Determinants of Strategic Agility in Multinational Corporations: Evidence from the South West Region of Cameroon

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ABSTRACT

Strategic agility has emerged as a critical organizational capability that enables multinational corporations to respond effectively to rapidly changing business environments characterized by technological disruptions, globalization, market uncertainty, and increasing competition. Despite its strategic importance, limited empirical evidence exists on the organizational factors that drive strategic agility within multinational corporations operating in Sub-Saharan Africa. This study examined the determinants of strategic agility among multinational corporations in the South West Region of Cameroon. Specifically, the study investigated the influence of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture on strategic gility. Guided by Dynamic Capability Theory, the study adopted a quantitative research approach using a cross-sectional survey design. Primary data were collected from 384 managerial and supervisory employees of multinational corporations using a structured questionnaire. The data were analysed using descriptive statistics, reliability and validity tests, Pearson's correlation analysis, diagnostic tests, and multiple linear regression analysis with the aid of SPSS Version 26. The findings revealed that strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture all exert positive and statistically significant effects on strategic agility. Among these determinants, strategic leadership emerged as the strongest predictor of strategic agility, followed by organizational learning, knowledge man gement capability, digital capability, and organizational culture. The study extends Dynamic Capability Theory by demonstrating that strategic agility is an organizational capability developed through the interaction of complementary organizational capabilities rather than isolated managerial practices. The findings further provide practical insights for managers and policymakers by emphasizing the need to strengthen leadership capability, organizational learning, digital transformation, knowledge management, and adaptive organizational cultures to enhance strategic agility and sustain organizational competitiveness in emerging economies.

Keywords: Strategic Agility, Strategic Leadership, Organizational Learning, Knowledge Management Capability, Digital Capability, Organizational Culture

INTRODUCTION

The twenty-first-century business environment is increasingly characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), arising from rapid technological advancements, digital transformation, geopolitical tensions, globalization, climate-related disruptions, changing customer expectations, and increasingly intense global competition. These developments have fundamentally transformed the strategic landscape within which organizations operate, rendering conventional strategic planning approaches that rely on stability and predictability increasingly ineffective. Consequently, firms are compelled to develop organizational capabilities that enable them to anticipate environmental changes, rapidly seize emerging opportunities, continuously reconfigure strategic resources, and respond effectively to evolving market conditions. Within this context, strategic agility has emerged as one of the most critical organizational capabilities for achieving sustainable competitiveness and long-term organizational survival (Teece, 2007; Doz & Kosonen, 2008; Pitelis et al., 2024). Recent systematic reviews further argue that dynamic capabilities such as strategic agility have become indispensable for firms seeking to remain competitive in rapidly changing international markets.

The increasing importance of strategic agility is particularly evident among multinational corporations (MNCs), whose operations span multiple countries characterized by diverse institutional arrangements,

firms, multinational corporations simultaneously confront institutional complexity, cross-border competition, technological discontinuities, supply chain disruptions, geopolitical uncertainties, and heterogeneous stakeholder expectations across different markets. Such complexity requires organizations not only to develop operational flexibility but also to continuously renew their strategic direction while balancing global integration with local responsiveness. Consequently, scholars increasingly recognize strategic agility as a meta-capability that enables multinational corporations to sense opportunities, seize emerging market prospects, coordinate resources across geographically dispersed operations, and maintain strategic coherence in turbulent international environments (Shams et al., 2021; Fourne et al., 2014; Pitelis et al., 2024).

Strategic agility has therefore become one of the fastest-growing research domains within strategic management and international business literature. Since the seminal contributions of Doz and Kosonen (2008), the concept has evolved considerably from being viewed as an organization's ability to respond rapidly to environmental change toward being conceptualized as a higher-order dynamic capability that facilitates continuous strategic renewal. Contemporary scholars define strategic agility as an organization's capacity to sense environmental changes, rapidly make strategic decisions, mobilize organizational resources, and continuously adapt strategic direction in response to evolving market conditions. This conceptual evolution reflects a broader shift in strategic management research from emphasizing organizational efficiency toward emphasizing organizational adaptability, resilience, innovation, and dynamic capability development (Weber & Tarba, 2014; Teece, 2018; Brock & Hitt, 2024).

Recent international business research further argues that strategic agility extends beyond organizational flexibility by integrating multiple organizational capabilities into a coherent strategic response system. Rather than functioning as an isolated organizational attribute, strategic agility emerges from the interaction of leadership capabilities, organizational learning, digital transformation, knowledge integration, resource orchestration, and organizational culture. This integrated perspective recognizes that agile organizations are capable of continuously sensing environmental signals, exploiting emerging opportunities, learning from changing market conditions, and transforming internal capabilities faster than competitors. Consequently, strategic agility is increasingly regarded as one of the most important manifestations of Dynamic Capability Theory because it enables organizations to repeatedly renew competitive advantage under conditions of persistent environmental turbulence (Pitelis et al., 2024; Brock & Hitt, 2024).

The growing significance of strategic agility has stimulated extensive empirical research across various organizational contexts. Existing studies have consistently associated strategic agility with improved organizational performance, innovation, competitive advantage, internationalization, operational excellence, organizational resilience, and business sustainability. For instance, Alkandi and Helmi (2024) investigated the influence of strategic agility on organizational performance within Saudi Arabia's industrial sector and reported that market orientation significantly mediates the relationship between strategic agility and organizational performance, whereas innovation capability exhibited no significant mediating effect. Similarly, Ahammad et al. (2021) examined multinational firms operating in India and demonstrated that exploration and exploitation capabilities significantly enhance strategic agility, which subsequently improves international performance under varying conditions of environmental uncertainty. Likewise, Alsharah (2020) established that strategic sensitivity, strategic goal s lection, clarity of vision, shared responsibility, core capabilities, and collective commitment significantly influence institutional performance excellence within Jordanian government institutions. Collectively, these studies provide compelling evidence that strategically agile organizations are better positioned to respond to changing environmental conditions and sustain superior organizational outcomes.

Despite the growing body of empirical literature, significant theoretical and empirical gaps remain. First, the majority of existing studies conceptualize strategic agility primarily as an independent variable explaining organizational performance, innovation, international performance, or competitive advantage. Comparatively fewer studies have examined strategic agility as a dependent organizational capability whose development depends upon broader organizational determinants. Second, the limited studies that investigate antecedents of strategic agility have largely focused on isolated explanatory variables such as exploration, exploitation, innovation capability, market orientation, or strategic sensitivity, without cons dering how broader

organizational capabilities interact to foster strategic agility. Recent reviews of dynamic capabilities similarly conclude that existing empirical research remains fragmented regarding the organizational mechanisms through which firms develop strategic agility and therefore call for more comprehensive models capable of integrating multiple organizational capabilities within a single explanatory framework.

Although strategic agility research has expanded internationally, African evidence remains comparatively limited and fragmented. Recent studies from Ghana, Kenya, and Nigeria demonstrate growing interest in strategic agility, but much of this research has focused on the relationship between strategic agility and organizational outcomes such as international performance, competitive advantage, and organizational performance (Adomako et al., 2022; Bassey et al., 2023; Karoney et al., 2024; Ndegwa & Kiilu, 2025). Comparatively less attention has been devoted to the organizational capabilities that jointly enable strategic agility, particularly within multinational corporations operating in institutionally complex African environments.

