

**ORGANIZATIONAL AMBIDEXTERITY, DYNAMIC CAPABILITIES,
LEARNING ORIENTATION AND FIRM PERFORMANCE: THE CASE OF
SUPERMARKETS IN NAIROBI COUNTY, KENYA**

BY

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DECLARATION

Declaration by the Candidate

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DEDICATION

First, I dedicate this thesis to the Almighty God for seeing me through the writing;
Secondly, I dedicate it to my, Supervisors Dr. Ambrose Kemboi and Prof. Charles Lagat and my family for their encouragements and support.

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ABSTRACT

In Kenya, the issues of poor performance are prominent among supermarkets. Over the years, supermarkets have sought to employ multiple strategies for serving diverse categories of consumers. However, it is interesting that despite the rise in comprehension and execution of competitive techniques, supermarkets in Kenya have experienced poor performance and eventually closure. The main objective of this study was to investigate the relationship between organizational ambidexterity, dynamic capacity, learning orientation, and firm performance in Kenyan supermarkets. The specific objectives of the study were to determine the effect of organizational ambidexterity on firm performance of supermarkets, to determine the mediating role of dynamic capabilities in the relationship between organization ambidexterity and firm performance in supermarkets, and to evaluate the moderating role of learning orientation in that relationship. Theories relevant to the study are; resource-based view theory, balance scorecard theory and knowledge-based. A positivist philosophical perspective and an explanatory research design were used in the study. Six hundred managers of supermarket in Nairobi County, Kenya were the focus of the research. 234 supermarkets were selected using simple random sampling. Questionnaire was a tool for data collection. Factor analysis was used to test content validity. Data analysis included both descriptive and inferential statistics. The study employed multiple regression and hierarchical regression analysis to test the moderation and mediation. Results showed a significant effect of firm size ($\beta=0.350$, $p<0.05$) as a control variable. On direct effects, organization ambidexterity ($\beta=0.483$, $p<0.05$) and dynamic capability ($\beta=0.154$, $p<0.05$). There was also a significant moderation of learning orientation ($\beta=0.084$, $p<0.05$). Dynamic capability mediated the relationship between organizational ambidexterity and firm performance ($\beta=.160$, bootstrap lower limit =0.0247 and bootstrap upper limit =0.3156). Supermarkets need to create new opportunities and re-configure existing resources to achieve flexibility in a dynamic environment. Furthermore, organizational ambidexterity contributes to firm performance by leveraging existing knowledge and providing firms with innovative solutions. Consequently, organizational ambidexterity allows the company to build a variety of learning capacities that can increase its value. The study concluded that firm performance could be enhanced by adopting organization ambidexterity and dynamic capability. The results also accord with knowledge-based theory, balance scorecard theory, and resource-based theory. The study recommends that managers and supervisor of supermarkets should embrace organization ambidexterity and dynamic capability to increase on their firm performance. Future studies may employ a longitudinal strategy to explore how organizational ambidexterity improves performance because the study was cross-sectional. Other research may use structural equation model to explore the latent relationship among other variables.

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ABBREVIATION AND ACRONYMS

BDAC	– Big Data Analytics Capacity
CAK	– Competition Authority of Kenya
DC	– Dynamic Capabilities
FP	– Firm Performance
HRM	– Human Resource Management
LO	– Learning Orientation
NSE	– Nairobi Securities Exchange
OA	– Organizational Ambidexterity
RBV	– Resource-based View
SEM	– Structural Equation Models
SME	– Small and Medium-Sized Enterprises
TO	– Technological Orientation

OPERATIONAL DEFINITION OF KEY TERMS

Dynamic capabilities: According to Teece *et al.*, (1997) refer to the ability of a firm to build, integrate and reconfigure its internal and external competences in order to address rapidly changing environments. These capabilities are the antecedents of firms' strategic routines by which managers integrate, build and recombine resources and competences in order to generate and sustain superior performance (Eisenhardt and Martin, 2000). Dynamic capabilities mediates the relationship Organizational Ambidexterity with firm performance in this study.

Firm performance- An organization's ability to utilize its resources efficiently is referred to as firm performance (Knowledge, people, and raw materials) to fulfill organizational goals (Andersén, 2011). Firm performance is defined as a dependent variable in this study and seeks to identify variables that produce variations.

Learning orientation: refers to creating and applying knowledge across the entire organization in order to increase competitive advantage (Mahdi *et al.*, 2011). Learning Orientation has been considered as a variable that moderates the relationship between Organizational Ambidexterity with firm performance, that is, as part of a combination with diverse strategic orientations to achieve a better performance (Dutta *et al.*, 2016).

Organizational ambidexterity- is the capacity of an organization to handle the demands of today's business effectively and efficiently, in addition to being able to adapt to environmental changes. (Birkinshaw and Raisch 2008). The construct of Organizational ambidexterity is positioned as independent variable in this study to influence the firm performance (Mura, *et al.*, 2021).

Supermarket- It is a large retail market that sells variety of items ranging from food as well as other domestic goods and that is typically operated on a self-service basis (Shaw *et al.*, 2016).

CHAPTER ONE

INTRODUCTION

1.0 Overview

The chapter contains the background of the study, problem statement, objectives, and hypotheses of the study, significance and the scope of the study.

