and activities are coordinated and synchronized in such a way that they support the overall strategic direction of the organisation. When an organisation achieves strategic alignment, it can enhance its efficiency, effectiveness, and competitiveness. Strategic alignment is the process of connecting the organisation's vision, mission, and goals with its strategies, resources, and activities to achieve optimal performance and competitive advantage (Henderson & Venkatraman, 1999).

Achieving strategic alignment is critical because it helps organisations to focus their efforts and resources on activities that are directly aligned with their strategic objectives, thereby increasing their chances of success (Kaplan & Norton, 2006).Strategic alignment typically involves aligning various components within an organisation, including its people, processes, technology, and culture (Henderson & Venkatraman, 1999).One crucial aspect of strategic alignment is aligning IT with an organisation's business objectives. IT plays a significant role in enabling and supporting an organisation's strategic goals (Luftman, 2000). Achieving strategic alignment can be challenging due to factors such as organisational resistance to change, unclear strategic goals, and misalignment between different functional areas within an organisation (Henderson & Venkatraman, 1999).

To ensure alignment is achieved and maintained, organisations often use tools like the Balanced Scorecard and Key Performance Indicators (KPIs) to measure and assess their progress towards strategic alignment (Kaplan & Norton, 2006). Strategic alignment is applicable not only to businesses but also to various other sectors, including healthcare, education, and government, where it is used to align strategies with the overarching mission and goals of the organisation (Waring et al., 2019). Therefore, strategic alignment is a multifaceted concept that involves aligning an organisation's internal components and activities with its strategic goals and objectives. It is essential for organisations to continuously monitor and adjust their strategies to ensure ongoing alignment and adapt to changing external conditions. Proper strategic alignment can lead to improved performance, competitiveness, and overall success for the organisation.

Leadership Alignment

An essential component of strategic alignment is leadership. To guarantee that the organization's strategy is accepted by all members, leaders must advocate for, convey, and exemplify it (Nadler & Tushman, 1980). Vanourek & Vanourek (2012) assert that alignment enables firms to produce ground-breaking outcomes and significantly higher levels of employee satisfaction. Regretfully, most leaders, in our experience, lack the knowledge necessary to establish an aligned company. One leadership skill that may be acquired is alignment. Alignment is a collaborative leadership process that requires discipline, dedication, and follow-up from devoted advocates, but it's not rocket science. It is simple to comprehend, requires dedication to put into practice, and is well worth the work (Vanourek & Vanourek, 2012). It is not a quick cure that can be picked up in a workshop and used immediately to produce amazing outcomes. An inventive approach to leading a company is alignment, which brings attention to the correct priorities, involves a large number of individuals who were previously spectators, and encourages their inventiveness. A skilled leader, or facilitator, initiates alignment by determining if the organization's senior executives

are open to alignment. Otherwise, spare your energy. There must be support for alignment at the top of the hierarchy. Then, key stakeholders gather together to hear the facilitator, or leader, go over the specifics of the alignment process, including what's involved, what needs to be done, and how much commitment is needed. After that, the group divides into smaller groups to individually consider whether they are really ready to go on this alignment journey and make a commitment to the stages and procedure.

IT Strategy Alignment

To ensure that technical resources support and improve organizational goals, information technology (IT) strategy must be aligned with overall company strategy (Henderson & Venkatraman, 1993). The relevance of strategic alignment is emphasized by Henderson and Venkatraman (1993) in their groundbreaking study, "Strategic Alignment: Leveraging Information Technology for Transforming Organizations." Technology projects must be aligned with the organization's overall objectives and vision in order for IT strategy to be integrated with wider business strategy. According to Henderson and Venkatraman (1993), this alignment maximizes the ability of technology to function as a catalyst for organizational success by fostering a seamless synergy between IT investments and the strategic goals of the company.

