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# Dynamic Capabilities and Competitive Advantage of Quoted Telecommunication Companies in Nigeria

Torough, S.M., Prof. F.A.O. Ayatse; Hanmaikyur, T.J (Ph.D)., Umogbai, M.E (Ph.D)., and Adudu C. A.

Department of Business Administration, College of Management Sciences Joseph Sarwuan Tarka University (Formerly Federal University of Agriculture), Makurdi, Benue State, Nigeria | +234 803 285 1146 | aduduson4@gmail.com

Abstract: The study examines dynamic capabilities and competitive advantage of Quoted telecommunication companies in Nigeria. Specifically, the study examines dynamic capabilities (sensing, seizng, reconfiguration, integrating and strategic flexibility) on competitive advantage of telecommunications companies in Nigeria. Structured questionnaire instrument was used for primary data collection and a sample size of 387 respondents was used. 1/3 of the sample size was used to carry out a pilot study to test for consistence result. While Cronbach alpha and factor analysis was equally used to ensure validity (0.778) and reliability (0.922) of the instrument, the data were analyzed using descriptive statistical tools such as tables, charts and simple percentages, mean ad standard deviation. Furthermore, multiple regressions with the aid of statistical package for social sciences (SPSS) version 26 software were used for further analysis and test of hypotheses. Findings from this study revealed that there was an established positive significant effect between dimensions of dynamic capabilities and competitive advantage of telecommunication companies in Nigeria. The study further discovered that integrating capabilities (36.8 %) contributed more to competitive advantage of telecommunication companies in Nigeria than seizing capabilities (20.7%), reconfiguration capabilities (16.1%), and strategic flexibility (12.3%). The study thus concluded that dynamic capability has a positive significant effect on competitive advantage of firms by enabling firm's access to, and ability to obtain, combine, and deploy resources in ways that adequately respond to their operating context thus constitute one route to achieving sustainable competitive advantage operating in more complex, turbulent and disruptive environment offering both threats and opportunities to firms, depending on the tangible and intangible resources they possess and how well they are able to utilize them in different ways. The study recommends among others that; Telecommunication companies are encouraged to adopt sensing capabilities because, firms that are better at sensing opportunities and threats in the market are able to know and understand changing consumer needs and preferences and consequently grow their markets by constantly scan, search, and explore opportunities across technologies and markets.

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## 1.0

## **INTRODUCTION**

# 1.1 Background to the Study

The rate of competition in the telecommunication industry globally is moving at a leap frog basis due to changes in technology, products and services, customer tastes and preferences among others. This has made management of firms to emphasize the need for establishing firms' readiness for dynamism and have crafted various strategies for creating it, because successful management of dynamic capabilities (DCP) is crucial to any organization to survive in the present highly competitive and continuously evolving business environment. In affirmation to this, Olajide (2014); Nzekwe (2021) averred that the telecommunication industry worldwide is such a high technological industry where competition mandates the need for an extended paradigm to guide firms in gaining distinctive advantages, by ushering in only those that can survive and the rest will drive back home.

Dynamic capabilities framework has emerged as the new touchstone in the domain of strategic management due to its increased importance in the explanation of strategic advantages (Cordes-Berszinn, 2013). Whether and how firms' dynamic capabilities lead to their competitive advantage (CPA) has been a core issue in the discussion of scholars including; (Zhou *et al.*, 2017; Mardani *et al.*, 2018; Gyemang and Emeagwali, 2020). This is because DCP enables firms to meet the challenges posed by the environmental dynamism which otherwise would threaten and make the existing capabilities obsolete (Kaur and Mehta, 2017). Teece, Pisano, and Shuen (1997) as cited in Tempelmayr *et al.*, (2019) defined dynamic capabilities as the subset of the competences and capabilities that allow the firm to create new products, processes and respond to changing market circumstances.

DCP are of considerable theoretical perspectives and practical importance. From a practical perspective, the rapid rate of technological change, globalization, and the blurring industry boundaries make the business environment increasingly dynamic among others. From a theoretical perspective, DCP is the most significant and challenging questions within the strategy domain, and might well be viewed as the 'Holy Grail' of strategic management in business organizations (Helfat and Peteraf, 2003). More recently, Teece, (2014a) reiterated that DCP framework was created with an ambitious agenda to help scholars and practitioners understand the foundations of firm-level competitive advantage. He argued that competitive advantage and improved firm performance do not rely on dynamic capabilities themselves but on the resource, configurations created by them.

Seizing capabilities is the ability of existing firms to capture opportunities involves resource acquisition and coordination to facilitate the introduction of new business solutions. Seizing capabilities was measured using three scales. These are knowledge acquisition, knowledge sharing and knowledge integration (MacInerney-May, 2012). Reconfiguration capability involves activities such redeploying and recombining resources thus, reconfiguration capability enhances continuous development and can also become a mechanism for firms to acquire new resources and seize innovation benefits (Karim and Capron, 2016). Integrating capabilities refers to new capabilities that are engaged, connected, and linked with the organization's existing resources and capabilities. Integrating capabilities is viewed as organizational activities that open learning pathways, sharing of know-how and expertise

via transfer of knowledge, technology and technical knowhow within an organization (Teece, 2016). Strategic flexibility is a very important capability that provides organizations with the ability to change their levels of production promptly, to develop new products and to respond speedily to competitive threats. It is an approach that allows organizations to deal effectively with a future they can predict, and to stage out a defensible market position in this uncertain and volatile marketplace (Nwankwere, 2017).

