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Strategic Alignment and Organizational Resilience of Manufacturing Companies in South West Nigeria

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Abstract

The study examined the effect of strategic alignment on organizational resilience of manufacturing companies in South West Nigeria. A cross-sectional survey research design was utilized, allowing for the collection of data from a diverse group of respondents at a single point in time. The sample size of 348 participants was determined using Taro Yamane formula. A stratified random sampling technique was employed to select a representative sample from the population. Data were collected through administering structured questionnaires to the study participants. To ensure the reliability of the research instrument, internal consistency reliability was employed. Descriptive and inferential statistics was used to analyze the collected data for the study. The data entry and analysis were performed using SPSS version 25. The findings revealed that all five strategic alignment factors significantly contribute to organizational resilience, with quality management systems showing the strongest effect. The study underscores the importance of strategic alignment in nurturing adaptability, collaboration, and effective leadership to address disruptions. Recommendations include investing in advanced planning tools, robust quality management frameworks, leadership development, technology-enabled collaboration, and structured change management practices.

Keywords: Strategic Alignment, Organizational Resilience, Integrated Business Planning.

INTRODUCTION

In the current dynamic and competitive business landscape, manufacturing firms have persistent problems that jeopardize their long-term viability. The difficulties, including

economic swings, technological upheavals, supply chain shortcomings, and unexpected global events, underscore the significance of organizational resilience. Organizational resilience refers to a company's capacity to adapt to, recover from, and prosper in the face of adversity while ensuring operational continuity. Hillmann and Guenther (2021) studied resilience via the lens of organizational competencies, capacities, traits, outcomes, processes, behaviors, strategies, methodologies, and performance. As the global marketplace evolves, it is essential for manufacturing organizations to implement strategic measures that bolster their resilience and allow them to endure both internal and external pressures. Organizations function within complex and swiftly changing markets, encountering various problems like technological progress, globalization, and shifting consumer preferences (Boateng & Yamoah, 2023). Strategic alignment is crucial as it allows organizations to successfully adapt to external influences while coordinating internal operations to achieve broad objectives (Ghonim et al., 2022).

The integration of company resources and activities with organizational strategic priorities is referred to as strategic alignment (Gede & Huluka, 2023). Strategic alignment is a crucial trend in modern strategic concepts that assists organizations in addressing issues and transforming outdated work systems into productive ones (Sharma & Behl, 2023). It is a sustained function that ensures organizational survival and safeguards the continuity of performance enhancement (Sha et al. 2020). Clarity in the strategic statement offers essential direction to employees by explicitly identifying the performance parameters the organization aims to enhance (Smith & Thomas, 2020). It optimally directs workers' attention, hence yielding peak performance. Strategic alignment entails synchronizing business processes, leadership, and interdisciplinary collaborations with organizational objectives to establish a more robust corporate framework.

An essential element of strategic alignment is integrated business planning (IBP), which facilitates the connection of strategic, operational, and financial planning processes inside organizations. IBP provides a holistic perspective of the organization, establishing a basis for informed decision-making that strengthens organizational resilience (Barba, 2023). A vital component of strategic alignment is the quality management system (QMS), which emphasizes upholding superior standards in production processes, minimizing faults, and guaranteeing uniform product quality. Moreover, a shared leadership vision is crucial for focusing organizational endeavors towards unified objectives, particularly during periods of uncertainty. Abson et al. (2024) contended that senior management and leadership teams fostering and sustaining trust within their companies and project teams facilitate the dissemination of leadership. A collective leadership vision is essential for enabling the organization to swiftly respond to changes and realign its strategies accordingly. Interdisciplinary collaboration and change management are essential for cultivating a resilient organization. Cross-functional collaboration entails the amalgamation of diverse departments and teams to comprehensively tackle difficulties, resulting in more imaginative and agile reactions to disturbances. Change management, conversely, guarantees that organizations can adeptly navigate transitions, whether prompted by market fluctuations or internal modifications.

