

## STRATEGIC SENSITIVITY AND CORPORATE PERFORMANCE OF MOBILE TELECOMMUNICATION COMPANIES IN NIGERIA

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### ABSTRACT

This study examined the relationship between strategic sensitivity and performance of Mobile Telecommunication Companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the four (4) major mobile telecommunication companies MTN Nigeria Limited, Airtel Nigeria Limited, Glocom Nigeria Limited, and 9-Mobile. Since the population of four (4) mobile telecommunication companies in Nigeria was relatively small, the study adopted the entire population as a census. However, for the purpose of data gathering in this study and in line with the study unit of analysis which was at the macro level, copies of questionnaire were distributed to five senior managers of the four mobile telecommunication companies in Nigeria bringing the total number to twenty respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses of this study were tested using the Spearman's Correlation Statistics to be computed with the aid of Statistical Package for Social Sciences for bivariate analysis. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between strategic sensitivity and corporate performance of Mobile Telecommunication Companies in Nigeria. Therefore, this study concludes that strategic sensitivity positively enhances corporate performance of Mobile Telecommunication Companies in Nigeria. Hence, the study recommends that Mobile telecommunication companies in Nigeria should invest in building organizational sensitivity by fostering a culture of quick decision-making, flexibility, and proactive market responsiveness.

**Keywords:** Strategic Sensitivity, profitability, spatial growth, market share, corporate performance

## INTRODUCTION

The intense competition faced by companies have driven firms to seek new strategies to gain a competitive advantage and enhance corporate performance, as previously effective approaches have become obsolete (Chirico & Salvato cited in Alliou & Alliou, 2024). Developing strategic adaptation capabilities is essential for organizations to thrive in constantly evolving environments (Rehman & Saeed, 2015). Companies that are quick to innovate and adept at coordinating and reallocating both internal and external resources tend to enhance their performance. These firms possess the ability to integrate, build, and renew competencies to meet shifting market demands (Wong, 2013). To navigate rapid changes in technology, markets, and competition, top managers increasingly rely on strategic adaptation capabilities to address external challenges and ensure survival in a changing environment. As uncertainty continues to rise in the business landscape, it has become crucial for organizations to incorporate flexibility into their systems to effectively manage the evolving environment. This highlights an organization's ability to respond to both opportunities and challenges presented by a competitive market (Sanchez, 1995; Nandakumar et al., 2014). Flexible organizations require agility and versatility to drive change and innovation while maintaining the resilience and strength needed to ensure stability and sustain competitive advantage (Rahrami, 1992).

In the rapidly evolving business environment of the 21st century, organizations are increasingly required to respond to dynamic changes in their external environments to maintain competitive advantage. Strategic sensitivity, defined as the ability of an organization to perceive and interpret changes in the competitive landscape, is crucial in shaping corporate performance (Hitt, Ireland, & Hoskisson, 2012). The effectiveness of this strategic capability is reflected in a firm's capacity to anticipate market trends, recognize emerging opportunities, and swiftly adapt to threats, which collectively contribute to enhanced organizational performance (Eisenhardt & Martin, 2000).

Firms with high levels of strategic sensitivity are better positioned to leverage opportunities, optimize resource allocation, and implement timely strategic shifts that drive performance outcomes (Teece, 2007). However, the relationship between strategic sensitivity and corporate performance is complex, as it also requires the alignment of internal resources and competencies with external environmental signals (Ambrosini & Bowman, 2009). According to Masai, Sang, and Odunga (2024), strategic sensitivity plays a significant role in enhancing the performance of organizations by influencing leadership decisions and facilitating organizational adaptability to the market.

