Journal of International Business and Management 6(3): 01-21(2023)
Print ISSN: 2616-5163
Online ISSN: 2616-4655

Research Publishing Academy (RPA)
London, United Kingdom (UK)

JIBM
Journal of International Business and Management (JIBM)
Journal Homepage: https://rpajournals.com/jibm

Strategic Capabilities and Performance of Selected Media Firms in Kenya

John Mshenga Mwangi[1]
Paul Kariuki, PhD[2]
Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract

The current study sought to establish how strategic capabilities affects performance of selected media firms in Kenya. The study specifically sought to establish the effects of information technology, operational adjustment, knowledge management and market linking capabilities on performance. The target population was five selected media firms in Kenya. The unit of observation comprised of 490 employees occupying managerial positions in the selected media firms. Yamane sampling formula was employed in selecting a sample of 220 respondents. Primary data was collected through a questionnaire. Both inferential and descriptive statistics were employed and generated through SPSS software and MS Excel. The results revealed that strategic capabilities bear a positive and significant correlation with performance of selected media firms. Additionally, strategic capabilities bear a positive and significant effect on performance of selected media firms. This has implications that when one of the variables is increased with one unit, performance of the selected media firms increases with the respective beta values. The study recommended that the management of media firms enhance and promote their strategic capabilities since the practices bear a positive and significant effect on performance levels of the firms.

Keywords: Information technology capability, Operational adjustment capability, Knowledge management, Market linking capability, Performance

DOI: https://doi.org/10.37227/JIBM-2023-01-5809

Introduction

The prevailing business operational environment is characterized by uncertainty, volatility, high competition, technological changes, globalization and changes in customer demands (Bruothová, 2020). Additionally, firms need to continually develop new services and products to cope up with the rapid changes and complexities in the business environment. The dynamic nature of the business environment necessitates the firms to reconfigure and integrate both external and internal skills and resources that appear to be in tandem with prevailing business environment aiming at realizing a high performance. In this nature of the environment, the ability of a firm to sense and take appropriate actions with urgency has become a focal point amongst firms. To achieve effectiveness in responding towards the changing operational environment, firms ought to design responsive strategies (Islami, Mustafa & Topuzovska, 2020). This has become a point of emphasis amongst firms on analysing and assessing their strategic capabilities aiming at establishing their crucial intangible resources, means of deploying these resources in the operations and positioning them aiming at increasing

competitive level. Joyce and Slocum (2012) view strategic capabilities within an organization as the internal abilities held by a firm that plays a role in enabling the firm align its operations in a competitive manner within the dynamic operational environment. In another dimension, Oskoei (2021) views strategic capabilities as intricate accumulative organizational skills and knowledge which enables organizations in coordinating processes and in reconfiguring their assets in order to generate economic value as well as attaining a sustainable competitive edge.

The strategic capabilities according to Runtu and Ellitan (2021) ought to be included in the organizational routine procedures and processes with the aim of providing directions in configuration of resources apart from operational routines. Being in possession of strategic capabilities forms a basis for a firm to enhance its market and customer values in areas of key services or products resulting from being in possession of core competencies. According to Wójcik (2020) various kinds of resources and specialized knowledge could be combined and integrated to generate lower-order capabilities. These lower-order capabilities are combined to generate higher-order capabilities, which can enhance the performance or competitive advantage of organizations (Priyono & Hidayat, 2022). The business environment surrounding operations of media firms is characterized by high competition due to continuous emergence of new firms offering varying forms of products and services. This has resulted in intense competition of the available markets which exposes majority of the media firms to performance challenges. Consequently, failure of the media firms to keep up with the dynamics in the markets further exposes the firms to performance threats. According to Chepkole and Deya (2020), focusing on strategic capabilities can serve as a remedy for the performance of the firms.

Statement of the Problem

The operational environment in which media firm operates is currently characterized by changes in customer demands, stiff competition, strict regulations, technological changes and customer sophistications. This according to Bruothová (2020) has threatened the survival of the firms which has contributed to poor performances of the firms in areas of profits, staff retention, market share, and product and service range. According to NSE Report (2021), media firms in Kenya incurred a total of KShs 1.5 billion and KShs 1.02 billion loss in 2019 and 2020 respectively. Similarly, a 12% market loss was experienced by the major media firms and was attributed to the entry of newer media firms and turbulent operational environment (CAA, 2021). The declining level of performance amongst the media firms has culminated to loss of jobs for more than 500 employees aiming at reducing the operational costs and repositioning themselves in the highly competitive markets. According to Islami, Mustafa and Topuzovska (2020), firms experiencing low performances and stiff competition can deal with the situation through capitalizing on strategic capabilities of the firm. These places the firms in a better position to respond appropriately and adapt to changes in the operational environment. It is due to this premise that the current study was conducted. The study specifically focused on Information Technology capability, operational adjustment capability, Knowledge Management Capability and Market Linking Capability. The choice of the capabilities is informed by the fact that there exist limited studies on how the combined four capabilities affect organizational performances. The study is further motivated by the existence of knowledge gaps from past studies on the theme of the current study.

Abazeed (2020) sought to establish how strategic capability impacts organizational ambidexterity amongst commercial banks operating in Jordan and established that strategic capability dimensions such as marketing capability and technology capability statistically impacts organizational ambidexterity. This research was carried out in Jordan and focused on commercial banks. According to a study by Adamade and Gunu (2020) on how strategic factors affect the success of manufacturing enterprises in Nigeria, characteristics such as size have a favourable impact. However, this research was carried out in Nigerian industrial companies. Wangechi (2021) conducted a research to see how strategic skills affect the performance of telecommunication companies in Nairobi County. The study established that capabilities such as product development, upper management capability, technological and marketing capabilities influences performance levels of

the firms. This study was however in the context of telecommunication firms. The current focused on media firms. A study by Owuor and Munyoki (2020) sought to assess how marketing strategies impact performance of Kenyan media houses. This study however focused on a different concept thus presenting a conceptual knowledge gap. The current study seeks to fill the existing knowledge gaps by establishing the effects of strategic capabilities on Performance of Selected Media Firms in Kenya.

Objectives of the Study

i. To establish the effects of Information Technology Capability on Performance of Selected Media Firms in Kenya.
ii. To examine the effects of Operational Adjustment Capability on Performance of Selected Media Firms in Kenya.
iii. To assess the effects of Knowledge Management Capability on Performance of Selected Media Firms in Kenya.
iv. To determine the effects of Market Linking Capability on Performance of Selected Media Firms in Kenya.