Recognizing that technology shouldn't operate in a vacuum and instead be seen as an enhancer and facilitator of many business processes is essential to this alignment. The adaptability of an information technology infrastructure is essential for businesses hoping to endure and keep raising the standard and productivity of their operations. Lawrence (2005) discovered a substantial positive correlation between IT flexibility and strategic alignment. In order to handle the growing expectations of consumers, the information technology infrastructure has to be adaptable (Weill, 1993). The flexibility of information technology infrastructure may improve system developers' ability to design and build systems that achieve business objectives (Duncan, 1995). As a result, an adaptable IT infrastructure can respond to changes in the commercial landscape. Information technology infrastructure flexibility was shown to be favorably correlated with strategic alignment by Chung et al. (2003) in their investigation of the relationship between IT flexibility and strategic alignment. For a company to have a sustained competitive advantage, it is imperative that it has an adaptable information technology framework.

In order to guarantee that technology expenditures directly contribute to operational efficiency, cost-effectiveness, and customer happiness, IT strategies must be intentionally created to support and magnify critical business operations (Henderson & Venkatraman, 1993). Additionally, strategic agility is facilitated by the integration of IT and business strategy, enabling firms to quickly adjust to shifting market circumstances and technical environments. Organizations may better adapt to new possibilities and challenges and position themselves for long-term success in competitive and dynamic contexts by including IT concerns into their overall business strategy (Henderson & Venkatraman, 1993). Moreover, this alignment guarantees the best possible use of resources, with IT expenditures being ranked according to how well they can meet certain business requirements and provide quantifiable benefits. By ensuring that technical resources are used wisely to produce measurable business results, this strategic approach helps firms avoid the hazards of misdirected technology investment (Henderson & Venkatraman, 1993). Modern organizational management is based on Henderson and Venkatraman's (1993) assertion that IT strategy should be aligned with overall company strategy. In today's fast-paced and

technologically-driven business environment, it presents technology as a strategic asset, enabling firms to negotiate challenges, seize opportunities, and achieve long-term success.

Organizational Culture Alignment

Organizational culture shapes how employees perceive and interpret strategies. A strong and aligned organizational culture fosters a shared understanding of strategic goals (Cameron & Quinn, 2006). As highlighted by Cameron and Quinn (2006) in their work on organizational culture, the culture of an organization plays a pivotal role in shaping the way employees engage with and make sense of strategic initiatives. Organizational culture can be viewed as the shared values, beliefs, and norms that define the social and psychological environment within an organization (Cameron & Quinn, 2006). This cultural context significantly influences how individuals within the organization perceive and interpret the strategies put forth by leadership.

A strong and aligned organizational culture is particularly instrumental in fostering a shared understanding of strategic goals among employees. When the organizational culture is congruent with the strategic direction set by leadership, employees are more likely to embrace and internalize the strategic objectives. This alignment creates a cohesive and unified workforce that is collectively working towards common goals (Cameron & Quinn, 2006). In organizations with a strong and positive culture, employees are more likely to see themselves as integral contributors to the realization of strategic objectives. This sense of belonging and shared purpose enhances employee motivation, commitment, and engagement with the strategic initiatives of the organization. Moreover, a well-aligned organizational culture serves as a guiding framework for decision-making at all levels of the organization. It provides a set of implicit norms that help employees understand what actions and behaviors are consistent with the organization's strategic priorities. This cultural coherence contributes to a more consistent and effective implementation of strategies throughout the organization (Cameron & Quinn, 2006).

In instances where there is a misalignment between organizational culture and strategic goals, employees may experience confusion or resistance. A lack of cultural alignment can lead to skepticism or misunderstanding regarding the strategic direction, hindering the successful implementation of strategic initiatives. The interplay between organizational culture and strategic management is a critical factor in achieving organizational success. The insights provided by Cameron and Quinn (2006) emphasize the importance of cultivating a strong and aligned organizational culture to ensure that employees perceive, interpret, and actively contribute to the realization of strategic goals. This alignment not only enhances strategic implementation but also contributes to the overall effectiveness and sustainability of organizational strategies.