Strategic alignment is a dynamic process that necessitates ongoing adaptation and modification. The strategic decisions of an organization influence its competitors' behavior, necessitating a prompt response from the organization. The alignment may evolve over time, influenced by internal and external factors (Henderson & Venkatraman, 2019). Strategic misalignment hinders an organization's capacity to adapt, innovate, and successfully respond to market problems. Previous literature appears to lack a thorough comprehension of the processes and behaviors that can promote synergistic alignment among these factors. Numerous research concentrate on discrete components of strategic alignment or provide

disjointed insights (Khashan et al., 2021). Consequently, a comprehensive perspective on the alignment process and the determinants of its efficacy is essential. This paper aimed to elucidate the theoretical foundations and models of synergy by examining the current state of strategic alignment practices, identifying key challenges organizations encounter in attaining optimal alignment, and exploring the factors that facilitate successful strategic alignment.

Statement of the Problem

Manufacturing firms in Nigeria, especially in the South West area, are contending with a tumultuous and intricate business landscape characterized by economic volatility, supply chain interruptions, technical advancements, and socio-political obstacles. These circumstances necessitate a significant degree of organizational resilience, characterized by the capacity to adapt, recover, and flourish in the face of disturbances. Many organizations, however, encounter difficulties in establishing resilience owing to a disjunction between strategic objectives and operational practices. A primary factor in this difficulty is the absence of integrated business planning (IBP), resulting in fragmented decision-making and hindering the capacity to respond adeptly to crises such as variable market demand or supply chain disruptions.

The insufficient implementation of quality management systems (QMS) exacerbates the issue, undermining operational stability and exposing organizations to risks such as product recalls and diminished consumer loyalty. The lack of a unified leadership vision leads to disjointed responses to disturbances, hindering recovery and impeding growth. Inadequate cross-functional collaboration and ineffective change management strategies impede resilience, as departments do not operate cohesively or adjust to new circumstances. To endure and prosper in the current volatile market, manufacturing companies in South West Nigeria must rectify internal deficiencies and establish robust, cohesive systems that foster agility, cohesion, and enduring sustainability. Therefore, the aim of the study is to examine the effect of strategic alignment on organizational resilience of manufacturing companies in South West Nigeria. The five research questions were answered in this study: how do integrated business planning, quality management system, shared leadership vision, cross-functional collaboration and change management affect the organizational resilience of manufacturing companies in South West Nigeria?

REVIEW OF RELATED LITERATURE

Conceptual Review

Strategic Alignment

Strategic alignment denotes the process of synchronizing an organization's structure, resources, and operations with its primary objectives and external context to guarantee optimal performance and enduring sustainability. Alcaide et al. (2023) characterized strategic alignment as a framework enabling an organization to conceptualize the interconnection between its operations and strategies. It might certainly facilitate corporate decision-makers in acquiring valuable insights from their existing operations. It is often referred to as the alignment of strategy with social and economic objectives. Strategic alignment refers to the degree to which a company's activities, products, technology, and product development processes are coordinated (Hameed & Faisal, 2024).

The objective is to establish a cohesive strategy that enhances efficiency, fosters innovation, and promotes resilience, enabling the organization to effectively address internal and external issues. Alignment refers to the synthesis of fundamental systems, processes, and reactions to alterations in the external environment (Kim et al., 2020). The core of strategic alignment is in the judicious deployment of information systems to ensure their coherence with business plan and the efficient utilization of information system resources to bolster corporate strategies. The significance of strategic alignment facilitates mutual comprehension of objectives and strategies between managers and planners.

Anamanjia and Maina (2022) indicated that strategy alignment facilitates a range of opportunities, essential for enhancing organizational performance. Preserved the beneficial impact of information technology alignment on organizational performance, indicating a substantial positive correlation between strategic alignment and performance in a highly dynamic and competitive environment. Chi et al. (2020) posited that maintaining congruence between organizational priorities and resources via strategic alignment improves responsiveness to environmental challenges and advances performance by integrating the core elements of the organization's goals and objectives.

Integrated Business Planning

Integrated Business Planning (IBP) is a holistic management method that synchronises financial, operational, and strategic planning to enhance performance and propel organizational success. The primary purpose of IBP is to improve organizational responsiveness, adaptability, and resilience, enabling organizations to effectively address both short-term demands and long-term goals (Wery et al., 2018). In numerous organizations, various divisions operate in isolation, resulting in confusion, delays, and inefficiencies. IBP dismantles these obstacles by fostering cross-functional collaboration and openness (Tchokogué et al., 2022). For example, the sales team can furnish real-time market information to the production team, while the finance department can evaluate the financial ramifications of operational modifications. This collaborative strategy guarantees that all departments align with the same goals and can swiftly adapt to market fluctuations, emerging threats, or disruptions (Stentoft et al., 2022).