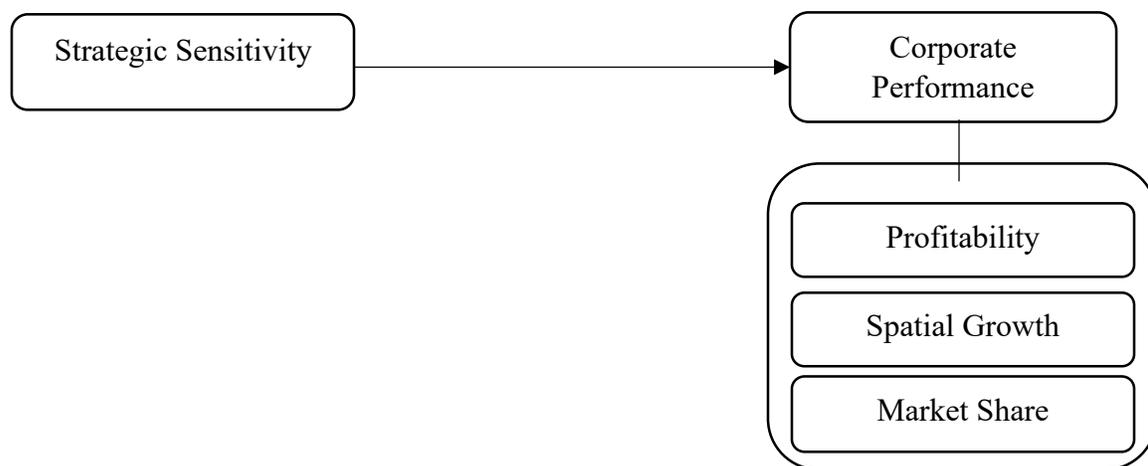
The role of strategic sensitivity is particularly important in industries characterized by rapid technological advancements and unpredictable market conditions, where firms must continually reassess their strategies to sustain competitive advantages (Shimizu & Hitt, 2004). For instance, studies by Basse, Uwa, and Okurebia (2023) emphasize that organizations which develop a strong sensitivity to their external environments are more likely to outperform competitors by aligning their strategic goals with real-time market conditions. Furthermore, an organization's ability to integrate strategic sensitivity into its organizational culture fosters a proactive approach, leading to increased innovation, operational efficiency, and ultimately, corporate performance (Hoskisson *et al.*, 1999). This paper explores the role of strategic sensitivity as a key determinant of corporate performance, focusing on its impact in a diverse range of

industries, including manufacturing, technology, and telecommunications. By examining the work of scholars such as Hitt *et al.* (2012) and Tabe-Khoshnood and Nematizadeh (2017).

The study objectives of this study included to:

- i. Evaluate the relationship between strategic sensitivity and profitability of mobile telecommunication companies in Nigeria.
- ii. Examine the relationship between strategic sensitivity and spatial growth of mobile telecommunication companies in Nigeria.
- iii. Evaluate the relationship between strategic sensitivity and market share of mobile telecommunication companies in Nigeria.

### Research Conceptual Model



**Figure 1:** Conceptual model for the strategic sensitivity and corporate performance

### Research Questions

The study answered the following research questions:

- i. What is the relationship between strategic sensitivity and profitability of mobile telecommunication companies in Nigeria?
- ii. What is the relationship between strategic sensitivity and spatial growth of mobile telecommunication companies in Nigeria?
- iii. What is the relationship between strategic sensitivity and market share of mobile telecommunication companies in Nigeria?

## LITERATURE REVIEW

### Dynamic Capabilities Theory

Teece, Pisano and Shuen (1997) introduced the Dynamic Capabilities Theory (DCT), also known as dynamic capacities theory. According to Teece *et al.*, successful firms in the international marketplace can reveal a timely response to market changes to speed up product and service innovation. Also, they can direct and reorganize internal and external capabilities in an effective manner. The DCT explains the way organizations invent firm-specific capabilities that arise as a

result of environmental dynamics in the business. These variations relay market positioning, industry processes, and opportunities.

Dynamic capabilities mirror a company's capability to "accomplish "novel and state-of the-art systems of competitive advantage" (Nootboom, 2009). The concept of dynamic capabilities arose from the "inert resource-based theory of competitive strategy to offer a theoretical background in capturing the evolution of the capabilities." "Incorporation of "the dynamic capabilities view enables the capturing of development of capabilities" that offer a global acceleration of the firm's market entry." The people shape the mode of dynamic capabilities within the company." (Weerawardena, Mort, Liesch, & Knight, 2007).