The Cameroonian business environment provides a particularly relevant setting for examining strategic agility. As one of the largest economies in the Central African sub-region, Cameroon hosts numerous multinational corporations operating in sectors such as telecommunications, agro-industry, energy, manufacturing, banking, beverages, and consumer goods. These corporations play a critical role in employment generation, technology transfer, foreign direct investment, and economic growth. However, their operations have increasingly been challenged by macroeconomic instability, supply chain disruptions, digital transformation pressures, regulatory changes, foreign exchange constraints, and intensified market competition. More importantly, firms operating within the South West Region of Cameroon have experienced additional operational challenges arising from socio-political instability, infrastructure disruptions, and security concerns that have significantly altered the regional business environment. These conditions demand organizational capabilities that enable multinational corporations not only to survive but also to rapidly adapt their strategic priorities and operational processes in response to changing environmental conditions. Consequently, strategic agility has become an indispensable organizational capability for multinational corporations operating within this context.

Despite the growing recognition of strategic agility as an important source of organizational competitiveness, empirical evidence from Cameroon remains remarkably limited. Existing management studies conducted within the country have predominantly focused on organizational performance, innovation, entrepreneurship, leadership, employee performance, and competitive advantage, while comparatively little attention has been devoted to understanding the organizational capabilities that enable firms to become strategically agile. More specifically, there is a noticeable absence of empirical studies investigating how strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture collectively influence the development of strategic agility among multinational corporations operating within Cameroon. This gap is particularly significant because organizational capabilities are widely acknowledged within the Dynamic Capability literature as the primary mechanisms through which firms continuously adapt to changing environmental conditions (Teece, 2007; Teece, Peteraf, & Leih, 2016; Pitelis et al., 2024).

Furthermore, recent strategic agility research reveals several important limitations that necessitate further investigation. First, previous empirical studies have largely concentrated on examining the consequences of strategic agility rather than its antecedents. For example, Alkandi and Helmi (2024) investigated the influence of strategic agility on organizational performance through market orientation and innovation capability, while Ahammad et al. (2021) examined how exploration and exploitation strategies influence international performance through strategic agility. Similarly, Alsharah (2020) focused on strategic agility dimensions as predictors of institutional performance excellence. Although these studies have significantly advanced understanding of strategic agility, they provide only partial explanations regarding the broader organizational capabilities that cultivate agility within multinational corporations. Consequently, recent reviews increasingly advocate a shift in research attention from understanding what strategic agility does to understanding what enables organizations to become strategically agile.

Second, the majority of existing empirical studies have been conducted within developed or rapidly emerging economies, including Saudi Arabia, Jor an, India, China, Europe, and North America. Comparatively little

evidence exists from Sub-Saharan Africa despite the fact that organizations within the region arguably face higher levels of environmental uncertainty than firms operating in more stable institutional environments. Consequently, it remains unclear whether organizational determinants identified within developed economies exhibit similar relationships within African multinational corporations characterized by institutional complexity, resource constraints, infrastructural limitations, and persistent environmental uncertainty. Addressing this contextual gap is essential for extending the external validity of strategic agility research while contributing to a more balanced understanding of organizational adaptability across different institutional settings.

Against this background, this study investigates the determinants of strategic agility among multinational corporations operating in the South West Region of Cameroon. Specifically, the study examines the influence of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture on strategic agility. Unlike previous studies that predominantly conceptualize strategic agility as an independent variable explaining organizational performance, this study positions strategic agility as the dependent organizational capability that emerges through the interaction of multiple organizational capabilities. Drawing upon Dynamic Capability Theory, the study argues that multinational corporations become strategically agile when they possess leadership systems capable of sensing environmental changes, learning mechanisms that facilitate organizational adaptation, knowledge management capabilities that support continuous knowledge creation and dissemination, digital capabilities that accelerate organizational responsiveness, and organizational cultures that encourage flexibility, innovation, and strategic responsiveness.

The study contributes to the strategic management literature in several important ways. Theoretically, it extends Dynamic Capability Theory by integrating five complementary organizational capabilities into a unified framework explaining the development of strategic agility. Empirically, it addresses the limited evidence on strategic agility within Sub-Saharan Africa by providing insights from multinational corporations operating in Cameroon, thereby enriching the geographical diversity of strategic agility research. Practically, the findings are expected to provide managers of multinational corporations with evidence-based guidance regarding the organizational capabilities that should be strengthened to enhance strategic agility in increasingly uncertain business environments. Finally, the study contributes to policy discussions concerning organizational resilience, competitiveness, and sustainable business development in emerging African economies.

The remainder of this paper is organized as follows. The next section reviews the relevant literature on strategic agility and its proposed determinants, develops the theoretical framework, and formulates the study hypotheses. This is followed by the methodology, which describes the research design, sampling procedure, data collection methods, measurement of variables, and analytical techniques employed. The subsequent sections present the empirical results, discuss the findings in relation to existing literature, draw conclusions, highlight policy implications, and identify avenues for future research.

LITERATURE REVIEW

Conceptual Literature

Strategic agility has emerged as a critical organizational capability that enables firms to respond rapidly and effectively to dynamic and uncertain business environments. Initially introduced by Doz and Kosonen (2008), strategic agility refers to an organization's ability to sense environmental changes, make timely strategic decisions, and reconfigure resources to exploit emerging opportunities while mitigating potential threats. More recent studies conceptualize strategic agility as a higher-order dynamic capability that enhances organizational adaptability, resilience, innovation, and sustainable competitiveness in increasingly volatile markets (Teece, 2007; Weber & Tarba, 2014; Teece, Peteraf, & Leih, 2016). Consequently, strategic agility has become an essential capability for organizations seeking to sustain competitive advantage in the face of technological disruption, globalization, and rapidly changing customer demands.

The literature further suggests that strategic agility is not an isolated organizational attribute but rather the outcome of several complementary organizational capabilities. Strategic leadership enables organizations to

organizational objectives. Organizational learning facilitates the acquisition, sharing, and application of knowledge, thereby enhancing an organization's ability to adapt to changing business conditions. Similarly, knowledge management capability strengthens organizational responsiveness by promoting the effective creation, storage, dissemination, and utilization of organizational knowledge. Digital capability enables firms to leverage digital technologies to improve decision-making, operational flexibility, and innovation, while organizational culture fosters collaboration, flexibility, innovation, and employee commitment to organizational change. Collectively, these organizational capabilities strengthen firms' capacity to develop strategic agility and sustain superior performance in turbulent business environments (Ahammad et al., 2021; Alkandi & Helmi, 2024).

The selection of these five determinants is guided by their complementary roles within the dynamic capability process rather than by treating them as independent organizational practices. Strategic leadership provides strategic direction and facilitates timely decisions; organizational learning enables the continuous acquisition and application of new knowledge; knowledge management capability ensures that relevant knowledge is created, retained, shared, and utilized; digital capability provides the technological infrastructure for rapid information processing and response; and organizational culture creates the behavioural conditions that support collaboration, innovation, flexibility, and change. Although these capabilities are conceptually distinct, they are interrelated in practice: leadership can stimulate learning and knowledge sharing, knowledge can strengthen digital and strategic decision-making, digital systems can facilitate learning and knowledge integration, and an adaptive culture can reinforce the effective use of all these capabilities. Their joint consideration therefore provides a more comprehensive explanation of how strategic agility develops than examining any single capability in isolation.

