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Effect of Strategic Management on Organizational Resilience in Selected Banking Firms, Calabar, Cross River State, Nigeria

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Abstract
A cross-sectional survey on the effect of strategic management on organizational resilience will examine how proactive risk management, environmental scanning, and strategic agility enhance organizational resilience in selected banking firms in Calabar. A Dynamic Capability Theory will be adopted to explain how it focuses on the firm's ability to integrate, build, and reconfigure internal/external competences to address rapidly changing environments, directly fostering resilience. The study population will be selected banks, and a Taro Yamane sampling formula will be used to determine the study's sample size. A structured questionnaire will be used to facilitate data collection. Content and face validity, along with Cronbach's alpha, will be used to assess the reliability of the data. Descriptive statistics and multicollinearity, using the variance inflation factor (VIF), will be used to assess the accuracy of the data set. The hypotheses will be tested using Multiple Regression Analysis. Findings and recommendations will be established after analysis.

Keywords: strategic management, risk management, dynamic capability theory, organizational resilience

Introduction

Strategic management in the 21st century involves integrating sustainability, digitalization, and data-driven decision-making. Managing an organization strategically is known by successive waves for organizational survival in a volatile business environment. This is achieved by having a strategic vision with a clear strategic plan to establish a comprehensive and strong corporate management strategy (Dickson, 2025). Today, for an organization to achieve sustainable growth requires a strategic management practice to drive organizational performance (Abubakar & Suleiman, 2022). This indicates that effective formulation, implementation, and evaluation of long-term goals and objectives requires forward-thinking management strategies to address issues of limited access to technology and unpredictable climate conditions faced by manufacturing firms. The facilitation of innovation through effective strategic management practices has enhanced the operational efficiencies, and resource allocation is crucial for improved performance of the organization (Akinbode et al., 2020).

In today's volatile environment, organizational resilience has emerged as a determinant of success, which encompasses the capacity of an organization to respond, anticipate, and recover while maintaining its functions for the achievement of long-term goals. Firms can demonstrate resourcefulness, agility, and flexibility amid challenging technological, economic, and environmental crises (Dickson, 2025). Organizational resilience helps firms to adapt, anticipate, and absorb disruptive events for survival. Many businesses have transformed their operation by capitalizing on the unexpected changes to improve business growth

The implementation of strategic management practices involves proactive risk management, environmental scanning, and strategic agility. Proactive risk management is a practice that enables firms to mitigate, identify, and assess threats before being materialized (Jüttner et al., 2023). Effective scanning of the business landscape helps banks identify opportunities and threats, improving organizational effectiveness in turbulent times (Babatunde, 2022). Strategic agility relates to a swift response to changes in the volatile environment to maintain a competitive edge (Junni et al., 2021).

In the banking industry, the banks are driven by strategic management, which provides a structured roadmap for digital transformation and maintains profitability in the long term with aggressive growth. Banks are engaged in proactive scanning of the emerging technologies, economic conditions, change in customer preferences. Driving digital transformation has helped formalize a strategy for the effective allocation of capital for digital banking. These have helped banks to improve profitability and streamline internal processes. This study is a resource to identify how the practices of strategic management enhance organizational resilience in selected banking firms, Calabar, Cross River State, Nigeria

Statement of the problem

Sustaining resilience to improve strategic management practices in banking firms is affected by the misalignment of resources, poor execution of strategies caused by the rigid operational culture of the firms, and the inability to adapt to rapid shifts in technology. These have led to an inaccurate assessment of the changing conditions, which result in low optimal business positioning

In banking firms, the issue of strategic management practices is affected by poor proactive risk management, a lack of environmental scanning, and ineffective strategic agility. The poor proactive risk management makes the organization only react to crises and operational disruptions, and financial losses become unavoidable. Reactive decision-making, strategic vulnerability, and missed opportunities are caused by a lack of effective environmental scanning due to inconsistency in monitoring the strategic plans. In addition, the ineffective strategic agility causes a decline in financial performance in a volatile market, which paralyses operational opportunities. Based on these setbacks, this study addresses the prior empirical limitations by examining the effect of strategic management on organizational resilience in selected banking firms, Calabar, Cross River State, Nigeria

Objectives of the study

The specific objectives of the study are:

1. To examine the effect of proactive risk management on organizational resilience in selected banking firms, Calabar,
2. To assess the effect of environmental scanning on organizational resilience in selected banking firms, Calabar,

