



STRATEGIC CAPABILITIES AND ORGANIZATIONAL PERFORMANCE OF SELECTED CHARTERED PRIVATE UNIVERSITIES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

This study assessed the effect of strategic capabilities on the performance of private universities in Nairobi City County, Kenya. The study research design was descriptive research design. The study targeted 6 private universities that were fully licensed and operative in Nairobi city county, Kenya. The respondents consisted of 125 employees working under planning and development/finance, administration services, deans and directors. Data was collected through the use of structured questionnaire. The findings showed that managerial capabilities had a positive and significant effect on performance of private universities in Nairobi City County, Kenya ($\beta_1=1.078$, $sig<0.05$). The result showed that a unit change in technological capabilities resulted to positive units changes in organization performance in private universities in Kenya ($\beta_2=0.732$, $sig<0.05$). The study concluded that technological capabilities had a positive and significant effect on performance of private universities in Kenya. A unit change in marketing capabilities resulted to positive units changes in performance of private universities in Kenya. The effect of marketing capabilities was the highest on performance of private universities in Nairobi City County, Kenya compared to other indicators used in the study ($\beta_3 =1.302$, $sig<0.05$). The study concluded that marketing capabilities have a positive and significant effect on performance of private universities in Kenya. The changes in research and development had no significant effect on performance of public universities at 5% significance level ($sig>0.05$). The study concluded that R&D activities had insignificant effect on organizational performance. Based on the findings, The study recommended the senior management in the private universities to take a care role in ensuring team work, coordination of activities and effective communication. In order to improve knowledge, it was advised that private institutions concentrate more on technology advancement in the key areas of operation such as administration, teaching, planning, R&D, marketing and examination administration. It was suggested that private universities should adjust their brand position in the market to stand out from the competition and stay abreast of customer demands and requirements in order to increase performance.

Key Words: Managerial, Technology, Marketing, Research and Development

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INTRODUCTION

Both private and public higher education institutions now operate in a fiercely competitive business environment where effectiveness and performance are essential to survival (AbuMezied 2016, Xing & Marwala 2017). These factors include globalization, the fourth industrial revolution's high demand for higher education, rising rivalry, and the disappearance of geographic boundaries. According to Meissner and Shmatko (2016), the higher education sector is a major driver of economic development, prosperity, and competitiveness in both domestic and global economies. Institutions everywhere must use intrapreneurial strategies in order to remain competitive and relevant. It has become evident that colleges located in many nations have considered the elements that influence student enthusiasm, creativity, and research quality. This is due to the fact that the vast market environment changes are having an increasingly negative impact on both company performance and overall business operations (Genç, 2018). The educational sector is significant in the development of manpower worldwide. It plays a significant role in the development of other sectors of the economic with its vibrant educational services.

Kenya reported enrolling 94.6 thousand students at private universities for the 2020–21 academic year, a drop from 96.6 thousand in 2019–20, the greatest number since 2013–14 (Statista, 2022). Kenyan universities, and particularly private universities, have not been successful in producing graduates who fulfill market demands. This has been attributed to a number of things, including insufficient funding, declining educational program quality, research quality, the authenticity of degrees awarded, the flexibility of university programs, innovations made, and effective use of resources available to them (King'oo, Kimencu & Kinyua, 2021). Therefore, it is necessary to investigate how strategic capabilities like marketing, management, technology, and research and development capabilities could be used as a

model for improving performance in these universities.

Strategic capabilities are the capacity of an organization to utilize all of its resources, expertise, and competence to establish a competitive edge that endures through time that is accompanied by value growth. Therefore, the abilities embedded in the organization to make judicious use of its resources enhances the performance of the organization. Dynamic capability, in the opinion of Kamau, Thomas, Senaji, and Nzioki (2019), makes it easier to integrate and assemble resources, such as assets, expertise, and relationships, and to use those resources to create a competitive advantage. Wanjiku (2018) found that in order to obtain the best results, an organization must be able to differentiate between its inputs and output as well as avoid resource waste, which hurts businesses' profitability and competitiveness. Companies' capacity to acquire, integrate, and reorganize resources creates the strategic competencies required to react quickly to changing consumer and market demands. Strategic capabilities such as managerial, technology, market and research and development have been used by other studies (Wanjiku, 2018; Kogo & Kimencu, 2022; Kamau, Thomas, Senaji & Nzioki, 2019; Gatama & Kavindah, 2022).

Kenya is considered as one of the best educational hub in Eastern Africa. Due to its educational relevance, it has attracted students from all parts of the world. The competitive nature of the educational universities in Kenya and the world at large has provided an opportunity for frequent development of curriculum that suits the need of the labour market. Broadly speaking, management involves setting, conveying, and supporting organizational goals in order to continuously and intelligently steer others (Amimo, 2016). Notably, Strathmore University, United States International University (USIU) and Mount Kenya University (MKU) are considered as the best private universities in Kenya, ranking 3rd, 4th and 8th position in the country respectively. This depicts the

performance of the private universities in the survey area demonstrating their performance in all measures.

Private Universities are universities established in accordance with the Universities Act 1985(CAP 210B) and the Universities Rules, 1989 (Establishment of universities, Standardization, accreditation and supervision. The Commission of University Education (CUE) is mandated with responsibility of ensuring that both private and public universities adhere to the standards of a university. In Kenya there are 69 public and private universities out of which 30 are private universities. Private universities are either fully governed by a full charter or temporarily by an interim charter which provide undergraduate and graduate degrees (Njoroge, 2017). When compared to other countries in the region, Kenya is placed above these countries educationally. The reason for this is because Kenya's government was the first in the region to recognize the significance of private institutions (Oketchi, 2003).

Nairobi County which is the capital city of Kenya is considered as the central commercial hub of activities in the location. The advantageous position of this location has attracted a lot of businesses in all sectors of the economy with growing number of private universities (Valero & Van Reenen, 2018). Nairobi County has seventeen private universities with one of the best private universities in the country. These universities are licensed by the educational regulatory body to maintain standard educational practices in the country to compete globally with other highly ranked universities in the world (Wycliffe, 2013). Given the growing competition in the educational sector, the universities are encouraged to offer varying degrees at the undergraduate and post graduates levels in the quest to facilitate the production of quality manpower for economic growth and development.