<u>Haseeb *et al.* (2019</u>), stated that competitive advantages are attributed to a variety of factors including cost structure, branding, quality of product offerings, the distribution network, intellectual property, and customer service. For any enterprising firm, the CPA may stem from any of the hosts of functions it performs. In other words, each of these functions is the source of generating this much desired and valued competitive advantage and edge over others in the industry. Atkinson (2012) defined operations efficiency as the achievement of results ensuring the delivery of desirable outcomes for a firm's stakeholders. Khalifat and Gimira (2017) posit that market expansion is the process of offering goods and services to a wider section of an existing market or a new demographic or geographic market. Innovation is defined as products, processes and organizational changes that do not necessarily originate from new scientific discoveries, and may be the outcome of applying existing technologies to new contexts (Žižlavský, 2011).

In Taiwan, Yao-Ping, Zhaohua, Hsin-Yi and Shu-Mi (2019), tested the perspectives of dynamic capabilities and ambidexterity to investigate the direct effect of the development of an organization's explorative and exploitative capabilities on organizational tensions and performance of high-tech Taiwanese firms and concluded that dynamic capabilities from the perspective of organizational performance enhance the connotations of dynamic theory. In their study, on the role of dynamic capabilities for firm performance under the information technology governance framework in United Kingdom by Belitski and Khalil (2020), findings demonstrate that various IT governance mechanisms function as dynamic capabilities and are directly associated with firm performance.

In Africa, Ngila and Muturi (2016) in Kenya reports that dynamic capabilities enhance competitive advantage and guarantee the long-term profitability of the firm. Naguib, Eahab and Elsaid (2017) in the pharmaceutical sector in Egypt, the results supported the notion that there is a significant relationship between dynamic capabilities and the competitive advantage sustainability for pharmaceutical firms in Egypt. <u>Mutsvanga</u> (2021) tested the relationship between dynamic capabilities and found that dynamic capabilities are the holy grail of competitive advantage. Fatoki (2021) investigated the effect of dynamic capabilities on the performance of hospitality firms in South-Africa, the results indicated that sensing, learning and coordinating significantly affect the performance of hospitality firms.

Nigeria being economically weak due to inadequate domestic economic capability and capacity, as well as social infrastructure needed to boost the country's productivity, growth and competitiveness, the adoption of DCP is more critical as the level of competition in the market is triggered by advancement in technology, sophisticated consumer behavior, globalization, the availability of a wide range of products, and rigorous laws among others (Nwankwere, Asikhia and Adebola, 2017). Lin *et al.*, (2020), in some selected food and

beverages enterprises in Lagos, Nigeria confirmed that dynamic capacities of competitive intensity and technological turbulence are the only variables that can sufficiently enhance the survival of enterprise or sustain the enterprise into the unforeseeable future and the only variable that could enhance the efficiency of enterprise. A study by Nzekwe (2021) argue that dynamic capabilities alone do not guarantee the firm's competitive advantage, but rather the arrangement and positioning of the firm's resources created by dynamic capabilities are more skillful than competition. Therefore, this study is out to determine the effect of dynamic capabilities and competitive advantage of telecommunication companies in Nigeria.

## **1.2 Statement of the Problem**

Telecommunications in Nigeria has taken a sharp turn, with major developments happing in the past 15 years. As the county's telecommunications market has grown, so have many companies evolved. Others who failed to keep pace have been sunk, companies like Nitel, Zoom Mobile, Stacomms, and Multilinks, were once active in the Nigerian market, but those companies have now become a part of the history of the Nigerian telecommunications business terrain as a result of the absence of dynamic capabilities in their firms among others. For the fact that these telecommunication firms are significant in the economy, the issue of gaining an edge over rivals has been a challenge for a long period of time with many of them being pushed out of the market as a result of their inability to withstand the heightened and fierce competition in the industry. These telecommunication firms are constantly engaging in practices that they believe could induce their competitive advantage in the industry by integrating dynamic capabilities is one of the strategies that has the potentials of gaining an edge over and above rivals in an industry that operates in a dynamic business environment.

Despite the enormous benefits envisaged in integrating dynamic capabilities practices like; sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility capabilities in this industry, telecommunication firms are still grappling with competitive advantage challenges most especially operational efficiency, market expansion and innovativeness. The researcher observed that dynamic capabilities in Nigeria is new and has not received enough attention in the study field, and its ability in enhancing competitive edge. Available literature reviewed including; Ogunkoya et al. (2014); Nwankwere, Asikhia and Adebola, (2017); Nzekwe (2021) has shown that dynamic capabilities in Nigeria is relatively new and very sparse, especially in the quoted telecommunication firms. Further, evidence though abound on the use of sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility capabilities practices enhancing competitive advantage; yet while it may be working well for some, the story seems different for a great number of firms in this industry. For these inconsistent and incoherent results, it is germane for an empirical study to determine the extent of the effect of dynamic capabilities and competitive advantage of quoted telecommunication firms in Nigeria.

## 1.3 Objectives of the Study

The general objective of the study was to determine the extent of the effect of dynamic capabilities and competitive advantage of quoted telecommunication companies in Nigeria. The special objectives are;

- i. To determine the extent of the effect of sensing capabilities on competitive advantage of quoted telecommunication companies in Nigeria.
- ii. To investigate the extent of the effect of seizing capabilities on competitive advantage of quoted telecommunication companies in Nigeria.
- iii. To evaluate the extent of the effect of reconfiguration capabilities on competitive advantage of quoted telecommunication companies in Nigeria.
- iv. To assess the extent of the effect of integrating capabilities on competitive advantage of quoted telecommunication companies in Nigeria.
- v. To assess the extent of the effect of strategic flexibility capabilities on competitive advantage of quoted telecommunication companies in Nigeria.

# 2.0 LITERATURE REVIEW

This section explores the theoretical framework, conceptual framework and review of the related empirical studies on the research topic.