3. To investigate the effect of strategic agility on organizational resilience in selected banking firms, Calabar,

Theoretical framework

Dynamic Capabilities Theory

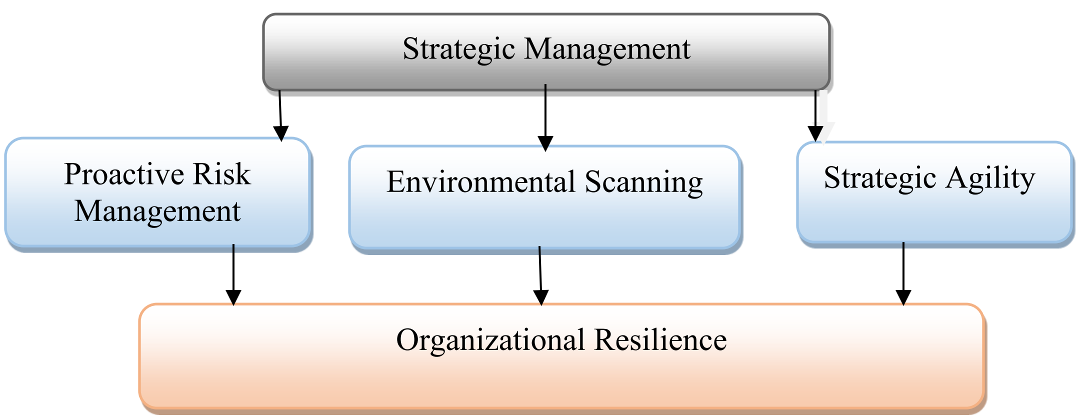
The study is anchored on the Dynamic Capabilities Theory developed by David Teece, Gary Pisano, and Amy Shuen in 1990. The theory stressed the firm's integration, reconfiguration, and adaptation of external and internal resources to handle the rapid change in the environment. The theory allows firms to sense the shift in the market, anticipate crises, and reallocate resources for resilience. The theory assumes the reliance of dynamic capabilities on cognitive abilities, which require the coordination of assets and navigation of complex ecosystems.

The justification of the theory for the study are that is supports the use of effective proactive risk management, environmental scanning, and strategic agility on organizational resilience. The theory is important because the survival of a firm for a competitive advantage is by reconfiguring, integrating, and building the external and internal resources to address the rapid change in the environment

Conceptual framework

The conceptual framework on the effect of strategic management on organizational resilience in selected banking firms was based on the researcher's idea and conception. The framework consists of proactive risk management, environmental scanning, strategic agility, and organizational resilience, as shown below:

FIG. 1: Strategic management in banking firms



Source: Author 2026

Concept of strategic management practices

The process of planning, monitoring, analysis, and assessment of organizational needs is influenced by strategic management practice to meet organizational objectives

The strategic implementation of decisions through strategic management practices involves the formulation and execution of strategies to achieve competitive advantage. It drives the specification of vision, mission, and objectives, and the development of plans and policies to achieve the set objectives. In any given organization, plans, programmes, policies, and projects are implemented through the sustainable allocation of resources to achieve set goals (Boso et al., 2023). Strategic management allows for effective management of resources, which ensures that organizational goals are attained. It begins with setting goals, analyzing the environment, and the internal system to develop a system that evaluates strategies for implementation in an efficient way (Ibrahim, 2018). The successful anticipation of disruption is addressed through strategic management, which helps organizations to adapt to a changing environment and absorb shock. The proactiveness of strategic management has transitioned a business from reactiveness by building response capabilities to crisis, fostering agility, and aligning resources

In strategic management, the importance of strategic coordination of efforts supports effective communication, which helps stakeholders to accept and understand the goal of a project. This enhance teamwork among team members to achieve team goals. Strategic management practices in firms have proactively helped in managing risks, navigating environmental turbulence, and adapting to changing conditions. It allows banks to engage in environmental scanning, strategy formulation, and implementation to maintain operational performance and continuity. In a changing environment, various challenges of the organization are addressed through strategic management to achieve competitiveness as it helps to identify opportunities, analyze the environment for the right decisions to be made,

Organizational resilience

The concept of organizational resilience is the adaptation, anticipation, and absorption of disruptive events for continuous growth and survival. It helps in evaluating the current risk, recognizing threats to competitive advantage, preparing for the future, and reducing the risk that influences resilience (Wut et al., 2022). In an unpredictable and rapidly changing environment of technological advancement, natural resources, and economic downturns, organizational resilience is crucial, with the capacity to withstand disruptive events and maintain long-term viability, integrity, and core functions. Through organizational resilience, the development of robust systems and adaptive strategies is necessary to address disturbances to protect values and integrity.