Statement of the Problem

Private university enrollment has rapidly increased as a result of the great demand. The rising number of pupils leaving secondary schools has raised

public demand for higher education (CUE, 2021). According to existing studies, the rapid evolution of the university sub-sector in Kenya raises concerns regarding private universities' performance (Mwanthi, 2018). Cuts in government funding are preventing private universities from supporting growing student numbers and maintaining optimal academic performance. As a result, the performance of most universities and quality of education are on the decline, with limited teaching and learning facilities, a scarcity of academic personnel, and an increase in academic fraud (Munene, 2016). World Bank (2020) report criticised wasteful financing, low quality research work, poor teaching practices and low alumni absorption rate to the job market from institutions of higher learning, especially universities, in Kenya.

Success stories about the performance of universities in Kenya in recent years have been scarce, despite the fact that the push for higher education institutions to be globally competitive is becoming louder by the day. Numerous issues exist, such as unrestricted growth, reduced government funding, gender inequality, poor research capacity, improper administration of instruction and university exams, corruption, unethical behavior among university staff and students, poor management of student and staff records, and insufficient stakeholder involvement in the management of universities' affairs, breakdowns in communication, misuse and embezzlement of university funds, lax control systems, ineffective human resource management techniques, subpar student housing, the spread of HIV/AIDS, deteriorating infrastructure, inadequately stocked labs and libraries, and a dearth of qualified faculty, all of which have been linked to disreputable strategic capabilities, have all seriously lowered the performance standards of private universities in the country (Wanzare & Sika, 2016; Okeyo, 2017; Taaliu, 2017; CUE, 2017; Agili, Onditi & Monari, 2020).

The performance of the insurance companies in Nairobi County was examined by Kogo and Kimencu

(2022) to find the effect of organizational capabilities. Findings demonstrate that while technological, human resource, and marketing capabilities were all positive, only technological capabilities were significantly related to the performance of insurance companies in Nairobi City County. The study findings can only be applied to the insurance industry leaving a contextual gap yet uncovered. Gatama and Kavindah (2022) also established that management, information technology, market sense, and marketing capabilities all have a positive and significant effect on the revenue authority's performance in Kenya. The study findings can only be applied to the revenue industry leaving a contextual gap yet uncovered.

Jin and Cho (2022) investigate how technology and marketing capabilities, domestic market competitiveness, and an international entrepreneurial attitude affect SME export performance. Findings showed that SMEs' development of their technology and marketing capabilities led to improved performance in global marketplaces. The study isolated other strategic capabilities such as managerial and research and development that are powerful tools in gaining immeasurable organizational performance. Research and development's long-term effects on Taiwanese business performance are examined by Weia and Linb (2021). The study's findings suggested that the advantages of R&D activities had a temporal lag impact, which demonstrates why previous researchers thought that R&D expenditure has both positive and negative effects. This exposed a contextual gap left for this study to be filled.

As conducted by Yang, Al-Mamun, and Salameh (2023) in Indonesia, the leadership of organization capabilities insignificantly affects the performance of an organization. Nonetheless, statistically significant effects on organizational performance were discovered for learning orientation and strategic flexibility. Indonesia was the geographical location of the survey indicating lack of uniformity in the features of the survey areas. The networking

capacity of private universities in Kenya performs significantly better as discovered by King'oo, Kimencu and Kinyua (2021). AL Afaishat, Khraim and Al-Maadhedee (2022) uncovered that leadership and strategic planning capabilities are significantly affected by artificial intelligence and blockchain on digital transformation of Jordan universities. The survey deployed partial least squares. The performance of Pakistan's small and medium-sized businesses was examined by Rehman, Nor, Taha, and Saad (2021) in order to determine how information technology capabilities affected those performances. Information technology capabilities have been shown to significantly affect the performance of small and medium-sized businesses. These results might not apply to private universities in Nairobi City County thus, allowing for both geographical and contextual gaps. In the environment where the studies were examined, the presentation of literature gaps is obvious. Therefore, following from these studies this study seeks to fill the existing gaps exposed by examining the effect of strategic capabilities on the performance of private universities in Nairobi City County, Kenya.

Objective of the Study

The general objective was to assess the effect of strategic capabilities on the performance of private universities in Nairobi City County, Kenya. The study was guided by the following specific objectives;

- To establish the effect of managerial capabilities on the performance of private universities in Nairobi City County, Kenya.
- To determine how technological capabilities affect the performance of private universities in Nairobi City County, Kenya.
- To assess the effect of marketing capabilities on the performance of private universities in Nairobi City County, Kenya.
- Examine the effect of research and development capabilities on the performance of private universities in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Balanced Score Card Model

Kaplan and Norton introduced the Balanced Score Card Hypothesis (Kaplan & Norton, 1992). The balance score card (BSC) approach helps executives and managers create efficient and effective performance analysis methods. The concept promotes the use of performance models across a range of components, including both financial and non-financial measurements. The four primary viewpoints of BSC are customer overview, financial overview, training and development and internal business process viewpoints. The financial perspective of an organization, which seeks to optimize returns on the capital investment of the unit, serves as a representation of its long-term goals. Financial measurements, which have been used historically to evaluate organizational effectiveness, include aspects like profitability, revenue per sale, and sales growth. The BSC emphasizes the significance of including extra measurements as a gauge of performance. As a result, the need for financial measurements remains a very strong foundation for evaluating success (Hult & Olson, 2011).

The type of customer and the benefits they receive from an organization significantly impacts on the measures chosen for the BSC customers' perspective. This thus makes it possible for new organizational strategies to be adopted and developed that are tailored to their target consumer base. The internal business process viewpoint is essential for an organization's appropriate development and success. For example, most organizations would give priority to things like order fulfillment, production, shipping and product development (Martins, 2015). Considering that the degree to which customers are satisfied with a business depends on how significant that organization is to them, the main focus of this viewpoint is somewhat related to the perspective of the customers. Customers get more uncomfortable when deliveries are delayed, thus an

organization needs to concentrate more on developing a more efficient delivery technique or improved the existing system.

Resource Dependence Theory

Pfeffer and Salancik developed the theory of resource dependence (1978). In light of this, the preposition asserts that organizations require resources in order to maintain their existence over time. The fact that other organizations are competing for the same resources in this environment and that they can only get them from within their own environment is also mentioned. In addition, as noted by Emerson (1962), it will be important to properly manage the "relationships of dependence on power" as companies' strategies of change established in the direction of obtaining resources increase their level of dependence on the environment and other organizations (Delke, 2015).