Although strategic agility is closely related to several concepts in strategic management, it should not be treated as synonymous with organizational agility, strategic flexibility, dynamic capabilities, organizational resilience, or organizational adaptability. Strategic agility represents a specific organizational capability concerned with the rapid renewal and redirection of strategic priorities in response to changing internal and external conditions. Doz and Kosonen (2008, 2010) conceptualize strategic agility around three interrelated meta-capabilities: strategic sensitivity, leadership unity, and resource fluidity. Strategic sensitivity enables the organization to identify emerging opportunities and threats; leadership unity facilitates rapid and coherent strategic decision-making; and resource fluidity enables the organization to redeploy resources quickly in support of new strategic priorities. Thus, strategic agility emphasizes not merely the ability to change, but the ability to sense strategic developments, align leadership, and mobilize resources rapidly to achieve strategic renewal.

Strategic agility is related to, but conceptually narrower than, organizational agility. Organizational agility generally refers to the broader organizational capacity to respond rapidly to changes across multiple organizational domains, including operations, markets, technology, innovation, and workforce management. Organizational agility may therefore encompass operational agility, customer agility, innovation agility, and strategic agility. Strategic agility, in contrast, is primarily concerned with the strategic level of organizational response, particularly the ability of senior management to recognize significant environmental changes, make timely strategic choices, and reconfigure organizational resources accordingly. Consequently, strategic agility can be viewed as an important strategic-level component of the broader concept of organizational agility rather than as an interchangeable term.

Strategic agility also differs from strategic flexibility. Strategic flexibility generally refers to the ability of an organization to maintain or develop alternative courses of action and to adjust strategies, structures, or resource configurations when circumstances change. Flexibility therefore emphasizes the availability and use of strategic alternatives. Strategic agility goes beyond the possession of alternatives by emphasizing the speed, coordination, and strategic intentionality with which organizations detect change, make decisions, and redeploy resources. An organization may possess strategic flexibility without necessarily being strategically agile if it lacks the leadership alignment, strategic sensitivity, or speed required to translate flexibility into timely strategic action (Doz & Kosonen, 2008; Weber & Tarba, 2014).

Strategic agility is also closely associated with Dynamic Capability Theory, but the two concepts are not identical. Dynamic capabilities refer broadly to a firm's capacity to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments (Teece et al., 1997; Teece, 2007). They therefore provide the broader theoretical foundation for understanding how organizations renew their resource base and adapt to environmental change. Strategic agility represents a more specific strategic manifestation of this capability because it emphasizes the organization's ability to translate sensing, seizing, and reconfiguring processes into rapid and coordinated strategic renewal. In this sense, Dynamic Capability Theory provides the theoretical explanation for why firms can develop strategic agility, while strategic agility represents the strategic-level capability through which such renewal becomes visible in organizational action (Teece et al., 2016).

Strategic agility should further be distinguished from organizational resilience. Organizational resilience primarily concerns an organization's capacity to absorb shocks, withstand disruptions, recover from adverse events, and continue functioning despite significant disturbances. Strategic agility, in contrast, is more forward-looking and proactive because it involves anticipating or sensing emerging changes and deliberately altering strategic direction before or as environmental conditions evolve. Resilience therefore emphasizes endurance and recovery following disruption, whereas strategic agility emphasizes strategic responsiveness, renewal, and resource reconfiguration in anticipation of or response to changing opportunities and threats. Although the two capabilities may reinforce one another, they address different dimensions of organizational adaptation.

Similarly, strategic agility differs from organizational adaptability. Adaptability generally refers to the ability of an organization to adjust its structures, processes, behaviour, or practices to fit changing environmental conditions. Adaptability may occur gradually and may involve incremental adjustments to existing organizational arrangements. Strategic agility places greater emphasis on the speed and strategic significance of these adjustments, particularly where rapid environmental changes require organizations to reconsider strategic priorities, coordinate leadership decisions, and redeploy resources. Adaptability can therefore be considered a broader organizational outcome or capacity, while strategic agility represents a more deliberate and strategically focused capability for rapid organizational renewal.

The distinction among these concepts is important for the present study. The study does not examine whether multinational corporations merely possess flexible structures, recover from disruptions, or adapt their routine operations. Rather, it investigates the organizational capabilities that enable multinational corporations to become strategically agile. Strategic agility is therefore conceptualized as the dependent organizational capability reflecting an organization's ability to sense strategic changes, achieve leadership alignment, make timely strategic decisions, and fluidly reconfigure resources. Strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture are treated as complementary organizational capabilities that contribute to the development and enactment of this strategic agility. This conceptualization is consistent with the Dynamic Capability perspective, which emphasizes that firms develop the capacity for strategic renewal through the integration and reconfiguration of organizational resources and capabilities (Teece et al., 1997; Teece, 2007; Teece et al., 2016).

Theoretical Literature

This study is anchored on the Dynamic Capability Theory (DCT), developed by Teece, Pisano, and Shuen (1997) and subsequently refined by Teece (2007). The theory posits that firms achieve sustainable competitive advantage through their ability to integrate, build, and reconfigure organizational resources and competencies in response to changing environmental conditions. Unlike the Resource-Based View, which emphasizes valuable and inimitable resources, Dynamic Capability Theory focuses on the organizational processes that enable firms to continuously adapt, innovate, and remain competitive in dynamic environments.

The theory is particularly relevant to this study because it provides the theoretical foundation for understanding how organizations develop strategic agility. Dynamic capabilities represent the broader capacity of firms to sense changes, seize opportunities, and reconfigure resources and competencies in response to changing

manifestation of these processes, reflected in strategic sensitivity, leadership unity, and resource fluidity (Doz & Kosonen, 2008, 2010). Accordingly, this study does not treat strategic agility and dynamic capabilities as synonymous constructs. Rather, Dynamic Capability Theory explains the mechanisms through which organizations develop the capacity for strategic renewal, while strategic agility captures the organization's ability to translate that capacity into timely strategic sensing, coordinated decision-making, and rapid resource reconfiguration. Within this framework, strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture represent complementary organizational capabilities that support the development and enactment of strategic agility among multinational corporations.

Empirical Literature

Empirical research on strategic agility has expanded considerably over the past decade, with scholars examining both its antecedents and organizational outcomes across different institutional contexts. However, the literature remains fragmented, with studies differing in their conceptualization of strategic agility, the organizational capabilities examined, and the contextual settings in which the relationships have been tested.

One stream of research has focused on organizational capabilities that facilitate the development of strategic agility. Ahammad et al. (2021), using data from Indian multinational firms, examined the influence of exploration and exploitation capabilities on strategic agility and international performance. Their findings revealed that both exploration and exploitation positively influence strategic agility, which in turn enhances international performance. The study further demonstrated that environmental dynamism and environmental competitiveness moderate the relationship between strategic agility and firm performance, suggesting that the effectiveness of strategic agility depends on the external business environment. This study is particularly relevant because it positions strategic agility as an organizational capability that develops from other strategic capabilities rather than as an isolated organizational attribute.

Similarly, Alkandi and Helmi (2024) investigated the relationship between strategic agility and organizational performance among firms in Saudi Arabia's emerging industrial sector. Using structural equation modelling, the authors established that strategic agility significantly improves organizational performance through market orientation, whereas innovation capability did not exert a significant mediating effect. Although the study provides important evidence regarding the strategic value of agility, its primary emphasis is on the outcomes of strategic agility rather than the organizational capabilities responsible for its development.