Literature Review

Theoretical Review

Resource Based View Theory

The theory originated from Penrose's idea (1959) and in 1984, Wernerfeldt proposed a relationship between a resource in a firm and its competitive advantage. Wernerfeldt (1984) perceived firms in terms of their resources instead of their developed economic tools and product markets for managing and examining the relationship between firms' resources and performance. According to the theory, resources within a firm have been perceived as crucial antecedents for product development and eventually to performance (Solesvik, 2015). The theory capitalizes on the capability of a firm in coming up with relationships that contribute to resources accessibility. A firm's decision of accomplishing different set objectives is open to hindrances such as resource scarcity resulting from stiff competition of the same or similar resources by other organizations. Barney and Mackey (2016) views resources as tangible or intangible assets at an organization's disposal which are utilized in executing various activities within the organization. The theory additionally proposes that firms depend on various actors that are present within the task environment for the sole purpose of obtaining resources. For performance effectiveness, firms ought to source for resources from various available actors within the external environment.

The theory provides an argument that the organizations that have leaders who are familiar with the firm's capability in terms of resources outdo other firm in terms of performances. This argument hypothesizes that the decisions managers make are highly supported by resources availability in an organization. Colbert (2014) on his support on Resource Based Theory argued that a firm's competitive advantage which is sustainable results from the firm being in possession of resources that are unique. Barney and Mackey (2016) assert that the uniqueness of resources is associated with its rareness, non-imitability and uniqueness. When an organization is in possession of the unique resources, there is a high possibility of realization of success in the formulated plans, objectives and goals. The resource-based theory addresses the resources and capabilities of the firm as underlying factors of performance. Information Technology and knowledge management resources do not depend only on firm resources but are more than resource sets and more than a function of prior resource deployment. Capabilities govern how resources are transformed into

products through firm specific organizational norms and routines; through the development, management and interchange of information and knowledge via human capital and through the creation of an organizational culture that supports the firm's global activities and derives from a collective learning process (Barney and Mackey, 2016).

Dynamic Capability Theory

Dynamic Capability Theory was hypothesized by Pisano, Teece and Shuenin (1997). The theory examines how firms builds, integrates and reconfigures their external and internal specific competencies to newer ones that are in tandem with the turbulent operational environment. According to the theory, firms possessing greater dynamic capabilities tend to outperform other firms possessing smaller dynamic capabilities. A firm is deemed to be in a possession of a capability if it bears minimal abilities of performing a task irrespective of whether the task is well or poorly performed. The theory proposes that a firm does not necessarily need to employ a certain capability for it to have that capability. On average, however, firms need to employ capabilities in their possession aiming at sustaining their capabilities of using them. This means that there lays an assumption of either use it or lose it on a firm's capabilities over a given period of time (Teece, 2008). The theory aims at providing understanding on the means through which firms can employ their bestowed dynamic capabilities in creating and sustaining their levels of competitive advantage against other firms through responding to and creating changes in the operational environment. The theory informs of the need for firms to be in a position to adjust appropriately to the changes in their operational environment for them to stand competitively in the market. According to the theory, firms performing exemplarily in the marketplace have been associated with timely responsiveness, rapid product innovation and flexibility along with the management capability for effective coordination and redeployment of external and internal competences (Gupta, 2021). A firm that is in a position to respond, adjust and adapt to dynamisms in the areas of operation bears the likelihood of performing well in the market.

The McKinsey 7S Framework Model

The model was proposed by Waterman and Peters in 1980 as a strategic approach for groups to involve business unit, businesses and teams. The model is made up of 7 independent factors comprising of strategy, systems, structure, shared values, skills, style and staff (Peters & Waterman, 1980). For a firm to post good performances, the model suggests an alignment and mutual reinforcement of the seven elements when formulating a firm's strategy. The 7-S model according to Waterman and Peters in (1980) can be applied in various situations important to the firm such as in determining how best a proposed strategy is implemented, aligning processes and departments during acquisition or merger and in assessing the probable effects of a firm's future changes. In case a firm experiences dysfunction in a specific area of operation, it means there exists a mismatch between the seven elements of the model.

The firm can then apply the model in realigning the elements for the sole purpose of enhancing and improving performance levels in both the short and long term (Zuhriah & Rahmat, 2018). The theory contributes to the current study by highlighting the needs of aligning organization's strategic capabilities and organizational internal resources for the sole purpose of realizing a firm's set performance target. In the 7s model, Information Technology Capability forms part of the organizational systems while Knowledge Management Capability falls under skills and staff. An alignment and organization of both Information Technology and knowledge management capabilities forms a crucial part of

enhancing the competitive advantage level as well as promoting the performance levels of the firm. The McKinsey 7S Framework Model according to Waterman and Peters in (1980) presents a means of reinforcing resources and strategies of a firm in a mutual manner aiming at achieving set and desired organizational goals.

Marketing Mix Theory

The theory provides an outline of the tools for marketing that a firm can utilize while pursuing marketing objectives in the target market. The theory proposed by Neil Borden in 1949 serves a business foundation model concentrating prices, product, promotion as well as place (Reid, 2013). According to the theory, the price aspect outlines the modalities followed by a firm in pricing its products and services. Reid (2013) attests that prices that tend to be well balanced forms a firm ground to remain and stand competitively in the market while promoting its levels of profit. The pricing modality however is a difficult endeavour for a firm as the process is cantered on calculating the value offered by the product or service verses the production costs involved in areas of overhead costs, materials and time. According to the theory, for a firm to attain a position in the competitive market, there is a need of assessing what the respective firm's market is willing and, in a position, to pay and whether the product or service offered tallies with the price imposed. There is therefore a need of adopting fair pricing modalities relative to production costs and accrued benefits from the service or product. The product aspect according to the theory offers a description of the services or products offered by a firm in areas of purpose, appearances (physical characteristics), benefits and unique differentiating factor compared to other similar products and services in the market. The theory argues that for a firm to attain competitive advantage, its necessary for a firm to concentrate on the benefits acquired from a service or product and the benefits consumers derives from the services and products (Kolberg, 2017). This calls for a firm to come up with distinct propositions for selling and define concisely the market of interest.

Promotion, according to the theory, outlines the methods applied by a firm in communicating features and benefits of a products to both prevailing and target customers. The promotion aspect tends to combine marketing knowledge on price and target market with the place of selling (Dadzie, Amponsah, Dadzie& Winston, 2017). The theory urges a firm to understand as well as knowing the location of the market and formulating proper and enticing messages for conveying information pertaining to services and products. The theory views the place aspect as the area where a firm sells services and products and the modalities through which the customers get deliveries of the products and services. A selling place of a firm should be in a way that customers bear information on the location. For realization of distinctive competitive place in the market, a firm needs to go an extra mile beyond the basic aspects of the place to more exhaustive aspects such as providing services or product specifics, considering the broader market, and the cost implications resulting from the chosen place (Dadzie*et.al*., 2017). The study adopts the marketing mix theory aiming at explaining how the adoption of the theory in the marketing strategy of firms contribute to competitive advantage. During the formulation of a marketing strategy, a firm need to put into consideration factors such as what target consumers wants, how the products or services offered by the firm meets the customer's needs, the level of perception of the firms' products, how the products stand out compared to the competitors as well as the level of interactions with customers. When these marketing aspects are combined, a firm stands a better position of competing in the competitive market. The model specifically informs on the marketing linking capability of a firm.