Dynamic capabilities theory attempts to deal with two key issues: - how existing business models can be changed to adapt to radical discontinuous environmental shift and how firms can maintain threshold capability standards so as to ensure continued performance. A close monitoring of parameters about fluctuations will enable firms to tackle the internal process of adapting to their resources base. Often, this is simply not possible because of strong path dependencies or practical feasibility constraints that apply to certain industries. For example, some industries rely on a certain routine process. Once a new technology arrives, changing the routine process on short notice becomes unrealistic. It is therefore more likely that adaptations are about the firm leadership making the most out of their existing resource material but most importantly, to simultaneously understand the ongoing depreciation of their firms 'resources base (Ludwig & Pemberton, 2011).

Dynamic capabilities theory explains how firms adapt to environmental dynamism by modifying their underlying resources and capabilities. Dynamic capabilities have been defined as a firm's "ability to integrate, build, and reconfigure internal and external competencies" to address changing environments (Teece, *et al.*, 1997). Dynamic capabilities have a direct effect on firm's performance and competitive advantage, as well as an indirect through resources, usually in combination, and encapsulate both explicit processes and those tacit elements (such as know-how and leadership) embedded in the process. Dynamic capabilities theory is crucial for studying strategic sensitivity and corporate performance because it provides a framework for understanding how firms adapt to changing environments and leverage their internal resources to sustain competitive advantage.

### **Strategic Sensitivity**

Strategic sensitivity refers to an organization's heightened awareness and perception of strategic developments within its environment (Doz & Kosonen, 2010). It involves being open to acquiring extensive information, intelligence, and innovations by fostering relationships with various individuals and organizations (Doz & Kosonen, 2008). Strategic sensitivity combines foresight, insight, and exploratory probing, with particular emphasis on insight (Doz & Kosonen, 2008). Similarly, Sull (2009) defines strategic sensitivity as the ability to consistently recognize and seize opportunities faster than competitors. He emphasizes the need for organizations to share reliable, real-time market data, focus on a few corporate priorities, set clear performance goals for teams, and implement accountability and reward mechanisms (Sull, 2009). According to Sull, management must ensure the continuous flow of information, sustain a sense of urgency, remain focused on key objectives, and hire entrepreneurial talent (Sull, 2009).

Strategic sensitivity relies on foresight, exploration, gaining perspective, and the ability to detach from day-to-day operations, allowing time for sensing and scanning the environment (Adim & Maclayton, 2021). It describes an organization's capacity to gather intelligence about its context, assess its internal capabilities, and align its actions to achieve its goals. Pulaj and Pulaj (2015) suggest that strategic sensitivity can focus both on future trends and present organizational functions, with an emphasis on planning optimal actions based on learning and forecasting to address environmental uncertainties. Yarmohammadian et al. (2016) argue that staying competitive requires building forward-looking capabilities that help organizations offer trend-setting services, thus defining market competitiveness, which Vickery and Droge (2007) describe as the aggressiveness with which organizations pursue their goals.

Sensitivity, as Doz and Kosonen (2008) explain, involves being receptive to information, intelligence, and innovation through interactions with diverse individuals and organizations, such as deposit money banks. These banks must be aware of their markets, customers, and competitors to enhance competitive advantage. Monitoring various aspects of the environment—economic, governmental, technological, legal-political, and socio-cultural—is essential for identifying opportunities and mitigating threats (Goyal & Goyal, 2009). In an increasingly globalized world, deposit money banks aim to improve their performance and maintain a positive reputation. Environmental sensitivity is critical for staying competitive, driven by strong external focus, internal participation, attentiveness, tension, and an open, rich internal dialogue (Doz & Kosonen, 2008; Overby, Haradwaj & Sambammurthy, 2006). Effective external interaction and deep reflection facilitate strategic insight, which can be enhanced through maximized communication channels and knowledge exchange with external stakeholders (Overby, Haradwaj & Sambammurthy, 2006).

