
**Organizational Effectiveness of Brewing Firms in South East Zone of Nigeria:
Exploring the relative importance of Dynamic Capabilities**

¹Victor A. Umoh, Ph.D, ²Christiana B. Nsien, Ph.D,³Michael B. Effiom

¹Department of Business Administration, Obong University, ObongNtak, Nigeria

²Department of Business Education, College of Education, AfahaNsit, Nigeria

³Department of Business Management, University of Uyo, Nigeria

Citation: Umoh V.A., Nsien C.B., Effiom M.B. (2022) Organizational Effectiveness of Brewing Firms in South East Zone of Nigeria: Exploring the relative importance of Dynamic Capabilities, *International Journal of Business and Management Review*, Vol.10, No. 8, pp.49-62

ABSTRACT: *This study was conducted to investigate the relative importance of dynamic capabilities on the organizational effectiveness of brewing firms in the South East Zone of Nigeria. The survey research design was used in the conduct of the study. The population was 204 and sample size 135 determined through Taro Yamen's (1967) sample size determination formula. The questionnaire used in the study achieved 76.47% response rate. Data analysis was done with regression method. Findings of the study indicated that dynamic capabilities had a significant positive influence on organizational effectiveness of brewing firms in South East Zone of Nigeria; It was also revealed that reconfiguration capability had the most important influence (Beta =0.406, t=2.904, p<0.05), learning capability came second (Beta 0.217, t=2.211, p<0.05) and sensing capability third (Beta =0.039, t=2.179, p<0.05). It was recommended that brewing firms in South East Zone of Nigeria should give attention to formulating and implementing their strategies for organizational effectiveness in line with findings made in this study.*

KEY WORDS: Dynamic capabilities, organizational effectiveness, sensing capability, learning capability, reconfiguration capability, Nigeria

INTRODUCTION

Modern-day reality has shown that organizations are facing an increasingly turbulent and unpredictable business space compared to what used to be the case some decades ago. This current situation exerts serious pressure on organizations as they strive to survive. Therefore, it is not uncommon for various organizations to consider adopting different approaches and models that may contribute to facilitating their capacity to address the seeming volatility with a view to positioning the organization towards delivering its mission. While there are a number of such models that may be considered and used, one such model that is of recent development is dynamic capability.

Dynamic capabilities have been variously defined. For instance, Teece(2007) defined dynamic capabilities as the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Dynamic capability is seen as the ability to achieve new forms of competitive advantage, and the term 'dynamic' denotes the capacity to renew competences so as to achieve congruence with the changing business environment (Kitenga&Thuo, 2014). Wang and Ahmed (2007) have defined dynamic capabilities as an organizational behavioural orientation to constantly integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage. Rao (2016) opines that dynamic capabilities showcase the capability of an enterprise to manage alliances, learn, integrate and reconfigure resource base to address changing business conditions. Teece(2007) asserts that dynamic capabilities help an organization in sustaining competitive advantage and maintenance of organizational effectiveness.

Organizational effectiveness is seen by Robbins (2010) as achieving both short and long term goals of organizations. Xu et al. (2022) see organizational effectiveness as the degree to which an organization achieves its goals, and organizational goals reflect the reasons for the organization's existence and the results it seeks to achieve. It means putting a lot of emphasis on attaining a company's aim (Gebauer et al., 2012). Dynamic capabilities constitute a core element for an organization to survive in the ever present dynamic environment (Rehman& Saeed, 2015).

Dynamic capabilities have been investigated in different sectors and settings. In recent times, Nwankwere, Asikhia and Adebola (2017) investigated dynamic capabilities and firm performance; Nørbjerg, Nielsen and Persson (2017) studied dynamic capabilities and project management and Rehman & Saeed (2015) researched on the impact of dynamic capabilities on firm performance.

However, what has not received an in-depth investigation is how sensing, learning and reconfiguration aspects of dynamic capabilities respectively and relatively influence organizational effectiveness. Thus, currently, it is yet to be ascertained the extent to which these sub-variables of dynamic capability would contribute to firms' effectiveness. In a time when many businesses are unable to achieve their set goals, it is necessary to investigate this area in order to get management inputs that would guide it in prioritizing its strategy formation process.