Conceptual Framework

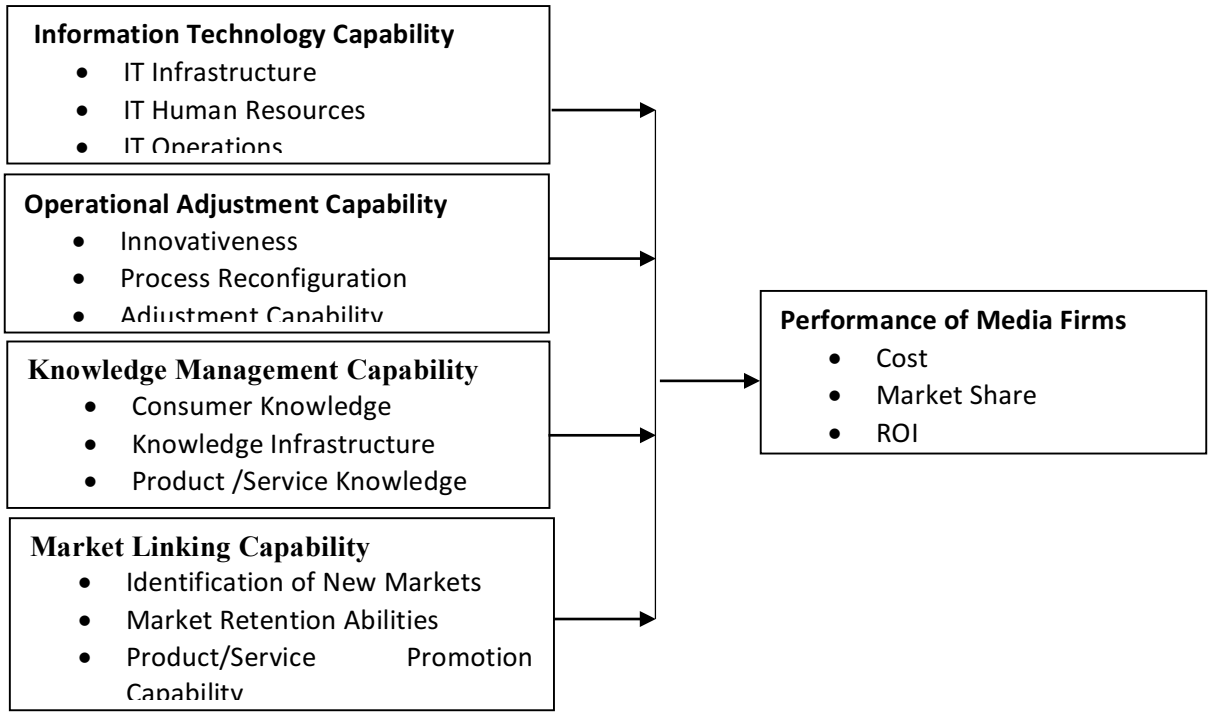

Figure 1: Conceptual Framework

Information Technology Capability

Nagpal (2012) defines Information Technology Capability as the ability of the organization of identifying its business needs, deploying Information Technology aiming at improving the business processes in a cost-friendly manner and providing long-term maintenance to Information Technology based systems for seamless execution of activities. In another dimension, Datta (2011) views Information Technology Capability as an organized collection of processes, people, technology, information and other associated resources which collaboratively function aiming at realizing Information Technology abilities in satisfying the needs of the business. According to Wang and Alam (2017), Information Technology Capability comprises the ability of the organization to execute any relevant volume activity or technical organizational function which includes the ability of developing new processes and products to achieve an efficient facility operation. Technological capability has been perceived as an inherent strategic resource utilized by organizations in the verge of achieving competitiveness in the industry of operation. Additionally, firms that possess advanced skills in technology tend to post exemplary performance and become more creative and innovative. Said (2010) notes that such firms attain great operational efficiency through process inventions and engaging in high strategy for differentiation through developing products which positively respond to changes in the markets. Porter (1985) suggested that a firm's ability of employing and developing high technology for it services and products acts as an important factor in deciding a strategic position a firm ought to adopt. Remarkably, he argued that a firm's ability of being in a position to maintain and lead technological changes in the market of operation eventually attains a justified competitive advantage compared to other firms in the same industry. The ability of Information Technology Capability in controlling the firm's performance ability should reflect a positive step for the firm to attain a competitive edge.

Operational Adjustment Capability

According to Thirathon and Meeprom (2020), operational capabilities comprise of processes, aptitudes and routines specific at each unit of business and have been developed with operation management system and regularly applied in solving problems through configuring more resources. Bleady and Bleady (2018) further views operational capability as an integration of composite set of tasks executed by a firm aiming at enhancing its output level through application of the most efficient and effective production capabilities, material flow and technology. On the other hand, Operational Adjustment Capability is perceived as the ability of the organization of modifying operations modes of the organization to fit in the ever-changing operational environment. Superior capabilities in operations bears the abilities of increasing the levels of efficiency in the delivery process, reduction in operational costs, and in realizing competitive advantages. According to Kyengo, Muathe and Kinyua (2019), operations capabilities are fundamental skills in the operations of a firm and enables a firm in realizing production related goals and objectives such as consistency in quality production, costs controls, throughput speed, product and volume dependability. The existence of operations adjustment capabilities as part of operations response strategy is of importance in creating a sustainable avenue for competitive advantage in various market environments which then lays a foundation for competition amongst firms. In the course of operations, operations capabilities are perceived as the capabilities to assign resources to a particular activity aiming at enabling the firm respond and adapt to dynamisms in the operational environment. The main objectives and goals of any media firm should be to develop operational capabilities that are inimitable, tacit, firm specific and non-transferable (Bleady & Bleady, 2018). A key characteristic of adjusting in dynamic operations is maintaining, abandoning and developing operational capabilities that satisfies the changing demands. Thus, for a firm to fully fit in the changing environment, operational capabilities are needed to appear dynamic for them to transform into services and products that generate superior position to that of competitors.