Integrated Business Planning is essential for improving organizational resilience. By consolidating many company operations into a unified strategy, IBP enables firms to foresee future disruptions and proactively modify their strategies. Manufacturing enterprises may need to modify supply chain strategies to alleviate risks associated with geopolitical crises, natural catastrophes, or other external disruptions (Selmi et al., 2021a). By swiftly realigning resources and strategy, firms may expedite recovery from disruptions and sustain uninterrupted operations. In a fluctuating corporate landscape, IBP is a crucial instrument for ensuring operational efficiency and long-term viability (Sulistyo & Arvitrida, 2020).

Quality Management System

A Quality Management System (QMS) is an organized system of policies, procedures, and processes aimed at ensuring that a company's products or services continually fulfil consumer expectations and comply with regulatory standards. Theofilos and Evangelia (2020) characterized QMS as the collection of policies, processes, and procedures necessary for planning and executing the primary business functions of an organization, irrespective of its type or scale, whether in production, development, or service delivery. The QMS amalgamates several elements of quality assurance and control within the organization's activities, prioritizing continuous enhancement, defect prevention, and customer satisfaction (Bravi et al., 2019). It offers a methodical framework for overseeing quality across all phases of manufacturing or service provision, from the procurement of raw materials to the testing of the end product. In manufacturing, a QMS guarantees that products are created to the utmost standards of quality, safety, and reliability, while enhancing efficiency and minimizing waste. The QMS significantly contributes to operational excellence and cultivates a culture of quality inside an organization (Isharyadi & Kristiningrum, 2021). By establishing explicit quality targets, monitoring performance metrics, and executing necessary corrective measures, a QMS enables organizations to perpetually enhance their processes. The fundamental concepts of a QMS encompass leadership commitment, prioritization of customer requirements, employee involvement, and decision-making based on data analysis. A thorough QMS in manufacturing organizations can promote compliance with industry standards, lower

production costs, decrease defects or recalls, and improve customer loyalty, so fostering long-term economic success.

Shared Leadership Vision

Shared leadership denotes the relational value among employees, emphasizing the articulation of each employee's objectives to fulfil team and organizational goals rather than individual aspirations (Peracek & Kassaj, 2023). In project management, academics have observed that the information sharing and cohesion fostered by shared leadership enhance a project's success (Iman & Zaheer 2021). The advantageous nature of shared leadership may facilitate activities during the planning phase (Hwang & Lee, 2020). Shared leadership can function as a framework for mutual advice, labour distribution, collaboration, and collective consultation regarding the organization's matters, characterized by the diversity introduced by the environment and the organization's members. Members engage in shared leadership by collaboratively distributing leadership tasks and exchanging experience, information, or skills to attain the organization's common objectives (Yixin & Yuexian, 2023).

Cross Functional Collaboration

Cross-functional collaboration denotes the cooperative engagement among many departments or teams within an organization, uniting efforts to attain a shared objective or address intricate challenges. Unlike siloed operations, where departments perform autonomously, cross-functional collaboration integrates varied talents, expertise, and viewpoints from several functional domains, including production, marketing, finance, and supply chain (Udoagwu, 2020). This method amplifies creativity, expedites problem-solving, and cultivates innovation by utilizing the skills of each team to tackle organizational difficulties. A key advantage of cross-functional collaboration is its capacity to dismantle silos that frequently obstruct communication and create inefficiencies within organizations (Pellathy et al., 2019). Cross-functional collaboration enhances openness and aligns departmental efforts towards common objectives by promoting information sharing and cooperation (Leopold et al., 2020). Cross-functional collaboration increases problem-solving and fosters innovation. Teams that incorporate various perspectives and expertise are more adept at identifying innovative solutions to difficulties. Moreover, cross-functional collaboration enhances organizational resilience by augmenting adaptation and response to changes. When several departments operate in isolation, they may find it difficult to swiftly address unforeseen difficulties, such as fluctuations in market demand, supply chain interruptions, or technology innovations.