Capabilities Based Theory

The capability hypothesis was put forth by Grant (1991), who said that while resources are the source of capabilities, capabilities themselves are the primary foundation of competitive edge. Mikalef, Krogstie, Pappas and Pavlou (2020) adopted a similar stance and advised against investing resources on an organization's ongoing competitiveness unless their own capabilities can handle it. Haas and Hansen (2005) endorsed the importance of capabilities and proposed that an organization can achieve a robust competitiveness over rivals from own capacity in the systematic application of own capabilities in carrying out necessary actions in the organization.

In contrast to resources, Mikalef, *et al.*, (2020) defined capabilities as "an organization's ability to set out assets, often in amalgamation by applying the available processes within the business, and create a lucrative consequence." According to Narkhede (2017), an organization's lively capabilities are its ability to "incorporate, integrate, and reconfigure skills both internally and externally so as to deal with rapidly shifting surroundings." The ability of a company to carry out consistent and fruitful work is more closely related to that

company's ability to give its operations more significance by changing its production. Fink, *et al.* (2017) highlighted the value of learning inside a company. They suggested that an organization's overall strategy should include organizational learning and capacities fully and openly. It was further explained by Salunke, Weerawardena and McColl-Kennedy (2018) that acquiring new knowledge and developing advanced knowledge are essential for gaining a competitive advantage. According to Solano, Herrero and Collado (2018), the performance of a firm is influenced by both internal firm capabilities and external networks.

Market Based View Theory

According to the Market-Based View (MBV) of strategy, external market orientations and industry-specific factors are what really drive a firm's performance (Peteraf & Bergen, 2003). An organization's primary source of value is firmly rooted in the aggressive position typified by its end-product strategic position. A strong strategic position in the market is derived from the company's distinctive package of operations, which gives it a competitive advantage over competitors. If not, a firm's strategic point is well defined based on performance compared to similar operations of other firms using alternative approaches. According to this perspective, an organization's productivity or success is solely determined by the competitive environment and the industry's overall structure (Lopes, *et al.*, 2017).

The Market-Based View (MBV) includes the stance taken by schools of thought on strategy and the development of an analysis of how strategic thinking evolved during the industrial organization's economics phase (Kogo & Kimencu, 2022). At this point, the firm's internal climate and external influences were in the limelight. The performance of a corporation is heavily dependent on the market sector it works in, according to researchers. On the basis of the industry as a whole and the firm's position in the market in comparison to its competitors, the strategy was taken into consideration. According to Mbithi (2016) on his

contribution to the industry configuration known as the Structure Conduct-Performance (SCP) paradigm, which he defined as the fundamental connection between how an industry structure affects an organization's conduct and how well it performs, there are a number of other factors that can affect an organization's conduct..

Empirical Review

Ahmed (2017) looks into how development affects the development of superior managerial skills that affect organizational performance in Pakistan. Face-to-face interviews were conducted as part of the survey for the study. The data revealed two linkages between links in the value chain that were obvious: development creating managerial capabilities and managerial capabilities creating performance. Smaller Pakistani firms lack a development framework and a learning culture, which has a negative effect on the development of managerial capabilities and lowers managerial performance as well as overall firm performance and sustainability. Organizations with a development-focused approach—one that invests in capacity building, fosters a culture of learning, and gives managers the freedom to make managerial decisions—are more likely to have stronger managerial capabilities. The organizations can use their superior managerial capabilities to their advantage and gain a competitive edge over their rivals. Considering the area which the study was conducted, Pakistan, the current study environment will be Kenya with a focus on private universities.

Technological Capabilities and Performance

The relationship between investments in technological capabilities and economic performance in Brazilian enterprises is examined by Reichert and Zawislak (2014). The data from the companies were subjected to historical data analysis using a documentary research design. It is considered that this link is positive based on the idea of economic development and the historical evolution of industrialized nations. A study of 133 Brazilian companies has been conducted using key

variables. It is impossible to confirm the presence of a positive relationship between technological aptitude and company performance given the economic conditions of an emerging economy, where the majority of enterprises are predominantly based on low and medium-low technology industries. Other factors enable businesses to produce similar achievements. Businesses in lower-tech industries outperformed average in terms of economic performance measures, but they invested less than usual in technology. The study was conducted in Brazil using an economic development theory while this study was the focus on private universities in Nairobi City County, Kenya.

The performance of Pakistan's small and medium-sized businesses was examined by Rehman, Nor, Taha, and Saad (2021) in order to determine how information technology capabilities affected those performances. Further investigation was done into the moderating effect of corporate entrepreneurship. Cross sectional research methodology was employed for the primary data collection among the 420 respondents who were chosen through stratified sampling. The primary method of gathering data was through questionnaires. Bivariate, multivariate, and univariate methodologies were used for data analysis. Information technology capabilities have been shown to significantly affect the performance of small and medium-sized businesses. These results might not apply to private universities in Nairobi County. Additionally, this study examined within the context of private universities in Nairobi City County, Kenya.

Marketing Capabilities and Performance

Kamboj and Rahman (2021) conduct a systematic evaluation of the literature and offer a direction for future research agenda in order to increase the body of knowledge on marketing capabilities (MC) and firm performance (FP). 101 empirical research studies from 51 different journals were carefully reviewed for the study. The studies were carefully examined and categorized according to strategic,

functional, and operational marketing capability. The findings showed that the key marketing capabilities measures of product, price, promotion, and distribution had a primarily positive and significant impact on firms' performance. The study was specifically based on empirical review of literature while this study examined the empirically the effect of strategic capabilities and private universities' performance using regression techniques of analysis.

Research and Development Capabilities and Performance

Using a data set made up of 132 sectors, Ahmad and Saeed (2013) investigate the effect of R&D on firm performance in Iranian manufacturing industries at the 4 digit ISIC codes level in 2007. Although this study is based on the "Structure-Conduct-Performance" (SCP) approach, the simultaneous equations system is used for the empirical inquiry. The study's four equations are: "concentration," "advertising," "research and development," and "profitability." For model estimate, the three stage least squares approach (3SLS) has been used. The findings indicate that market leaders in highly profitable businesses have less motivation to carry out R&D operations. The findings additionally demonstrate that industrial concentration positively and significantly affect profitability. Manufacturing industries were considered as the focus of the study while this study shrouded towards private universities in Nairobi City County, Kenya.

