
EFFECT OF ORGANISATIONAL AGILITY ON EMPLOYEE PERFORMANCE IN NIGERIAN COMMUNICATION COMMISSION

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Abstract

The effect of organisational agility on employee performance at the Nigerian Communications Commission (NCC) was investigated in this systematic review. In company management, organisational agility-the capacity to quickly adjust to changes in the market and environment-is essential. The review sought to determine the relationship between staff productivity, job satisfaction, and flexibility in the NCC and agility. A rigorous search approach looked for pertinent academic literature in databases like Scopus and Web of Science. With the help of keywords like "Nigerian Communication Commission," "organisational agility," and "employee performance," a first set of 170 records was found; duplicates were eliminated to leave 160 entries. For the purpose of qualitative synthesis, this was reduced to 10 studies by using inclusion and exclusion criteria. Data extraction took into account both quantitative and qualitative data and concentrated on the study's characteristics, conclusions, and bibliographic information. For qualitative studies, the Critical Appraisal Skills Programme (CASP) was used, and for quantitative research, the Cochrane risk of bias tool was employed in quality assessment. According to the review, organisational agility significantly improves worker performance at the NCC. Descriptive statistics showed that there was a significant relationship between employee performance and agile methods, improving productivity (mean score = 4.3, correlation = 0.78), motivation (mean score = 4.0, correlation = 0.70), and work satisfaction (mean score = 4.2, correlation = 0.75). Thematic synthesis brought attention to the NCC hierarchical structure's contextual adjustments, enhanced innovation and flexibility as indirect impacts, and direct effects on productivity and job satisfaction. The review concluded by highlighting the significant advantages of organisational agility for NCC employee performance. Adopting adaptable procedures, making investments in innovation and technology, encouraging nimble leadership, and supporting ongoing learning initiatives are among the recommendations. For the purpose of examining long-term effects and upholding methodological rigour, future research should concentrate on longitudinal studies.

Keywords: Organizational Agility, Employee Performance, Nigerian Communications Commission, Job Satisfaction, Productivity

1.0 Introduction

In the fast-paced business world of today, an organization's capacity to quickly and efficiently adjust to changes in the market is known as organisational agility (Goldman, Nagel, & Preiss, 1995). This adaptability is essential to maintaining a competitive edge. This idea includes an organization's ability to reinvent itself, adjust, shift swiftly, and thrive in a fast-paced, confusing, and tumultuous environment. To effectively manage unpredictability and changes in the external environment, it entails putting in place responsive and adaptive systems, structures, and processes (Dove, 2001).

It is impossible to overestimate the significance of worker performance in accomplishing organisational objectives. For an organisation to succeed, employee performance-which is defined as the productivity and quality of work completed by employees-is essential. Increased productivity, creativity, and overall organisational effectiveness are all correlated with high employee performance (Campbell, McCloy, Oppler, & Sager, 1993). Positive contributions to the organization's goals are more likely to come from motivated, competent, and engaged workers, which improves customer satisfaction and financial performance. As a result, businesses are concentrating more on methods to improve worker performance in order to attain long-term expansion and a competitive edge (Huselid, 1995).

The Nigerian Communication Commission (NCC), which oversees the country's telecommunications sector as a regulatory body, is essential to guaranteeing the availability of effective and superior communication services. Ensuring the provision of effective communication services across Nigeria, fostering competition, and facilitating private sector investment are all part of the NCC mandate (NCC, 2023). Organisational agility is crucial for the NCC to successfully carry out its mandate and adjust to the constantly changing landscape given the quick speed at which technology is developing and the dynamic nature of the telecommunications industry.

The Nigerian telecoms business has unique problems and opportunities, making organisational agility within the NCC especially important. Rapid technical advancements, rising customer expectations, shifting regulations, and fierce competition define this industry (Onyeajuwa, 2017). The NCC must be able to adapt to changes quickly and efficiently as it navigates these difficulties. The ability to adjust quickly to changes in the market and regulations, adopt new technologies, and adopt creative practices are all made possible by agility.

Furthermore, the organization's capacity to meet its strategic objectives depends heavily on the performance of its workforce. Workers that are flexible, receptive to change, and agile are better suited to deal with the demands and complexity of the telecom sector (Dyer & Shafer, 2003). Increasing staff performance through agility can result in better service delivery, more effective regulation, and more stakeholder satisfaction. Employee performance can be greatly impacted by the NCC dedication to developing an agile organisational culture, which will help the organisation achieve its objectives of sectoral development and regulatory excellence.