Knowledge Management Capability

Goll, Brown and Rasheed (2017) views Knowledge Management Capability as an organizational way of leveraging explicit and tacit knowledge of its trading partners, employees and experts outside the organization with a view of benefiting the organization. In another dimension, knowledge management is perceived as the process of creating, sharing and using available knowledge in the organization. Bhandari (2020) notes that knowledge management acts as a strategy for inculcating the right knowledge to the relevant employees at the opportune moment and helping the employees share and action the information in means that culminates to improving the performances of the organization. The creation of new knowledge positions the firms in a competitive advantage situation against other firms in the same markets. The operations of media firms are surrounded by intense competition of available markets. The competition necessitates the firms to come up with new competitive strategies as a response to the prevailing competitive environment. According to Rotich and Rabillo (2018), inclusion of knowledge management aspects in the competitive response strategy bears the capabilities of enhancing the performance levels of the firms. Areas in which the firms can advance their knowledge are in customer knowledge, awareness knowledge and having a precise and conscious knowledge on the products and services offered to customers. In advancing customer knowledge, firms can focus on understanding the needs of customers in respect to the prevailing market and formulating ways of fulfilling the needs to the satisfaction of the customers. In the level of awareness aspect, media firms can focus on advancing knowledge on the extent to which customers bears the knowledge on the existence of products and services offered by the firms. This knowledge according to Kamau, Senaji and Nzioki (2019) aims at availing grounds for formulating strategies of creating awareness to customers on the existence of products and services probably through advertisements and brand awareness campaigns. In the verge of standing competitively in the dynamic operational environment, media firms need to fully advance their internal and external knowledge pertaining to the products and services they offer. Being in possession of this knowledge enables the firms advance their market reachability through creating confidence with consumers.

This contributes to enhanced performances in both the short and long run (Kamau, Senaji & Nzioki, 2019).

Market Linking Capability

Onamusi, Asihkia and Makinde (2020) defines marketing linking as the process through which both intangible and tangible resources in a firm are satisfactorily utilized in comprehending complex and specific customer needs while at the same time realizing a differentiated product/service that is unique from competitors. Liu (2017) adds that Market Linking Capability can be perceived as a firm's abilities of coping with marketing mix techniques comprising of development of products, distribution, pricing and promotion with a view of achieving high levels of performance. According to Lay and Jusoh (2017), marketing capability comprises of a means of creating better customer service value aiming at attaining high performances. Marketing linking capability can therefore be perceived as the ability of a firm in formulating ways and means of responding to changes in the market for the sole purpose of standing competitively in the market. A firm's marketing linking capability bears the possibilities of improving in the existence of a combined understanding and separate skills of employees with existing firm's resources.

Arroyo and Diaz (2019) opine that a firm bears the capabilities of improving market detection capability through enhancing the level of interactions with prevailing customers. Market linking capabilities according to Abidemiet *al*., (2017) comprise of customers and competition knowledge, and skills in targeting and segmenting markets in pricing and advertising, and in the integration of marketing activities. Development of marketing capabilities results from a firm's abilities of combining the knowledge and skills of employees with resources at a firm's disposal. Firms devoting resources and efforts to interact with customers bears the possibilities of sensing and responding to marketing changes. When such capabilities are built, Okwemba, Senaj and Odhiambo (2018) note that they become difficult to imitate by firms competing in the same market. Marketing linking capability is therefore viewed as one of the key sources of competitive advantage to a firm. Literature on marketing such as Onamusi, Asihkia and Makinde (2020) opine that firms utilize their bestowed capabilities in transforming their resources into outputs in respect to their marketing mix strategies which have been associated with enhanced performance. Market linking capabilities enables a firm build and maintain pro-longed relationships with channel members and customers. Additionally, marketing linking capability results in the creation of a strong image of a brand that creates avenues for the firm to post superior performances.

Research Methodology

This study employed a descriptive research design. The target population for this study comprised of 5 selected media firms operating in Kenya comprising of Nation Media Group, MediaMax Communication Limited, Royal Media Services, Standard Media Group and Kenya Broadcasting Corporation. This formed the unit of analysis. The unit of observation comprised of 490 employees occupying top, middle and lower administrative positions in the selected media firms. The study applied Yamane (1967) sampling formula to develop the sample size of 220 respondents. The current study employed a 5-point Likert scale questionnaire for collecting primary data. The study employed both descriptive statistics (Mean and standard deviation) and inferential statistics (correlation and regression) in analysing the data. SPSS (Statistical Package for Social Scientist) V24 programme and MS Excel was employed in generating the statistics. The analysed data was presented in form of tables and figures to enhance easier interpretation and understanding of the research findings. The study used the following regression model:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where Y = Performance of Selected Media Firms, X_1 = Information Technology Capability, X_2 =Operational Adjustment Capability, X_3=Knowledge Management Capability, X_4=Market Linking Capability, β_0= Regression Constant or Intercept, $\beta_1, \beta_2, \beta_3$ and β_4= coefficients of various independent variables and Ɛ =error term assumed to be normally distributed with a zero variance.

Results

The study issued 220 questionnaires to the selected sample of the study comprising of employees occupying top, middle and lower administrative positions in the selected media firms. Out of the issued questionnaires, 156 were fully filled and returned. This accounted for 70.9% response rate which was considered adequate and appropriate for conducting analysis. According to Mugenda and Mugenda (2013), a response rate of 70% and above is very good for analysis. The high response rate was attributed to application of drop and pick method while collecting data that gave respondents sufficient time for responding to the questionnaires.

Descriptive Findings

The current study adopted descriptive statistics aiming at describing the distribution of measures derived from the responses acquired from the respondents from the items contained in the variables. In describing the distributions, the main descriptive statistics employed both standard deviations and means. The respondents were first presented with questionnaires containing items addressing each variable. Respondents were supposed to rate their level of agreement of the items through a scale of 1-5 where1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The study derived mean response of each statement and average mean to make conclusions.

Information Technology Capability

Information Technology Capability was assessed using 6 items. According to the results presented in table 1, respondents agreed with the statements that the firm's IT capability is associated with investment on improving IT hardware (mean=4.21, std.dev=0.311), that the firm's IT capability is associated with investment on improving IT software (mean=4.33, std.dev=0.261), that the firm's IT capability is associated with investment on improving skills of the IT personnel (mean=4.11, std.dev=0.431) and that the firm's Information Technology Capability is associated with continued recruitment of the best Information Technology experts available (mean=3.88, std.dev=0.612). Additionally, respondents agreed with the statements that the firm's Information Technology Capability is associated with using Information Technology in supporting key business operations (mean=3.78, std.dev=0.827) and that the firm's Information Technology Capability is associated with using Information Technology in developing key business operational strategies (mean=4.56, std.dev=0.422). On average, all respondents agreed with the statements on Information Technology Capability as shown by average response mean of 4.15 and average standard deviation of 0.477. The results shows that firms included in the study have adopted Information Technology Capability practices with the aim of improving their performances and competitiveness levels. The results are consistent with Wang and Alam, (2017) that Information Technology Capability comprises of the ability of the organization to execute any relevant volume activity or technical organizational function which includes the ability of developing new processes and products and to achieve an efficient facility operation.