Change Management

The objective of change management is to mitigate resistance, diminish disturbances, and guarantee that staff are prepared, equipped, and supported during the shift (Nudurupati et al., 2021). Change management is more vital as organizations strive for first-time accuracy. Nonetheless, the management of change remains a barrier for companies attempting to execute modifications. Diverse dimensions of change necessitate varying combinations of change management approaches (Ahmed & Oluoch, 2023). Change management examines how individuals within evolving organizations endure, alongside the theory and practice of transforming organizations to adapt and prosper in a dynamic environment (Payne et al., 2022).

Change management is essential for the successful execution of strategy implementation. Phillips et al. (2023) assert that strategic change management has recently been employed by numerous organizations to secure a competitive advantage in the ever-evolving business landscape. Change management enables organizations to influence the trajectory of strategy implementation (Ahmed & Oluoch, 2023). Consequently, change management directly influences the execution of the strategy. Change may be prompted by internal modifications or by alterations in the operational environment. Organizational transformation is to optimise

the utilization of capabilities and resources to promote productivity and improve stakeholder returns.

Organizational Resilience

Organizational resilience denotes a company's capacity to foresee, plan for, respond to, and recuperate from disruptions or crises while sustaining uninterrupted business operations. Sekaran et al. (2021) characterize organizational resilience as the capability of organizations to manage diverse crises and difficulties, enabling them to revert to normalcy in critical circumstances. They contend that all enterprises must exhibit resilience. Resilience is fundamentally a perspective and a coping strategy that enables individuals and organizations to comprehend their surroundings and swiftly return to their activities (Mithani et al., 2021). In critical crises, organizational resilience facilitates a balanced condition that enables a swift transition to a new stable state. Resilience signifies swift transformation rather than merely reverting to the prior condition (Jiang et al., 2021).

Theoretical Framework

Contingency Theory

Contingency theory posits that performance is optimized by alignment between an organization's strategy and its environmental circumstances (Macdam et al., 2019). This thesis posits that performance efficacy is contingent upon alignment with company strategies. This theory posits that no singular management system or environment is suitable for organizational performance. The core of strategic alignment is the compatibility among many elements of the organizational system to enhance performance outcomes. The significance of contingency theory for this study lies in the alignment of strategic dimensions, including objective, role, and process clarity. Contingency theory posits that no singular management strategy is universally applicable across all organizations and circumstances. However, it indicates that certain characteristics of the system and the efficacy of the operating system are contingent upon organizational circumstances and contextual elements. Consequently, it was employed to examine the degree of strategic alignment implementation and organizational performance in the sampled institutions for comparison analysis.

Table 1

Empirical Review

SN	Author and Date	Title	Methodology	Findings
1	Abubakar et al. (2024)	Impact of Strategic Change on Employee Performance in Deposit Money Banks.	Cross-sectional survey with a 56.4% response rate; SPSS analysis and multiple linear regression	Strategic change significantly impacts employee performance, with organizational learning being the most influential factor.
2	Ferede et al. (2024)	Strategic Leadership and Change Management in Public Organizations: Mediated by Knowledge Management	Quantitative approach with explanatory design; 366 respondents; Partial Least Squares Structural Equation Modelling	Strategic leadership and knowledge management directly affect change management; knowledge management partially mediates their relationship.
3	Maangi and Mangana (2023)	Change Management Strategies and Performance of Commercial Banks in Kenya	Descriptive case study design; structured questionnaires administered to 68 managers from 5 banks; correlation and regression analysis	Leadership, stakeholder involvement, communication, and training are positively correlated with bank performance, explaining 80% of the variance.
4	Sun et al. (2023)	Impact of Shared Leadership on Team Creativity in Innovation Teams	Quantitative study, questionnaires for 178 teams (2011 team members), empirical analysis	Shared leadership positively affects team creativity, with psychological safety and motivation as mediators.