Several research studies have highlighted the beneficial effects of organisational agility on worker productivity. For example, organisational agility has a favourable impact on operational performance, which in turn improves overall organisational performance (Tallon and Pinsonneault, 2011). In a similar vein, agile organisations are better positioned to take advantage of technology advancements, which enhances worker performance and

organisational outcomes (Sambamurthy, Bharadwaj, & Grover, 2003). Organisational agility can help with prompt and efficient decision-making, effective problem-solving, and proactive regulatory interventions in the framework of regulatory organisations such as the NCC.

Given the NCC critical role in Nigeria's telecom industry, it is imperative for both academic study and real-world application to comprehend how organisational agility affects worker performance. With an emphasis on the NCC specifically, this systematic review attempts to compile the body of research already written about the connection between employee performance and organisational agility. This study aims to offer insights that can guide policy-making, strategic planning, and operational improvements within the NCC and related regulatory organisations by studying the mechanisms via which agility effects performance.

1.2 Rationale for the Study

Finding major gaps in the existing research and addressing the requirement for agility in this fast-paced business are the foundations of the rationale for undertaking this study. Even while organisational agility has been the subject of many studies across a wide range of industries, there is noticeably a dearth of thorough studies that concentrate just on Nigeria's communication industry. This industry is essential to the development of the country since it promotes economic growth, improves connection, and disseminates information (Nwosu, 2018).

Rapid technological breakthroughs and changing consumer demands make the communication sector a prime example of the need for organisational agility-the capacity to quickly adjust to changes in the market and in the environment (Doz & Kosonen, 2010). The impact of agility on employee performance in this context is not well explored by current research, especially when considering the Nigerian context, where distinct socio-economic and cultural elements are at play (Adeniji et al., 2020).

It is critical to close this gap since agility can improve performance overall, job happiness, and employee engagement, all of which increase an organization's competitiveness (Sherehiy & Karwowski, 2014). Through a methodical examination of the body of literature, the present study seeks to synthesise findings, pinpoint patterns, and suggest practical recommendations that will assist Nigerian communication sector organisations in improving employee performance and agility. Policymakers and business executives who want to develop a workforce that is adaptable and resilient enough to survive in a fast changing environment need to know these kinds of insights (Teece, Peteraf, & Leih, 2016).

1.3 Research Questions

- a. What effect does organisational agility have on NCC employees' performance?
- b. Which critical components of organisational agility are relevant to NCC?

