INTELLECTUAL CAPITAL AND CORPORATE AGILITY IN THE HOSPITALITY SECTOR IN YENAGOA BAYELSA STATE

By

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Abstracts

The study examined the relationship between intellectual capital and corporate agility. The correlation surveyed design was adopted to measure the relationship between the variables. The population consisted all hotels in Yenagoa, Bayelsa State. However, the researcher selected 10 best ranked hotels with quality assurance standards. A sample size of 80 participants was selected from the hotels. The participants were the management level staff. The questionnaire instrument was used to elicit data. The Spearman Rank Correlation Coefficient was adopted to test the hypotheses with the aid of SPSS version 24.0. The findings showed that intellectual capital dimension relate with corporate agility measures. The researcher concludes that there is a significant relationship between intellectual capital and corporate agility. However, it was recommended that the management of hotels should improve the capacity of intellectual capital variable such as human capital to enhance the firm's sensitivity and promptness.

KEYWORDS: Corporate Agility, Human Capital, Intellectual Capital, Relational Capital, Market Sensitivity, Promptness

1.0. Introduction

It is imperative to note that structural flexibility is vital for organizational effectiveness and efficiency. This means that internal linkages, networks, collaborations and integrations are integral work systems and styles to engineer corporate creativity, innovation and effectiveness (Benkard, 2000; Baskarada, Watson & Cromarty, 2016). It also increases the firm's capability to speedily detect opportunities as well as pressures emanating in and outside of the constantly changing environment. This ability to promptly identify and act in response to changes refers to corporate agility. Akpotu and Isaiah (2019) posit that structural design and linkages are strategic components that enable corporate agility. Yang and Liu (2012) noted in their work that corporate agility is a multifaceted and amplified conception, made up of the capability to search and detect environmental changes and swiftly responding to changes with a flexible approach to assembling assets, knowledge, capabilities and maintaining standard operating procedure/processes. Corporate agility is a continuous process by which management and employees' sense, detect and respond swiftly to the pressure and fast changing conditions within and outside the business environment (Mathiassen & Pries-Heje, 2006).

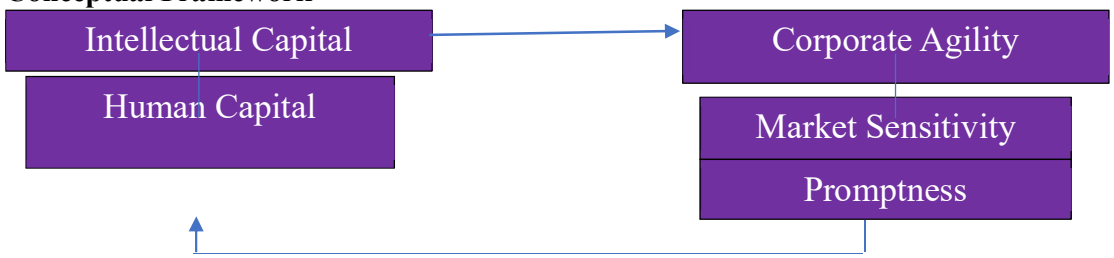
From the review of organisational agility research, different studies mentioned that the idea of corporate agility is seemingly new and it has been a central discourse of the business world and academia to enable business organizations to cope and overcome irregular changes within and outside the business environment. Tseng and Lin (2011) opined that corporate agility is stimulated by change and that change itself is not somewhat new, it is only highly uncertain and happening more speedily now. Tseng and Lin (2011) further noted that corporate agility is considered as the winning strategy of enjoying competitive leadership in the industry by quickly responding to customer demands in the market. That is, to satisfy customers, firms must design flexible and effective strategies that can counter the traumatic moves of competitors and other changes in the global market space.