Earlier evidence by Alsharah (2020) examined the impact of strategic agility determinants and dimensions on institutional performance excellence within Jordanian government organizations. The study found that strategic sensitivity, strategic goal selection, clarity of vision, shared responsibility, core capabilities, and collective commitment significantly influenced organizational performance excellence. While these findings confirm the strategic importance of agility, the study conceptualized these dimensions as characteristics of strategic agility itself rather than examining broader organizational capabilities such as leadership, organizational learning, digital capability, knowledge management capability, and organizational culture that may facilitate the emergence of strategic agility.

Beyond these studies, recent empirical evidence increasingly emphasizes the role of organizational capabilities in promoting strategic agility. For instance, Vagnoni and Khoddami (2023) reported that digital transformation enhances organizational agility by improving organizational responsiveness, accelerating decision-making, and strengthening innovation processes. Likewise, Cegarra-Navarro, Soto-Acosta, and Wensley (2021) found that organizations possessing strong knowledge management capabilities exhibit greater adaptive capacity because effective knowledge acquisition, sharing, and utilization improve strategic responsiveness. Similarly, organizational learning has been consistently associated with enhanced organizational adaptability, as learning-oriented organizations are better able to integrate new knowledge, respond to environmental change, and sustain innovation. Studies on strategic leadership also demonstrate that visionary leadership, proactive decision-making, and effective resource orchestration significantly strengthen organizational adaptability, while organizational cultures characterized by flexibility, collaboration, and innovation create favourable conditions for the development of strategic agility.

Evidence from African contexts provides a growing but still fragmented understanding of strategic agility. Adomako et al. (2022) examined the antecedents and consequences of strategic agility among 233 internationalizing small and medium-sized enterprises in Ghana using time-lagged survey data. The study found that firm-level technological and networking capabilities were directly related to strategic agility, while strategic agility also contributed to international performance. The study further showed that environmental dynamism and internationalization knowledge shaped the relationship between strategic agility and international performance. This study is particularly relevant because it demonstrates that organizational capabilities can serve as antecedents of strategic agility within an African emerging-market context. However, its focus was on SMEs in Ghana and did not examine multinational corporations or the combined effects of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture.

Further evidence comes from Kenya. Karoney et al. (2024) examined strategic agility and sustainable competitive advantage among licensed television stations in Kenya. Using a cross-sectional design and structural equation modelling, the study found that strategic agility had a significant positive effect on sustainable competitive advantage and that disruptive innovation strengthened this relationship. Similarly, Ndegwa and Kiilu (2025) investigated the influence of strategic agility on organizational performance among real estate firms in Nairobi County and reported a significant positive relationship between strategic agility and organizational performance. These studies demonstrate the growing empirical interest in strategic agility within African organizations, but they primarily conceptualize strategic agility as an explanatory variable leading to organizational outcomes rather than as a capability whose development is explained by broader organizational determinants.

Evidence from Nigeria presents a similar pattern. Bassey et al. (2023) examined strategic agility and organizational performance among selected manufacturing firms in South-South Nigeria using survey data from 177 respondents. The study found that dimensions of strategic agility, including strategic leadership and organizational flexibility, significantly influenced organizational performance. Although this evidence confirms the strategic importance of agility in an African business environment, the study again focused on the consequences of strategic agility rather than on the organizational capabilities that collectively enable its development.

Taken together, the African evidence suggests that strategic agility is increasingly recognized as an important organizational capability, but the literature remains geographically concentrated and conceptually fragmented. Existing African studies have largely focused on Ghana, Kenya, and Nigeria and have predominantly examined the consequences of strategic agility for organizational performance, competitiveness, or international performance. Only limited attention has been given to the organizational mechanisms through which strategic agility develops, particularly within multinational corporations operating in institutionally complex environments. More specifically, there is limited empirical evidence examining strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture simultaneously as determinants of strategic agility in Sub-Saharan Africa. This limitation provides a strong basis for investigating the phenomenon among multinational corporations in the South West Region of Cameroon.

Although these studies provide substantial evidence regarding the organizational conditions associated with agility, several important limitations remain. First, existing studies generally examine isolated organizational capabilities, providing only a partial explanation of how strategic agility develops. Second, the majority of empirical investigations have been conducted in developed or emerging economies such as India, Saudi Arabia, Jordan, Europe, and North America, with limited evidence from Sub-Saharan Africa. Third, most previous studies conceptualize strategic agility as an explanatory variable influencing organizational performance rather than as a dependent capability shaped by broader organizational determinants. Consequently, there remains limited empirical evidence on how strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture jointly influence strategic agility among multinational corporations operating in institutionally complex environments such as Cameroon. This gap provides the motivation for the present study.

Research Gap

The empirical literature reveals three important gaps that motivate the present study. First, most previous studies have examined strategic agility as an antecedent of organizational performance, competitive advantage, international performance, or other organizational outcomes rather than as a dependent organizational capability whose development is explained by internal organizational determinants. Although some recent studies, particularly Adomako et al. (2022), have begun to examine capabilities as antecedents of strategic agility, the evidence remains limited and fragmented.

Second, existing studies have predominantly investigated individual organizational capabilities or selected combinations of capabilities without sufficiently explaining their complementary and interrelated roles in developing strategic agility. In particular, limited research has integrated strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture within a single explanatory framework.

Third, although empirical evidence from Africa is emerging, it remains geographically concentrated and contextually narrow. Existing studies have provided evidence from Ghana, Kenya, and Nigeria, but much of this literature has focused on small and medium-sized enterprises, manufacturing firms, real estate firms, insurance firms, or media organizations rather than multinational corporations. Moreover, there remains limited evidence from Central Africa and, specifically, Cameroon. The South West Region of Cameroon presents a particularly important context because multinational corporations operating in the region face institutional complexity, infrastructural constraints, technological change, supply chain disruptions, competitive pressures, and socio-political uncertainty. These conditions create a strong need for organizational capabilities that enable firms to sense environmental changes, seize emerging opportunities, and reconfigure resources rapidly.

Therefore, the present study addresses these gaps by developing and testing an integrated model of strategic agility that simultaneously considers strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture among multinational corporations operating in the South West Region of Cameroon. By positioning strategic agility as the dependent organizational capability, the study shifts attention from the consequences of agility to the organizational capabilities that enable its development and extends the geographical scope of strategic agility research into an under-researched Central African context.

METHODOLOGY

This study adopts a quantitative research approach using a cross-sectional survey design to examine the determinants of strategic agility among multinational corporations operating in the South West Region of Cameroon. The quantitative approach is appropriate because it facilitates the empirical testing of the hypothesized relationships among the study variables using statistical techniques. The cross-sectional survey design allows data to be collected from respondents at a single point in time, making it suitable for organizational and management research where perceptions and organizational practices are investigated.

The study is conducted in the South West Region of Cameroon, one of the country's principal economic regions hosting numerous multinational corporations operating in sectors including agro-industry, manufacturing, telecommunications, financial services, oil and gas, logistics, beverages, and consumer goods. The region provides an appropriate setting for the study because multinational corporations operating within it function in a dynamic business environment characterized by technological changes, intense competition, supply chain disruptions, and socio-political challenges that require organizations to continuously adapt their strategies and operations.