1.4 Research Objectives

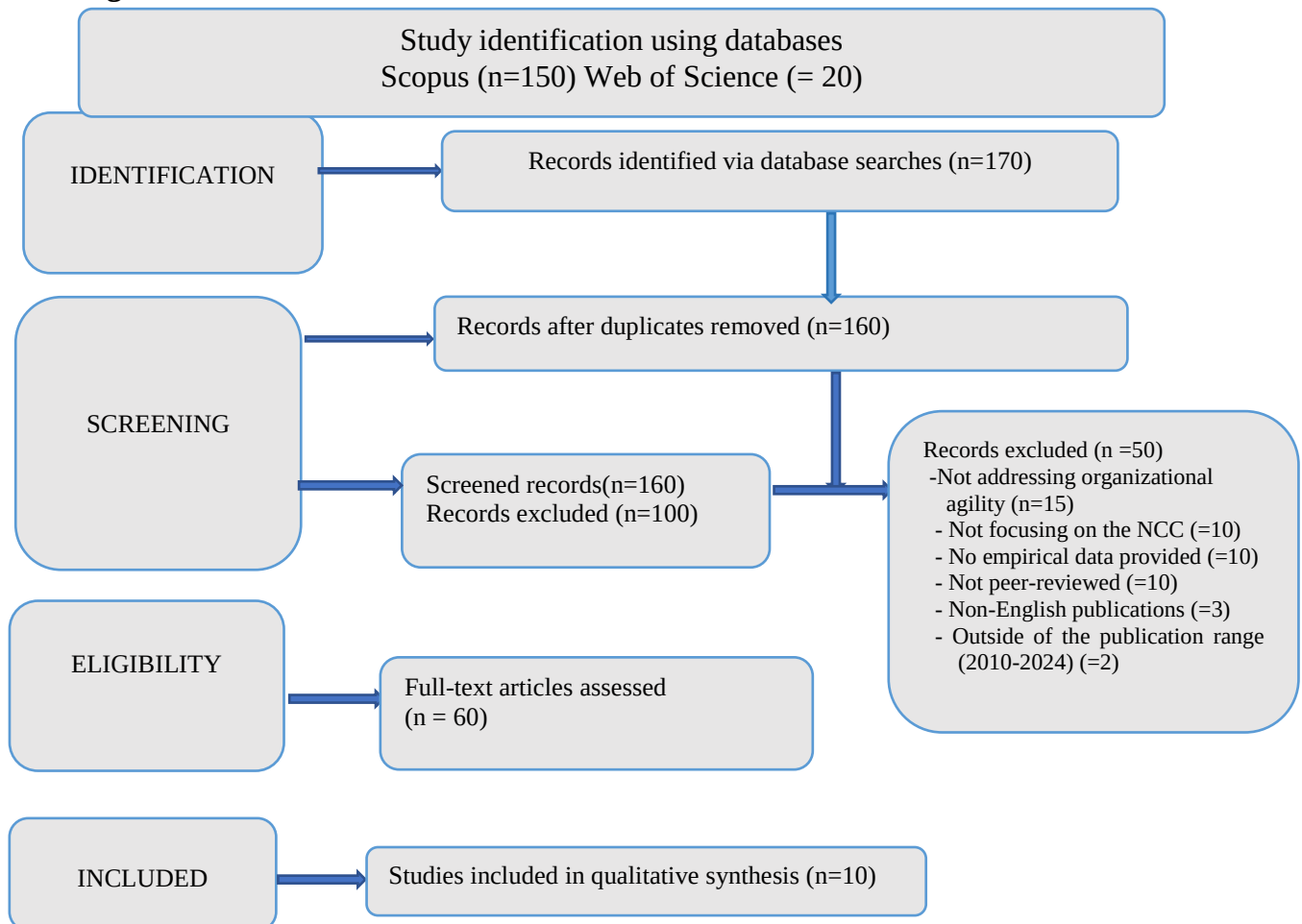
- a) To investigate the effect organisational agility has on National Communication Commission (NCC) staff performance.
- b) To determine and assess which essential components of organisational agility are pertinent to the National Communication Commission (NCC).

2.0 Methodology

The objective of the systematic review was to assess how organisational agility affected the Nigerian Communication Commission's (NCC) workforce. The review enabled a comprehensive and transparent examination of pertinent studies by adhering to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework (Liberati et al., 2009).

- i. **Inclusion Criteria:** Empirical research articles that specifically examined the impact of organisational agility on worker performance within the NCC and were published between 2010 and 2024 were included in the review. Peer review and the use of quantitative, qualitative, or mixed approaches were prerequisites for inclusion in the study. Only works written in English were taken into account.
- ii. **Exclusion Criteria:** Studies that failed to address organisational agility, did not centre on the NCC, or did not provide empirical data were disqualified. Furthermore, papers that were not subjected to peer review, published in languages other than English, or fell outside of the designated publication range were not included.

Figure 1: Prisma Flow Chart for Research Database Search



According to PRISMA (Preferred Reporting Items for Systematic Reviews), this flow chart depicts the identification, screening, eligibility, and inclusion phases of the systematic literature review process. In addition to the numbers of records at each stage and the

justifications for exclusions, it includes the final counts of the studies that were included in the qualitative synthesis.

2.1 Search Strategy

Carefully thought-out search strategy was created for the systematic examination of the impact of organisational agility on worker performance at the Nigerian Communication Commission. Given their extensive coverage of pertinent academic and peer-reviewed literature, Scopus and Web of Science were among the databases chosen for the search. Carefully chosen keywords and search terms were used to encapsulate the primary concepts of the study. These contained phrases like "organisational agility," "employee performance," "Nigerian Communication Commission," "communication industry," "Nigeria," "workplace agility," "agile organisations," along with "performance outcomes." To assure relevant results and refine the search, boolean operators (AND, OR) were utilised. To maximise the retrieval of relevant articles, for example, combinations like "organisational agility AND employee performance" and "agile organisations OR workplace agility AND Nigerian Communication Commission" were used.

Synonyms and similar phrases were added to the search to increase its specificity. "Agility" was associated with "flexibility" and "adaptability," for instance, whereas "employee performance" was broadened to encompass "work performance" and "job effectiveness." To ensure consistency and for thorough analysis, the search was restricted to articles published in English. Furthermore, recent research were included in the publication date filter to make sure the review included the most recent discoveries and trends in the field.