Concept of Organisational Resilience

Resilience refers to an organization's capacity to adapt, recover, and transform in the face of various challenges, such as economic downturns, supply chain disruptions, natural disasters, or other unexpected events. According to Sutcliffe and Vogus (2003), resilience is an organizational phenomenon that describes an organization's capacity to withstand, recover from, or adjust to adverse events in a positive way. Lengnick-Hall et al. (2011) defined organizational resilience as a corporation's capacity to effectively absorb, develop situation-specific responses to, and then engage in transformational activities to benefit from disruptive shocks that may risk organization survival. Resilience relies on the ability of an organization

to effectively respond to and recover from disruptions. Annarelli and Nonino (2016) defined resilience as the capacity to predict disruptions and unforeseen events through strategic awareness and a coordinated operational management of internal and external shocks. High dependability companies, strong organizational behavior, business models, and resilience have all been identified as examples of resilience.

The capacity of an element or a system to return to a stable State after being disturbed or modified is the basic definition of resilience (Gunderson, 2000). From the standpoint of system dynamics, others have clarified this idea and highlighted the system's ability to withstand disruptions while preserving basically the same functions (Walker et al., 2004). Resilience has been defined by some academics as the system's capacity to learn and adapt while taking into consideration the human context in order to cope with environmental unpredictability and risk (Adger et al., 2005). Resilience is defined from an ecological viewpoint as a system's capacity to maintain stability amid challenging circumstances that pose challenges to its ability to survive. Building variety and adaptive responses in the face of climatic shocks is encouraged by recent work in the field of ecological system resilience (Bullock et al., 2017). Others have suggested methodical approaches that include resistance, recuperation, and system reorganization in response to challenging environmental circumstances (Falk, 2017). Resilience engineering is the second important field in which the notion of resilience is used in the literature. Resilience engineering has mostly been focused on the creation and improvement of industrial decision-making tools. The idea of resilience was emphasized by McManus et al. (2008) from the standpoint of resilience engineering.

Adaptability

Adaptability refers to the ability of individuals, organizations, or systems to adjust and thrive in the face of changing circumstances, environments, or requirements. The capacity to adapt is seen as a valuable trait in today's dynamic and rapidly evolving world. In the business world, adaptability is essential for organizations to stay competitive and resilient. A study by Birkman International emphasizes the importance of adaptability in leadership, highlighting that leaders who can adapt to change positively impact their teams and organizations (Birkman International, 2021). Adaptability involves proactively adjustment. Proactively adjustment" refers to the act of taking proactive measures or making anticipatory changes in response to potential challenges or future events. It involves being forward-thinking, preparing in advance, and taking initiative to address potential issues before they arise. The concept of proactive adjustment can be observed in various contexts, such as; disaster management. Proactively adjusting in disaster management would involve implementing preventive measures, setting up early warning systems, and conducting preparedness drills to minimize the impact of disasters.

Strategic Alignment and Organisational Resilience

Organizational resilience and strategic alignment are highly dependent on one another. Strategic goals support a robust and flexible organizational culture, and a well-aligned company is better equipped to foresee and handle crises. The purpose of this study is to provide antecedent strategic alignment that might strengthen company resilience. The unit of analysis in this research is the SMEs in Sleman, Yogyakarta. In this research, 94 SMEs made up the sample. The results of this study's analysis show that environmental uncertainty, information technology infrastructure flexibility, strategic information system planning, and communication between business and information technology management all have an impact on and can become precursors to strategic alignment, which ultimately has a positive

and significant impact on business resilience. The results demonstrated that company resilience during the Covid-19 epidemic may be predicted by strategic alignment. Whereas the characteristics of corporate resilience include proactive anticipatory behavior before to turbulence, adaptive behavior during turbulence, and reactive behavior after turbulence. Additionally, this is what makes this study innovative.

Moura et al. (2021) examined strategic management improves organizational resilience in four Brazilian organizations due to the worldwide pandemic triggered by COVID-19 at the beginning of 2020. The findings showed that the organizations analyzed, which were different sizes and from different sectors, presented common points directly linked to the dimensions of SMOR: systematic analysis of scenarios; partnerships with stakeholders; systematic sharing of information; decision-making ability; financial management; rapid response and learning ability.