### **Corporate Performance**

Organizational performance refers to a company's results and achievements in comparison to its set goals and objectives (Richard, Devinney, Yip & Johnson, 2009). Cho and Dansereau (2010) define it similarly, highlighting the alignment of performance with the organization's strategic aims. Tomal and Jones (2015) emphasize that it is the actual outcomes or outputs of an organization compared to its intended objectives. According to Hunger and Wheelen (2012), organizational performance reflects how well an organization leverages its tangible and intangible resources to meet its objectives, as it is the culmination of processes and activities within the firm. Nnabuike (2009) adds that performance involves structuring or restructuring an organization to align with its environment and technological demands. Because organizational performance is multidimensional, it involves the achievement of objectives set for various stakeholders over a specific period (Richard et al., 2009). Performance represents the end results of organizational activities (Bayo & Hamilton, 2022) and reflects the outcome of strategic management. The strategic management process is expected to enhance performance in terms of profitability and return on investment, requiring managers to receive clear and objective information from subordinates for effective evaluation and control.

Firm performance is considered one of the most important constructs in strategic management, often serving as a final dependent variable in studies (Cho & Pucik, 2005; Richard et al., 2009). According to Monday et al. (2015), the essence of performance lies in value creation, and value creation, as defined by resource providers, forms the core of overall organizational performance.

Continuous performance is crucial for organizational survival and spatial growth (Gavrea et al., 2011), and firms measure performance using both financial and non-financial metrics.

The concept of firm performance has been examined from various perspectives, resulting in a lack of consensus on a single definition. Olabisi, Olagbemi, and Atere (2013) view firm performance as complex, characterized by the organization's ability to generate acceptable outcomes and actions. Adeleke, Ogundele, and Oyenuga (2008) argue that effective performance occurs when a firm utilizes its resources to achieve a high level of success, with factors such as sales and market share being tied to operational efficiency. Moullin (2003), as cited in Wu (2009), defines firm performance as a measure of how well an organization is managed and the value it delivers to its stakeholders. Similarly, Laitinen (2002), as cited in O'Regan and Ghobadian (2007), defines performance as the ability of an organization to achieve predetermined results in relation to specific targets.

### **Profitability**

Profitability refers to a company's ability to use its resources to generate revenues that exceed its expenses, essentially reflecting its capacity to produce profits from its operations (Trivedi, 2010). It is the remaining amount of revenue after deducting all expenses, including costs related to production and the general conduct of business activities (Tulsian, 2014). According to Etale (2016), profitability demonstrates how effectively management can generate profit by utilizing all available resources. Profitability is critical to a company's survival in the long term, and it measures a company's past ability to generate returns (Santos & Brito, 2012). The ultimate long-term goal for a business should be spatial growth rate in the bottom line. Ambad and Wahab (2013) argue that to ensure survival in the industry, profitability is a key issue for every profit-oriented company, maximising its goal. To achieve higher profitability, every company must have its strategy to fit into the current rapidly changing business environment. The final goal of every productive or industrial activity is more profitability. This involves the correct use of productive factors like resources and facilities and engagement in cost reduction schemes, all of which will increase productivity. Profitability or getting an advantage means the relation of profit with used capital. So, a company has to emphasize the two cases of increasing productivity and price improvement to achieve as much profit as possible (Tangen, 2003).

### **Spatial Growth**

Spatial growth, which refers to the physical and geographical expansion of an organization, has gained prominence as an important indicator of organizational performance (Scott & Storper, 2020). It encompasses factors such as the expansion of operational sites, the establishment of new branches, market penetration into new regions, and the increase in physical assets. Researchers argue that spatial growth signifies an organization's competitive strength, market dominance, and long-term sustainability (Porter, 1990; Penrose, 1959). This literature review explores spatial growth as a measure of organizational performance, examining its theoretical underpinnings, drivers, benefits, and challenges, while incorporating empirical studies on its relationship with organizational success.