Table 1: Descriptive Statistics on Information Technology Capability

Statement	Mean	Standard Deviation
The firm's IT capability is associated with investment on improving IT hardware	4.21	0.311
The firm's IT capability is associated with investment on improving IT software	4.33	0.261
The firm's IT capability is associated with investment on improving skills of the IT personnel	4.11	0.431
The firm's IT capability is associated with continued recruitment of the best IT experts available	3.88	0.612
The firm's IT capability is associated with using IT in supporting key business operations	3.78	0.827
The firm's IT capability is associated with using IT in developing key business operational strategies	4.56	0.422
Average	**4.15**	**0.477**

Operational Adjustment Capability

Operational Adjustment Capability was assessed using 7 items. According to the results presented in table 2, respondents agreed with the statements that their firm develops new products in a timely manner (mean=4.16, std.dev=0.524), that the firm develops new services in a timely manner (mean=4.07, std.dev= 0.518), that the firm formulates responsive processes in a timely manner (mean=3.83, std.dev=0.978) and that the firm integrates responsive operational processes a timely manner (mean=3.99, std.dev=0.914). Consequently, respondents affirmed that the firm progressively revises and implements new ideas in a timely manner (mean=3.93, std.dev=0.911), that the firm utilizes internal resources in modifying a product (mean=4.26, std.dev=0.424) and that the firm utilizes internal resources in modifying a service (mean=4.26, std.dev=0.313). All respondents agreed with the statements on Operational Adjustment Capability as shown by average response mean of 4.07 and average std.dev of 0.655. Agreeing with the statements on operational adjustment capabilities shows that the media firms involved in the study value and implement the practices to respond to the dynamic operational environment of the firms. The results concur with Kyengo, Muathe and Kinyua (2019) that operations capabilities are fundamental skills in the operations of a firm and enables a firm in realizing production related goals and objectives such as consistency in quality production, costs controls, throughput speed, product and volume dependability.

Table 2 Descriptive Statistics on Operational Adjustment Capability

Statement	Mean	Standard Deviation
The firm develops new products in a timely manner	4.16	0.524
The firm develops new services in a timely manner	4.07	0.518
The firm formulates responsive processes in a timely manner	3.83	0.978
The firm integrates responsive operational processes a timely manner	3.99	0.914
The firm progressively revises and implements new ideas in a timely manner	3.93	0.911
The firm utilizes internal resources in modifying a product	4.26	0.424
The firm utilizes internal resources in modifying a service	4.26	0.313
Average	**4.07**	**0.655**

Knowledge Management Capability

Knowledge Management Capability was assessed using 7 items. According to the results presented in table 3, respondents agreed with the statements that their firm has put up mechanisms to enhance the knowledge on the needs of the customers (mean=4.29, std.dev=0.312), that the firm has put up mechanisms to enhance knowledge on customer preferences (mean=4.44, std.dev=0.421), that the firm has put up mechanisms to enhance the knowledge on the dynamic demands of the customers (mean=4.12, std.dev=0.411) and that the firm conducts research and development to enhance the level of knowledge on products (mean=4.19, std.dev=0.726). Additionally, were in agreement with the statements that the firm conducts research and development to enhance the level of knowledge on services (mean=4.51, std.dev=0.459), that their firm practices knowledge sharing to enhance knowledge governance (mean=4.04, std.dev=0.529) and that the firm has put up mechanisms to promote continuity in extending knowledge on products and services to new staff (mean=4.28, std.dev=0.313). An average response mean of 4.27 and average standard deviation on 0.453 implies that all respondents agreed with the statements on Knowledge Management Capability. Leveraging on Knowledge Management Capability enables a firm capitalize on both existing as well as new knowledge to navigate the firm towards responding to operational environment and stand competitively in the market. According to Rotich and Rabillo (2018), inclusion of a knowledge management aspects in the competitive response strategy bears the capabilities of enhancing the performance levels of the firms.

Table 3 Descriptive Statistics on Knowledge Management Capability

Statement	Mean	Standard Deviation
The firm has put up mechanisms to enhance the knowledge on the needs of the customers	4.29	0.312
The firm has put up mechanisms to enhance knowledge on customer preferences	4.44	0.421
The firm has put up mechanisms to enhance the knowledge on the dynamic demands of the customers	4.12	0.411
The firm conducts research and development to enhance the level of knowledge on products	4.19	0.726
The firm conducts research and development to enhance the level of knowledge on services	4.51	0.459
My firm practices knowledge sharing to enhance knowledge governance	4.04	0.529
The firm has put up mechanisms to promote continuity in extending knowledge on products and services to new staffs	4.28	0.313
Average	**4.27**	**0.453**

Market Linking Capability

Market Linking Capability was assessed using 7 items. According to the results presented in table 4, respondents agreed with the statements that their firm progressively conducts surveys in market to establish new market (mean=4.09, std.dev=0.463), that the firm progressively conducts surveys in market to establish market trends (mean=4.31, std.dev=0.518) and that the firm progressively monitors trends in the market and adjusting appropriately to retain existing markets (mean=3.88, std.dev=0.973). Remarkably, respondents agreed with the statements that their firm progressively monitors market status and adjusting accordingly to retain existing markets (mean=4.15, std.dev=0.622), that the firm improves services in respect to changes in preferences of customers (mean=4.24, std.dev=0.371), that the firm progressively communicates with customers aiming at understanding their preferences (mean=3.87, std.dev=0.923) and that the firm is in a position to promote products and services to reach newer markets (mean=4.06, std.dev=0.452). An average response mean of 4.09 and average standard deviation of 0.617 implies that all respondents agreed with the statements on Market Linking Capability. Adopting marketing linkage practices focuses on maintaining prevailing markets as well as identifying new ones with a view of expanding market shares. Onamusi, Asihkia and Makinde (2020) opines that firms utilize their bestowed capabilities in transforming their resources into outputs in respect to their marketing mix strategies which have been associated with enhanced performance.

Table 4 Descriptive Statistics on Market Linking Capability

Statement	Mean	Standard Deviation
The firm progressively conducts surveys in market to establish new market	4.09	0.463
The firm progressively conducts surveys in market to establish market trends	4.31	0.518
The firm progressively monitors trends in the market and adjusting appropriately to retain existing markets	3.88	0.973
The firm progressively monitors market status and adjusting accordingly to retain existing markets	4.15	0.622
The firm improves services in respect to changes in preferences of customers	4.24	0.371
The firm progressively communicates with customers aiming at understanding their preferences	3.87	0.923
The firm is in a position to promote products and services to reach newer markets	4.06	0.452
Average	**4.09**	**0.617**

Performance of Selected Media Firms

Performance of Selected Media Firms were assessed using 6 items. According to the results presented in table 5, respondents agreed with the statements that the firms produce new products to fit market changes (mean=4.46, std.dev=0.244), that the firms produce new services to fit market changes (mean=4.09, std.dev=0.421) and that the firms have managed stands competitively in the market (mean=4.37, std.dev=0.358). Additionally, respondents agreed with the statements that the firms is in a position to adjust appropriately to market dynamics (mean=4.16, std.dev=0.324), that strategic capabilities adopted by firms has resulted to reduced operational costs (mean=4.32, std.dev=0.398) and those strategic capabilities adopted by firms have resulted to a widened market coverage (mean=4.42, std.dev=0.358). An average response mean of 4.3 and average standard deviation of 0.351 implies that respondents agreed with the statements on performance of selected media firm. Capitalizing on dynamic capabilities places a firm in a higher competitive advantage since the firm is in a position to respond to dynamisms. The results match with Juan (2019) assertions dynamic capabilities ought to be included in the organizational routine procedures and processes with the aim of providing directions in configuration of resources apart from operational routines.