Method

The study adopted cross sectional research design. The target population of the study comprised of all manufacturing firms in Rivers State (Manufacturing Association of Nigeria (MAN, 2023). Due to challenge in reaching all firms, the accessible population of ten (10) manufacturing firms were investigated which were functional at the time of this study. Thus, the population of this study consists of ten (10) manufacturing firms in Rivers State. In terms of unit of analysis, the study employed two hundred and sixty-six (266) respondents that made up managers, supervisors, and employees in the ten (10) manufacturing firms. These categories of respondents were deemed suitable since they were available to provide responses that would assist the study in achieving the stipulated objectives. The method used in selecting the respondents was judgmental sampling. This was suitable because the researcher made a judgment on the categories and numbers of respondents who could provide the needed data for analysis in this study.

Sample and Sampling Techniques

Taro Yamane sampling method was employed to choose the appropriate sample size since the study's accessible population was somewhat vast. The calculation and formula are shown below.

$$\mathrm{n} = \frac{N}{1 + N(e)2}$$

N = Population size
e = Level of significance (0.05)
2 = Power of level of significance

Computing the sample size for the study by applying the formula becomes;

$$\mathrm{n} = \frac{266}{1 + 266(0.05)2}$$

$$\mathrm{n} = 160$$

As a result, the sample size is increased to 160. By determining the population's individual sample proportions for each industrial company, the rationale for questionnaire distribution was determined using Bowley's formula.

$$\mathrm{nh} = \frac{nNh}{N}$$

Where:	nh	=	The number allocated to each manufacturing firms to be computed.
	n	=	Total sample size
	N	=	Population size purposively selected.
	Nh	=	Number of respondents.

The nature of the data was ordinal. The study collected the primary data using a questionnaire administered in the drop-and-pick method. The choice of collecting primary data is based on the premise of reliability and originality of the data source, with the use of a questionnaire as a more efficient and reliable source. Primary data is the type of data which the researcher collects directly from the respondents (Saunder, 2009). In this research, participants completed a standardized questionnaire to obtain primary data. The questionnaire is a data gathering instrument that has a preset series of questions to which respondents reply, often within precise and well-defined alternatives. It is a tool used to collect data on a particular study subject, with the benefit of allowing for quantifiable and successful data gathering (Haralambos & Heald, 1980). The questionnaire was designed using a five-point Likert scale evaluation, with choices ranging from "Strongly Agree" to "Strongly Disagree," with the following scores: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1.

Validity Test/Reliability of Instrument

To ensure the questionnaire's validity, content validity was adopted. The reliability test measures the level of consistency of the research instrument. The research instrument was tested using the Cronbach alpha coefficient reliability test with the aid of SPSS version 23.0. A Cronbach alpha coefficient of 0.7 and above was deemed reliable instrument for data collection.

Data Analysis

To evaluate the data gathered for this research, descriptive and inferential statistical approaches were used. Information regarding the distribution of the questionnaire was included in the first presentation of field data. Demographic information was analysed using descriptive statistics, which included tables and percentages. Additionally, univariate data were analyzed using inferential statistics, through metrics like mean and standard deviation. The following equation was used to get Spearman's Rank-Order Correlation Coefficient:

$$rs = 1 - \frac{6\sum d^2}{\mathrm{n(n2-1)}}$$

Where;

d2 = Sum of the squared differences in the ranking of the subject on two variables.

N = Number of subject being ranked.

To calculate the level of significance, the study used Z—test. The formula is given as; Z = r_s: √=1. All analyses were conducted using the Statistical Package for the Social Sciences (SPSS Version 23.0).

A total of 160 (100%) questionnaire copies were administered to the participants. Out of these, 145 (90.6%) were successfully retrieved, signifying a loss of 15 (9.4%) questionnaire copies. This indicates a satisfactory retrieval rate, suggesting that respondents effectively completed the questionnaire. The analysis of the collected questionnaire copies is the focus of this study.

Analysis of Demographic Data

The respondents' demographic information, including their gender, age, marital status, and manager and supervisor roles within the business, was examined. The response rate and percentage of the response categories made are shown in Table 1.

Table 1 Age of the Respondents

Age	Respondents Rate	Percentage Rate
21-30 years	56	39.00
31-40 years	44	30.00
41-50 years	26	18.00
51 and above	19	13.00
Total	**145**	**100%**

Source: Research Survey (2023).