Empirical studies suggest that spatial growth is driven by multiple factors, including market demand, technological advancements, strategic partnerships, and government policies (Dunning, 1993; Rugman & Verbeke, 2004). Market demand plays a crucial role in prompting firms to establish new branches or manufacturing sites in high-potential regions (Johanson & Vahlne, 1977). Technological advancements, such as digital platforms and supply chain innovations,

enable firms to expand their reach without significant physical investments (Brynjolfsson & McAfee, 2014). Strategic partnerships, including mergers and acquisitions, facilitate spatial expansion by allowing firms to enter new territories with existing infrastructure and market networks (Hitt, Ireland, & Hoskisson, 2012). Government policies, such as tax incentives, trade agreements, and investment-friendly regulations, also significantly influence spatial expansion (Mudambi & Zahra, 2007).

### **Market Share**

Market share refers to the percentage of sales a company holds within a specific market over a defined period, representing its standing relative to competitors. A higher market share often correlates with greater profitability, as it indicates strong consumer preference, reduced marketing efforts to achieve sales, and significant competitive advantages, such as creating barriers to entry for rivals. Moreover, when the market expands, the leader in market share benefits the most, highlighting the importance of maintaining a dominant position (Sarkissian, 2010; Schnaars, 1998). An increase in market share enables firms to enjoy economies of scale, which not only improves product and service innovation but also enhances revenue and operational efficiency. Shareholders closely monitor market share trends as an indicator of competitiveness and firm growth. Additionally, market share reflects the percentage of total industry sales earned by a company over a given time, making it a critical metric for assessing the company's performance within its market (Armstrong & Greene, 2007).

Market share serves as a vital indicator of a firm's competitiveness. It not only helps managers assess their position relative to competitors but also aids in identifying trends in customer preferences. Sales growth resulting from primary demand (overall market growth) is typically more profitable than spatial growth achieved by taking share from competitors. Conversely, declining market share can signal deeper issues requiring strategic shifts, and firms with consistently low market share may struggle to remain viable in the long run (Armstrong & Greene, 2007).

### **Empirical Review**

Adim and Maclayton (2021) examined strategic sensitivity and corporate responsiveness of fast-moving consumer goods companies in Rivers State, Nigeria. The study adopted a cross-sectional survey research design. The population of this study was nine (9) fast moving consumer goods companies in Rivers State. Since the unit of analysis was at organizational level, only strategic managers were included. Five managers each were used for each company giving a total of 45 respondents. The findings revealed that there is a significant positive relationship between strategic sensitivity and corporate responsiveness of fast-moving consumer goods companies in Rivers State, Nigeria. Specifically, strategic foresight and strategic insight were significantly and positively correlated with corporate responsiveness of fast-moving consumer goods companies in Rivers State, Nigeria.

Agbeche, Lawrence, Okechukwu and Elechi (2021) conducted a study on strategic sensitivity and innovative capabilities of software development companies in South-South, Nigeria. The study employed a cross-sectional survey methodology, using three major communication companies in Nigeria as the target population. Data were obtained through questionnaires and summarized in their respective groups. The study applied the inferential statistical tool of Spearman's rank order correlation to test the level of significance among variables. SPSS version

21.0 was utilized for the analysis. The study found that there is a significant relationship between strategic sensitivity and operations efficiency in communication companies in Nigeria.

Fakunmoju, Arokodare and Makinde (2020) examined strategic agility and competitive advantage of oil and gas marketing companies: the moderating effect of information technology capability and strategic foresight. This study examined the combined moderating effect of information technology capability and strategic foresight on the relationship between strategic agility and competitive advantage in the oil and gas marketing companies in Lagos State, Nigeria. The study employed survey research design. The study population was 515 managers of major oil and gas marketing companies. Total enumeration was used and a structured questionnaire was adapted and validated. Findings revealed that both information technology capability and strategic foresight have significant combined moderating effect on the relationship between strategic agility and competitive advantage in the oil and gas marketing companies.