Intellectual capital refers to the knowledge that is embedded in people and organizations (Demeduik, 2002; Sullivan, 1999; Stewart, 1997). Although many organizations are still unfamiliar with the term intellectual capital and some still don't see its value, it can give businesses a competitive edge (Collins, 1996). Science, technology, Research &Development, Innovation, and Intellectual Property rights are all intertwined under the umbrella of intellectual capital in the context of a holistic management paradigm (McConnachie & Lung, 2008). Intellectual capital is an aspect of knowledge management that basically refers to intangible assets that add to an organization stock book value. It is not surprising that some top organizations have placed intellectual capital as a core asset rather than a periphery (Marr 2008). Today most of top organizations are investing properly into the management of this capital in order to remain competitive. In fact, a recent survey conducted by Accenture and the Economist Intelligence Unit found that the vast majority of executives believe that intellectual capital management is crucial to their company's future success (Marr, 2008).

Just as some Nigerian hotels appear to lack the human capital and strategic direction necessary to create an efficient work environment, so too do some restaurants. The term "human capital" is used to describe a company's most valuable asset: its workforce. Human capital helps the vision of the organization. It is the driving force of the corporate ideology as well as the sharpening the strategic intent that helps the firm to accomplish its goals. Hotel operators need to develop adequate knowledge and skills to enhance company strategic and dynamic capabilities that could lead to corporate smartness. There is also a need for training and re-training to improve the productivity of hotels in the hospitality industry. Intellectual capital management has a huge impact on the performance of an organization and the economy of a nation. Some sectors of the economy mainly the hospitality sector relies totally on intellectual capital management due to its rapid pace of technological advancement for improved and quality service delivery. Thus, the importance of the hospitality sector in growing the ailing economy is underscored.

Again, inadequate and poor information storage and dissemination facilities (databases) have also contributed to the failure of some hotels in Nigeria. The knowledge process capability required to collect, analyze, store and share information has not been given proper attention. These inadequacies have further contributed to the difficulties of the hotels to sense, detect and take action timely with respect to the market's pressures. Previous studies, Cohen and Kaimenakis (2007), and Clarke et al (2010), on intellectual capital were not conducted within western economic context that has its peculiar characteristics therefore; do not reflect our environmental circumstances which requires that we domicile such results within our context. Importantly, while the performance of firms across sectors has taken a central shape in this discuss, the emerging hospitality sector in Yenagoa, Bayelsa State is yet to have its avalanche of the intellectual capital and corporate agility discuss, there is the need for an empirical work. Thus, this study examined the relationship between intellectual capital and corporate agility in the hospitality sector in Yenagoa, Bayelsa State.

Conceptual Framework



Source: Desk Research, 2024

Figure 1.1: A conceptual framework showing the relationship between intellectual capital and corporate agility

Objectives of the Study

The general objective of this study is to examine the relationship between intellectual capital and corporate agility. The specific objectives of this study were to:

To ascertain the relationship between human capital and market sensitivity in the Bayelsa State hospitality sector.

To investigate the relationship between human capital and promptness in the Bayelsa State hospitality sector.

Research Questions

The research questions below were stated to guide the study:

What is the relationship between human capital and market sensitivity in the Bayelsa State hospitality sector?

Is there a relationship between human capital and promptness in the Bayelsa State hospitality sector?

Research Hypotheses

The hypotheses for this study are formulated as follows:

H_{01}: There is no significant relationship between human capital and market sensitivity in the hospitality sector.

H_{02}: There is no significant relationship between human capital and promptness in the hospitality sector.

2.0. Literature Review

2.1 Concept of Intellectual Capital

Intellectual capital management refers to the processes and structures an organization implements in order to generate and derive value from its intellectual capital. In the 1970s and 1980s, an increase in intellectual capital was the result of global research efforts. Itaru's 1980 publication Mobilizing Invisible Assets examined the intangible assets of Japanese corporations. Secondly, there were the studies conducted by a number of economists who sought new methods to understand business organizations, specifically how they could derive value from innovation. Swedish researcher Karl-Erik Sveiby began investigating human capital issues in organizations. There was a fundamental belief that resource efficiency could provide a competitive advantage. As a result, the intangible assets of businesses, such as skills, learning, and knowledge, have become crucial strategic concerns. In the interim, pioneering entrepreneurs realized how to utilize intellectual capital.