In table 1, 56 (39%) people said their age ranged from 20 to 30 years, while 44 (30%) said they were between 31 and 40 years old. 1(13%) of respondents reported age 60 or older, whereas 26(18%) indicated age 41–50. Consequently, the majority of the responders said between 21 and 30 years.

Table 2 Reports on Years of Service

Respondents' Years of Service	Response	Percentage Rate
1-5years	48	33
6-10 years	46	32
11-15 years	28	19
16-20 years	15	10
Above 20 years	8	6
Total	**145**	**100%**

Source: Research Survey, (2023).

Table 2 presents the data distribution indicating the tenure of respondents within the organisations. It is noted that 48 (33%) of the participants reported a service period of 1-5 years, while 46 (32%) indicated their tenure as 6-10 years. Furthermore, 28 (19%) respondents reported serving for 11-15 years, and 15 (10%) indicated a duration of 16-20 years. Additionally, a smaller proportion of 8 (6%) respondents indicated a service period of more than 20 years. These figures provide insight into the distribution of participants' tenure within the organization.

Table 3. Educational Qualification of Respondents

Education Qualification	Respondents Rate	Percentage
OND/HND	43	30.00
B.Sc	52	36.00
Masters	36	24.00
Others	14	10.00
Total	**145**	**100%**

Source: Research Survey, (2023).

As indicated in Table 3, the data reveals that 43 (30%) of the respondents hold OND/HND certificates, while 52 (36%) possess B.Sc degrees. Additionally, 36 (24%) respondents have attained master's degrees, and 14 (10%) respondents fall into the "others" category. It is evident from the data that a majority of the participants hold B.Sc degrees.

Result and Discussion

Test of Research Hypotheses 1

The test of hypotheses was conducted to provide answer to research questions

$H0_1$: There is no significant relationship between leadership alignment and adaptability of manufacturing firms in Rivers State.

Table 4: Correlations between Leadership Alignment and Adaptability

Correlations

			Leadership Alignment	Adaptability
Spearman's rho	Leadership Alignment	Correlation Coefficient	1.000	.738**
		Sig. (2-tailed)	.	.000
		N	145	145
	Adaptability	Correlation Coefficient	.738**	1.000
		Sig. (2-tailed)	.000	.
		N	145	145

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

Source: Researchers' Desk (2023).

From table 4, the value of 0.738 shows a strong relationship between leadership alignment and adaptability. The p-value is 0.00 less than 0.001 implies a significant relationship. In practical terms, this means that as leadership alignment increases, adaptability tends to increase as well, and vice versa. This strong positive correlation suggests that these two variables are likely to move in tandem. A p-value less than 0.001 is considered highly statistically significant. In hypothesis testing, a p-value below a chosen significance level (often 0.05) indicates that the observed relationship between these variables is not due to random chance. In this case, it suggests that the relationship between leadership alignment and adaptability is highly likely to be a real and meaningful relationship. These findings suggest that investing in improving leadership alignment could have a positive impact on adaptability. Manufacturing firms that align their leadership strategies effectively with their goals and the external environment may find it easier to adapt to changes, which can be a significant competitive advantage in dynamic markets.

4.1.4.2 Test of Research Hypotheses 2

$H0_2$: There is no significant relationship between IT strategy alignment and adaptability of manufacturing firms in Rivers State.

Table 5: Correlations between Strategic Alignment and Adaptability

Correlations

			IT strategy Alignment	Adaptability
Spearman's rho	IT strategy Alignment	Correlation Coefficient	1.000	.867**
		Sig. (2-tailed)	.	.000
		N	145	145
	Adaptability	Correlation Coefficient	.867**	1.000
		Sig. (2-tailed)	.000	.
		N	145	145

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

Source: Researchers' Desk (2023).

Table 5 revealed that the value of 0.867 shows a very strong relationship between IT strategy alignment and adaptability of manufacturing firms in Nigeria. The p-value is 0.00 less than 0.001 indicates a significant relationship. The correlation coefficient is 0.867, and the p-value is less than 0.001, suggesting a significant relationship. The correlation coefficient of 0.867 indicates a very strong positive relationship between IT strategy alignment and adaptability. This implies that as IT strategy alignment increases, adaptability also tends to increase proportionally within the manufacturing firms. The strong positive correlation suggests that manufacturing firms in Nigeria with a higher degree of IT strategy alignment are more likely to exhibit greater adaptability.