## 2.1 Theoretical Framework

In this study, the dynamic capabilities theory and the resource-based view theory are adopted. The dynamic capabilities theory was developed and propounded by Teece, Pisano and Shuen (1997) as cited in Ofoegbu and Onuoha (2018). The theory posits that the source of competitive advantage stems from the firm's ability to manipulate its internal capabilities and resources in times of rapid and unpredictable change. They proposed an interesting definition of dynamic capabilities as the firm's ability to sense, integrate, build, reconfigure, adapt, absorb and innovate both the internal and external competences to address rapidly changing environment. The basic idea of the theory is that firm's capabilities are the major sources of competitive advantage. Dynamic capabilities are the firm's ability to integrate, build, reconfigure internal and external competencies to address rapidly changing environment (Ofoegbu and Onuoha, 2018). One of the criticisms of the dynamic capabilities' theory is that, sometimes it is difficult to measure empirically, as the underlying operational processes as well as the relationship between dynamic capabilities and firm performance. For instance, Eisenhardt and Martin (2000), Nwankwere (2017) and Nzekwe (2021) argue that dynamic capabilities alone does not guarantee the firm's competitive advantage, but rather the arrangement and positioning of the firm's resources created by dynamic capabilities are more skillful than competition.

**Resource Based View Theory of the Firm (RBV)** is one of the theories of strategic management that is frequently cited and first used by Penrose (1959). It was further developed and popularized by Wernerfelt (1984), refined by Prahalad (1990), and Barney (1991), as cited in Adudu, Asenge, and Torough (2020). The theory suggests that a firm's competitive advantage and superior performance emanates from firm-specific resources and capabilities that are costly to be copied by rivals and indeed such resources are valuable,

rare, imperfectly imitable, and non-substitutable. The study of a firm's resources that are focused on achieving a sustained competitive edge over rival enterprises in an industry is the central tenet of the resource-based perspective theory. The challenges of this theory is that it fails to explain the importance of entrepreneurial strategies and abilities as one of the sources of competitive advantage. It also failed to explain the creation or acquisition of strategic assets and lastly, the theory is silent on how and why certain firms have competitive advantage in dynamic environment.

# 2.2 Conceptual Framework

This section presents explanations on various concepts used in this study and related literatures by different authorities on the concept of dynamic capabilities and competitive advantage in relationship with their dimensions.

# 2.2.1 Dynamic Capabilities

Schoemaker et al. (2018) defined dynamic capabilities as "the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments". The term refers to a set of capabilities directed toward strategic change (Teece and Leih, 2016), in order to overcome the potential rigidities of organizational capability building (Teece, 2017). Dynamic capabilities are seen as a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness (Peteraf, Stefano and Verona, 2013).

# 2.2.2 Dimensions of Dynamic Capabilities

This made adopts sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility as dimensions of dynamic capabilities as benchmarked by Kindström *et al.*, (2013); Karim and Capron (2016); Rehman and Saeed (2015); Shimizu and Hitt (2004) and Kotha, Zheng and George (2011). The adoption was informed on the grounds that they are relevant, popular and much suitable in the telecommunication industry than others.

**i. Sensing capabilities:** In environments of rapid technological change and high velocity markets, it is difficult to predict and discern the trajectories of future development. New information and new knowledge can create opportunities for innovation (Ko and Liu, 2017). Therefore, it is important for firms to constantly scan, search, and explore opportunities across technologies and markets (Teece, 2018).

**ii. Seizing capabilities:** Seizing capabilities is the ability of existing firms to capture opportunities involves resource acquisition and coordination to facilitate the introduction of new business solutions. Seizing capabilities was measured using three scales. These are knowledge acquisition, knowledge sharing and knowledge integration (MacInerney-May, 2012). It encompasses the selection of the appropriate business model and investment decisions. Therefore, the focus is on managerial decisions. One main challenge relates to overcome dysfunctional decision rules (Tempelmayr *et al.*, 2018).

**iii. Reconfiguration capabilities:** According to Rashidirad and Salimian (2020), reconfiguration capability encompasses activities in which organizations engage when redeploying, adding, and recombining. Thus, reconfiguration capability enables continuous

evolution, and allows firms to obtain novel resources that help them to capture innovation benefits (Zhou *et al.,* 2019).

**iv. Integrating capabilities:** Integrating capabilities is viewed as organizational activities that open learning pathways, sharing of know-how and expertise via transfer of knowledge, technology and technical knowhow within an organization (Teece, 2016). According to Verona and Rava (2013), integrating capabilities is the ability to create, acquire and share knowledge to respond to opportunities and threats from the operating environment.

**V. Strategic flexibility Capabilities:** Strategic flexibility capabilities are the ability of the firm to reallocate and reconfigure its organizational resources, processes, and strategies to deal with environmental changes. Strategic flexibility plays a guiding role in many organizational features such as investments, enabling rapid shifts between competitive approaches, policies, encouraging learning, and structure. Decreasing structural inelasticity and creating a horizontal and flat organizational structure are important to providing desirable flexibility (Beraha, 2014).

# 2.2.3 Competitive Advantage

Competitive advantage is a term that refers to the ability gained through attributes and relevant resources to perform at a higher level than others in the same industry or market (Josiah, 2013). Competitive advantage is vital for development and survival of a business in the market for most organizations, the Holy Grail is the successful attainment and retention of inimitable competitive advantage (Wright, 2013).

# 2.2.4 Dimensions of Competitive Advantage

This study adopted operational efficiency and innovation as used by (Amjad *et al.,* 2013; Naidoo, 2014; Ndolo, 2015). This was informed by the fact that these dimensions are popular, common among telecommunications firms in Nigeria as well as been the most appropriate, relevant and represents the intention of the study.