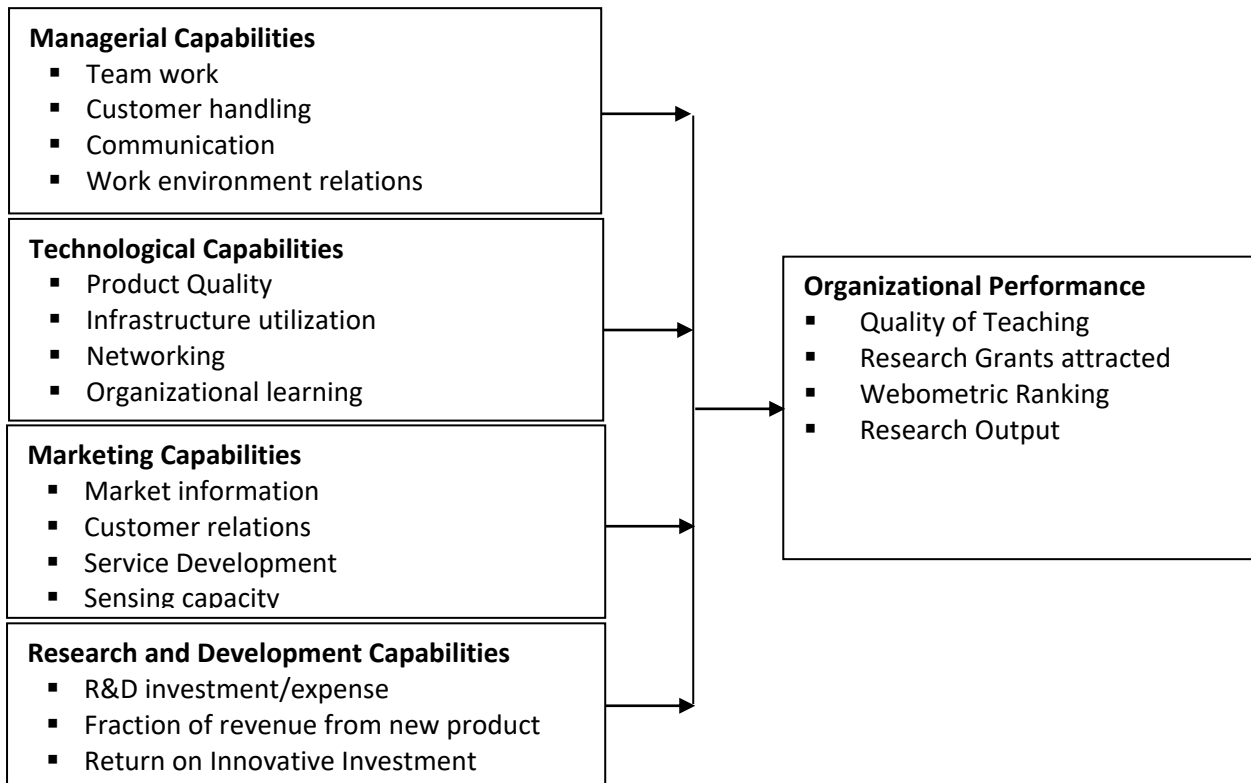
Ghaffar and Khan (2014) investigate on how Pakistani pharmaceutical companies perform in relation to their spending on research and development. With the use of SPSS, correlation and regression techniques of analysis were used to measure the performance of the firms using their ratios of return on assets, return on equity, and earnings per share. The association between research and development and firm performance was supported by the results positive correlation. The study was limited to pharmaceutical firms in Pakistan whose result cannot be generalized to

other industries and countries; however, this study was focused on private universities in Nairobi City

County, Kenya.

Conceptual Framework

Independent Variables



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

The descriptive research design was used for this investigation. The management, administrative, and teaching employees of the six (6) fully chartered private universities in Nairobi City County, Kenya, was the unit analysis of the targeted study group of universities. These universities include Catholic University of Eastern Africa, United States International University, Pan Africa Christian University, Strathmore University, Africa International University and Kenya College of Accountancy (KCA) University. This is due to the fact that staff members are largely in charge of these private universities' performance, making them better qualified to respond to pertinent questions posed by the survey. The study respondents was 125 employees selected from three categories. A questionnaire was used to collect primary data. The

study used a closed-ended questionnaire to gather data to ensure that the answers were consistent with what may be gathered from the participants. Pilot study was carried out at Kenya College of Accountancy and United States International University where thirteen (13) respondents (10% of 125) were involved.

Mean, standard deviations, frequencies and percentages were used as descriptive measures employed in the study to evaluate the objectives of the study. This is important due to the fact that descriptive statistics summaries the data into an understandable form that can easily be understood in the study area. On the other hand, regression techniques of analysis were used to examine the statistical significance of the explanatory variables in relation to the dependent variables. This

describes the degree of the impact of variables exposing their level of significance. Therefore, the questionnaire data collected from the field were coded, cleaned and analyzed using SPSS version 23. To effectively estimate the regression model for this study, the equation form of the model is stated as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where

Y = Organizational Performance

X1 = Managerial Capabilities

X2 = Technological Capabilities

X3 = Marketing Capabilities

X4 = Research and Development Capabilities

β_0 = Intercept

$\beta_1, \beta_2, \beta_3, \beta_4$ = Estimated Parameters

ϵ = Stochastic Variable

FINDINGS

Descriptive Analysis Results

The accuracy of research findings can be determined through the interpretation of data using the Likert Scale. In the present study, the self-administered questionnaire consisted of five sections that included items presented in a Likert-type scale format. The scale ranged from SD (Strongly Disagree) to SA (Strongly Agree), Disagree; D – Disagree; N – Neutral; A – Agree; and SA – Strongly Agree as suggested by Alan (2001), it is recommended. The items within the Likert scale were formulated in an affirmative manner. There were seven items in each of the five sections of the Likert-type scale format. The number of options

was restricted to five in order to enhance the rate of response.

In the study on equidistance of Likert-type scales and validation of inferential methods using experiments and simulations, Lantz (2013) indicates that Likert-type data are often assumed to be equidistant by applied researchers so that they can use parametric methods to analyse the data. Since the equidistance assumption is rarely tested, Lantz (2013) argues that the validity of parametric analyses of Likert-type data is often unclear and that the preferred statistical method to analyze Likert-type data depends on the nature of their non-equidistance as well as their skewness. In addition, during analysis of Likert-type data, Carifio and Rocco (2007) indicates Strongly Disagree (SD) $1 < SD < 1.8$; Disagree (D) $1.8 < D < 2.6$; Neutral (N) $2.6 < N < 3.4$; Agree (A) $3.4 < A < 4.2$; and Strongly Agree (SA) $4.2 < SA < 5.0$. This scale gives an equidistance of 0.8. These weighting criteria of responses of Likert-type data advanced by Carifio and Rocco (2007) were followed in data analysis in this study in the interpretation of results obtained by use of Likert scale.