LITERATURE/THEORETICAL UNDERPINNING

Zahra & George (2002) assert that dynamic capabilities are basically changing-oriented capabilities that enhance firms' ability to renew and reconfigure their resource base to meet evolving customer demands and competitor strategies. Rao (2016) opines that dynamic

capabilities represent firms' capability to manage alliances, learn, integrate and reconfigure resource base to address the changing business conditions.

Sensing capability is firm's ability to constantly scan, search, and explore opportunities across technologies and markets (Teece, 2007). Learning capability refers to the firm's ability to generate internal knowledge, to acquire external knowledge, and to integrate internal and external knowledge through knowledge sharing (Zahra & George, 2002). Learning capability focuses on the use of market information to generate new knowledge; thus, it is the ability to restore operational capabilities with new knowledge (Kindström et al., 2013). Reconfiguration capability involves activities such as 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 (Rao, 2016).

Nwankwere, Asikhia and Adebola (2017) investigated dynamic capabilities and firm performance of selected foods and beverages manufacturing companies in Lagos state, Nigeria and established that dynamic capabilities had a strong positive relationship with the performance of the food and beverages manufacturing companies. Nørbjerg, Nielsen and Persson (2017) conducted a survey on dynamic capabilities and project management in small software firms and found that dynamic capabilities enhanced project management success. Rehman& Saeed (2015) studied the impact of dynamic capabilities on firm performance and discovered that dynamic capabilities were needed to boost firm performance.

Kareem and Alameer (2014) carried out a study which focused on impact of dynamic capabilities on organizational effectiveness in selected Iraqi public universities. The results indicated that sensing capability does not have a positive impact on organizational effectiveness while learning capability and reconfiguration capability have a positive impact on organizational effectiveness. The present study is different as it focused on the brewing sector; it is also different in terms of method of data analysis. The study by Kareem and Alameer (2014) used structural equation modeling in data analysis while the present study used regression analysis.

This study is anchored on Dynamic Capabilities View (DCV). The DCV is considered as an extension of the Resource Based View (RBV) which was initially introduced by David Teece and Cary Pisano in 1994. However, the DVC makes an addition to the RBV. This is done by attempting to improve the theory by way of offering an explanation to the nature of sustainable competitive advantage. Specifically, the DCV applies competences that are unique to firms in gaining competitive advantage and also explains how these competences are developed, deployed and protected. The term 'dynamic' denotes the capacity to renew competences so as to achieve congruence with the changing business environment, and required innovative responses to rapid changes (Kitenga & Thuo, 2014).

On the other hand, ‘capability’ addresses the key role of strategic management in the management of the organization. The basic assumptions of DCV is that an organization's basic competences should be used to modify short term competitive positions that can be used to build longer term competitive advantages (Teece, 2007). The critical aspects of dynamic capabilities are its ability to identify market environmental changes, sensing opportunities and ultimately seizing the opportunities and eventually resulting to the transformation and alignment of complementary and co-specialized assets to create significant value (Rao, 2016). The dynamic capabilities theory argues that the outcome of operations such as performance differences across firms are due to differential capacities of firms to integrate, renew, utilize, and reconfigure resources to the changing environment. In the context of the present study, dynamic capabilities may determine the effectiveness of brewing firms. In particular, dynamic capabilities elements, namely, sensing capability, learning capability and reconfiguration capability may make different contributions to the capacity of brewing firms to realize set business goals. The realization of this may inform strategic directions for these businesses.

METHODOLOGY

The survey research design was used in the conduct of this study. The population of the study consisted of all respondents who were employees of International Breweries Plc, Onitsha, Anambra State and Nigerian Breweries Plc, Aba. The target population was made up of employees at managerial levels of the firms. They were the senior managers, middle managers and first line managers. The total from these classes of workers in the two firms studied was 204.