Diete-Spiff (2021) examined strategic sensitivity and organizational competitiveness of deposit money banks in Nigeria. The research design was the cross-sectional survey and data was generated from 221 managers and supervisors from 18 deposit money banks in Rivers State, using the questionnaire instrument. Reliability was established using the Cronbach alpha reliability test. The Spearman's rank order correlation was utilized in the test for the hypotheses of the study. Based on the results, all null hypotheses were rejected as the findings revealed that strategic sensitivity significantly enhances organizational competitiveness outcomes such as innovativeness, service quality and delivery reliability. It was concluded that strategic sensitivity based on its emphasis on learning and knowledge development, promotes and enhances outcomes of service quality, innovativeness and delivery reliability.

Hamdan *et al.* (2020) investigated how strategic sensitivity influences the creativity of Palestinian non-governmental organizations (NGOs). The primary goal of their research was to determine the effect of strategic sensitivity on improving the creativity of non-governmental organizations in the Gaza Strip. The researchers employed a descriptive analytical approach and used questionnaires to collect data. Cluster sampling approach was utilized, resulting in a final sample size of 343 respondents, with 298 questionnaires considered for analysis. The findings revealed that strategic sensitivity accounted for 79.22% of the overall influence, while creative behavior had a relative weight of 78.99%. Additionally, a statistically significant connection was found between strategic sensitivity and creativity, indicating a possible sensitivity impact.

Alhalalmeh (2021) investigated how strategic sensitivity affects the performance of employees in commercial banks in Jordan. The researchers developed a self-administered questionnaire to gather data based on their research objectives and hypotheses. The participants in the study consisted of all managerial employees working in Jordanian commercial banks. A random sample of 250 staff members in senior administrative and supervisory positions within commercial banks was selected. Statistical techniques were utilized to examine the research hypotheses. The findings of the study revealed that strategic agility, including its various aspects, has a significant impact on employee performance in commercial banks in Jordan. Specifically, the dimensions of strategic sensitivity, core capabilities, and clarity of vision, strategic goals, information technology selection, and shared responsibility were identified as factors influencing employee performance.

Based on the foregoing, the study thus hypothesized that:

- H01:** There is no significant relationship between strategic innovation and profitability of mobile telecommunication companies in Nigeria.
- H02:** There is no significant relationship between strategic innovation and spatial growth of mobile telecommunication companies in Nigeria.
- H03:** There is no significant relationship between strategic innovation and market share of mobile telecommunication companies in Nigeria.

**METHODOLOGY**

In this study the researcher adopted the entire population as a census since the population of four (4) mobile telecommunication companies in Nigeria is relatively small. Copies of questionnaire were distributed to five senior managers of the mobile GSM telecommunication companies in Nigeria bringing the total number to twenty (20) respondents. The managers involved included Senior Managers at the Headquarters of the four (4) mobile telecommunication companies in Nigeria located in Lagos. These include: Head of Sales and Distribution, Head of Marketing, Head of Technical, Head of Finance, Head of Human Resources and Head of Corporate Services. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman’s Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. The hypotheses were tested using the Spearman’s Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

**DATA ANALYSIS AND DISCUSSION OF FINDINGS**

**Table 1: Correlations for Strategic Innovation and Measures of Corporate Performance**

		Strategic Innovation	Profitability	Spatial growth	Market Share
Spearman's rho	Strategic Innovation	1.000	.541**	.536**	.758**
	Correlation Coefficient				
	Sig. (2-tailed)	.	.000	.000	.000
	N	18	18	18	18
	Profitability	.541**	1.000	.895**	.811**
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.	.000	.000
	N	18	18	18	18
	Spatial growth	.536**	.895**	1.000	.850**
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.000	.	.000
	N	18	18	18	18
Market Share	.758**	.811**	.850**	1.000	
Correlation Coefficient					
Sig. (2-tailed)	.000	.000	.000	.	
N	18	18	18	18	

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

Source: SPSS Output version 23.0

- H04:** There is no significant relationship between strategic innovation and profitability of mobile telecommunication companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.541 on the relationship between strategic innovation and profitability. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in profitability was as a result of the adoption of strategic innovation. From the result obtained, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between strategic innovation and profitability of mobile telecommunication companies in Nigeria.

**Ho5:** There is no significant relationship between strategic innovation and spatial growth of mobile telecommunication companies in Nigeria.