Managerial Capabilities

The first objective of the study sought to examine the relationship between managerial capabilities and performance of private universities in Kenya. To achieve this, the respondents were required to give their rating on a five-point Likert scale. The results were summarized as shown in Table 1.

Table 1: Effect of Managerial Capabilities

	Mean	Std. Dev
All staff and students of the universities exhibit teamwork spirit	4.2680	1.03597
There exists high professionalism customer handling	3.8969	1.06541
There is an effective communication from the top management to other level of management	4.1134	.69035
There is high interpersonal relationship amongst staff of the universities	3.6804	.72953
The university carefully consider each applicant's qualifications and work history in order to hire only the most qualified employees	3.6907	.65129
The university promotes and supports its faculty to learn and share information	3.9485	1.01418
In the university, there is a functional and successful training and development program	3.9794	0.59013
Aggregate Score	3.9396	0.82526

Source: Researcher (2023)

The aggregate mean of 3.9396 corresponds to agree in the Likert scale. The standard deviation 0.82526 indicates that the variations in responses were low and therefore the mean can be used to describe the data presented in the Table 1. With a mean score of 4.2 and standard deviation of 1.03, the result indicated that all staff and students of the private universities exhibited teamwork spirit. There existed high professionalism customer handling (M=3.9, SD=1.07), there was an effective communication from the top management to other level of management (M=4.11) and that there was high interpersonal relationship amongst staff of the private universities (M=3.68, Sd=0.73). Further, the result indicated that the private universities carefully considered each applicant's qualifications and work history in order to hire only the most qualified employees (M=3.70, SD=0.65). Additionally, majority of respondents agreed that the university promotes and supports its faculty to learn and share information and there was a functional and successful training and development program in the private universities (M=3.98, SD=0.59). The study results implied that organizations can use their superior managerial capabilities to their advantage and gain a competitive edge over their rivals.

The findings were supported by Ahmed (2022) that organizations with a development-focused approach—one that invests in capacity building, fosters a culture of learning, and gives managers

the freedom to make managerial decisions—are more likely to have stronger managerial capabilities. Additionally, Kogo and Kimencu (2022) findings showed that while technological, human resource, and marketing capabilities were all positive, only technological capabilities was significantly related to the success of companies. Further, Dzinekou and Arasa (2022) found that managerial capabilities have a positive impact on private universities' performance. Gatama and Kavindah (2022) research found that management, information technology, market sense, and marketing capabilities all have a positive and significant effect on the revenue authority's performance. According to the study's findings, a firm with great marketing capabilities will be able to effectively target consumers and position its brands against those of rival firms. Knowledge management capabilities not only have a direct effect on company performance but also an indirect effect via organizational agility.

Technological Capabilities

The second objective of the study sought to establish the relationship between technological capabilities and performance of private universities in Kenya. Mean score and standard deviation were used to summarize the findings as summarized in Table 2.

Table 2: Descriptive Statistics on the effect of Technological Capabilities

	Mean	Std. Dev
The use of technology has enhanced the quality of service rendered by the universities	3.8969	1.01535
All staff and students of the universities utilized technological gadgets effectively	3.9072	.90234
The use of technology has increase the networking synergy of the universities with other foreign universities	3.5567	.81610
All staff of the universities have regular training and update on the new technologies employed	3.8660	.99613
Our university's departments are all connected via computer networks	4.2784	.85076
Due to online programme, the university has more students now	4.3608	.80604
An active and frequently updated website exists in our university	4.4227	.60956
Aggregate Score	4.0412	.85661

Source: Researcher (2023)

The results in Table 2 showed an aggregate mean of 4.04 and a standard deviation of 0.85661. The mean corresponds to agree in the Likert scale and standard deviation which is below 2.0 indicates low variation in responses. Majority of the responses indicated that the use of technology had enhanced the quality of service rendered by the universities (M=3.89). The respondents further opined that staff and students of the universities utilized technological gadgets effectively (M=3.91). They agreed that the use of technology has increased the networking synergy of the universities with other foreign universities (M=3.55). Majority of the respondents agreed that the staff of the universities have regular training and update on the new technologies employed (M=3.87). Further, the study indicated that the university's departments were all connected via computer networks (M=4.27, SD=0.85). The results indicated that due to online programmes, the universities had more students overtime and an active and frequently updated website existed in almost every university (M=4.42, SD=0.61). The study implied that technological capabilities was a key to private universities performance and key to enrolment of students especially in the digital courses. It was also

clear that quality of research work was enhanced by technological advancement.

Rehman, Nor, Taha, and Saad (2021) agreed that information technology capabilities have been shown to significantly affect the performance of businesses. Kogo and Kimencu (2022) found that technology, human resource, and marketing capacities were found to be positively and significantly related with the performance of companies. However, King'oo, Kimencu, and Kinyua (2021) showed that private universities in Kenya had a moderate adoption of IT capacity and that IT capability had insignificant effect on organizational performance. The performance of Kenya's private universities was strongly correlated with their IT capabilities. Heredia *et al* (2022) findings demonstrate that only technological capabilities can explain how positively digital capabilities affect company performance.

Effect of Marketing Capabilities

The third objective of the study sought to establish the relationship between marketing capabilities and performance of private universities. Results of the study were summarized as in table 3.