Organizational resilience helps to identify vulnerability in the business environment for effective development of strategies to mitigate risks. This is achieved by implementing contingency plans, scenario planning, and carrying out risk assessment (Lyn et al., 2020). Senbeto and Hon (2020) stressed that in agility and adaptability, a resilient organization seizes opportunities to address changing circumstances through continuous learning, innovation, and flexibility to adjust processes and strategies. In resourcefulness and redundancy, organizational resilience ensures that workers are trained for continuous operations to face disruption positively. In the area of collaboration and partnership, a resilient organization partners with government, customers, suppliers, and experts to utilize resources effectively

Chowdhury et al. (2029) stressed that a resilient organization has a culture of regular performance reviews, resilient behaviour, knowledge sharing, and bottom-up innovation. This organization has the capacity to weather storms as an opportunity to demonstrate and excel in trustworthiness. Organizational resilience is a necessity that promotes continuity in planning in a changing environment. According to Cooke et al. (2019) an organization has a sustainable edge in resilience. This allows firms to adapt and seize opportunities for growth

Proactive risk management and organizational resilience

Proactive risk management is a practice that enables firms to mitigate, identify and assess threats before being materialized. As an approach, it reduces emergencies and safeguards profitability to achieve long-term profitability of an organization (Jüttner et al., 2023). For instance, strategic leadership drives resilience by fostering a culture of risk management, enabling banks to identify, assess, and mitigate credit, market, and regulatory risks.

A study by Heydari et al. (2020) indicates that financial and operational advantages are associated with an organization that transitions from reactive to proactive risk management. This is because the significant cost reduction is influenced by preventative savings, which address threats at the planning stage rather than allowing them to occur. Also, it offers the advantage of regulatory gaps, where compliance is effectively identified to avoid litigation fees and penalties

With organizational reputations and credibility, the proactive approach of risk management is needed to demonstrate commitment to identify risks, to build trust, and to manage threats effectively. This helps in retaining and attracting investors and customers for the competitiveness and stability of the organization (Manuj & Mentzer, 2018). Firms' ability to capitalize on opportunities is a strategic benefit of proactive risk management. This helps to assess and identify the potential risk for innovation and growth of the organization. Hence, increasing competitiveness and taking advantage of new opportunities will aid the achievement of the long-term success of the organization. According to Heydari et al. (2020) effective compliance with the regulatory requirements is influenced by proactive risk management to enhance industry standards. For instance, through active assessment and monitoring of risk help organization to meet its ethical and legal obligations to meet changes in regulations. This helps to avoid penalties and fines from regulators to meet industry standards. Sustainable response to crisis and unexpected events requires proactive risk management as an approach to assess risk and develop a crisis management scheme for quick response to a crisis. This results in effective recovery, which leads to sustainability and improved organizational resilience

Environmental scanning and organizational resilience

Environmental scanning is a business tool for thriving, adapting, and surviving a firm. It enhances the collection, analysis, and interpretation of information for current and future performance. A firm's reaction and anticipation to change are determinants of success for a firm engaged in environmental scanning (Garba & Musa, 2025). Through effective environmental scanning, data are gathered on events to enhance the prospects of an organization. Olayiwola and Akeke (2018) stressed that the frameworks that have supported environmental scanning consist of Porter's five forces, PESTLE analysis, and the SWOT analysis

Effective scanning of the business landscape helps banks identify opportunities and threats, improving organizational effectiveness in turbulent times. As part of a systematic process, internal and external information is gathered, analyzed, and interpreted (Babatunde, 2022). Through environmental scanning, emerging markets are identified, risks are anticipated, and opportunities are uncovered before competitors.