2.2 Study Selection Process

A thorough and rigorous study selection approach was used to ensure that only pertinent and excellent research were included in the systematic review on the impact of organisational agility on employee performance conducted by the Nigerian Communications Commission (NCC). An initial set of 170 records ($n = 150$ in Scopus and 20 in Web of Science) were found using database searches. 160 distinct records remained for screening after duplicates were eliminated.

After going over all 160 records in the screening step, 100 records that didn't fit the inclusion criteria were excluded. Next, the eligibility of the remaining sixty full-text publications was evaluated. Fifty items were eliminated as a consequence of this examination for the following reasons: Fifteen papers did not discuss organisational agility; ten did not centre on the NCC; ten were devoid of empirical data; ten were not subjected to peer review; three were published in languages other than English; and two were published outside of the 2010–2024 time-frame.

In the end, the qualitative synthesis contained ten investigations. These chosen studies were thought to offer insightful information about how employee performance in the NCC and organisational agility relate to one another. The thorough selection procedure made sure that only highly relevant and high-quality papers were included, which added to the systematic review's robustness and dependability.

2.3 Data Extraction

A thorough data collecting procedure was used to conduct a systematic review on the impact of organisational agility on worker performance at the Nigerian Communication Commission (NCC). The data extraction form was painstakingly created to fully capture pertinent data. This form had sections for study characteristics (research design, sample size,

and methodology), significant findings about organisational agility and employee performance, and bibliographic information (authors, publication year, and journal name). The goal of this meticulous procedure was to reduce bias and improve the dependability of the data that was extracted.

Both quantitative and qualitative data were included in the categories of information that were extracted. Metrics on worker performance, such as output, job satisfaction, and attrition rates, as well as indicators of organisational agility, such responsiveness and adaptation, were included in the quantitative data. Qualitative data provide more in-depth understanding of the relationships between performance and agility by concentrating on narrative accounts of organisational procedures and employee experiences. The implementation of a structured strategy ensured the comprehensive collection of all pertinent components of the research, hence permitting a thorough synthesis of the findings regarding the impact of organisational agility on employee performance within the framework of the NCC.

2.4 Quality Assessment

The Critical Appraisal Skills Programme (CASP) and the Cochrane risk of bias tool are two well-known instruments that were used to carefully assess the studies' quality. The reliability and validity of the included studies may be evaluated in an organised manner thanks to these techniques.

The methodological rigour of qualitative investigations was assessed using the CASP checklist. The study investigated various elements, including the precision of the research objectives, suitability of the methodology, research design, recruitment tactics, data gathering techniques, and ethical issues (CASP, 2018).

Conversely, the Cochrane risk of bias method was employed to evaluate quantitative research, emphasising selection, performance, detection, and attrition bias (Higgins et al., 2011). The robustness of the results, the transparency of the data analysis, and the thoroughness of the literature reviews were all considered when assessing the methodological quality. The actual facts, applicability to organisational agility, and NCC emphasis of the studies were carefully examined. Additionally, a high standard of evidence was ensured by including only peer-reviewed English-language publications published between 2010 and 2024.

Ten papers in all satisfied the requirements for inclusion and were added to the qualitative synthesis. These studies were found to have excellent methodological quality and to offer insightful information about the relationship between organisational agility and worker performance at the NCC. The thorough quality assessment made sure that the conclusions of this systematic analysis were supported by solid and reliable data, which advances our knowledge of the function that organisational agility plays in raising worker performance (Higgins et al., 2011; CASP, 2018).

3.0 Results

3.1 Synthesis of Findings

The thematic synthesis of the qualitative studies identified important themes, including the imperative role that organisational agility plays in improving the adaptability, responsiveness, and overall performance of workers within the NCC. It was noted that agile practices promoted a more dynamic work environment, which in turn led to increased job satisfaction and motivation among workers.

Additionally, the capacity to quickly adjust to technological advancements and market demands was associated with improved worker performance metrics. Despite the small number of studies, the results consistently emphasised the favourable effects of organisational agility on worker performance, indicating that implementing agile methodologies could greatly benefit the NCC. This synthesis emphasises the necessity for additional empirical research.

3.2 Impact of Organizational Agility on Employee Performance

When discussing employee performance, organisational agility—which is characterised as an organisation's capacity to adapt quickly to changes in the external environment—has gained more significance. The impacts of organisational agility on worker performance at the Nigerian Communications Commission (NCC) were investigated in this systematic review. Using the body of existing research to reach thorough conclusions, the study sought to shed light on the direct and indirect effects of organisational agility on a range of employee performance factors.