Table 3: Descriptive Statistics on Marketing Capabilities

	Mean	Std. Dev
The University have complete information about their customer needs in the market	4.1856	.88188
The universities have built a strong customer relationship using market based approach	4.0330	.67557
Feedback from the market has enhanced the development of new services/programs in the universities	4.0681	.71466
Best strategic plans are adopted due to the market sensing ability of the universities	3.9928	.66274
The university constantly work to keep robust relationships with partners	3.9691	.60301
The university constantly forges new connections to increase its revenue	4.1577	.84506
The university's marketing networks are run with a clear chain of command and communication lines	3.6701	.91575
Aggregate	4.0110	.75695

Source: Researcher (2023)

The aggregate score of 4.0110 and 0.76 for mean and standard deviation respectively clearly indicates that majority of the respondents agreed with the statements relating to management capabilities and that the variation in responses were minimal. With a mean of 4.19 and a standard

deviation of 0.88, the respondents agree that their University have complete information about their customer needs in the market. With a mean of 4.03 and a standard deviation of 0.68, the respondents agree that the universities have built a strong customer relationship using market based

approach. As represented by a mean of 4.07 and a standard deviation of 0.71 the respondents agreed that feedback from the market has enhanced the development of new services/programs in the universities. With a mean of 3.99 and a standard deviation of 0.66, the respondents agreed that the best strategic plans were adopted due to the market sensing ability of the universities. With a mean of 3.96 and a standard deviation of 0.60, the respondents agreed that the universities constantly work to keep robust relationships with partners. Further, it was established that the university constantly forges new connections to increase its revenue (M=4.16, SD=0.85). With a mean of 3.67 and a standard deviation of 0.91, the respondents agreed that the university's marketing networks were run with a clear chain of command and communication lines. The findings implied that marketing was a key determinant to success of private universities in Kenya and there is need for private university to sense their abilities and keep robust relationship with partners across the globe.

The study agrees with Kamboj and Rahman (2021) which showed that the key marketing capabilities measures of product, price, promotion, and

distribution had a primarily positive and significant impact on firms' performance. Takahashi, Bulgacov, Semprebon, and Giacomini (2021) suggest that only when marketing capability is acting as a mediating factor can the dynamic capabilities have an impact on organizational performance. Jin and Cho (2022) findings showed that SMEs' development of their technology and marketing capabilities led to improved performance in global marketplaces. Technology and marketing prowess were found to fully mediate the relationship between export performance and international entrepreneurial inclination. The results implied that marketing capabilities can forecast marketing performance through financial results.

Research and Development Capabilities

The fourth objective of the study sought to determine the relationship between research and development capabilities and performance of private universities in Kenya. Mean and standard deviation were used to summarize the findings as shown in Table 4.

Table 4: Research and Development Capabilities

	Mean	Std. Dev
The universities' research and development investments/expenses ratio is sufficient for the best quality services	3.4914	.83332
The fraction of revenue from new products/services is relatively high when compared to R&D expenses	3.0412	.92328
The returns on innovative investment has given rise to new programs in the universities	3.4763	.93828
New programs are emanating from the universities as a result of new knowledge	3.7691	.82226
All research efforts are always financially supported by the universities	3.8381	.93335
To help students publish their work, the university has partnered with a number of journals	3.8454	.78566
The university encourages the personnel to use research and development to come up with innovative answersto problems affecting the institution	3.8856	.78134
Aggregate Score	3.6210	.85964

Source: Researcher (2023)

The findings in Table 4 indicated that majority of the respondents agreed with the statements presented to them relating to research and development capabilities. A mean of 3.62 and a

standard deviation of 0.85 corresponded to agree in the Likert scale and low variation in responses respectively. Further, the findings indicates that the universities' research and development

investments/expenses ratio was sufficient for the best quality services (M=3.49). The respondents moderately agreed that the fraction of revenue from new products/services was relatively high when compared to R&D expenses. However, the respondents agreed that the returns on innovative investment gave rise to new programs in the universities (M=3.47, SD=0.94). The study results indicated that the new programs were emanating from the universities as a result of new knowledge (M=3.77). The study results indicated that majority of the research efforts were mostly financially supported by the universities (M=3.83). Moreover, Majority of the respondents indicated that students publish their work, the universities had partnered with a number of journals (M=3.85). Further, the study result indicated that the universities encourages the personnel to use research and development to come up with innovative answers to problems affecting the institution (M=3.89, SD=0.78). The findings indicate that market leaders in highly profitable businesses have more motivation to carry out R&D operations.

Kim, Kim, and Cho (2021) findings demonstrated that R&D spending by Korean businesses has a favorable effect on business performance. The study's finding that an increase in R&D spending is not enough to improve company performance

further emphasizes the complementing significance of distortive capability. Halaskova, Gavurova, and Kocisova (2020) findings show that, on average, across 28 EU nations, total research and development (R&D) production has decreased in public and private universities. Nevertheless, findings support the disparities between R&D productivity in public and private universities in European nations. Weia and Linb (2021) emphasized that the advantages of R&D activities had a temporal lag impact, which demonstrates why previous researchers thought that R&D expenditure has both positive and negative effects. Additionally, according to the research findings, an initial investment in R&D has a negative effect on a company's performance (Tobin's Q). R&D costs do not exist until the fifth year, but they continue until the ninth year and higher, with no discernible influence on company performance in the next four years.

Performance of Private Universities in Kenya

The section presents results on dependent variable; performance of public universities in Kenya. The indicators of performance in private universities in Kenya were quality of teaching, research grants attracted, webometric ranking and research output. The results were presented in Table 5.

Table 5: Performance of Private Universities in Kenya

	Mean	Std. Dev
The student-staff ratio is relatively high due to constant enrollment of students in private universities	3.1856	1.48134
All staff of the universities have a minimum of master degree entry level	2.3711	1.19303
The universities all have world class infrastructural facilities for learning	1.9072	1.10002
The universities have constantly attracted research funds	2.3402	1.05955
Most of the industries prefers private universities graduates compared to public universities	4.0412	1.00951
Staff of the universities are mandated to have a minimum of three publications annually	1.7629	.99763
The universities have climbed the ranks of the best universities in Kenya	1.8247	1.16378
Aggregate Score	2.6014	1.14018

Source: Researcher (2023)

The results in Table 5 clearly demonstrates that the performance of private universities in Kenya was below average (M=2.6014, SD=1.14). This implies that their performances with respect to quality of

teaching, research grants attracted, webometric ranking and research output were low. Moreover, the student-staff ratio was relatively moderately due to constant enrollment of students in private

universities (M=3.1856). Majority of the respondents disagreed that majority of the staff of the universities have a minimum of master degree entry level (M=2.37, SD=1.19). Majority of the respondents disagreed that the universities have world class infrastructural facilities for learning (M=1.9). Additionally, majority indicated that the universities have not constantly attracted research funds (M=2.34). However, Majority agreed that most of the industries prefers private universities graduates compared to public universities. Majority disagreed that the staff of the universities were mandated to have a minimum of three publications annually (M=1.76, SD=0.998). Majority opined that most of the universities were unable to climb the ranks of the best universities in Kenya (M=1.82, SD=1.16).