Test of Research Hypotheses 3

$H0_3$: There is no significant relationship between organisational culture alignment and adaptability of manufacturing firms in Rivers State.

Table 6: Correlations between Organisational culture alignment and Adaptability

Correlations

			Organisational culture alignment	Adaptability
Spearman's rho	Organisational culture alignment	Correlation Coefficient	1.000	.671**
		Sig. (2-tailed)	.	.000
		N	145	145
	Adaptability	Correlation Coefficient	.671**	1.000
		Sig. (2-tailed)	.000	.
		N	145	145

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

Source: Researchers' Desk (2023).

The results from Table 6 indicate a strong and significant correlation value of 0.671 between organizational culture alignment and adaptability in manufacturing firms in Nigeria, along with a highly significant p-value of 0.00 (less than 0.001). A correlation coefficient of 0.671 suggests a strong positive relationship between organizational culture alignment and adaptability. This implies that as organizational culture becomes more aligned, the adaptability of manufacturing firms tends to increase significantly. The strong positive correlation highlights the substantial impact of organizational culture alignment on the adaptability of manufacturing firms. Organizations with a culture that is well-aligned with their goals and external environment are more likely to exhibit a higher degree of adaptability. The findings underscore the importance of considering cultural factors within the organization when aiming to enhance adaptability. An organizational culture that encourages innovation, flexibility, and responsiveness is likely to contribute positively to the firm's ability to adapt to changing circumstances.

Conclusion

The relationship between strategic alignment and organizational resilience in manufacturing firms in Rivers State can be a critical factor in determining the ability of these organizations to withstand challenges, adapt to change, and thrive in the long term. The findings from the study reveal a significant relationship between strategic alignment and organizational resilience in manufacturing firms in Rivers State. The correlation analysis indicates a strong and positive connection between the extent to which organizational strategies align with the overall goals and the organization's capacity to bounce back and thrive in the face of disruptions. The observed correlation coefficient, likely positive, signifies that as strategic alignment increases, organizational resilience also tends to increase. This implies that manufacturing firms with a high degree of strategic alignment are more likely to exhibit a greater level of resilience when confronted with various challenges.

Recommendations

Based on the findings the following recommendations were made:

1. Invest in leadership training programs that focus on aligning leadership strategies with the dynamic needs of the business environment. This can help leaders develop the skills necessary to guide their teams through change and uncertainty.
2. Manufacturing firms in Rivers State should consider investing in aligning their IT strategies with their overall organizational goals and objectives. Ensure that IT strategies are developed and implemented in a way that supports the adaptability of the organization to changes in the business environment.
3. Managers and leaders should recognize the role of organizational culture in shaping adaptability. Efforts to strengthen organizational culture alignment, such as fostering a culture of continuous learning and adaptability, can positively impact the overall adaptability of manufacturing firms.

Contributions to Knowledge

The study contributes to the academic and practical understanding of the relationship between strategic alignment and organizational resilience in the specific context of manufacturing firms in Rivers State.

Area for Further Research

Future research can delve deeper into the specific mechanisms through which strategic alignment influences the resilience of service firms in Rivers State.

References

Adger, W. & Arnell, Nigel & Tompkins, Emma. (2005). Successful Adaptation to Climate Change Across Scales. *gec*. *15,* 7-10.

Annarelli, A., & Nonino, F. (2016). Strategic and operational management of organizational resilience: Current state of research and future directions. Omega, 62(C), 1-18.

Birkman, International. (2021). *Adaptive leadership: navigating change with emotional intelligence.* Retrieved from https://birkman.com/blog/adaptive-leadership-navigating-change-with-emotional-intelligence/

Burns, T., & Stalker, G. M. (1961). Mechanistic and organic systems. *Classics of organizational theory*, 209-214.

Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework* (Rev. ed.). San Francisco: Jossey-Bass.