When compiling Skandia's first annual report supplement on the topic, Leif Edvinsson, director of intellectual capital at the Swedish insurance business, was among those who coined the term "intellectual capital" to describe intangible assets. He later developed an interest in the process of transforming knowledge into human and physical capital. The relationship between intellectual capital and transformational management models and organizational structures is discussed. Delegation, empowerment, and mentoring are replacing command and control, according to Nasrayan (2000). Therefore, it is the responsibility of management to maximize this intellectual capital so that every employee can influence the operations of the organization. According to Ebeth and Ebeth (2009), in order for managers to increase a company's intellectual capital, they must be intelligent and trustworthy. The challenge for managers is to cultivate the three core intellectual capital competencies across the entire organization.

If knowledge is effectively administered, an organization's intellectual capital will increase. Two categories of knowledge comprise intellectual capital: explicit knowledge and tacit knowledge. The tacit knowledge of the human resources of the organization is comprised of experience, intellectual creativity, and learning. This knowledge is explicit (Nonaka & Takeuchi, 1994). In every aspect of an organization's intellectual capital, tacit knowledge manifests itself in a distinct manner. Individuals' dispositions, presumptions, biases, values, and beliefs constitute human capital. In relational capital, consumers' perceptions of a product or service's worth are influenced by their collective viewpoints.

Prahalad and Hamel (2000) suggest that establishing competence into practice is a collaborative process, whether it involves people within a company or the transfer and use of knowledge between firms. Without effective collaboration, the success of knowledge-based strategies is impossible. Intellectual capital is the source of innovation and economic expansion; it is formed before financial capital. Utilizing a company's intellectual capital - its total intangible assets - requires it to become knowledge-based and to revise its performance metrics accordingly (Rumelt, 2000; Sveiby, 2001). Intellectual capital represents an organization's underlying value. Human capital, structural capital, relational capital, and financial performance are all part of the balanced performance assessment system's cycle that boosts market value. Human capital investment leads to increased productivity in relational capital and organizational responsiveness because more knowledgeable and skilled employees create better structural capital. By providing high-value customers with better products and services, human and structural capital enhancements boost the generation of relational capital. Fourthly, improved financial performance is attributed to intellectual capital variables (Vallerie, 2004). When a portion of new profits are reinvested in the growth of intellectual capital, a cycle of growing organizational value and expansion is initiated. By increasing their knowledge and organizational learning, organizations can improve their intellectual capital and value.

2.2 Human Capital

Human capital consists of the labour force's expertise, abilities, sense of intuition, and orientations. Billycan (2003) argued that raising each worker's level of expertise raises the company's intellectual capital. Personnel' abilities, expertise, and capacities to address business challenges and fulfil consumer needs are the foundation of the human resources of a company. According to Badejo and Ayal (2007), Human resources are important because they may stimulate creative problem solving and rejuvenate an organization. According to Ross, (2006), Human capital is an organization's capacity to derive the finest solutions from its people's knowledge. Education, experience, values, and social skills constitute it. Everything that exists, from material possessions to interpersonal bonds, is the product of human effort and is sustained by human interaction (Sullivan, 2000; Jennifer, 2005; Dahlmans et al, 2010).

Coff and Loverty (2009) argue that humans construct the relationships that make processes genuinely functional, in addition to producing new information, ideas, and goods. Employee turnover reduces a company's intellectual capital since departing workers take valuable information and networks with them. The loss of intellectual capital caused by employee attrition emphasizes the need for incentive programs that maximize employees' dedication to organizational goals. Commitment and expertise are ingrained in the manner in which each employee approaches and performs work, as well as in the manner in which an organization develops policies and systems for accomplishing work.