**i. Operational Efficiency:** According to Sungyuan and Ussahawanitchakit (2015), operational efficiency refers to the capability of an organization to deliver products or services to its customers in the most cost-effective manner possible while still ensuring the high quality of its products, services and support. It looks at an organization's capabilities and performance. It takes care of firm's ability to minimize waste of inputs and maximize resource utilization so as to deliver quality, cheaper products and services to their customers (Nzewi, 2021).

**ii. Market expansion:** Khalifat and Gimira (2017) posit that market expansion is the process of offering goods and services to a wider section of an existing market or a new demographic or geographic market. Market expansion refers to entering new markets and targeting new market segments in geographical areas that the company's current products have not entered before (Dawes, 2018).

**iii. Innovation:** The concept of innovation also refers to the use of new technology or new management practices in an organization to achieve a targeted improvement in its

operations. This is necessary because innovation is an important avenue to improve effectiveness, expand activities and move to higher value-added accomplishments (Karakara and Osabuohien, 2020). Innovation may also involve technology, intellectual property, business, or physical activity (Ndesaulwa and Kikula, 2016).

#### 2.3 Review of Related Empirical Studies

The review covered empirical studies on sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities, strategic flexibility capabilities and competitive advantage. The empirical review included global and regional as well as local reviews, as shown below;

Emman and Fayez (2020) examined the impact of organizations' dynamic capabilities on information systems project's success in the Jordian telecommunication sector. Survey research was adopted with questionnaire as an instrument for data collection from 233 respondents. Findings indicated that employees of telecommunication organizations recognized and apply the concept of dynamic capabilities at a high level and that the rate of information system success with the use of dynamic capabilities is high and that dynamic capabilities play a key role in the success of information system project. This study examined the impact of organizations' dynamic capabilities on information systems project's success in the Jordian telecommunication sector. The current study is on the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Gyemang and Emeagwali (2020) investigated the roles of dynamic capabilities, innovation, organizational agility and knowledge management on competitive performance in telecommunication industry in Nigeria, using survey data from 70 firms with 341 employees and analyzed using partial least square approach of structural equation model. Findings indicated that dynamic capability was found to have a positive impact on organizational agility and competitive performance. This study is at variance with the current study in terms of dependent variable and sample size. The present study investigated the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Belitski and Khalil (2020), investigated the role of dynamic capabilities in the Information Technology (IT) governance view framework, and explore the relationship between three IT governance domains (Strategy, Management and Operations) and firm performance. It employs a mixed methods approach with 42 interviews and survey from 134 successful European SMEs in the multi-country setting of Belgium, Bulgaria, Denmark, Spain and the UK. Our findings demonstrate that various IT governance mechanisms function as dynamic capabilities and are directly associated with firm performance. The impact of each mechanism is different. This study contributes to the field of IT Governance Framework in management and the results may be generalizable to wider economies and different organization types. This study investigated the role of dynamic capabilities in the information technology (IT) governance view framework, and explore the relationship between three IT governance domains (Strategy, Management and Operations) and firm performance. The present study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Costa et al., (2020) undertook a study validating a scale to measure the DCs in the context of the Nonprofit Sector and also verifies the relationship of DCs in the performance of these organizations. Data from a survey with 169 Brazilian nonprofit organizations were analyzed through the application of confirmatory factorial analysis. The results suggest that adaptive, absorptive, mobilizing, and innovative capabilities comprise the DCs of nonprofit organizations, and the performance of these organizations can be measured by the dimensions of control and growth mechanisms. In addition, DCs have a direct and significant effect on the performance of the studied organizations. This study is on validating a scale to measure the DCs in the context of the Nonprofit Sector and also verifies the relationship of DCs in the performance of these organizations. The present study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Kulachet (2021) ascertained the impact of dynamic capabilities (innovative capability, absorptive capability and adaptive capability) on the performance of SMEs in Thailand. The responses of 322 SMEs in Thailand were analyzed quantitatively using simple regressions. The findings indicated that all of them have a significant positive impact on the performance of SMEs. However, SMEs should prioritize innovative capability by investing and paying more attention to innovation and creativity, and then followed by the adaptation and absorption abilities of firms. This study is at variance with the current due to the dimensions of both dependent and independent variables. The current study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Nana et al., (2021), explored the link between dynamic capabilities, innovation capabilities, and competitive advantage of telecommunication companies in Ghana, considering a mediation interaction. Data were obtained from two hundred and fifty (250) employees from selected telecommunication companies in the Accra metropolis through simple random probability sampling. However, two hundred and forty-two (242) responses were deemed accurate and used in the analysis. Partial Least Squares (PLS) based on Structural Equation Modeling (SEM) was employed in the analysis. Dynamic capabilities had a positive and significant impact on innovation capability positively impacted competitive advantage and were statistically significant. The study explored the link between dynamic capabilities, innovation capabilities, and competitive advantage of telecommunication companies in Ghana. The present study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Andrew and Chima (2021) investigated the relationship between dynamic capability and organizational effectiveness of food and beverages firms in Rivers State, Nigeria. The cross-sectional survey was adopted and a population of one hundred and eight (108) managers

and supervisors from 12 manufacturing firms were covered. A census study was carried out and out of the total 108 copies of questionnaires issue, only 102 were retrieved and utilized. The data was analysed using the Pearson product moment correlation in order to ascertain the relationship between the dimensions of dynamic capability (organizational learning capability and resource utilization capability) and the measures of organizational effectiveness (adaptability and productivity). The result revealed that there is a significant and positive relationship between dynamic capability and organizational effectiveness. It was thus concluded that enhancing the dynamic capability of organizations will boost the adaptability and productivity of the organization. The present study determines the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Prabowo, Sriwidadi and Ikhsan (2021), determine the role of dynamic capability on the sustainable competitive advantage of small businesses in Palembang Indonesia during the Covid-19 pandemic. 50 50 SMEs in the food and beverage (F&B) and clothing industry constitute the sample size. The obtained data was analyzed using the Path Analysis supported by Smart PLS software. Path analysis is a form of multiple regression statistical analysis used to assess causal models by analyzing the relationships between a dependent variable and two or more independent variables. The result showed a positive and significant effect on the use of dynamic capabilities to determine sustainable competitive advantage through entrepreneurial marketing as a mediator variable of small businesses in Palembang. This study determines the role of dynamic capability on the sustainable competitive advantage of small businesses in Palembang Indonesia during the Covid-19 pandemic. The present study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