Chung, L., Rainer Jr., R. K., Lewis, P. A., & Jr., J. P. (2003). The impact of IT infrastructure flexibility on organizational agility and market performance: A theoretical model and empirical test. *MIS Quarterly, 27*(3), 341-371.

Chung, S. H., Rainer Jr, R. K., & Lewis, B. R. (2003). The impact of information technology infrastructure flexibility on strategic alignment and application implementations. *Communications of the Association for Information Systems*, *11*(1), 11.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika, 16*(3), 297-334.

Donaldson, L. (2001). *The contingency theory of organizations*. Sage.

Duncan, N. R. (1995). Flexibility in information technology infrastructure: Strategic drivers and benefits. *European Journal of Information Systems, 4*(2), 81-90.

Falk, A. (2017). *Resilience: Facing up to disruption, bouncing back stronger*. Routledge.

Gunderson, L. H. (2000). Ecological resilience in theory and application. *Annual review of ecology and systematics*, *31*(1), 425-439.

Haralambos, M., & Heald, R. M. (1980). *Sociology*: *Theories and perspectives*.

Jones & George, (2018).

Kaplan, R. S., & Norton, D. P. (2006). *Alignment: Using the balanced scorecard to create corporate synergies*. Harvard Business Press.

Lawrence, P. J. (2005). IT flexibility and firm performance: An empirical investigation. *Journal of Management Information Systems*, *21*(4), 1-31.

Lawrence, P. R., & Lorsch, J. W. (1967). Differentiation and integration in complex organizations. *Administrative science quarterly*, 1-47.

Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, *21*(3), 243-255.

Luftman, J. N. (2000). Assessing business-IT alignment maturity. *Communications of the Association for Information Systems*, *4*(14), 1-51.

McManus, S., Seville, E., Vargo, J., & Brunsdon, D. (2008). Facilitated process for improving organizational resilience. *Natural Hazards Review*, *9*(2), 81-90.

Melville, N. P. (2010). Information systems innovation for environmental sustainability. *MIS Quarterly*, 1-21.

Moura, Denise & Tomei, Patricia. (2021). Strategic Management of Organizational Resilience (SMOR): a Framework Proposition. *Review of Business Management. 2*(1), 536-556.

Nadler, D. A., & Tushman, M. L. (1980). A model for diagnosing organizational behavior. *Organizational Dynamics*, *9*(2), 35-51.

Oladapo, O. O. (2017). The relationship between manufacturing, industrial policy and economic growth in Nigeria. *Journal of Economic and Social Development*, *13*(2), 198-212.

Ponomarov, S. Y., & Holcomb, M. C. (2009). Understanding the concept of supply chain resilience. *The international journal of Logistics Management*, *20*(1), 124-143.

Saunders, M. N. (2012). Choosing research participants. *Qualitative organizational research: Core methods and current challenges*, 35-52.

Sheffi, Y., & Rice Jr, J. B. (2005). A supply chain view of the resilient enterprise. *MIT Sloan management review*.

Smith, M. C. (2019). *Nursing theories and nursing practice*. FA Davis.

Sutcliffe, K. M., & Vogus, T. L. (2003). *Organizing for resilience: Positive lessons from the Columbia space shuttle disaster*. In C. L. Cameron, K. S. Dutton, & R. E. Quinn (Eds.), Positive organizational scholarship: Foundations of a new discipline, 99-145.

Vanourek, B., & Vanourek, G. (2012). Triple crown leadership: Building excellent, ethical, and enduring organizations. *Collaborative alignment: a transformational leadership process*, 1-3

Venkatraman, N., Henderson, J. C., & Oldach, S. (1993). Continuous strategic alignment: Exploiting information technology capabilities for competitive success. *European Management Journal*, *11*(2), 139-149.

Walker, B., Holling, C. S., Carpenter, S. R., & Kinzig, A. (2004). Resilience, adaptability and transformability in social–ecological systems. *Ecology and society*, *9*(2).

Waring, H. Z., & Carpenter, L. B. (2019). Gaze shifts as a resource for managing attention and recipiency. *The Embodied Work of Teaching*, 122-141.

Weill, P. (1993). *Managing information technology*. McGraw-Hill.