In determining the sample size for this study, Taro Yamen’s (1967) model was used and this resulted in 135 as sample size. Questionnaire apportionment was proportionally determined. The research instrument had two sections, A and B. Section A obtained respondents’ demographic information while section B was used in establishing the influence of independent variables on the dependent variable. This instrument had five-point Likert scale and was assessed as follows; Strongly agree(SA-5), Agree (A-4), Disagree(D-3), Strongly Disagree(SD-2) and Undecided(UN-1). Two experts were consulted to assist in examining and advising on the face and content validation of the instrument. The instrument had a Cronbach Alpha coefficient of 0.78. It also recorded a response rate of 76.47%. Mean and standard deviation were used to analyze descriptive data. Regression analysis was used to test formulated hypotheses at 0.05 level of significance. The decision rule was that null hypothesis (H_0) should be rejected if the probability value (P-value) was less than 0.005 ($P < 0.005$) otherwise choose the alternate hypotheses (H_1).

Model Specification

The hypothetical variables that show the causal effect of dynamic capabilities on organizational effectiveness was estimated using this specified model:

$$OGE = B_0 + B_1SGC + B_2LGC + B_3RFC + e \dots \dots i$$

Where

OGE = Organizational Effectiveness (the dependent variable)

B₀ = the intercept

SGC= Sensing Capability

LGC= Learning Capability

RFC= Reconfiguration Capability

b₁- b₃ = the coefficients

e =error

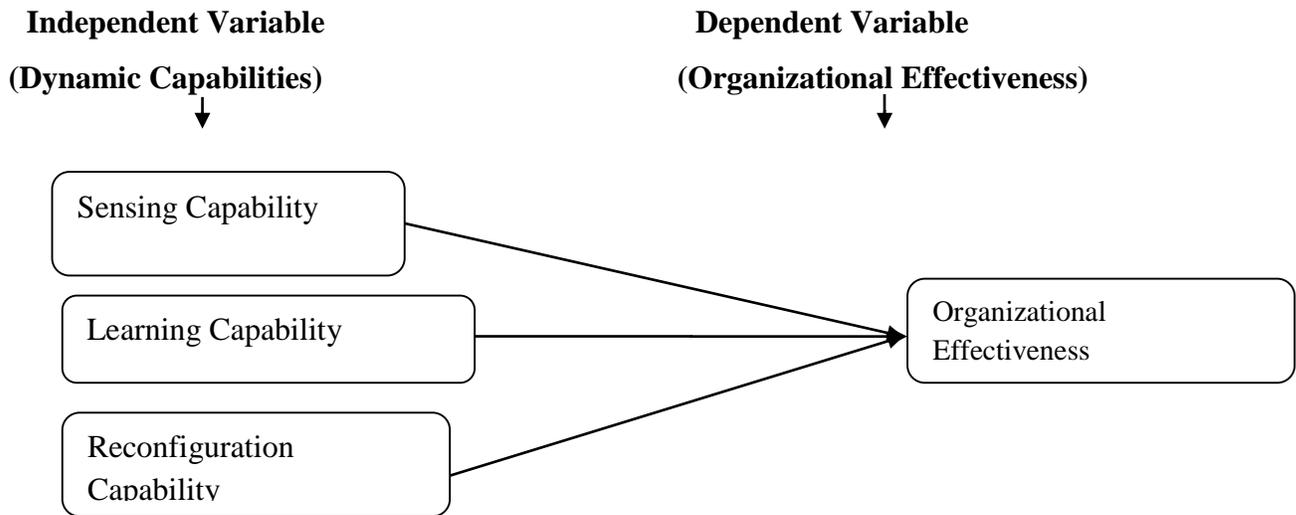


Figure 1: Research Model

Source: Researchers’ Conceptualization, (2022)

RESULTS/FINDINGS

Table 1: Demographic Profile of Respondents

Variables	Categories	Frequency	Percentage%
Sex	Male	56	71.79
	Female	22	28.21
	Below 25	9	11.54
Age	25-30	19	24.56
	31-35	22	28.01
	36-40	17	21.79
	41 and above	11	14.10
Education No	B.Sc/HND	38	48.72

	M.Sc/MBA	23	29.49
	Ph.D	6	7.69
	Others	11	14.10
Years of experience	Under 1 year	8	10.26
	1-4 years	20	25.64
	5- 9 years	26	33.33
	10-14	18	23.08
	15 years and above	6	7.69