Karimi (2022) emphasized the importance of environmental scanning to goal attainment. This implies that adapting to environmental changes is a strategic demand for business growth. Environmental scanning helps in identifying the threats and weaknesses of an organization; forecasting the future against unpredictability for better strategic decisions; enhancing market knowledge on the changes in demand to achieve set objectives; and focusing on customers to analyze the expectations and changing needs of customers

A firm engagement in environmental scanning makes it competitive in monitoring the technological, societal, legal, and social and political trends to identify opportunities that shape business against risk. Hence, through environmental scanning, the strategic responsiveness and resilience of the firm are supported to improve the market position in a volatile work environment

(Karimi, 2022). Environmental scanning strengthens the strategic alignment, resilience, innovation, and market dynamics to enhance the productivity of the organization

Strategic agility and organizational resilience

Strategic agility is the proactive and reactive strategies for sensing, responding, seizing, and mitigating threats in a dynamic environment (Junni et al., 2021). Strategic agility relates to a swift response to changes in the volatile environment to maintain a competitive edge. In an emerging market, the capability of strategic agility is influenced by a swift response to volatile demand for firms to thrive in volatile markets (Boso et al., 2023).

Strategic agility is the core conduit for resilience, allowing banks to pivot, reconfigure internal resources, and embrace innovation to respond to disruptions. The dimensions of strategic agility have been investigated to include strategic sensitivity to environmental changes, where market data is analyzed with an anticipation of a shift faster than competitors (Wang et al., 2020). The fluidity of resources ensures that financial and operational flexibility is deployed quickly, while the dimension of leadership unity ensures the coordination of decisions under pressure

In Nigeria's emerging market, the infrastructural deficit, regulatory, and political instability are unpredictable to navigate the financial and competitive environment (AlTaweel & Al-Hawary, 2021). The need to navigate the environmental changes is to provide flexibility for firm to cope with disruption and maintain the operational efficiency for business success.

The effects of strategic agility in banks are that the emergence of fintech innovation has boosted the profitability of banks. The need for strategic sensibility allows the anticipation of risks where the bank can reduce liquidity and credit risk in a state of financial downturn. Through strategic agility, banks can maintain a high competitive edge by allocating resources such as technology, funds, and talent (Sirmon et al., 2021). These resources allow the deployment of digital banking apps to address the customer expectations in an evolving market. Hence, an agile organization engaged in building dynamic capabilities can weather disruption in a changing market, void of compromise that could affect the stability of the firm

Methodology

The cross-sectional survey on the effect of strategic management on organizational resilience was conducted in selected banking firms in Calabar, Cross River State. The study covered only the management staff of four selected banks (First Bank Plc, Guaranty Trust Bank, United Bank for Africa Plc, and Union Bank Plc, Calabar), totaling 61 staff. A sample size of 53 staff was determined using the Taro Yamane sampling formula. A descriptive research design and a structured questionnaire were adopted in the study. With the administered questionnaire, a total of 47 copies were retrieved with a response rate of 88 percent. Descriptive and multicollinearity tests were used to assess the adequacy of the data. The study adopted multiple regression analysis to test the hypotheses. Content and face validity were used to validate the research instrument on strategic management and organizational resilience, while Cronbach Alpha Coefficient was used to ascertain the reliability. This was found to be reliable and fit for the collection of data, as shown below:

Table 1

Coefficient reliability with Cronbach's Alpha

S/n	Variables	No. of items	Reliability
1	Proactive risk management	5	0.746

2	Environmental scanning	5	0.727
3	Strategic agility	5	0.719
4	Organizational resilience	5	0.871

Source: Author's analysis 2026

The hypotheses were tested with the use multiple regression analysis as shown below: The model for this study is specified as:

OR = *f*(SM)……………………………………………………......(i)

OR = *f*(PRM, ES, SA) ..………………………………….............. (ii)

The econometric forms of the models are as follows:

OR = $\beta_0 + \beta_1 PRM + \beta_2 ES + \beta_3 SA$……….. ……………(iii)

Where = (β_1, β_2 - - - - $\beta_4 \neq 0$) are regression coefficients.

OR = Organizational Resilience

PSM_1 = Proactive Risk Management

ES_2 = Environmental Scanning

SA_3 = Strategic Agility

ε = error

β_0 = slope

α = Constant

Result and discussion

Descriptive Statistics of Variables of the Study

Table 2

Descriptive statistics of the effect of strategic management on organizational resilience in selected banking firms in Calabar

Items	N	Mean	Std. Deviation	Variance
Proactive risk management	47	3.88	.747	.533
Environmental scanning	47	3.72	.661	.645
Strategic agility	47	3.69	.837	.562
Organizational resilience	47	4.52	.778	.752

Source: Author's analysis using SPSS, 2026

The descriptive statistic table on the effect of strategic management on organizational resilience in selected banking firms in Calabar was based on the mean, standard deviation, and variance which included proactive risk management, environmental scanning, strategic agility, and organizational resilience, shown below:

Proactive risk management descriptive analysis:

The construct of proactive risk management was measured with a mean of 3.88, which shows a positive response to the questions. A standard deviation of less than 1 shows that 64 percent of the variance was obtained from the mean. This affirmed the adequate spread of the data.