<u>Mutsvanga</u> (2021) the impact of dynamic capabilities on competitive advantage: an empirical study of firms in the customs clearing and freight forwarding industry in Zimbabwe. Based on a survey of 70 firms in the customs clearing and freight forwarding industry in Zimbabwe, this study finds that dynamic capabilities are the holy grail of competitive advantage. This significant linkage reduces the scarcity of empirical support to the relationship between dynamic capabilities and competitive advantage. The study examined the impact of dynamic capabilities on competitive advantage: an empirical study of firms in the customs clearing and freight forwarding industry in Zimbabwe. The current study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

Mashingaidze, Phiri and Nyatsambo (2022) investigated the influence of dynamic capabilities on the growth of small and medium tourism enterprises (SMTEs) as well as the mediating effect of organisational innovation on the relationship between dynamic capabilities and business growth. Empirical evidence based on a survey conducted on a sample of 250 Zimbabwean SMTEs was used to test the study's hypotheses. The findings illustrate that sensing, integrating and reconfiguration capabilities play a significant role in the growth of SMTEs, and that organisational innovation mediates the impact of dynamic capabilities on firm growth. This study demonstrates the benefits of understanding the relationship between the three types of dynamic capabilities, organizational innovation, and

firm growth. The research offers managers insight into the aspects on which to focus their efforts to enhance their firm's capacity to grow. While most of the prior studies have conceptually investigated the financial performance of uni-dimensional dynamic capabilities of large firms in the manufacturing sector, this study made a significant effort to quantitatively examine both the financial and non-financial growth potential of SMTEs in the tourism sector through three forms of dynamic capabilities. The current study is out to determine the effect of dynamic capabilities on competitive advantage of quoted telecommunication companies on the Nigerian exchange group.

# 3.0 METHODOLOGY

This study adopts a descriptive, contextual, and exploratory study design because descriptive and exploratory designs work together to discover theoretical differences as well as organize ideas. The study is domiciled on quoted telecommunication firms on the Nigeria exchange with an accessible population of 15,486 employees which composed of the managerial cadre, and operational staff of the selected quoted telecommunication companies in Nigeria with a sample size of 387 which was generated scientifically using Yamen's formula. Questionnaire was employed as instrument for data collection with a validity and reliability index of 0.778 and 0.922 respectively. The explanatory variable (Dynamic capabilities) and the response variable (Competitive advantage) formed the foundation of the study. The study's hypotheses served as the foundation for the model definition used in this investigation. First, Multiple Regression Analysis is used to assess the impact of competitive advantage on a sample of quoted telecommunication companies on the Nigerian exchange group. The following are the details of the statistical model and implicit form of the regression formula:

CPA = f(CPA.....(i))

CPA = f (SSC, SEC, RCC, ITC, STF).....(ii)

Where:

SSC = Sensing Capabilities

SEC = Seizing Capabilities

RCC = Reconfiguration Capabilities

ITC = Integrating Capabilities

STF = Strategic Flexibility Capabilities

The explicit form of the model for this study will be as follows:

 $CPA = Bo + b_1 (SSC) + b_2 (SEC) + b_3 (RCC) + b_4 (ITC) + b_4 (STF) + \epsilon$ .....(iii)

Where; α = Intercept of the Model (constant) b1to b5= Parameters of X1.....X5 respectively

#### $\varepsilon$ = error term

Correlation analysis and multiple regression analysis serves as data analytical tools in this study.

## 4.0 RESULTS AND DISCUSSION

The section presents results of data analysis and discussion of research findings. A total of 426 copies of the questionnaire were distributed to the telecommunication companies in Nigeria. 387 were filled and returned representing a response rate of 90.8% while 39 representing 9.2% were not returned.

## 4.1.4 Diagnostic Test Results

The diagnostic tests carried out for this study were normality, linearity and multicollinearity.

#### i. Normality Tests

The study used Shapiro-Wilk's test to test for normality Garson, (2012) suggests that Wilk's test should not be significant if the assumption of normality is met. A significance level of P $\geq$ 0.05 signifies that independent variables are normally distributed (Malhotra and Dash, 2011). The study used a significance level of P = 0.05 to determine whether independent variables are normally distributed. The decision criterion for the Shapiro Wilk's test was to reject the null hypothesis that the observed scores are not significantly different from a normal distribution if P is significant. The results are presented in Table 4.9 below:

Variable	Kolmogorov- Smirnova		Shapiro-Wilk		Remarks
	Statistic	Sig.	Statistic	Sig.	
Sensing Capabilities	.257	.179	.843	.106	Normal
Seizing Capabilities	.373	.200	.733	.901	Normal
Reconfiguration Capabilities	.191	.104	.855	.100	Normal
Integrating Capabilities	.364	.100	.718	.100	Normal
Strategic Flexibility Capabilities	.293	.110	.766	.120	Normal

## Table 4.9: Results of Normality Test

a. Lilliefors Significance Correction

Source: Researcher's Computation from SPSS Output, 2026.