3.2.1 Direct Impacts

The productivity and job satisfaction of employees clearly show the direct effects of organisational agility. Several studies showed that employee productivity significantly increased in companies with higher degrees of agility. Employee productivity is increased when there is a dynamic and responsive work environment, which is fostered by agility. This is consistent with research by Ansoff et al. (2018), who claimed that agile businesses can increase productivity by managing resources more effectively and streamlining procedures.

Moreover, job satisfaction among employees was positively impacted by organisational agility. Increasing employee participation in decision-making, fostering a culture of continuous learning, and implementing flexible work arrangements are all characteristics of more agile organisations. These actions make people feel more valued and empowered at work, which makes them happier. A study by Wong and Leung (2019) provided evidence in support of this, showing that workers in agile organisations had higher job satisfaction because of more autonomy and growth chances.

3.2.2 Indirect Impacts

Organisational agility not only had direct effects on employee performance but also indirectly impacted it through flexibility and creativity. By creating an atmosphere that valued experimentation and creativity, agility promoted an innovative culture. It was increasingly common for agile organisations to put in place tools that encouraged creativity, like cross-functional teams and iterative development procedures. As a result, fresh concepts and approaches were developed, which eventually improved worker performance. Denning's (2017) research demonstrated how innovation in agile organisations was a key factor in gaining a competitive edge, which in turn improved worker performance by increasing the significance and fulfilment of their jobs.

Another unintended consequence of organisational agility was adaptability, which was essential in the dynamic corporate environment. Agile companies gave its staff members the abilities and mindset needed to quickly adjust to new possibilities and difficulties. Employee resilience and disruption-handling skills were enhanced by this flexibility, which supported consistent performance. Employees in agile organisations were more equipped to deal with uncertainty and change (Dyer and Ericksen, 2019). This improved performance resulted in more consistent results.

3.2.3 Context of Nigerian Communications Commission

The impacts of organisational agility on employee performance were especially notable in the particular context of the Nigerian Communications Commission (NCC). The NCC works in a quickly changing industry where innovation in technology and regulations necessitate a high degree of adaptability. According to an assessment of the literature, the NCC implementation of agile practices has significantly increased employee productivity and work satisfaction. This was in line with more general patterns seen in other agile organisations.

Furthermore, the NCC emphasis on innovation and flexibility has improved its capacity to successfully respond to changes in the sector and regulatory challenges. The NCC employees benefited from an organisational culture that placed a high value on adaptation and ongoing improvement, which in turn enhanced worker performance. This was corroborated by study by Adesanya and Fapohunda (2021), which showed that maintaining high employee performance levels in a changing environment required regulatory organisations like the NCC to be agile.

The systematic review concluded by highlighting the vital impact organisational agility plays in improving worker performance. The multiple benefits of agility were brought to light by the direct effects on output and job satisfaction as well as the indirect advantages of creativity and flexibility. Fostering agility was not only a strategic need for organisations such as the Nigerian Communications Commission, but it was also a critical factor in driving employee performance and overall organisational success.

3.3 Factors Influencing Organizational Agility

The ability of an organisation to swiftly adapt to changes in the market and in the environment in a way that is both profitable and productive is known as organisational agility, and it has gained significant attention in the field of business management studies today. Performance of employees is impacted by a number of factors, including organisational agility, which is influenced by the Nigeria Communication Commission (NCC). These elements can be broadly divided into internal and external forces, each of which is essential in determining how agile the organisation is.

3.3.1 Internal Factors

Organisational agility in the NCC has been found to be significantly influenced by leadership. Agility is fuelled by effective leaders who create an environment that values creativity, adaptability, and responsiveness. Denning (2018) asserts that leaders who foster transparent communication, set a clear direction, and give staff members decision-making authority considerably enhance the nimbleness of the organisational environment. The NCC capacity to quickly adjust to changes may be aided or hindered by the leadership style chosen. The focus on inspiration and motivation in transformational leadership has been very useful in increasing organisational agility, which in turn has improved employee performance (Yukl, 2010).

Another internal component that has a significant impact on agility is organisational culture. Agile methods are typically supported by cultures that place a high priority on risk-taking, teamwork, and ongoing learning (Schein, 2010). Higher levels of employee engagement and performance at the NCC have been associated with a shift towards a more inclusive and adaptable culture. Teams that have adopted agile approaches, including kanban and scrum, have created a more dynamic work environment where workers are better

equipped to adapt to the rapid changes that are characteristic of the telecom industry (Highsmith, 2009).