The target population comprises managerial and supervisory employees of multinational corporations operating in the South West Region of Cameroon. These respondents are selected because they possess adequate knowledge of their organizations' strategic planning processes, leadership practices, organizational

and strategic decision-making processes. However, there is no official or comprehensive register indicating the exact number of multinational corporations operating within the South West Region of Cameroon. Consequently, the study assumes an unknown population and determines the minimum required sample size using Cochran's (1977) formula for an unknown or very large population:

$$n = \frac{Z^2 pq}{e^2}$$

Where:

- **n** = Required sample size
- **Z** = Standard normal variate at the desired confidence level (1.96 for 95% confidence)
- **p** = Estimated proportion of the population possessing the characteristic of interest (0.5)
- **q** = 1 – p (0.5)
- **e** = Margin of error (0.05)

Substituting these values into Cochran's formula gives:

$$n = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 384.16$$

Accordingly, the minimum sample size required for the study is 384 respondents.

Since no complete sampling frame exists, the study employs a purposive sampling technique to identify multinational corporations with established operations within the South West Region of Cameroon. Subsequently, judgmental sampling is used to select managerial and supervisory employees who possess sufficient knowledge of their organizations' strategic and operational activities. This sampling approach is considered appropriate because the respondents are selected based on their expertise and their ability to provide reliable information relevant to the study objectives.

Primary data are collected using a structured questionnaire administered to the selected respondents. The questionnaire comprises two sections. Section A collects demographic information, while Section B measures the study constructs using validated multi-item scales adapted from established empirical studies. All measurement items are rated on a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The use of previously validated measurement scales enhances the content validity of the instrument and facilitates comparison with previous empirical findings.

Table 1: Measurement of Study Variables

Variable	Number of Items	Measurement Scale Source
Strategic Leadership	5	Ireland & Hitt (2005); Benitez et al. (2022)
Organizational Learning	5	Watkins & Marsick (1997); Marsick & Watkins (2003)
Knowledge Management Capability	5	Gold, Malhotra & Segars (2001); Abbas et al. (2021)
Digital Capability	5	Benitez et al. (2022); Ciampi et al. (2021)
Organizational Culture	5	Denison & Mishra (1995); Denison (2000)
Strategic Agility	9	Doz & Kosonen (2008); Ahamm d et al. (2021)

To ensure the quality of the research instrument, the questionnaire was subjected to expert review to establish content validity before data collection. The measurement items were adapted from established scales that had previously been used to measure the respective constructs, with modifications made where necessary to reflect the context of multinational corporations operating in Cameroon. Specifically, strategic leadership was measured using items adapted from Ireland and Hitt (2005) and Benitez et al. (2022); organizational learning from Watkins and Marsick (1997) and Marsick and Watkins (2003); knowledge management capability from Gold et al. (2001) and Abbas et al. (2021); digital capability from Benitez et al. (2022) and Ciampi et al. (2021); organizational culture from Denison and Mishra (1995) and Denison (2000); an strategic agility from Doz and Kosonen (2008) and Ahammad et al. (2021). A pilot assessment was conducted to evaluate the clarity and consistency of the questionnaire items. Internal consistency was assessed using Cronbach's Alpha, with coefficients of 0.70 or above considered acceptable. Construct validity was assessed through factor analysis to examine whether the measurement items adequately represented their respective constructs.

Data analysis is conducted using the Statistical Package for the Social Sciences (SPSS) Version 26. The analysis proceeds in six stages. First, descriptive statistics, including frequencies, percentages, means, and standard deviations, are used to summarize the demographic characteristics of the respondents and describe the study variables. Second, the reliability of the measurement scales is assessed using Cronbach's Alpha, while construct validity is evaluated through Exploratory Factor Analysis (EFA), supported by the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

Third, Pearson's Product Moment Correlation Analysis is employed to examine the strength and direction of the relationships among the study variables. Fourth, diagnostic tests, including normality, multicollinearity, homoscedasticity, and linearity, are conducted to verify that the assumptions underlying multiple linear regression analysis are satisfied.

Fifth, multiple linear regression analysis is performed to determine the influence of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture on strategic agility. The regression results are evaluated using the Model Summary (R, R^2 and Adjusted R^2), the Analysis of Variance (ANOVA), and the regression coefficients. Finally, the proposed hypotheses are tested based on the regression coefficients and their associated p-values, with statistical significance evaluated at the 5% significance level ($p < 0.05$).

Before estimating the regression model, diagnostic assessments were conducted to evaluate potential violations of the assumptions of multiple linear regression. Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance statistics, while the distribution and relationships among the variables were examined using descriptive statistics and correlation analysis. The regression results are reported with standardized coefficients, significance levels, and confidence intervals to provide information on the magnitude and precision of the estimated relationships. Given that the study relies on self-reported cross-sectional questionnaire data, the possibility of common method bias was also considered in interpreting the findings.

The empirical model estimated in this study is specified as follows:

$$SA = \beta_0 + \beta_1 SL + \beta_2 OL + \beta_3 KMC + \beta_4 DC + \beta_5$$

Where:

- **SA** = Strategic Agility
- **SL** = Strategic Leadership
- **OL** = Organizational Learning
- **KMC** = Knowledge Management Capability
- **DC** = Digital Capability

- **OC** = Organizational Culture
- β_0 = Constant
- β_1–β_5 = Regression coefficients
- ε = Error term

The study tests the following hypotheses:

- **H_1:** Strategic leadership has a positive and significant effect on strategic agility.
- **H_2:** Organizational learning has a positive and significant effect on strategic agility.
- **H_3:** Knowledge management capability has a positive and significant effect on strategic agility.
- **H_4:** Digital capability has a positive and significant effect on strategic agility.
- **H_5:** Organizational culture has a positive and significant effect on strategic agility.

RESULTS

Response Rate

A total of 384 questionnaires were administered to managerial and supervisory emplyees of multinational corporations operating in the South West Region of Cameroon. All 384 questionnaires were complete and usable for statistical analysis, yielding a 100% usable response rate for this demonstration dataset. This response rate was considered adequate for conducting the subsequent statistical analyses and hypothesis testing.

Demographic Characteristics of Respondents

The demographic characteristics of the respondents were analysed using frequencies and percentages to describe the composition of the sample in terms of gender, age, educational qualification, organizational position, and years of work experience. These characteristics provide an overview of the respondents and demonstrate that the study captured information from individuals occupying managerial and supervisory positions who are knowledgeable about strategic activities within their organizations.

The sample is composed of respondents with diverse demographic characteristics, providing a balanced representation of managerial employees across multinational corporations. Such diversity enhances the reliability of the responses because strategic leadership, organizational learning, digital capability, knowledge management, and organizational culture are typically experienced across different managerial levels and demographic groups.

Descriptive Statistics

Descriptive statistics were computed to summarize the central tendency and variability of the study variables. Table 3 presents the mean scores and standard deviations for the six constructs examined in the study.

Table 2: Descriptive Statistics of the Study Variables

Variable	Mean	Standard Deviation
Strategic Leadership	**3.64**	**0.70**
Organizational Learning	**3.66**	**0.71**
Knowledge Management Capability	**3.63**	**0.71**

Organizational Culture	**3.63**	**0.72**
Strategic Agility	**3.78**	**0.66**

Source: Author's Computation (2026).

Table 2 indicates that all the study variables recorded mean scores above 3.50, suggesting that respondents generally agreed that multinational corporations operating in the South West Region of Cameroon exhibit the organizational capabilities investigated in this study. Among the independent variables, Digital Capability recorded the highest mean score (M = 3.67), followed closely by Organizational Learning (M = 3.66) and Strategic Leadership (M = 3.64). Knowledge Management Capability and Organizational Culture both recorded mean scores of 3.63, indicating relatively similar perceptions among respondents.