Clearly, human capital is an essential component of the intellectual capital discourse. In addition to plants and equipment, the most valuable asset of a business is the human resource

with the capacity to generate, process, transmit, share, and retain knowledge. The utility of predominantly tacit human knowledge is determined by the degree to which it is codified through various workplace mechanisms and processes known as structural capital, another form of intellectual capital.

2.3 Corporate Agility

Every company has a certain pace in responding to changes in market demands; the degree of agility appears to improve an organization's efficiency and longevity (Bazigos, Desmet & Gagnon, 2015; Brown & Bessant, 2003). These measures, according to Gagnon and Hadaya (2018), may take the form of internal transformation, which involves changing a process. In addition, the value of agility cannot be overstated. Agility is critical for all organizations, public and private, but particularly for businesses that operate in rapidly changing markets (Grant, 2008). Agility allows businesses to easily adjust in order to deny their rivals deliberate tactics or organizational methods, allowing them to outperform competitors in the market.

The ability of an organisation to detect new developments in the market swiftly and make strategic steps, whether constructive or reactive, to meet and surpass customers' needs is critical to achieving long-term competitive advantage. The fact that most companies failed to identify and adapt to market conditions quickly and effectively is no longer news. Globalization and the ever-increasing rate of innovation, according to Denning (2013), are constantly speeding up the pace of market-demand transition. Firms must be swift or prompt to take calculated measures to retain their market leadership in order to solve the difficulties of market situations (Fowler & High-Smith, 2001).

Firms use core competencies and diverse skills to promote organizational agility, which is crucial or pivotal to note. Organizational core competencies, such as expertise, knowledge, and experience, are capabilities that companies must have in order to outperform their competitors. The core of the problem at hand is how companies build and effectively incorporate agility-enhancing dynamic capabilities (Sune & Gibb, 2015; Sull, 2010).

2.4 Market Sensitivity

Market sensitivity is the company's ability to be aware and react to market demands quickly. Sensing to (Bakarada & Watson, 2017) is the capability of a company to know and be alert with all economics or investment opportunities and threats in the marketplace. Gilaninia and Matak (2012) see sensitivity is an agility skill that allows a company to react quickly to changes. The 5s organizational agility system (Baskarada et al 2018) are sensing, searching, seizing, shifting, and shaping.

Sensitivity is important for focusing on changing market conditions and gaining long-term advantage. That is, an organization's ability to be aware of or detect evolving factors such as technology, consumer needs, price, economic, and social variables ahead of competitors ensures market leadership and sustainability (Bakarada, Watson & Cromarty, 2016). Market sensing is a primary enabler of evolutionary adaptation since it focuses on external organizational learning (Baskarada et al, 2018). Sensing should be focused on unanticipated developments from the consumers, competitors, distributors and suppliers (Yang & Liu, 2012). Several other studies criticized (Yang & Liu, 2012) stance, claiming that their emphasis was too limited; however, such a narrow focus could be seen as a mere protective and reactive management approach (Appelbaum & Hasan, 2017; Kanini, 2016).\

2.5 Promptness

Promptness can also be described as the speed in which decisions are reached to improve corporate effectiveness. It can also be used interchangeably with timeliness. Timeliness is determined by the time between when information is expected and when it is readily available for use. This is an indication that every organization must be time-conscious. In a fast growing and changing business environment like ours, organizations that can enjoy sustainable competitive advantage are those that can sense and take prompt decisions. The success of business applications largely depends on consistent and timely information. This shows that executive intelligence and knowledge depends also on the amount of data or information available within their reach.

The management in successful companies has a clear deal with their staff on how to quickly meet customer needs before their competitors in the market place. The managers in this category encourage speed and flexibility as a way of being responsible to customers. An agile organization must be time-driven to meet the demands of the firm. Sherehiy, karwowski and Layer (2007) noted that the capability to learn, execute responsibility and alter changes give the organization the opportunity to enjoy market leadership. The speed of service delivery and meeting and exceeding the needs of the customers is also an added advantage in a highly competitive environment. Firms with these dynamic capabilities within the operational segments (internal) of the organization tend to identify the weaknesses and strengths of their activities.