5	Yin et al. (2023)	Cross-Functional Collaboration in Early Phases of Capital Projects	Qualitative study, 20 expert interviews, Delphi method with 12 SMEs	Identified 14 barriers and 43 factors affecting cross-functional collaboration.
6	Bakhtiar et al. (2023)	Effect of ISO 9001 Quality Management System on Operational Performance	Quantitative survey, Partial Least Squares (PLS) analysis	Application of procedures and quality culture significantly influence operational performance.
7	Quiambao and Alvaro (2023)	Impact of QMS Practices on Business Performance of a Government Corporation	Quantitative research, descriptive, cross-sectional, causal-comparative design	QMS practices have a positive impact on business performance across various Balanced Scorecard perspectives.
8	Al-Haraisa (2022)	Impact of Strategic Alignment and Awareness on Strategic Performance	Quantitative study, survey of 220 respondents, SPSS analysis	Strategic alignment and awareness positively influence strategic performance.
9	Poku et al. (2020)	Effects of business planning on SME performance	Quantitative approach using purposive sampling and survey data from 150 SMEs across three metropolises	50% of businesses engaged in planning did not achieve strategic goals; identified credit access as a major challenge.

RESEARCH METHODOLOGY

Research Design

The study employed a quantitative research design to effectively achieve its research objectives and answer the research questions by providing precise statistical data. A cross-sectional survey research design was utilized, allowing for the collection of data from a diverse group of respondents at a single point in time.

Sample and Sampling Techniques

The population of the study consisted of 2695 employees from manufacturing companies operating in South West Nigeria. The sample size for the study was determined using Taro Yamane (1967) formula. Thus, 348 employees of the selected companies were selected as the respondents. A stratified random sampling technique was employed to select a representative sample from the population of employees in manufacturing companies in South West Nigeria. This method was justified as it enhanced the reliability of the findings and allowed for more precise comparisons across different groups within the organization, ultimately leading to a more comprehensive understanding of the research questions.

Method of Data Collection

Data was collected through structured questionnaires designed to gather quantitative data from the respondents. The questionnaire was distributed electronically and, where necessary, in paper format to ensure accessibility for all participants. This method allowed for efficient data collection, facilitating the gathering of a large amount of information in a relatively short time. Additionally, the use of structured questionnaires enabled the researcher to collect standardized data, making it easier to analyze and interpret the results in relation to the research objectives.

Reliability of the Instrument

To ensure the reliability of the research instrument, Cronbach's alpha was employed to assess the internal consistency of the scale items. Cronbach's alpha is a widely recognized method for evaluating the consistency of responses across multiple items and for determining the overall reliability of the study. While there are no rigid standards for acceptable values, an alpha value of 0.60 is generally considered satisfactory, especially in the fields of social and managerial sciences (Hameed & Faisal, 2024). Table 2 indicated that the reliability coefficients for all dimensions of the variables exceeded 0.60, reflecting strong reliability. The overall reliability coefficient of 0.977 further confirmed the high level of internal consistency within the questionnaire.

Table 2
Reliability Test for All Items in the Questionnaire

s/n	Variables	Alpha (α) value	No of Items
1	Integrated Business Planning	0.831	5
2	Quality Management Systems	0.832	5
3	Shared Leadership Vision	0.735	5
4	Cross-Functional Collaboration	0.811	5
5	Change Management	0.784	5
6	Organizational Resilience	0.792	5

Source: Analysis of Field Survey, 2025

Method of Data Analysis

The method of data analysis for this study involved several statistical techniques using software such as SPSS. Initially, descriptive statistics were employed to summarize the demographic characteristics of the respondents and provide an overview of the data distribution. Following this, inferential statistical analyses, including multiple regression analysis, were conducted to test the relationships between the independent variables and organizational resilience. The regression analysis provided insight into the strength and direction of the relationships, allowing for the evaluation of the hypotheses. The data entry and analysis were performed using Statistical Package for Social Science (SPSS) version 25.

Results and Discussion

Out of the 348 questionnaires that were distributed to participants, 332 were successfully completed and returned. This results in a **95% response rate**, which is quite high and indicates a good level of engagement and participation from the respondents.