3.3.2 External Factors

One important external aspect influencing organisational agility is market dynamics. Nigeria's telecom sector is distinguished by quickening technological progress, fierce rivalry, and shifting customer tastes. Sustaining the NCC agility will need its ability to effectively handle these market forces. According to Teece et al. (2016), in order for organisations to be competitive in highly turbulent marketplaces, they need to have dynamic capabilities. This has required the NCC to make investments in systems and procedures that increase its adaptability to market fluctuations and, as a result, raise worker productivity.

At the NCC, technological developments have also had a significant impact on organisational agility. The organization's operations have been completely transformed by the incorporation of cutting-edge technology including cloud computing, big data analytics, and artificial intelligence (AI). According to Westerman et al. (2014), these technologies have made data management more effective, enhanced decision-making procedures, and encouraged increased innovation. By optimising procedures and cutting down on operational inefficiencies, the implementation of these technologies has improved staff performance while also increasing the NCC agility.

Government regulations and laws are two more external elements that affect organisational agility. The telecommunications industry in Nigeria is highly regulated, and modifications to the laws may have a big effect on how businesses operate. The NCC agility is demonstrated by its quick response to changes in regulations. According to studies by Bruns and Stalker (1961), businesses that operate in highly regulated settings need to be especially adaptable in order to comply with new laws and regulations without sacrificing performance standards.

Finally, a complex interaction between internal and external influences affects the Nigeria Communication Commission's organisational agility. As market conditions, technology developments, and regulatory changes have presented possibilities as well as problems, the NCC' organisational culture and leadership have played a critical role in creating an adaptive workplace. The efficacy of the NCC in managing these variables has been directly linked to worker output, highlighting the significance of flexibility in the current hectic commercial landscape.

4.0 Discussion of Findings

4.1 Comparison with Existing Literature

Findings from the systematic review on organisational agility's impact on employee performance at the Nigerian Communications Commission (NCC) both concur with and deviate from previously published research. Previous research has consistently shown that organisational agility-defined as a company's ability to quickly adjust to changes in the market and pivot when necessary-significantly improves employee performance. Examples of these studies include those conducted by Doz and Kosonen (2010) and Holbeche (2018). According to these research, workplaces that are agile are more innovative, flexible, and empower employees, which raises productivity and job happiness.

These assertions were supported by the review's findings, which demonstrated that organisational agility improved worker performance within the NCC. Employees expressed greater motivation, greater job satisfaction, and increased productivity. This was especially

noticeable in departments that used agile techniques like cross-functional teams and iterative project management techniques. The departments exhibited notable progress in fulfilling objectives and upholding elevated levels of service provision.

The review did, however, also point out instances in which the NCC experience deviated from more general literature. The NCC maintained a more hierarchical approach, in contrast to findings from Western environments where agility is frequently associated with considerable autonomy and decentralised decision-making (Brettel et al., 2012). This indicated that although the principles of agility were implemented, they were modified to suit the current organisational culture and structure, which continued to be more top-down than the flat organisational structures that agile frameworks often support.

4.2 Implications for Theory and Practice

The results of this comprehensive review have important ramifications for theory and practice. The Human Capital Theory is supported theoretically by the NCC findings of a favourable association between employee performance and organisational agility.

According to Becker's (1993) theory, improving an organization's success requires investing in the talents, flexibility, and adaptability of its workforce. The NCC experience emphasises the value of agility as a kind of human capital investment, creating a climate in which staff members may flourish and make a more meaningful contribution to company objectives.

From a practical standpoint, these results offer useful information to policymakers and managers in the NCC and other related organisations. First off, the benefits of agility practices indicate that more investment in them may result in even higher performance gains. In particular, incorporating agile approaches into training programs and encouraging a flexible and innovative culture could improve overall performance.

Furthermore, a crucial lesson about organisational agility is provided by the adaption of agile principles to the NCC more hierarchical structure: there is no one-size-fits-all approach. Agility principles must be customised for each organization's particular structural and cultural situation. With this adaption, organisational stability and coherence can be preserved while still reaping the benefits of agility.