METHODOLOGY

The study is conducted using a quantitative methodology. The design of the study is strictly cross-sectional which allows generating data from a given sample at one instance. The survey instrument served as the means of generating data from a sample of human population (Ezeani, 1998). In this instance, the managers and operations officers of the hospitality firms constitute the sample subjects. The sample subjects were judgmentally obtained based on the researcher's fore knowledge of the characteristic of eligible participants for the study. In other words, these sample subjects are vantage positioned to provide data on the subject investigated. The study primarily adapted the Levenson (1973) 10 items questionnaire on intellectual capital which was also validated in Craig, Franklin and Andrew (1984) and also adapted Artete & Giachetti (2004) 12 items questionnaire on corporate agility. In drawing up the questionnaire for the study, we had arranged the meetings with the human resource managers and operations officer in each organization. This is with a view to extracting commitment and confidence in providing critical questions that truly reflect the practices that best represent the examined constructs especially the predictor variable. This is also as a result of the need to contextualize the perspectives raised in relation to their organisational circumstances and uniqueness or work culture.

The eventual survey instrument with 22 question items was prepared for the participants and distributed to them. They were given 2 to 3 weeks to respond and send to centrally designated personnel in each firm, with a view to enhancing coordination and participation. We had earlier appealed through the Human Resource Management and Operation officers to participants to show commitment to responding to the survey question items as the final research findings will be made available to all participants and provide platform for strategic operational decisions.

DATA PRESENTATION AND ANALYSIS

Table 4.1: Descriptive Outcome on Human Capital

S/N	Question Items	SA	A	MA	D	SD	TOTAL
1.	We have quality knowledge and skills to deliver customer satisfactory services.	38 (54)	30 (43)	2 (3)	0 (0)	0 (0)	70
2.	Our experience has given us an advantage in the market place.	50 (71)	17 (24)	3 (5)	0 (0)	0 (0)	70
3.	We have been trained to perform at our best for the success of the company.	32 (46)	23 (33)	9 (13)	4 (5)	2 (3)	70
4.	We have standard procedure for daily work activities.	50 (71)	15 (21)	5 (8)	0 (0)	0 (0)	70
5.	We are highly motivated by the successful achievement and performance of the company	42 (60)	24 (34)	4 (6)	0 ()	0 ()	70

Source: Survey Data, 2023

Table 4.1 above shows the descriptive outcome on human capital in the studied organizations. From the data presented above, item 1 showed strongly agree 38(54), Agree 30(43), moderately Agree 2 (3) while disagree 0(0) and strongly disagree 0 (0). The item two also indicated SA 50(71), Agree 17(24), MA 3(5) while disagree and strongly disagree had no responses. The item three revealed strongly agree32 (46), agree23 (33), moderately agree 9 (13), disagree 4(5) and strongly disagree 2(3). Item four showed strongly agree 50(71), agree 15(21), moderately agree 5(8) and disagree and strongly disagree had zero responses. Items five showed strongly agree 42(60), agree 24(34), moderately agree 4(6) while disagree and strongly disagree had zero each respectively.

Table 4.2 Descriptive Outcome on Market Sensitivity

S/N	Question Items	SA	A	MA	D	SD	TOTAL
11.	We deliberately gather information to identify the likely threats in the marketplace	38 (54)	30 (43)	2 (3)	0 (0)	0 (0)	70
12.	Our procedure and standard are reflection of what best serve the market place.	50 (71)	17 (24)	3 (5)	0 (0)	0 (0)	70
13.	Our company ability to store data about the market is why we can predict market trends.	32 (46)	23 (33)	9 (13)	4 (5)	2 (3)	70
14.	Our policies are market focused to enable respond to market trends.	50 (71)	15 (21)	5 (8)	0 (0)	0 (0)	70
15.	Our daily work processes are directed at generating market information.	42 (60)	24 (34)	4 (6)	0 (0)	0 (0)	70
16	We relate closely with our customers to know their preference and perception.	46 (66)	20 (28)	4 (6)	0 (0)	0 (0)	