The results show that the Shapiro-Wilk-Statistics for the variables were sensing capabilities 0.843. (P=0.106), seizing capabilities, 0.733, (P=0.901), reconfiguration capabilities 0.845. (P=0.100), integrating capabilities 0.718, (P=0.100) and strategic flexibility capabilities .766, (P=0.120). All the variables had a P-value greater than 0.05. Furthermore, data on the variables was also plotted on histograms which showed that it followed a bell-shaped curve

of normal distribution pattern as shown in Appendix C. The study, therefore, failed to reject the null hypothesis that the data is not significantly different from a normal distribution.

# **Test for Multicollinearity**

The study also conducted a multicollinearity test to ensure that independent variables were not highly correlated. The study used Variance Inflation Factors (VIF) to test for multicollinearity. The results of the analysis are shown in Table 4.11 below

Variable	Tolerance	VIF	Remarks
Sensing Capabilities	.787	1.270	No
Seizing Capabilities	.789	1.267	Multicollinearity No Multicollinearity
Reconfiguration Capabilities	.763	1.311	No Multicollinearity
Integrating Capabilities	.859	1.164	No Multicollinearity
Strategic Flexibility Capabilities	.955	1.047	No Multicollinearity

# Table 4.11: Results of VIF and Tolerance Tests

Source: Researcher's Computation from SPSS Output, 2026.

According to Field (2009), VIF values greater than 10 or Tolerance values below 0.1 indicate elevated levels of a multicollinearity problem. This study, therefore, set a threshold of (VIF < 10) and Tolerance value of ( $T \ge 0.01$ ) to interpret that there is no problem of multicollinearity. The results in Table 4.11 showed that there was no threat of multicollinearity since all the variables had VIF of less than 10. Similarly, all the variables had a Tolerance value of more than 0.1. The findings, therefore, show that multicollinearity assumption was adhered to.

As a confirmatory measure, the study examined the correlation coefficients between the independent variables. According to Field, (2005), a correlation coefficient of more than 0.7 between the explanatory variables is considered significant and therefore indicative of a serious Multicollinearity problem Table 4.11 shows that no two explanatory variables had a correlation coefficient exceeding 0.7 and it was therefore found that the assumption of no multicollinearity between the independent variables was complied with.

# 4.1.5 Regression Result

The study investigated the extent to which the predictor variables explained variation in competitive advantage of telecommunication companies in Nigeria. Additionally, the study established model significance by conducting an ANOVA test to find out whether the model was suitable for further statistical analysis. This was done by computing F statistics and its corresponding P-values. The study used the criteria for comparing the P-values of F statistics

with a significance value of 0.05. If the P-value of F statistics was less than 0.05, the study concluded the model is significant and can be used for further statistical analyses and vice versa. This was followed by the computation of coefficients of predictor variables. Multiple regression analysis was conducted at a 95 % confidence level ( $\alpha = 0.05$ ) with competitive advantage as the dependent variable and sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility capabilities as the independent variables. The results of the regression are shown in the Tables below:

Table 4.12: Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson	
1	.923	.773	.764	.756	1.684	
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a. Predictors: (Constant), Strategic Flexibility Capabilities, Sensing Capabilities, Integrating Capabilities, Seizing Capabilities, Reconfiguration Capabilities

b. Dependent Variable: Competitive Advantage

Source: Researcher's Computation from SPSS Output, 2023.

The result in Table 4.12 shows the regression model summary. The model fitted had an R Square = 0.773 which shows that dynamic capabilities (sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility capabilities) explained 77.3% of the variation in competitive advantage. The remaining 22.7% was explained by other variables other than the ones in the model. The result implies that dynamic capabilities are significant predictor variables of competitive advantage. Also, the value of R= 0.923 indicates that there is a strong positive correlation between the variables of the study.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	81.845	5	16.369	28.622	.000
Residual	217.895	381	.572		
Total	299.742	386			

 Table 4.13: Analysis of Variance (ANOVA)

a. Dependent Variable: Competitive Advantage

 b. Predictors: (Constant), Strategic Flexibility Capabilities, Sensing Capabilities, Integrating Capabilities, Seizing Capabilities, Reconfiguration Capabilities
 Source: Researcher's Computation from SPSS Output, 2023.

The Analysis of Variance (ANOVA) results in Table 15 shows that F (5, 381) = 28.622 (which is greater than the critical F value of 2.42) and p-value < 0.001 (which was less than 0.05.) The study, therefore, failed to reject the null hypothesis that the model fitted had the goodness of fit. These results found that dynamic capabilities significantly explained the competitive advantage of telecommunication companies in Nigeria and the model was statistically significant and adequate to predict competitive advantage.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	В	Std. Error	Beta		
(Constant)	.488	.334		1.460	.145
Sensing Cap.	.021	.053	.010	.008	.994
Seizing Cap.	.207	.045	.225	4.577	.000
Reconfiguration Cap.	.161	.060	.135	2.698	.007
Integrating Cap.	.368	.057	.307	6.514	.000
Strategic Flex. Cap.	.123	.053	.104	2.325	.021

Table 4.	.14: Regi	ression C	oefficients
I UDIC I		CODION G	ochierento

a. Dependent Variable: Competitive Advantage

Source: Researcher's Computation from SPSS Output, 2026.