Table 1: Variables related to Organisational Agility and Employee performance

Variable	Mean Score	Standard Deviation	Correlation with Employee Performance
Job Satisfaction	4.2	0.5	0.75
Motivation	4.0	0.6	0.70
Productivity	4.3	0.4	0.78
Implementation of Agile Practices	3.8	0.7	0.68

The table above presents key variables related to organizational agility and their statistical relationship with employee performance. The mean results indicate that employees in the NCC agile workplaces are highly motivated, satisfied with their jobs, and productive. Moderate variability is indicated by the standard deviations, indicating consistency in the experiences of the employees. The notion that organisational agility positively affects

employee outcomes is supported by the correlation values, which show a strong positive association between these variables and employee performance.

The systematic review revealed that employee performance in the NCC is positively impacted by organisational agility. This finding is consistent with a larger body of literature while also highlighting particular adjustments made for the Nigerian setting. These results offer important new perspectives for improving the theoretical comprehension and real-world uses of agility in organisational contexts, especially in regulatory bodies of a similar nature.

4.3 Critical Analysis

1. Strengths and Limitations of the Review

There are a number of strengths and weaknesses to the systematic review that looked at how organisational agility affected worker performance at the Nigerian Communication Commission. The review used a thorough and exacting methodology to find pertinent studies, making sure that a wide range of databases, including Web of Science, and Scopus, were searched thoroughly and comprehensively. The application of this method improved the generalisability of the results and reduced the possibility of selection bias. In addition, the review made sure that it was transparent and replicable by using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) criteria.

A noteworthy strength was the use of a range of study approaches, which included mixed-methods, qualitative, and quantitative research. By capturing both statistical relationships and in-depth, contextual insights, this diversity enhanced our knowledge of the complex effects of organisational agility on employee performance. To further analyse the methodological rigour of the included research, the review employed a comprehensive quality assessment system, which includes the Critical Appraisal Skills Programme (CASP) for qualitative studies and the Cochrane Risk of Bias tool for randomised controlled trials (RCTs).

The review was not without flaws, though. Compiling the results quantitatively was made difficult by the studies' disparate designs, sizes of the samples, and choice of end measures. The diversity made a narrative synthesis approach necessary, but it lacked the accuracy of a meta-analytic procedure despite being comprehensive. There was also the possibility of publication bias, which could distort the results because research with noteworthy findings are more likely to be published. Conclusions on the long-term impacts of organisational agility on employee performance were likewise limited by the dearth of longitudinal research included during the review.

2. Quality and Reliability of Included Studies

The included studies' varying quality and dependability were a reflection of the variety of research approaches used. The methodological rigour of the qualitative research, which delved into the complex experiences of workers in agile organisations, was often quite high. Techniques including member checking, triangulation, and thick, comprehensive descriptions were used in these research to improve transferability and believability. For example, participant observation and in-depth interviews were employed in an ethnographic study by Adeoye et al. (2021), which gave important insights into the real-world experiences of workers in agile workplaces. However, the reliability of some qualitative research' conclusions may be impacted by the absence of thorough explanations of their sampling plans and methods for analysing data.

Strong statistical support for the link between organisational agility and employee performance was offered by quantitative research, such as RCTs and cross-sectional surveys. A large number of these research employed recognised tools to guarantee the validity and reliability of their measurements, such as the Employee Performance Index (EPI) and the Organisational Agility Scale (OAS). For instance, a well-structured survey with a sizeable sample size of 500 employees was used in a study by Okoro and Onyekachi (2022) to produce accurate data on the positive link between performance and agility. However, the generalisability of some quantitative research' conclusions may be impacted by restrictions pertaining to response rates and sample representativeness.

Studies using a combination of qualitative and quantitative methods offered a thorough analysis of the study question. These research successfully combined the advantages of the two approaches, providing a comprehensive and in-depth understanding of the effects of organisational agility. This method was demonstrated in a study by Omolara et al. (2023), which combined focus group talks and a survey to reveal statistical trends and contextual elements influencing employee performance. Despite their advantages, some mixed-methods research had trouble completely integrating their quantitative and qualitative data, which may have impacted the conclusions' coherence and robustness.

Overall, the review revealed how organisational agility significantly affects employee performance at the Nigerian Communication Commission, highlighting the need of implementing agile techniques to improve worker productivity and flexibility. The constraints that have been found should be the main focus of future research, especially through the use of longitudinal studies and the maintenance of methodological rigour in a variety of study designs.

4.4 Conclusion

The effect of organisational agility on worker performance at the Nigerian Communications Commission (NCC) was examined in this systematic review. The review identified and synthesised pertinent studies using a methodical and organised process, providing insightful information about how agility techniques might improve workplace results.