Source: Survey Data, 2023

Table 4.2 above shows the descriptive outcome on human capital in the studied organizations. From the data presented above, item 16 showed strongly agree 38(54), Agree 30(43), moderately Agree 2 (3) while disagree 0(0) and strongly disagree 0 (0). The item 17 also indicated SA 50(71), Agree 17(24), MA 3(5) while disagree and strongly disagree had no responses. The item 18 revealed strongly agree32 (46), agree23 (33), moderately agree 9 (13), disagree 4(5) and strongly disagree 2(3). Item 19 showed strongly agree 50(71), agree 15(21), moderately agree 5(8) and disagree and strongly disagree had zero responses. Items 20 showed strongly agree 42(60), agree 24(34), moderately agree 4(6) while disagree and strongly disagree had zero. Items 21 showed strongly agree 46(66), agree 20(28), moderately agree 4(6) while disagree and strongly disagree had zero each respectively.

Table 4.3 Descriptive Outcome on Promptness

S/N	Question Items	SA	A	MA	D	SD	TOTAL
17.	Our innovative capacity is the reason why we can promptly attend our market changes.	38 (54)	30 (43)	2 (3)	0 (0)	0 (0)	70
18.	We respond quickly to market changes because we constantly acquire market data.	50 (71)	17 (24)	3 (5)	0 (0)	0 (0)	70
19.	We promptly render services because we have information on need areas	32 (46)	23 (33)	9 (13)	4 (5)	2 (3)	70
20.	Our policy has encouraged timely response to market conditions.	50 (71)	15 (21)	5 (8)	0 (0)	0 (0)	70
21.	Our shared values have enhanced the rate of our prompt and quality service delivery to target market.	42 (60)	24 (34)	4 (6)	0 (0)	0 (0)	70
22	We respond quickly to customer needs because we have developed the right strategy.	50 (71)	17 (24)	3 (5)	0 (0)	0 (0)	70

Source: Survey Data, 2023

Table 4.3 above shows the descriptive outcome on human capital in the studied organizations. From the data presented above, item 22 showed strongly agree 38(54), Agree 30(43), moderately Agree 2 (3) while disagree 0(0) and strongly disagree 0 (0). The item 23 also indicated SA 50(71), Agree 17(24), MA 3(5) while disagree and strongly disagree had no responses. The item 24 revealed strongly agree 32 (46), agree23 (33), moderately agree 9 (13), disagree 4(5) and strongly disagree 2(3). Item 25 showed strongly agree 50(71), agree 15(21), moderately agree 5(8) and disagree and strongly disagree had zero responses. Items 26 showed strongly agree 42(60), agree 24(34), moderately agree 4(6) while disagree and strongly disagree had zero. Items 27 showed strongly agree 50(71), agree 17(25), moderately agree 3(5) while disagree and strongly disagree had zero each respectively.

Test of research hypotheses

H_{01}: There is no positive and significant relationship between human capital and market sensitivity.

Table 4.4 Inferential Outcome of the Relationship between Human Capital and Market Sensitivity

Correlations

			Human Capital	Market Sensitivity
Spearman's rho	Human Capital	Correlation Coefficient	1.000	.864**
		Sig. (2-tailed)	.000	.000
		N	70	70
	Market Sensitivity	Correlation Coefficient	.864**	1.000
		Sig. (2-tailed)	.000	.000
		N	70	70

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

Table 4.4 above shows the relationship between human capital and market sensitivity. The results of the hypothesized statement showed a positive relationship between the rho outcome = 0.854 @ p = 0.000 < 0.01. This means that there is a positive and significant relationship between human capital and market sensitivity which means that the alternate hypothesis is accepted and the null hypothesis rejected.