Source: Field Survey (2022)

From Table 1, the gender distribution shows that out of the 78 respondents that responded to the questionnaire instrument, 56 of them were male. This represented 71.79% while 22 respondents were female. This represented 28.21%. The result implied that majority of respondents in the study were male. Also, it indicates the age distribution of the respondents. In terms of age, 9 respondents were under 25 years of age. This number represented 11.54%, 19 respondents fall between 25 – 30 years of age. This represented 24.56%, 22 of the respondents fall between the age of 31 – 35 years of age. This represented 28.01%. Furthermore, 17 respondents were between 36 – 40 years. This represented 21.79% while 11 of the respondents were aged 41 and above representing 14.10%. The analysis indicated that more respondents in the study belonged to the age bracket of 31-35.

Furthermore, it presents the educational background of the respondents. In respect of level of education, 38 of the respondents possessed BSc/HND. This represented 48.72%, 23 of them had MSc/MBA. This represented 29.49%, 6 respondents had Ph.D. This represented 7.69 while 11 respondents had other qualifications. This represented 14.10%. The analysis showed that most of the respondents were holders of BSC/HND.

The table also showed 'years of experience of respondents. It shows the number of respondents that had work experience less than 1 year to be 8. This represented 10.26%, 20 of the respondents falls between 1-4 years of experience. This represented 25.64%, while 26 of them falls between 5-9 years of experience representing 33.33%, 18 of the respondents falls between 10-14 years of experience. This represented 23.08% and 6 of them falls between 15 years and above of work experience. This represented 7.69%. The results suggest that the respondents were sufficiently experienced in the job.

Table 2: Descriptive Analysis on Sensing Capability

Dimensions of Sensing Capability	SA	A	D	SD	UN
Businesses that conduct environmental assessment regularly discover new opportunities	27 (34.62%)	24 (30.77%)	11 (14.10%)	14 (17.95%)	2 (2.56%)
We assess our performance to track performance against goals set	24 (30.77%)	33 (42.31%)	4 (5.13%)	13 (16.67%)	4 (5.13%)
We display consistency in product innovativeness	23 (29.49%)	25 (32.05%)	16 (20.51%)	11 (14.10%)	3 (3.85%)
We are always ready to improve upon our service delivery in operations	11 (21.79%)	13 (41.03%)	21 (16.67%)	26 (15.38%)	7 (5.13%)
Mean	21	24	13	16	4

Source: Field Survey (2022)

Table 2 shows descriptive analysis on sensing capability. It revealed that 27 (34.62%) respondents strongly agreed that businesses that conduct environmental assessment regularly discover new opportunities; 24(30.77%) agreed; 11(14.10%) disagreed; 14(17.95%) strongly disagreed as 2 (2.56%) were undecided. Asked if they assessed their performance to track performance against goals set, 24(30.77%) respondents strongly agreed; 33(42.31%) agreed; 4(5.13%) disagreed; 13(16.67%) strongly disagreed as 4(5.13%) were undecided. Asked if they displayed consistency in product innovativeness, 23(29.49%) respondents strongly agreed; 25 (32.05%) agreed; 16(20.51%) disagreed; 11(14.10%) strongly disagreed as 4(5.13%) were undecided. Also, 11(21.79%) respondents strongly agreed that they are always ready to improve upon their service delivery in operations, 13 (41.03%) agreed; 21(16.67%)disagreed; 26(15.38%) strongly disagreed as 7(5.13%) were undecided. From the results on Table 2, it can be shown that majority of respondents 45(57.69%) were of the opinion that sensing capability had an influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Table 3: Descriptive Analysis of Learning Capability

Dimensions of Learning Capability	SA	A	D	SD	UN
Our organization has an approach to learning that imparts knowledge to its members	18 (23.08%)	32 (41.03%)	13 (16.67%)	12 (15.38%)	3 (3.85%)
As a business, we apply new knowledge to our service to clients	23 (29.49%)	28 (35.90%)	9 (11.54%)	10 (12.82%)	8 (10.26%)
Over the years, our policy on use of new knowledge has produced positive results	18 (23.08%)	36 (46.15%)	10 (12.82%)	9 (11.54%)	5 (6.41%)
Our ability to learn fast in a changing business environment is key to meeting business goals.	7 (8.97%)	13 (16.67%)	23 (29.49%)	19 (24.36%)	10 (12.82%)
Mean	17	27	14	13	7