Table 5 Descriptive Statistics on Performance of Selected Media Firm

Statement	Mean	Standard Deviation
The firm produces new products to fit market changes	4.46	0.244
The firm produces new services to fit market changes	4.09	0.421
The firm have managed stands competitively in the markets	4.37	0.358
The firm is in a position to adjust appropriately to market dynamics	4.16	0.324
Strategic capabilities adopted by firm has resulted to reduced operational costs	4.32	0.398
Strategic capabilities adopted by firm has resulted to a widened market coverage	4.42	0.358
Average	**4.3**	**0.351**

Inferential Statistics

Correlation Results

The results presented in table 6 shows that Information Technology Capability and Performance of Selected Media Firms positively and significantly correlate (r=0.445, sig=0.000). The results imply that enhancing Information Technology Capability results to enhanced performance levels of selected media firms. The results are consistent with Wang and Alam, (2017) that Information Technology Capability comprises of the ability of the organization to execute any relevant volume of activity or technical organizational function which includes the ability of developing new processes and products and to achieve an efficient facility operation. The results further show that Operational Adjustment Capability and Performance of Selected Media Firms positively and significantly correlate (r=0.338, sig=0.003). The results imply that enhancing Operational Adjustment Capability results to enhanced performance levels of selected media firms. The results concur with Kyengo, Muathe and Kinyua (2019) that operations capabilities are fundamental skills in the operations of a firm and enables a firm in realizing production related goals and objectives such as consistency in quality production, costs controls, throughput speed, product and volume dependability.

The results also show that Knowledge Management Capability and Performance of Selected Media Firms positively and significantly correlate (r=0.403, sig=0.002). The results imply that enhancing Knowledge Management Capability results to enhanced performance levels of selected media firms. The results agree with Rotich and Rabillo (2018) that inclusion of a knowledge management aspects in the competitive response strategy bears the capabilities of enhancing the performance levels of the firms.

The results finally show that Market Linking Capability and Performance of Selected Media Firms positively and significantly correlate (r=0.379, sig=0.001). The results imply that enhancing Market Linking Capability results to enhanced performance levels of selected media firms. The results are consistent with Onamusi, Asihkia and Makinde (2020) who opine that firms utilize their bestowed capabilities in transforming their resources into outputs with respect to their marketing mix strategies which have been associated with enhanced performance. Information Technology Capability negatively and insignificantly correlate to both Operational Adjustment Capability and Knowledge Management Capability as shown by r=-0.141 and r=-0.111 respectively. Additionally, Operational Adjustment Capability and Knowledge Management Capability negatively and insignificantly correlates as shown by r=-0.162. Similarly, Knowledge Management Capability and Market Linking Capability negatively and insignificantly correlates as shown by r=-0.412. The results imply that enhancing one of the variables will decrease the other variable.

Table 6: Correlation Analysis Results

		Information Technology Capability	Operational Adjustment Capability	Knowledge Management Capability	Market Linking Capability	Performance of Selected Media Firms
Information Technology Capability	Pearson Correlation	1				
	Sig. (2-tailed)					
Operational Adjustment Capability	Pearson Correlation	-0.141	1			
	Sig. (2-tailed)	0.2931				
Knowledge Management Capability	Pearson Correlation	-0.111	-0.162*	1		
	Sig. (2-tailed)	0.093	0.154			
Market Linking Capability	Pearson Correlation	0.319	0.199	-0.412**	1	
	Sig. (2-tailed)	0.122	0.162	0.157		
Performance of Selected Media Firms	Pearson Correlation	.445**	.338*	.403**	.379**	1
	Sig. (2-tailed)	0	0.003	0	0.001	
	N	156	156	156	156	156

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

* Correlation is significant at the 0.05 level (2-tailed).

Multiple Regression Analysis

The research incorporated a multiple regression analysis aiming at assessing the degree to which independent variables relates with the dependent variables. The results framed in table 7 shows that strategic capabilities (Information Technology Capability, Operational Adjustment Capability, Knowledge Management Capability and Market Linking Capability) and Performance of Selected Media Firms highly relate as portrayed by R value of 0.797. The coefficient of determination (R-Squared value) was 0.635 suggesting that Information Technology ability, functional change capacity, knowledge management ability and market connecting capacity represents 63.5% in execution varieties among chose media firms in Kenya.

Table 7 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.797[a]	0.635	0.609	1.037631

a. Predictors: (Constant), Information Technology Capability, Operational Adjustment Capability, Knowledge Management Capability and Market Linking Capability

The inclusion of analysis of variance (ANOVA) in the study was to assess the statistical significance of the model linking strategic capabilities and Performance of Selected Media Firms. The results presented in table 8 shows that the significance value was 0.0278 which was less than 0.05. This implies that the model was statistically significant in assessing the relationship thus a good fit.

Table 8 ANOVA (Model Significance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.726	4	31.6815	23.3735	0.0278[b]
	Residual	204.672	151	1.3554		
	Total	331.398	155			

a. Dependent Variable: Performance of Selected Media Firms
b. Predictors: (Constant), Information Technology Capability, Operational Adjustment Capability, Knowledge Management Capability and Market Linking Capability

The model coefficient results in table 9 reveal that Information Technology Capability has a positive and significant effect on the performance of chosen media enterprises in Kenya (beta=0.432, sig value=0.000<0.05). According to the findings, a one-unit improvement in Information Technology Capability corresponds to a 0.432-unit rise in the Performance of Selected Media Firms in Kenya. The findings support Tanui's (2015) findings that Information Technology Capability has a favourable impact on a firm's competitiveness and performance. The outcomes further shows that there is a positive and significance effect of Operational Adjustment Capability on execution of chosen media firms in Kenya (beta=0.217, sig value=0.012<0.05). The outcomes suggest that increasing the Operational Adjustment Capability with one unit prompts 0.217 units increase in the degrees of performance of chosen media firms in Kenya. The outcomes are consistent with Kyengo, Muathe and Kinyua (2019) who laid out presence of a solid connection between functional capacities and performances of firms.