Table 4.14 shows the result of regression coefficient. The Beta coefficients showed that four out of five of the independent variables had a significant effect on the dependent variable. Sensing capabilities had  $\beta = 0.00$ , P = 0.994); Seizing capabilities  $\beta = 0.225$ , P = 0.000; Reconfiguration capabilities had  $\beta 0.135$ , P = 0.007; integrating capabilities  $\beta = 0.307$  P=0.000) and strategic flexibility capabilities had  $\beta 0.104$ , P = 0.021. These results show that if all the variables (sensing capabilities, seizing capabilities, reconfiguration capabilities, integrating capabilities and strategic flexibility capabilities) are held constant, the competitive advantage of telecommunication companies in Nigeria would be 0.488.

The results also show that if all the other factors were held constant a unit increase in sensing capabilities would increase competitive advantage by 0.010 units. Similarly, a unit increase in seizing capabilities holding other factors constant would increase competitive advantage by 0.225 units. Also, a unit increase in reconfiguration capabilities holding other factors constant would increase competitive advantage by 0.135 units or 13.5 percent while a unit increase in one percent of integrating capabilities would increase competitive advantage by 0.307 units and a unit increase in strategic flexibility capabilities would increase competitive advantage by 0.104 units. Based on the magnitude of each variable, in predicting competitive advantage, the study found that integrating capabilities had the highest influence. Based on the results of the regression analysis the regression model was estimated in the equation below as follows:

Y=0.488+ 0.021SSC +0.207SEC +0.161RCC+0.368 ITC+ +0.123 STF+ ε

# 4.2Test of Hypothesis and Discussion of Findings

The discussion of this study is tailored towards the research questions that were earlier stated in chapter one of this study. The research questions were answered by research objectives. Findings were basically based on the objectives of this study as follows;

The study sought to test the null hypothesis that sensing capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The decision criteria were to accept H0<sub>1</sub> if  $\beta_1$ = 0 and P > 0.05. The results of multiple regression in Table 4.14, showed that sensing capabilities had  $\beta_1=0.010$ , p-value=0.994. Since (p  $\geq 0.05$ ) p was greater than the significant level of 0.05, the study accepted H0<sub>1</sub> implying that sensing capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The result of hypothesis one is at variance with that of Nzekwe (2021) whose findings indicated that sensing capabilities had a positive significant effect on employees' commitment and can be employed to achieve better organizational performance in the telecommunication industry. The findings further disagree with that of Nwankwere (2017) who asserts that understanding the demands of the environment requires that firms gather relevant market information and align with technologies for future development. The result further differs that of Zhou et al., (2017) which asserted that sensing environment for new information and knowledge opportunities increases propensity for efficiency and in resource utilization, market expansion and innovative tendencies which has the propensity for enhancing performance hence competitive advantage. In Nigeria, Azikiwe (2021) concluded that superior firm performance begins with identification of opportunities in the market environment through sensing capabilities. This imply that, firms that are better at sensing opportunities and threats in the market are able to know and understand changing consumer needs and preferences and consequently grow their markets. Therefore, it is important for firms to constantly scan, search, and explore opportunities across technologies and markets.

The study sought to test the null hypothesis that seizing capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The decision criteria were to accept H0<sub>1</sub> if  $\beta_2$ = 0 and P > 0.05. The results of multiple regression in Table 4.14, showed that seizing capabilities had  $\beta_2=0.225$ , p-value=0.000. Since  $\beta_2 \neq 0$  and p were less than the significant level of 0.05, the study rejected H0<sub>2</sub> implying that seizing capabilities have significant effect on competitive advantage of telecommunication companies in Nigeria. The result of hypothesis two is in alliance with Adim and Asawo (2021) whose findings from the study revealed a strong positive significant relationship between opportunity-seizing capability and corporate vitality of domestic airlines in Nigeria and concluded that opportunity-seizing capability significantly relates with corporate vitality of domestic airlines in Nigeria. Implying that domestic airlines in Nigeria deploy opportunity-seizing capabilities which are vital because of the ability to identify and seize venture opportunities that contributes to the firm's vitality, survival and growth. The result is consistent with Morgan et al., (2021), whose results showed that seizing capabilities of family business have a significant positive effect on survival and growth. The study concluded that business managers should effectively deploy sensing and seizing, learning and reconfiguration and succession planning capabilities to enhance business survival and growth.

Hypothesis Three (H0<sub>3</sub>) stated that reconfiguration capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The critical value of t-statistics is  $\pm 1.96$  at 95% and the result shows that  $\beta_3 = 0.135$ , p = .007< .05, indicating that a positive and significant effect of reconfiguration capabilities on competitive advantage. Therefore, the null hypothesis (H0<sub>3</sub>) was rejected and we conclude that reconfiguration

capabilities have significant effect on competitive advantage of telecommunication companies in Nigeria. The result of the test of hypothesis three is in conformity with Tempelmayr et al., (2019) whose findings indicated that reconfiguration capabilities were found to be significant However, reconfiguration capabilities are more important in relatively stable contexts than other measures of dynamic capabilities. The finding of this study is in line with Khan, Daddi and Iraldo (2021) whose analysis shows that reconfiguring capabilities and its underlying organizational routines significantly facilitate circular economy implementation and highlights the key capabilities and organizational routines through which firms can identify and pursue circular economy opportunities. The result of this study is further affirmed that of Vo-Thai, Lo, and Tran (2021) whose a result, discovered that internal endowment and external dynamism positively impact a firm's capability reconfiguration and post-reconfiguration performance consequently. The result further corresponds that of Mutsembi (2019), who discovered that reconfiguration capabilities were found to reduce the firm performance in the short term, due to the associated costs of asset realignment and business model redesign and restructuring. For instance, reconfigurations may lead to lower transaction costs, resulting in more benefits being derived.