Source: Field Survey (2022)

Table 3, presents the descriptive analysis in respect of learning capability. In the analysis, 18(23.08%) respondents strongly agreed that their organization has an approach to learning that imparts knowledge to its members; 32 (41.03%) agreed; 13(16.67%) disagreed; 12(15.38%) strongly disagreed as 3(3.85%) were undecided. When asked if as a business, they applied new knowledge to their service to clients, 23(29.49%) respondents strongly agreed; 28(35.90%); 9(11.54%) disagreed; 19(24.36%) strongly disagreed as 10(12.82%) were undecided. Asked if over the years, their policy on use of new knowledge has produced positive results, 18(23.08%) respondents strongly agreed; 36(46.15%) agreed; 10(12.82%) disagreed; 9 (11.54%) strongly disagreed as 5(6.41%) were undecided. Respondents were also asked if their ability to learn fast in a changing business environment was key to meeting business goals. On this, 7(8.97%) respondents strongly agreed; 13(16.67%) agreed; 23(29.49%) disagreed; 19 (24.36%) strongly disagreed as 10(12.82%) respondent was undecided. From the results on Table 3, it is shown that majority of respondents, 44(56.41%) were of the opinion that learning capability had an influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Table 4: Descriptive Analysis on Reconfiguration Capability

Dimensions of Reconfiguration Capability	SA	A	D	SD	UN
We achieve more as the organization responds fast to environmental developments	22 (28.21%)	38 (48.72%)	7 (8.97%)	7 (8.97%)	4 (5.13%)
A quick response to customers' expectations and tastes has brought us competitive advantage compared to competitors	18 (23.08%)	29 (37.18%)	16 (20.51%)	12 (15.38%)	3 (3.85%)
More emphasis is given to human resource training in our business in order to improve skills for better performance	23 (29.49%)	26 (33.33%)	11 (14.10%)	14 (17.95%)	4 (5.13%)
We respond swiftly to competitors actions to gain an edge in our line of business	19 (24.36%)	36 (46.15%)	7 (8.97%)	10 (12.82%)	6 (7.69%)
Mean	21	32	10	11	4

Source: Field Survey (2022)

Table 4 presents the descriptive analysis on reconfiguration capability. In the analysis, respondents were asked if they achieved more as the organization responds fast to environmental developments. On this, 22(28.21%) respondents strongly agreed; 38(48.72%) agreed; 7(8.97%) disagreed; 7(8.97%) strongly disagreed as 4(5.13%) were undecided. Asked if a quick response to customers' expectations and tastes has brought them competitive advantage compared to competitors, 18(23.08%)strongly agreed; 29(37.18%) agreed; 16(20.51%) disagreed; 12(15.38%) strongly disagreed as 3(3.85%) were undecided. Also, 23(29.49%) respondents strongly agreed that more emphasis was given to human resource training in their business in order to improve skills for better performance; 26(33.33%)agreed; 11(14.10%) disagreed; 14(17.95%) strongly disagreed as 4(5.13%) were undecided. When respondents were asked if they responded swiftly to competitors actions to gain an edge in their line of business, 19(24.36%) respondents strongly agreed; 36(46.15%) agreed; 7(8.97%) disagreed; 10(12.82%) strongly disagreed as 6(7.69%) were undecided. Above analysis shows that majority of the respondents, 53(67.95%) opined that reconfiguration capability had an influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Test of Hypothesis

H₀: Dynamic Capability has no significant positive influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Hi: Dynamic Capability has a significant positive influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Table 5: Model Summary on the influence of sub-variables of Dynamic Capability, sensing capability, learning capability and reconfiguration capability on the organizational effectiveness of brewing firms in the South East Zone of Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.686	3.61721

Predictors: (Constant), sensing capability, learning capability, reconfiguration capability

Dependent Variable: Organizational Effectiveness

Source: Researchers' Computation (2022)

Table 5 presents model summary on the influence of sub-variables of Dynamic Capability, sensing capability, learning capability and reconfiguration capability on the organizational effectiveness of brewing firms in the South East Zone of Nigeria. In the model, R-value (0.873^a) shows a positive and strong relationship between dynamic capability variables and organizational effectiveness. The R² of .762 indicated that when combined, sensing capability, learning capability and reconfiguration capability would have about 76.2% influence on the organizational effectiveness of brewing firms in the South East Zone of Nigeria.