Environmental scanning descriptive analysis:

The construct of environmental scanning was measured with a mean of 3.88, which shows a positive response to the questions. A standard deviation of less than 1 shows that 64 percent of the variance was obtained from the mean. This affirmed the adequate spread of the data.

Strategic agility descriptive analysis:
The construct of strategic agility was measured with a mean of 3.88, which shows a positive response to the questions. A standard deviation of less than 1 shows that 64 percent of the variance was obtained from the mean. This affirmed the adequate spread of the data.

Organizational resilience descriptive analysis:
The construct of organizational resilience was measured with a mean of 3.88, which shows a positive response to the questions. A standard deviation of less than 1 shows that 64 percent of the variance was obtained from the mean. This affirmed the adequate spread of the data.

The Multicollinearity Test

Table 3
Table showing Multicollinearity Test result

Variables	Tolerance	Collinearity Statistic VIF
Proactive risk management	.822	1.651
Environmental scanning	.756	1.517
Strategic agility	.737	1.581

Source: SPSS Analysis 2026

The above table indicates that the multicollinearity test affirmed the correlation among the predictor variables. As a result, the unexplained dimension of the variation was confirmed with the use of the tolerance inflation factor (VIF). Therefore, a multicollinearity of 0 implies that the regression coefficient is overestimated. As a rule, the tolerance should not be lower than 0.1, and the VIF should not be higher than 5. Hence, with the above analysis, the tolerance value is higher than 0.1 while the permissive value is lower than 5 for VIF.

Test of Hypotheses

The null hypotheses for the study are:

$H0_1$: Proactive risk management does not significantly affect the organizational resilience in selected banking firms, Calabar

$H0_2$: Environmental scanning does not significantly affect the organizational resilience in selected banking firms, Calabar

$H0_3$: Strategic agility does not significantly affect the organizational resilience in selected banking firms, Calabar

Table 4
Multiple regression results on the effect of strategic management on organizational resilience in selected banking firms in Calabar

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.797[a]	.635	.611	.351

a. Predictors: (Constant), PRM, ES, SA
b. Dependent Variable: OR
Source: SPSS output, 2026

TABLE 5

Analysis of variance (ANOVA) on the effect of strategic management on organizational resilience in selected banking firms in Calabar

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	159.978	3	26.492	166.502	.000[b]
	Residual	86.896	44	6.93		
	Total	169.213	47			

a. Dependent Variable: OR
b. Predictors: (Constant), PRM, ES, SA
Source: SPSS output, 2026

TABLE 6

Coefficients on the effect of strategic management on organizational resilience in selected banking firms in Calabar

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.943	.257		-3.673	.001
	PRM	.676	.058	.731	18.547	.000
	ES	.5745	.073	.654	13.628	.003
	SA	.672	.082	.661	9.752	.000

a. Dependent Variable: OR
Source: SPSS output, 2026

A multiple linear regression analysis on the effect of strategic management on organizational resilience in selected banking firms in Calabar, is shown in Tables 4, 5, and 6. The regression results revealed an R-value of .797, an R-square of .635, and an adjusted R-square of .611, which indicates that the model is of good fit. The value of adjusted R-square (.611) means that the variables (proactive risk management, environmental scanning, and strategic agility) account for 61.1 percent of strategic management in selected banking firms in Calabar, while 38.9 percent of organizational resilience was not accounted for by the variables. The three variables - proactive risk management, environmental scanning, and strategic agility affect organizational resilience as seen from their p-value, which is less than 0.05. Therefore, proactive risk management, environmental scanning, and strategic agility have a positive slope (β), respectively. These indicate that they have a positive effect on strategic management.