The results were supported by UniRank published results in 2023 on Kenyan University Ranking where 63 Kenyan higher-education institutions were ranked based on quality of teaching, infrastructural facilities, grants attracted, quality publications, Alumni job absorption rate among others. According to the results, only two private universities made the list of the best 10 universities. Leading the pack in the public university category was the University of Nairobi and Kenyatta University while in the private university sector,

Strathmore University emerges as the top-ranked institution. In contrast, the contribution of the private sector remains minimal, mainly because the majority of private institutions have limited capacity with annual admissions ranging from 500 to 2,000 students (Ngome 2019). In 1998/1999, for example, despite the large number of private universities in Kenya, their enrolments remained relatively low compared to the public sector, standing at 4,181 students (Mutula 2022). In 2023, the sector is estimated to accommodate less than 20 per cent of all students enrolled in universities in the country.

Inferential Analysis

This section presented the results for inferential statistics the study adopted to test the effect of independent variables on the dependent variables. The tests used include correlation analysis and regression analysis. Correlation analysis was used to test the strength of the association between independent variables and dependent variable while regression was used to test the effect of independent variables on dependent variable.

Correlation Analysis

This section presents the results for correlation analysis that was conducted to test the nature and strength of the association between independent and dependent variables. Table 6 presents the correlation matrix.

Table 6: Correlation Analysis

		MGC	TC	MaC	R&D	OP
MGC	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	97				
TC	Pearson Correlation	.039	1			
	Sig. (2-tailed)	.701				
	N	97	97			
MaC	Pearson Correlation	.249*	.124	1		
	Sig. (2-tailed)	.114	.225			
	N	97	97	97		
R&D	Pearson Correlation	.408**	.000	.833**	1	
	Sig. (2-tailed)	.700	1.000	.600		
	N	97	97	97	97	
OP	Pearson Correlation	.689**	.708**	.601**	.636**	1
	Sig. (2-tailed)	.000	.002	.000	.000	
	N	97	97	97	97	97

Source: Researcher (2023)

The results of Correlation analysis presented in Table 6 showed that managerial capabilities and performance had a Pearson correlation of 0.689 ($r=0.689$, $p=0.000$). These results indicated that managerial capabilities had a strong positive association with performance. The findings further show that increased in managerial capabilities would result to increase in performance of private universities. The study concluded that organizational performance is directly linked to the effective managerial capabilities and the significance of the team work, customer handling, communication and work environment relations are important for the success of private universities. The results presented showed that technological capabilities and performance had a Pearson correlation of 0.708 ($r=0.708$, $p=0.000$) which also confirmed a direct association between technological capabilities and organizational performance. Increased in technological capabilities at private universities would result in increase their performance. The result indicates that product quality, infrastructure utilization, networking and organizational learning were key to the improved performance of private universities in Kenya.

The study agrees with Kamboj and Rahman (2021) which showed that the key marketing capabilities measures of product, price, promotion, and distribution had a primarily positive and significant impact on firms' performance. However, Takahashi, Bulgacov, Semprebon, and Giacomini (2021) disagrees that marketing capability is acting as a mediating factor can the dynamic capabilities on the impact on organizational performance and does not have effect on organizational performance. Rehman, Nor, Taha, and Saad (2021) agreed that information technology capabilities have been shown to significantly affect the performance of businesses. However, King'oo, Kimencu, and Kinyua (2021) showed that IT capability had insignificant effect on organizational performance.

The results show that marketing capabilities and performance had a correlation of 0.601 ($r=0.163$,

$\text{sig}=0.000$) which indicated that marketing capabilities had strong positive association with organizational performance. Increase in favorable marketing capabilities (market information, customer relations, service development and sensing capacity) would improve the performance of private universities in Kenya. Finally, research and development and organizational performance had a correlation of 0.636 ($r=0.636$) which implied that association between research and development and performance was strong, positive and significant. Increasing R&D at private universities would significantly improve performance according to these findings. R&D investment/expense, fraction of revenue from new product and return on innovative Investment were key in determining changes in performance of private universities.

Kim, Kim, and Cho (2021) findings demonstrated that R&D spending by Korean businesses has a favorable effect on business performance. Halaskova, Gavurova, and Kocisova (2020) findings showed that an increase in R&D spending is not enough to improve company performance further emphasizes the complementing significance of distortive capability. Nevertheless, Weia and Linb (2021) emphasized that the advantages of R&D activities had a temporal lag impact, which demonstrates why previous researchers thought that R&D expenditure has both positive and negative effects.

Regression Analysis

Multivariate regression was fitted to test whether strategic capabilities (Managerial Capabilities, Technological Capabilities, Marketing Capabilities, and Research and development) significantly predicted performance of private universities.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.721	9.86591

a. Predictors: (Constant), Managerial Capabilities, Technological Capabilities, Marketing Capabilities, Research and development

Source: Researcher (2023)

The results in Table 7 showed adjusted R square of 0.721 indicating that 72.1% changes in performance of private universities in Kenya was explained by variation in managerial capabilities, technological

capabilities, marketing capabilities and research and development. The changes of public university's performance by 27.9% was explained by other factors not included in the model.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24549.252	4	6137.313	63.053	.000 ^b
	Residual	8954.934	92	97.336		
	Total	33504.186	96			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Managerial Capabilities, Technological Capabilities, Marketing Capabilities, Research and development

Source: Researcher (2023)

The results in Table 8 showed ANOVA results of the model fitted to test the effect of managerial capabilities, technological capabilities, marketing capabilities, research and development on performance of private universities in Kenya. The results show F-statistics =63.053, p-value =0.000 which was less than 0.05. The study therefore failed to reject the null hypothesis that model fitted had a goodness of fit. These results established that

managerial capabilities, technological capabilities, marketing capabilities, research and development significantly explained performance of private universities in Kenya since the model was statistically significant at 5 percent level of significance and could be adopted to predict the effect of strategic capabilities on organizational performance.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.987	9.029		2.214	.029
	Managerial Capabilities	1.078	.121	.536	8.895	.000
	Technological Capabilities	.732	.162	.250	4.508	.000
	Marketing Capabilities	1.302	.453	.292	2.872	.005
	Research and development	.587	.363	.173	1.617	.109

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

The optimal model therefore became; $OP = 19.987 + 1.078MGC + 0.732TC + 1.302MC + \epsilon$

The results in Table 9 showed that the coefficient for managerial capabilities was $\beta=1.078$,

$p=0.000 < 0.05$. The findings show that managerial capabilities had a positive and significant effect on performance of private universities. The results further show that increase in managerial

capabilities would result to increase in performance of private universities by 1.078 units. The study concluded that managerial capabilities had a significant effect on performance of private universities in Kenya. The findings were supported by Ahmed (2017) managerial capabilities have significant effect on performance of private universities in Kenya. Additionally, Kogo and Kimencu (2022) findings showed that managerial capabilities was significantly related to the success of companies. Further, Dzinekou and Arasa (2018) found that managerial capabilities have a positive impact on private universities' performance.