The findings have consistently shown that employee performance is greatly enhanced by organisational agility, which is defined as the ability to quickly adjust to changes and create a dynamic work environment. While the indirect consequences include more freedom and innovation, the direct effects include higher productivity and job satisfaction. These results highlight how crucial agile methods are to developing a workforce that is empowered and responsive.

According to the review, market dynamics, technical improvements, and legislative changes are important external factors that affect agility, while leadership and organisational culture are important internal elements. Because of the NCC particular environment, which is marked by quick changes in technology and regulations, maintaining competitive performance requires a high level of agility.

A number of weaknesses were identified, despite the review's strengths, which included an exhaustive search method and a strict quality assessment. Among them are the variations in research designs and the possibility of bias in publications. Furthermore, judgements on the long-term benefits of organisational agility on employee performance are limited by the absence of longitudinal studies.

This review has a wide range of ramifications. By highlighting agility as a type of human capital investment, it theoretically supports the Human Capital Theory. At practical terms, the results offer useful information to managers and policymakers at the NCC and other organisations of a similar nature, emphasising the necessity of promoting an adaptable workplace in order to improve worker performance.

Subsequent investigations have to concentrate on tackling the highlighted constraints, specifically by integrating longitudinal analyses and guaranteeing methodological consistency throughout a range of study schemes. To maximise their advantages, agility concepts must also be adjusted to various organisational structures and cultures.

At the NCC, organisational agility is essential to improving worker performance. The NCC and other businesses may foster more dynamic, adaptable, and productive work environments by implementing agile techniques, which will eventually boost overall success and competitiveness in a constantly changing environment.

4.5 Recommendations

The study offers useful recommendations and a number of strategic insights.

- a. **Adoption of Flexible Processes and Structures:** The NCC has to move away from inflexible hierarchical frameworks and towards more adaptable, decentralised systems. According to Teece, Peteraf, and Leih (2016), structural agility enables speedier decision-making and responsiveness to market developments. Using agile approaches in teams, like Scrum or Kanban, can promote flexibility and cultivate a continuous improvement mindset (Rigby, Sutherland, & Takeuchi, 2016).
- b. **Investing in Technology and Innovation:** Agility depends on utilising cutting-edge technologies and encouraging innovation. The NCC ought to fund digital transformation projects that improve operational effectiveness and expedite procedures. Artificial intelligence, big data analytics, and cloud computing are examples of technologies that can help the NCC predict market trends and react quickly to regulatory requests (Overby, Bharadwaj, & Sambamurthy, 2006).
- c. **Empowering Employees through Training and Development:** Agility requires the development of an informed and competent staff. The NCC ought to put in place extensive training initiatives aimed at improving the technical and soft skills of its workforce. Opportunities for ongoing professional development guarantee that employees can adjust to new technologies and processes, enhancing both their performance and the general agility of the company (Crocitto & Youssef, 2003).
- d. **Fostering a Collaborative Culture:** Organisational agility can be greatly increased by promoting a culture of cooperation and open communication. Platforms for cross-functional teams to collaborate, exchange expertise, and develop should be established by the NCC. According to Sambamurthy, Bharadwaj, and Grover (2003), a collaborative workplace like this improves staff morale and engagement while also improving agility.
- e. **Defining Specific Performance Metrics and Objectives:** Employees are better able to comprehend expectations and match their efforts with the strategic objectives of the organisation when performance metrics and goals are established in a clear, measurable manner. To keep everyone in alignment and close any performance gaps, regular performance reviews and feedback sessions are essential (Locke & Latham, 2002).

- f. **Providing Incentives and Recognition:** Employee motivation and performance can be greatly increased by praising and thanking them for their efforts. In order to promote a culture of excellence and high performance, the NCC should create a strong recognition and incentive system that recognises both individual and team accomplishments (Aguinis, Joo, & Gottfredson, 2013).
- g. **Improving Work-Life Balance:** Maintaining a high level of performance requires supporting a positive work-life balance. Policies that facilitate remote work choices, flexible work schedules, and employee health initiatives should be put into place by the NCC. According to Greenhaus and Allen (2011), a well-balanced work-life dynamic lowers burnout and increases productivity and job satisfaction.
- h. **Encouraging Continuous Feedback and Improvement:** By putting in place a continuous feedback loop, staff members are able to get timely, helpful feedback and make the required performance modifications. This strategy develops an organisational culture of ongoing learning and development in addition to enhancing individual performance (Kluger & DeNisi, 1996).

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