Hence, the null hypothesis was rejected, and the alternative was accepted. This implies that proactive risk management, environmental scanning, and strategic agility positively affect organizational resilience in selected banking firms in Calabar

Discussion of findings

The finding on the first hypothesis reveals that proactive risk management significantly affects the organizational resilience in selected banking firms, Calabar (Beta = 0.731, $P<0.05$). In line with the finding, Jüttner et al. (2023) stressed that with organizational reputations and credibility, the proactive approach of risk management is needed to demonstrate commitment to identify risks, to build trust, and to manage threats effectively. This is confirmed with a positive outcome of the descriptive statistics on proactive risk management, with a mean of 3.88. This is a fact because proactive risk management is a practice that enables firms to mitigate, identify and assess threats before being materialized. In selected banking firms, Calabar, early detection of vulnerability through scenario analysis and continuous monitoring of events is based on proactive risk management; quick allocation of resources through a preemptive contingency planning reduces operational downtime and unexpected shocks; reporting potential issues through communication fosters transparency and the ability to adapt to a changing environment; and navigating volatility through data analytics and technology integration helps to identify strategic business opportunities and risks. The finding implies that the use of structured risk frameworks helps in equipping the team with a contingency plan to drive risk recovery and transform disruption into a manageable situation. This affirmed the work of Heydari et al. (2020)

The finding on the second hypothesis reveals that environmental scanning significantly affects the organizational resilience in selected banking firms, Calabar (Beta = 0.654, $P<0.05$). In line with the findings, Garba and Musa (2025) stressed that a firm's reaction and anticipation to change are determinants of success for a firm engaged in environmental scanning. This is confirmed with a positive outcome of the descriptive statistics on environmental scanning, with a mean of 3.72. This is true because effective scanning of the business landscape helps banks identify opportunities and threats, improving organizational effectiveness in turbulent times. In selected banking firms, Calabar, transforming uncertainty into actionable insight is through systematic data gathering on technology shift, competitor actions, and economic trends; the use of scanned information helps in mitigating risks before turning to operational threats to business growth; efficient reallocation of resources is driven by external insight to pivot new services as the market shifts; and firms adapt their business models through understanding the external challenges for continuous competitive advantage. The finding implies that routine scanning of political, economic, and regulatory climates helps banks preempt vulnerability to policy changes and liquidity crises. This affirmed the work of Babatunde (2022)

The finding on the third hypothesis revealed that strategic agility significantly affects the organizational resilience in selected banking firms, Calabar (Beta = 0.661, $P<0.05$). In support of the finding, Boso et al. (2023) stressed that Strategic agility relates to a swift response to changes in the volatile environment to maintain a competitive edge. This is confirmed with a positive outcome of the descriptive statistics on strategic agility, with a mean of 3.69. This is a fact because Strategic agility is the core conduit for resilience, allowing banks to pivot, reconfigure internal resources, and embrace innovation to respond to disruptions. In selected banking firms, Calabar, businesses are equipped to survive disruption through seizing emerging opportunities and a rapid sense of environmental changes; strategic sensibility enhance the continuous scanning of the market, understanding the external and internal vulnerability, which helps to anticipate the trends; the human, financial, and technological resources are quickly reallocated through strategic agility for business success; and a firm decision-making process is accelerated through strategic agility, which ensures the effective crisis management plan. The finding implies that banks can use strategic agility to ensure survival by reconfiguring assets, identifying strategic risks, and protecting the financial market from financial shock. This affirmed the work of Wang et al. (2020)

Conclusion and recommendation

Market volatility, technological disruption, and regulatory pressure in banking firms are driven by a strategic management framework for effective allocation of resources to sustain long-term profitability. This study reviewed the effect of strategic management on organizational resilience in selected banking firms in Calabar. Hence, banks are engaged in proactive scanning of the emerging technologies, economic conditions, change in customer preferences. Driving digital transformation has helped formalize a strategy for the effective allocation of capital for digital banking. These have helped banks to improve profitability and streamline internal processes. Based on the findings, the following are recommended:

1. The management of the banks should commit to the use of structured risk frameworks to equip the team with a contingency plan to drive risk recovery and transform disruption into a manageable situation to achieve long-term financial goals.
2. The management should sustain the routine scanning of political, economic, and regulatory climates for banks to preempt vulnerability to policy changes and liquidity crises to achieve set financial goals.
3. The management of the banks should prioritize the use of strategic agility to ensure survival by reconfiguring assets, identifying strategic risks, and protecting the financial market from financial shock.

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