The results showed that the coefficient for technological capabilities was $\beta=0.732$, $p=0.000<0.05$. this indicated that a unit change in technological capabilities resulted to 0.732 units changes in organization performance in private universities in Kenya. The study concluded that technological capabilities had a positive and significant effect on performance of private universities in Kenya. The study supported Rehman, Nor, Taha, and Saad (2021) that information technology capabilities have been shown to significantly affect the performance of businesses. Kogo and Kimencu (2022) found that technology, human resource, and marketing capacities were found to be positively and significantly related with the performance of companies. King'oo, Kimencu, and Kinyua (2021) showed that private universities in Kenya had a moderate adoption of IT capacity. Positive associations between university performance and IT capability were found in the correlation data. The performance of Kenya's private universities was strongly correlated with their IT capabilities. Heredia *et al* (2022) findings demonstrate that only technological capabilities can explain how positively digital capabilities affect company performance.

The findings showed that the beta coefficient for marketing capabilities was $\beta=1.302$, $p=0.000<0.05$. This indicated that a unit change in marketing capabilities resulted to 1.302 units changes in performance of private universities in Kenya. The

effect of marketing capabilities was the highest on performance of private universities compared to other indicators used in the study. The study concluded that marketing capabilities have a positive and significant effect on performance of private universities in Kenya. The study supported Gatama and Kavindah (2022) who found that management, information technology, market sense, and marketing capabilities all have a positive and significant effect on the revenue authority's performance. Kogo and Kimencu (2022) found that marketing capabilities were found to be positively and significantly related with the performance of companies.

However, the result indicated that changes in research and development had no significant effect on performance of public universities at 5% significance level. The findings disagrees with Kim, Kim, and Cho (2021) findings demonstrated that R&D spending by businesses has a favorable effect on business performance. The study's finding that an increase in R&D spending significantly improves company performance. Halaskova, Gavurova, and Kocisova (2020) findings further disagrees that research and development (R&D) has a significant effect on performance of private universities in Kenya. Nevertheless, findings support the disparities between R&D productivity in public and private universities in European nations. However, Weia and Linb (2021) supported that R&D activities had insignificant effect on organizational performance.

CONCLUSION AND RECOMMENDATIONS

Based on the findings on managerial capabilities and organizational performance of private universities in Kenya. The study concluded that effective managers recognize that establishing trust in teamwork is a crucial aspect of their role, as it pertains to gaining the confidence and reliance of their subordinates, peers, superiors, clientele, and other relevant stakeholders. Furthermore, they acknowledge the significance of establishing organizational structures and communication and

implementing procedures that foster trust across all hierarchical levels within the firm. It is well recognized that communication plays a crucial role in effectively managing the ordinary interactions that occur in daily life, as well as being essential for beginning organizational change and effectively reacting to emergencies.

Based on the findings on technological capabilities and organizational performance of private universities in Kenya; The study concluded that firm's technological capabilities can be evaluated in terms of its capacity to recognize its technological needs, choose the technology that will best meet those needs, operate, maintain, modify, and advance the technology that was chosen, and foster technical learning. These could be transferred through education, staff swaps, or supplier managerial and technical assistance.

The study concluded that marketing capabilities should entail private university's capacity to comprehend and effectively meet the demands of consumers in a timely, appropriate, and cost-effective manner. The capacity to market products and services is critical to the long-term success of a private university in Nairobi city County, Kenya.

The study concluded that the goal of research and development in private universities is to expand the university's knowledge base. The private universities capacity to develop and progress may be bolstered by its members' continued education and openness to new experiences. Research and development should not be undervalued by private universities since, whether they know it or not, the future success of the company will greatly depend on competent R&D that is able to stay up with contemporary trends and other advances. The most effective method for doing this is to set up a research and development (R&D) department.

Recommendations

The study recommends the senior management in the private universities to take a care role in ensuring team work, coordination of activities and effective communication. The ability of private

universities to manage resources both physical and human will dependent on the ability of the management competencies. Therefore, the study recommends various programs on training, seminars and workshops by the university management team to learn and adopt new management strategies.

In order to improve knowledge, it was advised that private institutions concentrate more on technology advancement in the key areas of operation such as administration, teaching, planning, R&D, marketing and examination administration. The key focus should be to offer quality service, at the right time using the lowest cost in the market. The directors in the private university's should consider modern day technology which will help in integrating various departmental activities.

It was suggested that private universities should adjust their brand position in the market to stand out from the competition and stay abreast of customer demands and requirements in order to increase performance. In order to extend their student base and their ability to offer courses to more students, it was suggested that colleges pursue a new consumer category and serve each category of students independently.

Research and development (R&D) is an important mechanism for fostering growth and enhancing the performance of businesses. The study proposes that research and development (R&D) activities should include an examination of the market and consumer demands within the university's context. This examination should inform the creation of novel and enhanced goods and services that align with these identified requirements. Businesses that implement a research and development (R&D) plan are more likely to achieve success compared to those that do not, particularly in the context of private universities.

Suggestion for Further Study

The research indicated that the strategies used by private institutions were not aligning with the

concept of strategic fit, resulting in significant challenges in terms of execution and control. Hence, it is essential that future scholars in the respective discipline undertake a comprehensive evaluation of this matter. The research heavily relied on primary data as the major source of information. Future research endeavors should include secondary data in order to assess the impact of turnaround initiatives on organizational performance. The present study was limited to Selected Chartered Private Universities in Nairobi City County, Kenya. Therefore, it is essential to do further research including other educational institutions, such as Technical and Vocational

Education and Training (TVET) institutions and state universities.

Furthermore, it is important to do a corresponding investigation that explores a comparison analysis across private institutions of varying sizes. This research focused only on examining the link between a specific set of four turnaround tactics. A research study may be conducted to examine the impact of alternative turnaround methods on various firms, such as those operating in the manufacturing sector. Furthermore, it is possible to conduct a research using moderating variables while keeping other parameters constant.

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