Table 6: Standardized and Unstandardized Co-efficients Regression Analysis Result on the influence of sub-variables of Dynamic Capability, sensing capability, learning capability and reconfiguration capability on the organizational effectiveness of brewing firms in the South East Zone of Nigeria

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.316	.213		4.182	.311
	Sensing Capability	.039	.021	.061	2.179	.000
	Learning Capability	.217	.019	.042	2.211	.001
	Reconfiguration Capability	.406	.028	.061	2.904	.000

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Sensing capability, learning capability, reconfiguration capability

Source: Researchers' Computation (2022)

Table 6 presents the standardized and unstandardized co-efficientsof regression analysis result on the influence of sub-variables of dynamic capability, sensing capability, learning capability and reconfiguration capability on the organizational effectiveness of brewing firms in the South East Zone of Nigeria. The table indicates that the independent variables namely sensing capability, learning capability and reconfirmation capability jointly influenced organizational effectiveness, the dependent variable.

It was also revealed that in terms of relative importance of dynamic capabilities on organizational effectiveness of brewing firms in the South East Zone of Nigeria, sensing capability had (Beta =0.039, $t=2.179$, $p<0.05$). This indicated it has the least influence among dynamic capabilities on organizational effectiveness of brewing firms in the South East Zone of Nigeria; learning capability had (Beta 0.217, $t=2.211$, $p<0.05$). This indicated that it had the second most important influence and reconfiguration capability had (Beta =0.406, $t=2.904$, $p<0.05$) indicating it would have the strongest influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria. Following these results, the null hypothesis which was that dynamic capability has no significant positive influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria was rejected.

DISCUSSION

In this study, it has been revealed that dynamic capabilities have a significant influence on organizational effectiveness of brewing firms in South East Zone of Nigeria. Specifically, sensing capability had the least positive and significant influence; learning capability had the second most important influence while reconfiguration capability had the most important influence. The result of test of hypothesis is similar to findings of previous studies in the area. For instance, Nwankwere, Asikhia and Adebola (2017) who investigated dynamic capabilities and firm performance of selected foods and beverages manufacturing companies in Lagos state, Nigeria, established that dynamic capabilities had a strong positive relationship with the performance of food and beverages manufacturing companies; Nørbjerg, Nielsen and Persson (2017) who did a survey on dynamic capabilities and project management in small software firms found that dynamic capabilities enhanced project management success. Similarly, the study of Rehman & Saeed (2015) which was on impact of dynamic capabilities on firm performance, established that dynamic capabilities were needed to boost firm performance. The study by Kareem and Alameer (2014) on dynamic capabilities and organizational effectiveness in selected Iraqi public universities indicated that sensing capability did not have a positive impact on organizational effectiveness while learning capability and reconfiguration capability had a positive impact on organizational effectiveness.

These findings are also in line with opinions of writers. For instance, Teece et al., (1997) maintained that dynamic capabilities positively affect organizational effectiveness and performance in different ways; Furthermore, Xu *et al.* (2022) asserted that dynamic

capabilities improve the effectiveness, speed, and efficiency of organizational responses to environmental requirements and, in turn, essentially support superior performance. Again, Eisenhardt and Martin (2000) and Teece (2007) opined that dynamic capabilities as represented by sensing, learning and reconfiguration aspects may support decision making within the organization which has the potential to enhance organizational effectiveness and performance.