H_{02}: There is no positive and significant relationship between human capital and promptness Table 4.5: Inferential Outcome of the Relationship between Human Capital and promptness

Correlations

			Human Capital	promptness
Spearman's rho	Human Capital	Correlation Coefficient	1.000	.762**
		Sig. (2-tailed)	.000	.000
		N	70	70
	Promptness	Correlation Coefficient	.762**	1.000
		Sig. (2-tailed)	.000	.000*
		N	70	70

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

Table 4.5 above shows the relationship between human capital and promptness. The results of the hypothesized statement showed a positive relationship between the rho outcome = 0.762 p = 0.000 < 0.01 indicating that there is a significant and positive relationship between human capital and promptness which also means that the alternate hypothesis is rejected and the null hypothesis accepted.

Discussion of Findings

The study examined the relationship between intellectual capital and organizational agility in the hospitality industry of Bayelsa State. Consistent with what authorities have thus far presented in relation to the existing literature. Rumelt (2000) and Sveiby (2001) determined in their study that the intellectual capital of an organization represents its true value. The balanced performance measurement system combines human capital, structural capital, relational capital, and financial performance to produce a cycle that increases market value. As investments in human capital are made, more competent and capable individuals develop

superior structural capital, which in turn leads to the development of more productive relational capital, thereby enhancing organizational agility. In contrast, this study found a positive and statistically significant correlation between intellectual capital dimensions and corporate agility, confirming the hypotheses of earlier researchers.

In the Nigerian hospitality sector, the correlation between human capital and market sensitivity was greater than 0.70 @ p = 0.000 0.01, indicating a positive and statistically significant relationship between human capital and market sensitivity.

Barney (1991) emphasized the relationship between strategic resources and capabilities, as opposed to their development, and enduring competitive advantage and organizational performance from a resource-based perspective. Barney perceived a link between human capital and promptness or timeliness, indicating the existence of a substantial relationship. The inferential analysis of the correlation between relational capital and market sensitivity and firm promptness revealed a positive and statistically significant relationship between relational capital and market sensitivity and firm promptness, with all rho results exceeding 0.70 at p 0.0001 0.001. Similar studies discovered a statistically significant and positive relationship between the two phenomena.

Inferential analysis of correlation revealed that all rho values greater than 0.70 at a significance level of p 0.000 0.01 indicated a positive and statistically significant relationship between the two phenomena. This study found a statistically significant and robust correlation between intellectual dimensions like human, relational and measures of corporate agility like market sensitivity and firm promptness.

Limitations of the Study

As with most research works, this study has its unique limitations. Basically, the major limitation of this research stems from the type of sampling method used. Purposive or judgemental sampling was used and this has implication for the sample drawn to be timely representative of the study.

Several difficulties were also encountered in the field, it was difficult in many cases, persuading potential respondent to fill the questionnaires, while some claimed to be busy and some felt reluctant to fill the questionnaire due to the fact that they received questionnaires from diverse researchers in recent times and are tired of the exercise. Some of the researchers have little or no knowledge of the phenomenon being reached about created lack of interest

Conclusion

In this study, the researcher investigated intellectual capital and corporate agility in the Bayelsa State hospitality sector. Experts have argued that intellectual capital actions convey the strategic actions that facilitate capacity building for goals therefore the need for examining its link with work outcomes. Some research questions were raised for the study relating to human capital and it was linked with the measures of corporate agility such as market sensitivity and promptness. From the data obtained and analyzed, there were clear cut findings that showed that a relationship exist between the dimension of intellectual capital and corporate agility. However based on the findings, the researcher concludes that intellectual capital has strong positive and significant relationship with corporate agility.

Recommendations

The following recommendations were made based on the findings:

That the management of the hotels in the hospitality sector should enhance their company human capital to enable sense the activities of the market.

That the management of the hotels in the hospitality sector should develop their company human capital to enable them take timely and prompt decisions.

That the management of the hotels in the hospitality sector should increase their company's market sensitivity to relate with customers.

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