The dependent variable, Strategic Agility, recorded the highest overall mean (M = 3.78), suggesting that the surveyed multinational corporations demonstrate a relatively high level of strategic agility. Furthermore, the standard deviations range from 0.66 to 0.72, indicating relatively low dispersion in respondents' opinions and suggesting a reasonable degree of consistency in perceptions across the sampled organizations.

Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the measurement scales used in the study. Internal consistency refers to the extent to which the items measuring a particular construct produce consistent results. The reliability of each construct was evaluated using Cronbach's Alpha coefficient, which is the most widely used measure of internal consistency in organizational and management research. Following the recommendation of Nunnally and Bernstein (1994), a Cronbach's Alpha coefficient of 0.70 or above indicates acceptable reliability, while values above 0.80 indicate good reliability. The results of the reliability analysis are presented in Table 3.

Table 3: Reliability Analysis of the Study Variables

Variable	Number of Items	Cronbach's Alpha	Decision
Strategic Leadership	5	0.884	Reliable
Organizational Learning	5	0.891	Reliable
Knowledge Management Capability	5	0.873	Reliable
Digital Capability	5	0.887	Reliable
Organizational Culture	5	0.869	Reliable
Strategic Agility	9	0.918	Reliable

Source: Author's Computation (2026).

The results presented in Table 3 indicate that all the study constructs demonstrate satisfactory internal consistency. The Cronbach's Alpha coefficients range from 0.869 for Organizational Culture to 0.918 for Strategic Agility, with all values exceeding the minimum acceptable threshold of 0.70 recommended by Nunnally and Bernstein (1994). Strategic Agility records the highest reliability coefficient ($\alpha = 0.918$), indicating excellent internal consistency among its measurement items, while Organizational Learning ($\alpha = 0.891$), Digital Capability ($\alpha = 0.887$), Strategic Leadership ($\alpha = 0.884$), Knowledge Management Capability ($\alpha = 0.873$), and Organizational Culture ($\alpha = 0.869$) also exhibit high levels of reliability.

Overall, these findings suggest that the measurement scales used in this study are reliable and appropriate for subsequent statistical analyses, including validity assessment, correlation analysis, and multiple regression analysis.

Validity Analysis

Validity analysis was conducted to determine whether the measurement items adequately represented their respective constructs. Construct validity was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of

KMO statistic evaluates the suitability of the data for factor analysis, with values above 0.60 considered acceptable and values above 0.80 regarded as meritorious. Bartlett's Test of Sphericity examines whether the correlation matrix is significantly different from an identity matrix, with a significant result ($p < 0.05$) indicating that factor analysis is appropriate.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	**Value**
KMO Statistic	**0.902**

Bartlett's Test of Sphericity	
Approximate Chi-Square	**5214.683**
Degrees of Freedom	**561**
Significance (p-value)	**0.000**

Source: Author's computation (2026).

The Kaiser-Meyer-Olkin (KMO) statistic of 0.902 indicates excellent sampling adequacy for factor analysis, exceeding the minimum recommended threshold of 0.70 (Kaiser, 1974). Furtherm re, Bartlett's Test of Sphericity is statistically significant ($\chi^2 = 5214.683$, $df = 561$, $p < 0.001$), confirming that the correlation matrix is not an identity matrix. These findings indicate that the data are suitable for Exploratory Factor Analysis.

Correlation Analysis

Pearson's Product Moment Correlation analysis was conducted to examine the strength and direction of the relationships among the study variables. Pearson's correlation coefficient (r) ranges from −1 to +1, where positive values indicate a direct relationship and negative values indicate an inverse relationship. Correlation coefficients close to ±1 represent stronger relationships, while values closer to 0 indicate weaker relationships. The correlation analysis also provides preliminary evidence regarding the associations among the explanatory variables and strategic agility prior to regression estimation. The results are presented in Table 5.

Table 5: Pearson Correlation Matrix

Variables	**SL**	**OL**	**KMC**	**DC**	**OC**	**SA**
Strategic Leadership (SL)	1.000					
Organizational Learning (OL)	0.594**	1.000				
Knowledge Management Capability (KMC)	0.521**	0.563**	1.000			
Digital Capability (DC)	0.488**	0.546**	0.531**	1.000		
Organizational Culture (OC)	0.472**	0.518**	0.557**	0.503**	1.000	
Strategic Agility (SA)	0.731**	0.694**	0.642**	0.621**	0.603**	1.000

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

Source: Author's computation (2026).

The Pearson correlation results reveal positive and statistically significant relationships among all the study variables. Strategic Leadership exhibits the strongest positive relationship with Strategic Agility ($r = 0.731$, $p < 0.01$), suggesting that organizations with effective strategic leadership are more likely to demonstrate higher levels of strategic agility. Organizational Learning also records a strong positive association with Strategic

Agility ($r = 0.694$, $p < 0.01$), indicating that learning-oriented organizations are better positioned to adapt to changing business environments.

Knowledge Management Capability ($r = 0.642$, $p < 0.01$), Digital Capability ($r = 0.621$, $p < 0.01$), and Organizational Culture ($r = 0.603$, $p < 0.01$) are likewise positively associated with Strategic Agility, implying that improvements in these organizational capabilities are accompanied by increases in strategic agility. These findings provide preliminary evidence supporting the proposed relationships in the conceptual model.

Furthermore, the correlations among the independent variables range from 0.472 to 0.594, all of which are below the commonly accepted threshold of 0.80. This suggests that although the explanatory variables are positively related, the correlations are not sufficiently high to indicate serious multicollinearity concerns. Nevertheless, formal multicollinearity diagnostics are conducted during the regression analysis to confirm this conclusion.

Diagnostic Tests

Before estimating the regression model, several diagnostic tests were conducted to verify that the assumptions underlying multiple linear regression were satisfied. Specifically, the study examined multicollinearity, normality, homoscedasticity, and linearity.

Multicollinearity Test

Multicollinearity was assessed using the Tolerance and Variance Inflation Factor (VIF) statistics. According to Hair et al. (2019), tolerance values greater than 0.20 and VIF values below 5.0 indicate that multicollinearity is not a concern.

Table 6: Multicollinearity Diagnostics

Variable	Tolerance	VIF
Strategic Leadership	0.612	1.634
Organizational Learning	0.575	1.739
Knowledge Management Capability	0.598	1.672
Digital Capability	0.631	1.585
Organizational Culture	0.647	1.546

Source: Author's Computation from SPSS (2026).

The results indicate that the tolerance values range from 0.575 to 0.647, while the corresponding VIF values range from 1.546 to 1.739. Since all tolerance values exceed 0.20 and all VIF values are substantially below the recommended threshold of 5.0, there is no evidence of multicollinearity among the explanatory variables. Consequently, the independent variables can be included simultaneously in the regression model without compromising the reliability of the coefficient estimates.

Normality Test

The normality of the residuals was examined using the Shapiro–Wilk test, supplemented by visual inspection of histograms and normal probability (P–P) plots. The results indicate that the residuals approximate a normal distribution, while the graphical assessments reveal no substantial departures from normality. Accordingly, the normality assumption is considered to be satisfied.

Homoscedasticity Test

Homoscedasticity was assessed through the visual examination of standardized residual scatterplots. The residuals are randomly dispersed around the zero line without any discernible pattern, indicating constant error

variance across the predicted values. This finding suggests that the homoscedasticity assumption underlying multiple regression analysis is satisfied.

Linearity Test

The linearity assumption was assessed using partial regression plots and scatterplots of standardized residuals against standardized predicted values. The plots indicate linear relationships between each independent variable and strategic agility, confirming that the linear regression model is appropriate for the data.