Implication to Research and Practice

The implication of this outcome is that dynamic capability can predict the organizational effectiveness of brewing firms in the South East Zone of Nigeria. It therefore, implies that brewing firms in the South East Zone of Nigeria strategizing to improve their organizational effectiveness should embrace and rework their dynamic capabilities. The managerial implication of these findings is that brewing firms in the South East Zone of Nigeria will achieve more in the area of improving its organizational effectiveness by prioritizing its strategy formulation and implementation along the relative importance of these constructs. Thus, it is recommended that brewing firms in South East Zone of Nigeria should give attention to formulating and implementing their strategies for organizational effectiveness in line with findings made in this study. This study makes contribution to knowledge by revealing empirically, the relative importance of dynamic capabilities in the brewing industry in Nigeria.

CONCLUSION

This study was conducted to investigate the relative importance of dynamic capabilities in order to show their influence on the organizational effectiveness of brewing firms in South East Zone of Nigeria. The analysis in the study indicated that all sub-variables of dynamic capability had positive and significant influence on organizational effectiveness of brewing firms in the South East Zone of Nigeria. However, in terms of influence, reconfiguration capability had the most important influence, followed by learning capability then sensing capability.

Future Research

This study was conducted in the South East Zone of Nigeria using two firms in the brewery industry. It is suggested that in future, studies should be conducted with expanded scope beyond the South East Zone to include more brewing firms in other parts of Nigeria in order to make for ease of generalization of findings.

References

- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10–11), 1105–1121.
- Gebauer, H., Worch, H., & Truffer, B. (2012). Absorptive capacity learning processes and combinative capabilities as determinants of strategic innovation. *European Management Journal*, 30(1), 57-73. <https://doi.org/10.1016/j.emj.2011.10.004>
- Kareem, M. and Alameer, A. (2014). The Impact of Dynamic Capabilities on Organizational Effectiveness. *Journal of Management & Marketing*, 14(4): 402-418.
- Kindström, D., Kowalkowski, C., & Sandberg, E. (2013). Enabling service innovation: A dynamic capabilities approach. *Journal of Business Research*, 66(8), 1063–1073.
- Kitenga, G. M., & Thuo, K. J. (2014). Theoretical underpinnings of dynamic capabilities. *Journal of Business and Social Sciences*, 3(9), 181-190.
- Nørbjerg, J.; Nielsen, P. and Persson, J. (2017). Dynamic Capabilities and Project Management in Small Software Firms In *Proceedings of the 50th Hawaii International Conference on System Sciences (HICSS 2017)* (pp. 5410-5419)
- Nwankwere, I.; Asikhia, O. and Adebola, S. (2017). Dynamic capabilities and firm performance of selected foods and beverages manufacturing companies in Lagos state, Nigeria. *Management Review*, 9(6), 29-37.
- Qu, R. (2012). The impact of integration and responsiveness on MNC subsidiaries' market orientation. *Journal of Global Marketing*, 25(3), 127-140. <https://doi.org/10.1080/08911762.2012.741960>
- Rao, B. S. (2016). Effect of intellectual capital on dynamic capabilities. *Journal of Organizational Change Management*, 2(9), 61-69.
- Rehman, K. U., & Saeed, Z. (2015). Impact of dynamic capabilities on firm performance: Moderating effect of organizational competencies. *Sukkur IBA Journal of Management and Business*, 2(2), 18-40.
- Robbins, P.S. (2010). *Organisational behaviour*. 9th ed. Prentice Hall Publication.
- Teece, D. J. (2007). Explicating dynamic capabilities: The nature and micro foundations of sustainable enterprise performance. *Strategic Management Journal*, 28 (13), 1319-1350.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
- Wang, C., Ahmed, P. 2007. *Dynamic capabilities: a review and research agenda*. *International Journal of Management Reviews*, 9(4), 31–51.
- Xu, Y.; Zhao, J.; Fang, J.; Wang, H.; Wang, D.; Zeng, B. and Wang, Y. (2022). The Theory and Method of Organizational Effectiveness Evaluation. *Advances in Social Science, Education and Humanities Research*, 6(4), 43-51.
- Zahra, S., & George, G. (2002). The net-enabled business innovation cycle and the evolution of dynamic capabilities. *Information Systems Research*, 13(2), 147–155.