The outcomes likewise show that there is a positive and significance effect of Knowledge Management Capability on performance of chosen media firms in Kenya (beta=0.392, sig value=0.006<0.05). The outcomes suggest that increasing Knowledge Management Capability with one unit prompts 0.392 units expansion in the degrees of performance of chosen media firms in Kenya. The outcomes match with Goll, Brown and Rasheed (2017) discoveries that information in the broad capacity bears a high impact on methodology changes which results to further developed execution levels of firms. The results finally show that there is a positive and significant effect of Market Linking

Capability on Performance of Selected Media Firms in Kenya (beta=0.354, sig value=0.003<0.05). The results imply that increasing the Market Linking Capability with one unit leads to 0.354 units increase in the levels of Performance of Selected Media Firms in Kenya. The results concur with Okwemba, Senaj and Odhiambo (2018) which revealed a positive significant influence of strategic marketing capabilities and performance of firms.

Table 9 Model Coefficients

	Unstandardized Coefficients		**Standardized Coefficients**		
Predictors	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	0.744	0.054		13.7778	0.000
Information Technology Capability	0.432	0.081	0.407	5.3333	0.000
Operational Adjustment Capability	0.217	0.112	0.181	1.9375	0.012
Knowledge Management Capability	0.392	0.107	0.347	3.6636	0.006
Market Linking Capability	0.354	0.136	0.317	2.6029	0.003

After substituting the figures into the model of the study, the optimal model becomes:
Performance of Selected Media Firms = 0.744 + 0.432 (Information Technology Capability) + 0.392 (Knowledge Management Capability) + 0.354(Market Linking Capability) + 0.217 (Operational Adjustment Capability)

The model results shows that Information Technology Capability bears the most significant effect on performance, followed by Knowledge Management Capability, then Market Linking Capability and finally Operational Adjustment Capability.

Conclusion

The results obtained from both correlation and regression analysis culminated to the conclusions that Information Technology Capability bears a positive effect on Performance of Selected Media Firms in Kenya. Similarly, Information Technology Capability practices such as having an IT capability with investment on improving IT hardware, and software, improving skills of the IT personnel, continued recruitment of the best IT experts available, and using Information Technology in supporting key business operations and in developing key business operational strategies contributes to enhanced performance levels of the media firms. The results obtained from both correlation and regression analysis also culminated to conclusions that Operational Adjustment Capability bears a positive effect on Performance of Selected Media Firms in Kenya. Remarkably, Operational Adjustment Capability practices such as developing new products and services in a timely manner, formulating responsive processes and integrating responsive operational processes in a timely manner, progressively revising and implementing new ideas in a timely manner and utilizing internal resources in modifying a product and services contributes to enhanced performance levels of the media firms.

The results obtained from both correlation and regression analysis further culminated to conclusions that Knowledge Management Capability bears a positive effect on Performance of Selected Media Firms in Kenya. Furthermore, Knowledge Management Capability practices such as putting up mechanisms to enhance the knowledge on the needs of the customers, their preferences, dynamic demands, conducting research and development to enhance the level of knowledge on products and services, practicing knowledge sharing and putting up mechanisms to promote continuity in extending knowledge on products and services to new staff contributes to enhanced performance levels of the media firms. The results obtained from both correlation and regression analysis finally culminated to conclusions that Market Linking Capability bears a positive effect on Performance of Selected Media Firms in Kenya. Consequently, Market Linking Capability practices such as progressively conducting surveys in market to establish new market and market trends, monitoring trends and status in the market and adjusting appropriately to retain existing markets, improving services in respect to changes in preferences of customers, communicating with customers aiming at understanding their preferences and promoting products and services to reach newer markets contributes to enhanced performance levels of the media firms.

Recommendations for the Study

The study recommends the management of the selected media firms in Kenya enhance their Information Technology Capability since the practice bears a positive and significant effect on performance of the firms. The firms can achieve this through practices such as such as having an Information Technology Capability with investment on improving IT hardware and software, improving skills of the IT personnel, continued recruitment of the best IT experts available and using IT in supporting key business operations and in developing key business operational strategies. The study also recommends the management of the selected media firms in Kenya to enhance their Operational Adjustment Capability since this practice bears a positive and significant effect on performance of the firms. The firms can achieve this through practices such as developing new products and services in a timely manner, formulating responsive processes and integrating responsive operational processes in a timely manner, progressively revising and implementing new ideas in a timely manner and utilizing internal resources in modifying a product and services.

The study further recommends the management of the selected media firms in Kenya should enhance and improve their Knowledge Management Capability since the practice bears a positive and significant effect on performance of the firms. The firms can achieve this through practices such as putting up mechanisms to enhance knowledge on the needs of the customers, their preferences, dynamic demands, conducting research and development to enhance the level of knowledge on products and services, practicing knowledge sharing and putting up mechanisms to promote continuity in extending knowledge on products and services to new staff. The study finally recommends that the management of the selected media firms in Kenya promote and enhance their Market Linking Capability since the practice bears a positive and significant effect on performance of the firms. Firms can achieve this by systematically conducting market surveys to establish new markets and market trends, monitoring market trends and status and adjusting appropriately to retain existing markets, improving services in response to changes in customer preferences, communicating with customers to understand their preferences, and promoting products and services to reach newer markets.

Limitations of the Study

The administration of the participating media firms in the study was hesitant to give the researcher permission to carry out the study. The researcher overcame the limitation by requesting an introduction letter from the JKUAT and submitting it to the management as proof that the study was only conducted for academic purposes. As a result, the researcher pledged to provide the management with a copy of the research upon request. Concerns about respondents' skepticism and secrecy made it difficult to obtain data. The researcher had anticipated that respondents would be reluctant to provide information. The researcher overcame this difficulty by assuring the respondents that the data they provided would only be used for scholarly purposes. Additionally, throughout the data collection procedure, the respondents' identity was maintained.

Future Directions

The current study was carried out in selected media firms operating in Nairobi County. The study recommends another study on other media firms operating in different regions in the country. Remarkably, the study revealed that Information Technology capability, operational adjustment capability, knowledge management capability and market linking capability accounts for 63.5% in variations in performance of selected media firms in Kenya. The other remaining 36.5% is accounted by other indicators not included in the study. There is therefore a need to conduct another study on the other indicators of dynamic capabilities not considered in the current study.

References

Abazeed, R. (2020). Impact of strategic capabilities on organizational ambidexterity in the commercial banks in Jordan: The mediating role of knowledge management. *Management Science Letters*, *32*(6), 1445-1456.

Abidemi, B., Halim, F., & Alshuaibi, A. (2017). Marketing Capabilities and Organizational Performance: A Proposed Model on The Moderating Effect of Technological Turbulence. *International Journal of Management Research & Review*, *7*(6), 626-636.

Adamade, S., & Gunu, U. (2020). The Effects of Firm Strategic Factors on Manufacturing Companies 'Performance: Evidence from Nigeria. *International Journal of Business and Management*, *8*(1), 1-13.

Arroyo, C., & Diaz, P. (2019). The Influence of Marketing Capability in Mexican Social Enterprises. *Sustainability*, *11*(17), 4668.