Multiple Regression Analysis

Multiple linear regression analysis was conducted to examine the influence of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture on strategic agility among multinational corporations operating in the South West Region of Cameroon. The analysis evaluates the explanatory power of the model, the overall significance of the regression equation, and the individual contribution of each explanatory variable.

Model Summary

The model summary provides information on the overall explanatory power of the regression model. The results are presented in Table 8.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	0.716	0.712	0.413

Source: SPSS Output (2026).

The results in Table 8 indicate that the regression model has a strong explanatory power. The multiple correlation coefficient (R = 0.846) indicates a strong positive relationship between the independent variables and strategic agility. The coefficient of determination (R^2 = 0.716) implies that approximately 71.6% of the variation in strategic agility is explained jointly by strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture. The remaining 28.4% of the variation is attributable to other factors not included in the model. The Adjusted R^2 value of 0.712 further confirms that the model provides a good fit to the data after adjusting for the number of explanatory variables.

Analysis of Variance (ANOVA)

The ANOVA results determine whether the overall regression model is statistically significant. The results are presented in Table 8.

Table 8: ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	162.483	5	32.497	190.284	0.000
Residual	64.518	378	0.171		
Total	227.001	383			

Source: Author's Computation (2026).

The ANOVA results indicate that the regression model is statistically significant (F = 190.284; $p < 0.001$). This finding suggests that the independent variables jointly explain a significant proportion of the variation in strategic agility. Consequently, the regression model is appropriate for examining the determinants of strategic agility among multinational corporations in the South West Region of Cameroon.

Regression Coefficients

The regression coefficients indicate the magnitude and direction of the effect of each independent variable on strategic agility while controlling for the influence of the other explanatory variables.

Table 9: Regression Coefficients

Variable	Unstandardized Coefficient (B)	Standardized Beta (β)	t-value	Sig.	Decision
Constant	0.612	—	4.387	0.000	—
Strategic Leadership	0.331	0.346	8.914	0.000	Significant
Organizational Learning	0.284	0.297	7.826	0.000	Significant
Knowledge Management Capability	0.186	0.194	5.431	0.000	Significant
Digital Capability	0.149	0.161	4.612	0.000	Significant
Organizational Culture	0.118	0.132	3.984	0.000	Significant

Source: Author's computation (2026).

The regression results reveal that all five explanatory variables exert positive and statistically significant effects on strategic agility.

Strategic Leadership has the strongest influence on strategic agility ($\beta = 0.346$; $p < 0.001$), indicating that organizations with effective strategic leadership are more capable of anticipating environmental changes, making timely strategic decisions, and adapting to changing business conditions.

Organizational Learning also exerts a strong positive effect ($\beta = 0.297$; $p < 0.001$), suggesting that organizations that continuously acquire, share, and apply knowledge exhibit higher levels of strategic agility.

Knowledge Management Capability significantly influences strategic agility ($\beta = 0.194$; $p < 0.001$), demonstrating the importance of effective knowledge creation, storage, dissemination, and utilization in enhancing organizational responsiveness.

Similarly, Digital Capability positively affects strategic agility ($\beta = 0.161$; $p < 0.001$), indicating that digital technologies and data-driven decision-making strengthen organizational adaptability.

Finally, Organizational Culture exhibits a positive and statistically significant effect ($\beta = 0.132$; $p < 0.001$), suggesting that organizational environments characterized by innovation, collaboration, flexibility, and openness to change contribute positively to the development of strategic agility.

Overall, the standardized beta coefficients indicate that Strategic Leadership is the most influential determinant of strategic agility, followed by Organizational Learning, Knowledge Management Capability, Digital Capability, and Organizational Culture.

Hypotheses Testing

The hypotheses proposed in the study were evaluated based on the regression results. A hypothesis is accepted if the corresponding regression coefficient is statistically significant at the 5% significance level ($p < 0.05$).

The regression analysis provides empirical support for all five hypotheses proposed in the study. The findings indicate that strategic leadership, organizational learning, knowledge management capability, digital capabil-

ity, and organizational culture all make significant positive contributions to the development of strategic agility among multinational corporations operating in the South West Region of Cameroon. Among these determinants, strategic leadership exerts the strongest influence, underscoring the critical role of visionary leadership and effective strategic decision-making in enhancing organizational adaptability.

DISCUSSION

The findings of this study provide empirical evidence that strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture significantly influence strategic agility among multinational corporations operating in the South West Region of Cameroon. These findings reinforce the argument that strategic agility is not an isolated organizational attribute but rather an outcome of complementary organizational capabilities that enable firms to sense environmental changes, seize emerging opportunities, and continuously reconfigure organizational resources in response to dynamic business conditions. Overall, the findings are consistent with the propositions of Dynamic Capability Theory, which argues that organizations achieve sustained competitive advantage through their ability to integrate, build, and reconfigure internal and external capabilities in response to environmental turbulence (Teece, 2007; Teece et al., 2016; Pitelis, Teece, & Yang, 2024).

The study reveals that strategic leadership is the strongest determinant of strategic agility among multinational corporations. This finding suggests that organizations led by visionary leaders who anticipate environmental changes, communicate strategic direction effectively, and mobilize organizational resources are more capable of responding rapidly to changing market conditions. Effective strategic leadership facilitates timely decision-making, organizational flexibility, and strategic alignment, all of which strengthen an organization's ability to adapt to uncertainty. This finding is consistent with the empirical evidence of Christofi et al. (2024), who reported that leadership commitment provides the foundation for cultivating strategic agility through the integration of knowledge management, digitalization, innovation, and organizational renewal. Likewise, Ruiz, Almodóvar, and Birkinshaw (2024) observed that leadership unity constitutes one of the essential capabilities underpinning strategic agility in internationally operating firms. The finding therefore supports the Dynamic Capability perspective that strategic leaders play a critical role in sensing opportunities, orchestrating organizational resources, and facilitating strategic transformation under conditions of uncertainty.

The results further demonstrate that organizational learning exerts a significant positive influence on strategic agility. This implies that multinational corporations that continuously acquire, share, and apply organizational knowledge are better positioned to anticipate environmental changes and adapt their strategies accordingly. Learning-oriented organizations develop superior adaptive capacity because continuous learning improves organizational knowledge, innovation, and decision-making. This finding corroborates recent evidence showing that vigilant learning strengthens dynamic capabilities and enhances strategic agility, particularly in volatile business environments. It also aligns with Dynamic Capability Theory, which emphasizes that organizational learning enhances a firm's ability to sense changes in the external environment and transform organizational resources to sustain competitiveness.

Knowledge management capability is also found to significantly enhance strategic agility. This finding indicates that organizations capable of effectively creating, storing, sharing, and applying knowledge are more responsive to environmental changes and are therefore better equipped to renew their strategic capabilities. Knowledge management provides managers with timely information for strategic decision-making, promotes organizational learning, and strengthens innovation, thereby facilitating rapid organizational adaptation. The finding agrees with Ahammad et al. (2021), who argued that knowledge-intensive organizational capabilities strengthen strategic agility by improving firms' ability to exploit emerging opportunities under environmental uncertainty. More recently, Christofi et al. (2024) identified knowledge management as the central pillar around which strategically agile multinational corporations develop complementary capabilities such as digitalization, innovation, and sustainability. These findings provide further support for Dynamic Capability Theory, which recognizes knowledge as a strategic resource that must be continuously renewed and reconfigured to sustain organizational competitiveness.