Table 3
Frequency Analysis of Respondents Profile

S/N	Characteristics of Respondents	Frequency	Percentage (%)
1	Gender		
	Male	176	53.0%
	Female	156	47.0%
2	Age Range		
	18-25	52	15.7%
	26-32	78	23.5%
	33-39	65	19.6%
	40-46	63	18.9%
	47-53	44	13.3%
	54-70	30	9.0%
3	Marital Status		
	Single	141	42.5%
	Married	175	52.7%
	Divorced	16	4.8%
4	Educational Qualification		
	OND/NCE	111	33.4%
	HND/BSc	171	51.5%
	MSc/MBA	50	15.1%
5	Work Experience		
	1-5 years	63	19.0%
	6-10 years	53	15.9%
	11-15 years	63	19.0%
	16-20 years	55	16.6%
	21-25 years	53	15.9%
	26-30 years	45	13.5%

Source: Field Survey, 2025

The demographic analysis reveals a relatively balanced gender distribution among respondents, with 53.0% male and 47.0% female. The majority fall within the 26–32 age range (23.5%), followed by 33–39 (19.6%) and 40–46 (18.9%), indicating a predominance of early to mid-career individuals. Younger respondents (18–25) make up 15.7%, while those aged 54–70 represent the smallest group at 9.0%. Marital status data shows that 52.7% are married, 42.5% single, and 4.8% divorced, suggesting a predominance of stable personal relationships. Educationally, 51.5% hold HND/BSc degrees, 33.4% OND/NCE, and 15.1% MSc/MBA qualifications, reflecting a highly educated sample. Work experience is well-distributed, with 1–5 years and 11–15 years each accounting for 19.0%, followed by 16–20 years (16.6%), 6–10 years (15.9%), and 26–30 years (13.5%), indicating a balanced mix of early to senior-level professionals contributing diverse perspectives to the study.

Table 4

Strategic Alignment and Organizational Resilience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-10.403	1.036		-10.045	.000		
	Integrated business planning	.165	.038	.126	4.349	.000	.686	1.459
	Quality management systems	.376	.031	.376	12.071	.000	.594	1.684
	Shared leadership vision	.436	.041	.347	10.637	.000	.542	1.845
	Cross-functional collaboration	.214	.037	.159	5.784	.000	.759	1.317
	Change management	.235	.037	.179	6.373	.000	.730	1.369

a. Dependent Variable: Organizational resilience

The results in Table 4 reveal that all strategic alignment dimensions—integrated business planning, quality management systems, shared leadership vision, cross-functional collaboration, and change management—positively and significantly influence organizational resilience, with each showing strong statistical significance (p-value = 0.000). Integrated business planning (Beta = 0.126) enhances resilience by aligning operational activities with strategic goals, while quality management systems (Beta = 0.376) exert the strongest individual effect, emphasizing the importance of consistent quality practices. Shared leadership vision (Beta = 0.347) also plays a critical role by fostering direction and adaptability. Cross-functional collaboration (Beta = 0.159) and change management (Beta = 0.179) further contribute to resilience by promoting teamwork and structured adaptation to change. All variables demonstrated acceptable Tolerance and VIF values, indicating no multicollinearity issues and affirming the robustness of the model.

Table 5

Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	486.014	5	97.203	281.601	.000 ^b
	Residual	112.528	326	.345		
	Total	598.542	331			

a. Dependent Variable: Organizational resilience

b. Predictors: (Constant), Change management, Quality management systems, Cross-functional collaboration, Integrated business planning, Shared leadership vision

Table 5 presents the ANOVA results for the regression model examining predictors of strategic alignment and their impact on organizational resilience. The analysis shows a high F-value of 281.601, indicating that the model explains a substantial portion of the variance in

organizational resilience. The p-value of 0.000, which is well below the 0.05 significance threshold, confirms that the overall regression model is statistically significant. This means that the independent variables collectively have a meaningful and significant influence on organizational resilience.

Table 6
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.812	.809	.588

a. Predictors: (Constant), Change management, Quality management systems, Cross-functional collaboration, Integrated business planning, Shared leadership vision

Table 6 presents the Model Summary for the regression analysis, showing that the model explains a significant portion of the variance in organizational resilience. The R Square value of 0.812 indicates that 81.2% of the variance is accounted for by the five predictors, demonstrating strong explanatory power. The Adjusted R Square of 0.809, which adjusts for the number of predictors, confirms the model's robustness and appropriateness, with only a minimal difference from the R Square value. This suggests that the model is both effective and well-fitted, without being overburdened by excessive variables.