Barney, J., & Mackey, A. (2016). Text and metatext in the resource-based view. *Human Resource Management Journal*, *26*(4), 369-378.

Bhandari, D. (2020). Knowledge Management Capability in Nepalese Commercial Banks. *Management Dynamics*, *23*(2), 63-74.

Bleady, G., & Bleady, A. (2018). *Impact of Dynamic Capabilities on Egyptian Industrial Firm's Performance: The Role of Operational Capabilities and Environmental Dynamism* (Masters). Shahjalal University of Science & Technology.

Bruothová, M. (2020). Selected characteristics of business environment in Visegrad Region. *Central European Journal of Management,* 3(1), 23–35.

CAA. (2021). *Annual Report 2021*. Communications Authority of Kenya. Retrieved March 17, 2023, from https://www.ca.go.ke/

Chepkole, G., & Deya, J. (2020). Effect of Strategic Capability On Competitive Advantage Of Information Technology Firms In Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(5), 104–127.

Colbert, B. (2014). The Complex Resource-Based View: Implications for Theory and Practice in Strategic Human Resource Management. *The Academy of Management Review*, *29*(3), 341.

Dadzie, K., Amponsah, D., Dadzie, C., & Winston, E. (2017). How Firms Implement Marketing Strategies in Emerging Markets: An Empirical Assessment of the 4A Marketing Mix Framework. *Journal of Marketing Theory and Practice*, *25*(3), 234-256.

Datta, A. (2011). Information Technology Capability, Knowledge Assets and Firm Innovation. *International Journal of Strategic Information Technology and Applications*, *2*(3), 9-26.

Goll, I., Brown, N., & Rasheed, A. (2017). Knowledge capability, strategic change, and firm performance. *Management Decision*, *45*(2), 161-179.

Gupta, A. (2021). Innovation dimensions and firm performance synergy in the emerging market: A perspective from Dynamic Capability Theory & Signaling Theory. *Technology in Society*, *64*(101), 112.

Islami, X., Mustafa, N., & Topuzovska, M. (2020). Linking porter's generic strategies to firm performance. *Future Business Journal*, *6*(1), 1–15.

Joyce, W., & Slocum, J. (2012). Top management talent, strategic capabilities, and firm performance. *Organizational Dynamics*, *41*(3), 183-193.

Juan, C. (2019). The Influence of Organizational Capabilities, Strategic Management Accounting on Organizational Performance Mediated by Competitive Advantage in Companies in Indonesia. *Research Journal of Finance and Accounting*, *3*(3), 19-31.

Kamau, J., Senaji, T., & Nzioki, S. (2019). Knowledge Management Capability, Demographics and Market Capitalizing Agility. *International Journal of Innovative Research and Development*, *8*(8), 91-106.

Kolberg, W. (2017). Marketing Mix Theory: Integrating Price and Non-Price Marketing Strategies. *SSRN Electronic Journal*, *2*(3), 34-46.

Kyengo, J., Muathe, S., & Kinyua, G. (2019). Empirical Analysis of the Effect of Operational Capability on Performance of Food Processing Firms in Nairobi City County, Kenya. *International Journal of Economics and Management Studies*, *6*(5), 113-124.

Lay, T., & Jusoh, R. (2017). Organizational Capabilities, Strategic Management Accounting and Firm Performance. *JurnalAkuntansi Dan Keuangan Indonesia*, *14*(2), 222-246.

Liu, F. (2017). Market orientation, competence-based marketing capability and firm development. *Pressacademia*, *4*(4), 540-548.

Mugenda, O., & Mugenda, A. (2013). Research methods. Nairobi, Kenya: African Centre for Technology Studies.

Nagpal, P. (2007). Information Technology Sourcing Capability. *SSRN Electronic Journal*, *4*(2), 51-60.

Okwemba, E. (2019). *Influence of Organizational Capabilities On Non-Financial Performance Of Manufacturing Firms In Kenya* (PhD). Jomo Kenyatta University of Agriculture and Technology.

Okwemba, E., Senaj, T., & Odhiambo, R. (2018). Influence of Strategic Marketing Capabilities on Performance of Manufacturing Firms in Kenya. *International Journal of Multidisciplinary and Current Research*, *6*(6), 508-513.

Onamusi, A., Asihkia, O., & Makinde, G. (2020). Innovation Capability and Market Share: The Moderating Effect of Marketing Capability. *International Journal of Innovative Research and Development*, *9*(1), 100-109.

Oskoei, M. (2021). The Relationship Between Organizational Capabilities and Strategic Management and Strategic Competitive Advantage of Employees of Computer School Staff in The Ghaemshahr City. *International Journal of Social Science and Human Research*, *4*(5), 14-27.

Owuor, O., & Munyoki, J. (2020). *Marketing Strategies and Performance of Media Houses in Kenya* (Masters). University of Nairobi.

Panda, S., & Rath, S. (2018). Information technology capability, knowledge management capability, and organizational agility: The role of environmental factors. *Journal of Management & Organization*, *27*(1), 148-174.

Reid, D. (2013). Evaluation of the Marketing Mix — Its Application to Strategic Marketing. *European Journal of Marketing*, *14*(4), 192-205.

Rotich, G., & Rabillo, A. (2018). Effect of Strategic Knowledge Capability on Performance of Commercial Banks in Kenya. *Strategic Journal of Business and Change Management*, *5*(1), 1004 - 1033.

Runtu, J., & Ellitan, L. (2021). The Role of Strategic Capabilities and Differentiation Strategy in Improving Organizational Performance. *International Journal of Trend in Scientific Research and Development*, *6*(1), 1170–1174.

Said, J. (2010). *The Relationship Between Organizational Capabilities and Organizational Performance of Malaysian Local Authorities: A Resource Based Perspective* (PhD). Universiti Teknologi Mara.

Solesvik, M. (2015). Paradigm Change in Strategic Management Research: Is the Resource-Based View a New Theory of Firm? *SSRN Electronic Journal*, *2*(6), 56-61.

Tanui, J. (2015). *Interaction Between Information Technology Capability, Environmental Conditions And Competitiveness Of Consultancy Firms In Nairobi County, Kenya* (Ph.D). Kenyatta University.

Thirathon, U., & Meeprom, S. (2020). The Impact of Diversification Strategies and Operational Capabilities on Financial Performance in Thai Professional Service Firms. *International Journal of Business and Administrative Studies*, *6*(1), 21-30.

Wang, L., & Alam, P. (2017). Information Technology Capability: Firm Valuation, Earnings Uncertainty, and Forecast Accuracy. *Journal of Information Systems*, *21*(2), 27-48.

Wangechi, W. (2021). *Influence of Strategic Capabilities in The Performance of Telecommunication companies in Nairobi County, Kenya* (Masters). Kenyatta University.

Zuhriah, A., &Rahmat, T. (2018). HR Planning Using the McKinsey 7S Model Concept. *IARJSET*, *5*(9), 14-20.