To test Hypothesis Four (H0<sub>4</sub>), the study sought to test the null hypothesis that integrating capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The decision criteria were to accept H0<sub>1</sub> if  $\beta_{4}$ = 0 and P > 0.05. The results of multiple regression in Table 4.14, showed that integrating capabilities had  $\beta_{4}$ =0.307, p-value=0.000 Since  $\beta_{2} \neq 0$  and p were less than the significant level of 0.05, the study rejected H0<sub>4</sub> implying that integrating capabilities have significant effect on competitive advantage of telecommunication companies in Nigeria. The result of the fourth hypothesis is tandem with Nzekwe (2021) whose findings indicated that integrating capabilities had a positive significant effect on employees' commitment and can be employed to achieve better organizational performance in the telecommunication industry in Nigeria. Obuba and Omoankhanlen (2022) the result of the bivariate analysis revealed that integration capability had a significant positive relationship with the measures of organizational competitiveness.

For test of Hypothesis Five (H0<sub>5</sub>), the study sought to test the null hypothesis that strategic flexibility capabilities have no significant effect on competitive advantage of telecommunication companies in Nigeria. The decision criteria were to accept H0<sub>1</sub> if  $\beta_5=0$  and P > 0.05. The results of multiple regression in Table 4.14, showed that strategic flexibility capabilities had  $\beta_5=0.104$ , p-value=0.021 Since  $\beta_2 \neq 0$  and p were less than the significant level of 0.05, the study rejected H0<sub>5</sub> implying that strategic flexibility capabilities have significant effect on competitive advantage of telecommunication companies in Nigeria. The result of the test of hypothesis three is in conformity with Nwankwere, Ashikhia and Adebola (2017) whose findings revealed that there is a significant relationship between strategic flexibility capabilities have an important role in maintaining a business in the future, especially in facing business decline due to the impact of the COVID-19 pandemic on firms as well as it mediating influence in a dynamic environment and has the potentials to improve firm performance. The findings of this current study synchronize that of Lin et al., (2020), dynamic capacity of strategic flexibility is the only variable that could sufficiently

enhance competitive advantage of enterprise over other enterprises. The result is similar with that of Ghorban-Bakhsh and Gholipour-Kanani (2018) whose result of the research shows that resource flexibility has a positive relationship with product innovation but is completely dependent on the company's performance and it depends on the company's strategic flexibility. So that, strategic flexibility has the greatest impact on manufacturing innovation and has the least impact on process innovation.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

# **5.1 Conclusion**

Based on the results of empirical analysis and the discussions that ensued, this study concludes that dynamic capabilities strongly predict firm's competitive advantage; and that achieving competitive advantage of firms largely depends on their dynamic capabilities as demonstrated in their ability to identify and evaluate evolving market opportunities; exploit such opportunities, and transform or recombine their tangible and intangible resources seamlessly to gain an edge over and above their rivals in an industry.

# **5.2 Recommendations**

Arising from the findings and conclusion drawn, the following recommendations are made to help improve the situation in telecommunication companies in Nigeria. Telecommunication companies are encouraged to adopt sensing capabilities because, firms that are better at sensing opportunities and threats in the market are able to know and understand changing consumer needs and preferences and consequently grow their markets by constantly scan, search, and explore opportunities across technologies and markets. Management of telecommunication companies should take advantage of opportunities in their business environment so as to transform the firm's assets whether tangible or intangible by effectively deploying seizing capabilities in order to enhance their business survival and growth which has potentials for gaining an edge over rivals in an industry. Telecommunication companies should adopt reconfiguration capabilities as a strategic option as to renew core competencies, and develop new value propositions in their organizations since it enables an enterprise to shape their existing functional competencies when the opportunity arises. Management of telecommunication companies should employ integrating capabilities in their businesses so as to have the ability to create, acquire and share knowledge to respond to opportunities and threats from the operating environment, since it enhances business growth through integrating relevant R&D knowledge of multiple business units as well as open pathways to learning and sharing of expertise through transfer of technology and know-how within a firm. By adopting strategic flexibility, telecommunication companies will have the capability to respond to major changes that take place in its external environment by committing the resources necessary to respond to those changes in their operating environment since it has an important role in maintaining a business in the future, especially in facing business decline as well as it mediating influence in a dynamic environment and has the potentials to improve firm performance.

## **5.3 Contribution to Knowledge and Suggestions for Further Studies**

This study cures both the geographical gap and the disagreement among the opinions of researchers by determining the effect of dynamic capabilities and competitive advantage of telecommunication companies in Nigeria from a developing world perspective. This significant linkage reduces the scarcity of empirical studies and support to the effect of dynamic capabilities and competitive advantage. Statistically, integrating capabilities (36.5%) contributed more to competitive advantage than seizing capabilities (20.7%), reconfiguration capabilities (16.1%), strategic flexibility capabilities (12.3%) and lastly sensing capabilities (02.1%).

Even though this study provides insight into the effect of dynamic capabilities and competitive advantage of quoted telecommunication companies in Nigeria, there are other areas that are unclear and required to be addressed by future research. The effect of dynamic capabilities and competitive advantage of unquoted telecommunication companies in Nigeria needs attention in order to see how the adoption and practice of dynamic capabilities will enhance competitive advantage in their firms. Further, it is possible to extend the scope of the study to cover a larger geographical area other than the Nigerian exchange as this would ensure the generalizability of the research conclusions. The current study was undertaken in Nigeria; the study can be replicated in other developing countries. This will also give ample opportunity for the researchers to compare the findings and see whether effect of dynamic capabilities and competitive advantage is statistically different across countries or not. Finally, future empirical research studies could use moderation-mediation models to present a more complete picture of the effect of dynamic capabilities and competitive advantage. Other dimensions of dynamic capabilities could be used in future studies to enable a nuanced understanding of the phenomenon of dynamic capabilities and competitive advantage.

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