Discussions of Findings

Integrated Business Planning has a positive and significant effect on organizational resilience. The findings align with the broader literature emphasizing the role of strategic alignment and planning in organizational performance and adaptability. Poku et al. (2020) demonstrated a strong positive relationship between business planning and SME performance, despite challenges like access to credit that limited goal achievement, emphasizing the need for robust frameworks. Al-Haraisa (2022) confirmed that strategic alignment improves performance and recommended improved IT integration, consistent with IBP's role in fostering coherence and resilience. Together, these studies underscore IBP's critical role in ensuring resilience by aligning strategies and adapting to changing institutional dynamics.

Quality management systems showed a stronger positive effect on organizational resilience. The finding aligns with studies emphasizing QMS's impact on organizational performance, though with contextual differences. Bakhtiar et al. (2023) demonstrated that QMS fosters quality culture, which mediates operational performance, paralleling the resilience study's emphasis on robust frameworks. Similarly, Quiambao and Alvaro (2023) linked QMS practices to improved business performance dimensions, such as financial outcomes and customer satisfaction, underscoring QMS's strategic benefits. Together, these studies affirm QMS's multifaceted contributions to organizational adaptability and effectiveness.

The shared leadership vision variable also demonstrates a significant impact on organizational resilience. The findings from past studies align with the results highlighting the significant role of shared leadership vision in fostering organizational resilience. Ferede *et al.*, (2024) demonstrate how strategic leadership, mediated by knowledge management, drives effective change management, emphasizing the importance of leadership adaptability and integration of knowledge processes—concepts essential for resilience. Sun *et al.*, (2023), revealed that shared leadership positively affects team creativity, with mediators like psychological safety, cognitive, and social motivation enhancing team processes. Collectively, these studies highlight shared leadership's critical role in adaptability, trust-building, and collaborative creativity, which are foundational to organizational resilience.

Cross-functional collaboration has a moderate positive effect on organizational resilience. The findings align with insights from prior studies emphasizing its critical role in enhancing

organizational outcomes, despite barriers and complexities. Yin et al. (2023) identified barriers and contributing factors to cross-functional collaboration in capital projects, highlighting the need for addressing challenges early to optimize outcomes. This aligns with the resilience study's implication that effective collaboration strengthens adaptability and organizational robustness. These findings parallel the resilience study by showing that structured collaboration and cognitive integration contribute to improved outcomes, such as creativity and resilience.

Change management exhibits a positive effect on organizational resilience. The findings from resilience studies highlight the positive impact of change management on organizational performance and adaptability. Abubakar et al. (2024) emphasized the significant role of organizational learning (contribution to adaptive performance), while Maangi and Mangana (2023) identified training as the strongest driver of performance. Collectively, these studies advocate fostering learning cultures, strategic communication, and training to enhance performance, resilience, and adaptability in dynamic environments.

CONCLUSION

In conclusion, the study reveals that all five strategic alignment factors—integrated business planning, quality management systems, shared leadership vision, cross-functional collaboration, and change management—significantly contribute to organizational resilience. An integrated approach to these factors fosters adaptability, risk management, and effective collaboration, enabling organizations to navigate challenges and disruptions. While the findings indicate a strong consensus on the positive effect of these practices, minor inconsistencies in execution highlight opportunities for improvement in planning, training, and feedback mechanisms to ensure uniform effectiveness across operational areas. The results further emphasize the importance of effective leadership and cross-functional collaboration in achieving organizational goals. Shared leadership vision was found to drive high levels of employee engagement, although additional efforts are needed to ensure full alignment across all employees. Similarly, cross-functional collaboration and change management processes were identified as key strengths, but addressing minor communication challenges and enhancing employee support mechanisms could further enhance their effectiveness. Overall, the findings underscore the need for continuous evaluation and refinement of strategies to build a more resilient and adaptable organizational culture.

Recommendations

- i. Manufacturing companies should invest in advanced planning tools and processes to improve their resilience to disruptions.
- ii. Organizations should prioritize implementing robust quality management frameworks to ensure operational excellence and adaptability.
- iii. Leadership development programs that foster shared and clear vision among leaders should be prioritized by companies to enhance organizational cohesion and resilience.
- iv. Companies should encourage inter-departmental collaboration through technology integration and team-building initiatives to improve organizational responsiveness.
- v. Companies should implement structured change management practices, including training and communication strategies, to navigate transitions effectively and sustain resilience.

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