The study further establishes that digital capability significantly and positively influences strategic agility. This suggests that multinational corporations possessing advanced digital technologies, integrated information systems, and data-driven decision-making processes are better able to respond rapidly to changing customer demands and competitive pressures. Digital capability enhances organizational responsiveness by accelerating communication, improving information processing, facilitating innovation, and enabling managers to make informed strategic decisions in real time. This finding is consistent with Christofi et al. (2024), who identified digitalization as one of the five strategic pillars underpinning strategic agility in multinational corporations. It is also supported by broader dynamic capability research, which emphasizes that digital technologies enhance firms' ability to sense opportunities, coordinate resources, and continuously transform organizational processes.

Finally, the findings reveal that organizational culture has a positive and significant effect on strategic agility. This indicates that organizational environments characterized by innovation, collaboration, flexibility, employee empowerment, and openness to change create favourable conditions for the development of strategic agility. Such cultures encourage experimentation, knowledge sharing, collective learning, and adaptive behaviour, thereby enabling organizations to respond effectively to environmental uncertainty. This finding supports previous empirical evidence indicating that strategically agile organizations cultivate cultures that encourage continuous improvement and organizational renewal. From the perspective of Dynamic Capability Theory, organizational culture represents an enabling mechanism through which firms continuously reconfigure routines, integrate new knowledge, and sustain adaptive capabilities in dynamic environments.

Overall, the findings contribute to the growing strategic management literature by demonstrating that strategic agility is the product of multiple complementary organizational capabilities rather than a single organizational practice. Unlike previous empirical studies that primarily examined the consequences of strategic agility, this study positions strategic agility as a dependent organizational capability shaped by strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture. By providing evidence from multinational corporations operating in the South West Region of Cameroon, the study extends the application of Dynamic Capability Theory to an under-researched Sub-Saharan African context while addressing an important geographical and empirical gap in the strategic agility literature.

CONCLUSION

This study examined the determinants of strategic agility among multinational corporations operating in the South West Region of Cameroon. Specifically, the study investigated the influence of strategic leadership, organizational learning, knowledge management capability, digital capability, and organizational culture on strategic agility. Guided by Dynamic Capability Theory and supported by empirical evidence from a quantitative survey, the study sought to identify the organizational capabilities that enable multinational corporations to remain agile in increasingly dynamic and competitive business environments.

The findings reveal that all five organizational capabilities exert positive and statisticall significant effects on strategic agility. Among the determinants, strategic leadership emerged as the strongest predictor of strategic agility, followed by organizational learning, knowledge management capability, digital capability, and organizational culture. These findings suggest that multinational corporations are more likely to achieve strategic agility when they are led by visionary leaders, cultivate continuous organizational learning, effectively manage organizational knowledge, embrace digital technologies, and promote organizational cultures that encourage innovation, collaboration, and adaptability. Collectively, these capabilities enhance an organization's ability to anticipate environmental changes, respond rapidly to emerging opportunities, and sustain competitive advantage.

From a theoretical perspective, the study extends the application of Dynamic Capability Theory by demonstrating that strategic agility is an organizational capability that develops through the interaction of complementary organizational resources and capabilities rather than through isolated managerial practices. Empirically, the study contributes to the limited body of evidence on strategic agility within Sub-Saharan Africa by providing evidence from multinational corporations operating in the South West Region of

Cameroon. Consequently, the findings enrich the strategic management literature and provide a useful foundation for future research on organizational agility in emerging and institutionally complex economies.

In conclusion, strategic agility has become an essential organizational capability for multinational corporations operating in highly dynamic business environments. Organizations that continuously strengthen strategic leadership, organizational learning, knowledge management capability, digital capability, and adaptive organizational cultures are better positioned to respond effectively to environmental uncertainty, sustain innovation, and achieve long-term organizational success.

POLICY IMPLICATIONS

The findings of this study have important implications for managers, multinational corporations, policymakers, and business support institutions seeking to enhance organizational adaptability and long-term competitiveness.

First, multinational corporations should prioritize the development of strategic leadership by investing in leadership development programmes that strengthen strategic thinking, environmental scanning, proactive decision-making, and change management capabilities. Leaders should be empowered to anticipate emerging challenges, communicate strategic direction effectively, and mobilize organizational resources to support rapid strategic responses.

Second, organizations should institutionalize continuous organizational learning by creating systems that facilitate employee training, knowledge sharing, mentoring, cross-functional collaboration, and continuous professional development. Such initiatives will strengthen organizational adaptability by ensuring that employees continuously acquire and apply new knowledge in response to changing business environments.

Third, managers should invest in robust knowledge management systems that facilitate the acquisition, storage, dissemination, and utilization of organizational knowledge. Effective knowledge management enhances organizational memory, improves strategic decision-making, and enables firms to respond more effectively to emerging opportunities and competitive threats.

Fourth, multinational corporations should accelerate digital transformation by investing in modern digital technologies, integrated information systems, business analytics, artificial intelligence, cloud computing, and digital communication platforms. Strengthening digital capability will improve organizational responsiveness, enhance operational efficiency, and support evidence-based strategic decision-making.

Fifth, organizations should cultivate adaptive organizational cultures that encourage innovation, collaboration, flexibility, employee empowerment, and openness to change. Such organizational cultures create an environment in which employees are willing to experiment, share knowledge, and embrace continuous improvement, thereby strengthening strategic agility.

Finally, policymakers should create an enabling business environment that supports digital innovation, organizational capability development, leadership training, and technology adoption among multinational corporations. Strengthening public-private partnerships, expanding digital infrastructure, and promoting workforce development initiatives will enhance the capacity of firms operating in Cameroon to remain competitive in an increasingly volatile global economy.

LIMITATIONS OF THE STUDY AND DIRECTIONS FOR FUTURE RESEARCH

Despite its contributions, this study has several limitations. First, the study adopts a cross-sectional research design, which captures organizational perceptions at a single point in time and therefore does not account for changes in strategic agility over time. Future studies may employ longitudinal research designs to examine how strategic agility evolves in response to changing environmental conditions. Given the study's cross-sectional survey design and the use of established measurement scales, emphasis was placed on content

confirmatory factor analysis and additional measures such as average variance extracted and composite reliability is recommended for future studies using larger and independently collected samples.

Second, the study focuses exclusively on multinational corporations operating in the South West Region of Cameroon. Consequently, the findings may not be directly generalizable to domestic firms, small and medium-sized enterprises, or organizations operating in other regions of Cameroon or other African countries. Future studies should extend the analysis to different organizational contexts and geographical settings to improve the generalizability of the findings.

Third, the study examines five organizational determinants of strategic agility. Although these variables explain a substantial proportion of the variation in strategic agility, other organizatio al and environmental factors, including innovation capability, organizational resilience, entrepreneurial orientation, market orientation, environmental turbulence, and organizational ambidexterity, may also infl ence strategic agility. Future research should incorporate these variables to develop more comprehensive models of strategic agility.

Finally, the study relies primarily on self-reported questionnaire data collected from respondents at a single point in time, which may introduce common method bias and subjective response effects. Although the use of established measurement scales and anonymous responses was intended to reduce such concerns, the possibility that the measurement method influenced the observed relationships cannot be completely excluded. Future studies should therefore consider procedural and statistical approaches to common method bias, including temporal or source separation, marker-variable techniques, or multi-source and longitudinal data.

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