Similarly, Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.536 on the relationship between strategic innovation and spatial growth. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in spatial growth was as a result of the adoption of strategic innovation. From the result obtained, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between strategic innovation and spatial growth of mobile telecommunication companies in Nigeria.

**Ho6:** There is no significant relationship between strategic innovation and market share of mobile telecommunication companies in Nigeria.

Furthermore, Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.758 on the relationship between strategic innovation and market share. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in market share was as a result of the adoption of strategic innovation. From the result obtained, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between strategic innovation and market share of mobile telecommunication companies in Nigeria.

### **Discussion of Findings**

The findings of this study reveal a strong, positive, and significant relationship between strategic sensitivity and corporate performance among mobile telecommunication companies in Nigeria. This suggests that organizations that prioritize strategic sensitivity are better positioned to enhance their corporate performance, which aligns with existing literature on the subject. Adim and Maclayton (2021) examined strategic sensitivity and corporate responsiveness in fast-moving consumer goods companies in Rivers State, Nigeria. Their study found a significant positive relationship between strategic foresight and strategic insight with corporate responsiveness. This corroborates the present study's assertion that strategic sensitivity plays a vital role in corporate performance by enabling firms to anticipate and respond to market dynamics effectively.

Similarly, Agbeche, Lawrence, Okechukwu, and Elechi (2021) investigated the relationship between strategic sensitivity and operational efficiency in software development companies in South-South, Nigeria. Their study found a very strong positive correlation ( $\rho = 0.915$ ,  $p = 0.000$ ) between strategic sensitivity and operational efficiency. The moderating role of decision support systems further strengthened this relationship. This supports the findings of the current study, emphasizing that strategic sensitivity fosters efficiency and contributes to corporate performance in highly dynamic industries. Furthermore, Fakunmoju, Arokodare, and Makinde (2020) explored the moderating effect of information technology capability and strategic foresight on strategic agility and competitive advantage in oil and gas marketing companies in Lagos State, Nigeria. Their findings showed that both moderators significantly influenced the relationship between strategic agility and competitive advantage. This reinforces the current study's findings, highlighting the importance of technology and foresight in enhancing corporate performance within Nigeria's telecommunication sector.

Moreover, the study by Muhammad *et al.* (2020) on strategic sensitivity and creative behavior in Palestinian NGOs revealed a statistically significant relationship between the two variables. Their findings suggest that strategic sensitivity enhances an organization's ability to foster creativity, an essential component of corporate performance. The present study similarly affirms that strategic sensitivity enables mobile telecommunication companies to develop innovative solutions that drive performance. Hamed (2023) investigated the role of strategic sensitivity in sustainable competitive advantage. The study found a strong positive correlation between strategic sensitivity and sustained competitive advantage, with strategic insight playing the most significant role. This is in line with the current study's conclusion that strategic sensitivity enhances corporate performance by equipping organizations with the ability to adapt and remain competitive. Diallo and Sow (2020) also found a positive correlation between strategic sensitivity and organizational performance in Ghana, highlighting its relevance across different industries and geographical contexts. Their study provides further evidence that organizations with higher strategic sensitivity outperform their counterparts, which mirrors the findings of the present study.

### CONCLUSION AND RECOMMENDATION

Strategic sensitivity positively enhances corporate performance of mobile telecommunication companies in Nigeria. This implies that mobile telecommunication companies in Nigeria that exhibit strategic sensitivity—characterized by the ability to sense and interpret changes in the market, technology, and customer needs—are more likely to experience improved corporate performance. Companies with high strategic sensitivity can quickly identify emerging trends, potential opportunities, and threats, enabling them to adapt their strategies proactively.

However, it is recommended that Mobile telecommunication companies in Nigeria should enhance their strategic sensitivity by developing systems and processes that allow for the early identification and interpretation of changes in the market, technological advancements, and customer preferences. This can be achieved by investing in market research, customer feedback loops, and trend analysis tools. Companies should also establish cross-functional teams dedicated to scanning the external environment for emerging opportunities and threats.

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