1.1 Background of the Study

When a company's performance is compared to its goals and objectives, this is known as organizational performance. Financial success, market performance, and shareholder value are the three main outcomes examined inside business organizations, Carton, & Hofer, (2006). Measures such as piloting, evaluation, efficiency, effectiveness, and high quality should be implemented to enhance firm performance aouab & Issor, (2019). (Siminica *et al.*, 2019) appreciates that a firm is performance when it is at the same time efficient and effective. Therefore, performance is a function of two variables: efficiency and efficacy. Verboncu and Zalman (2005) appreciated that performance is a particular result obtained in management, economics, and marketing that gives characteristics of competitiveness, efficiency, and effectiveness to the organization and its structural and procedural components.

The achievement of organizational goals is performance, according to Bourguignon and Chiapello (2005). This definition is utilized in all management-related domains, namely Management control, general politics, and human resources management. According to Bourguignon and Chiapello (2005), performance is closely linked to objectives, which makes it impossible to isolate a uniform definition of this concept. Thus, the fulfillment of any objective or purpose involves reaching a certain level of

performance. Ahmed and Shafiq (2014) defined organizational performance as a comparison of a company's performance to its goals and objectives.

In organizational research, one of the most significant areas is firm performance (Nold 2012). Applying performance in a scientifically rigorous manner is still an issue, despite its significance and the many developmental critiques that have emerged throughout time (Miller *et al.*, 2013). The corporate environment in the twenty-first century has undergone numerous changes, increasing complexity and unpredictability. Businesses are under intense competitive pressure to do tasks more efficiently, quickly, and affordably in this dynamic environment, which characterizes the modern global economy. They must improve their capacity for adaptation as they deal with an increasing number of environmental concerns. This is because businesses may only experience development and advancement through performance. Because firms are continually looking for effective and efficient results, evaluating and analyzing business performance is crucial (Taouab & Issor 2019).

1.1.1 Organizational Ambidexterity

Organizational Ambidexterity implies an organizational ability to simultaneously take advantage of one's current skills and look for fresh opportunities. According to Turner *et al.*, (2013), O'Reilly and Tushman (2013), Raisch and Birkinshaw (2008), and others, Organizational ambidexterity includes as well a company's capacity to seek and utilize both internal and external resources simultaneously in order to meet present company needs and be adaptable to changes in the market. This enhances corporate competitiveness and performance (Vrontis *et al.*, 2016). Ambidexterity can be difficult to achieve because of ubiquitous tensions between explorative and exploitative activities (Simsek 2009). Organizational ambidexterity is conditioned by

effective management of knowledge acquisition by tracing consumers' shifting preferences and by new technologies' impact (Xiong, *et al.*, 2021), such as inbound open and process innovation (Ardito *et al.*, 2020) or research and development alliance (Petruzzelli 2019).

Despite the fact that ambidexterity is essential for a company's long-term achievement, there are various divergent opinions across the literature addressing the relationship between exploitation and exploration and how to allocate resources to maximize ambidexterity for firm performance (Wei *et al.*, 2014). According to a substantial amount of research Gibson and Birkinshaw (2004), He and Wong (2004), Auh and Menguc (2005), Lubatkin *et al.*, (2006), Wang and Rafiq (2014)), organizational ambidexterity is crucial for enhancing business performance.

The performance of manufacturing enterprises has been positively correlated with organizational ambidexterity in numerous studies. Tushman and O'Reilly (2004) discovered that a majority of the ambidextrous organizations—more than 90% succeeded in achieving those objectives in a study of big firms. According to Junni *et al.*, (2013) these findings imply that ambidextrous companies are better able to take advantage of available resources to match current operations and actively seek out new chances to quickly adjust to environmental changes.

However, there is conflicting research findings pertaining to the effects of Organizational Ambidexterity on performance. Positive findings have been obtained in several investigations (Popadi & Milohni, 2015), whereas others have found a negative association (Karami *et al.*, 2017), a contingent effect (Katou *et al.*, 2021), or no relationship at all. Studies on OA have also been carried out utilizing various metrics, degrees of analysis, and study methodologies. Additionally, the samples

come from various cultural, institutional, and business contexts. In the modern economy, retailing is a significant corporate enterprise because it generates employment and adds to the tax base, both of which contribute to national economic stability. Before the items reach the end user, retailing is the final step in the distribution chain (Isaenko & Degtyar, 2015). Because all the products are kept under one roof, supermarkets are thought of as enormous a store, which contributes to their popularity with many consumers.

1.1.2 Dynamic Capability

Dynamic capabilities are acknowledged as the tools for modifying resource structures, learning methodologies, cultivating a culture of trust, enhancing technical resources, and improving the flexibility of organizational structure and design (Eisenhardt and Martin, 2000; Kou, *et al.*, 2016). Ahmad *et al.*, (2012), initially described dynamic capabilities as "the organization's capacity to integrate, expand, and restructure internal and external competencies to address a rapidly changing environment". As stated by Helfat *et al.*, (2015) the definition of that dynamic capability, which is analogous to this idea, is the capacity of a firm to purposefully grow, create, or rearrange its resource base. The significance of dynamic capabilities for securing a competitive advantage, according to Eisenhardt and Martin (2000), lies not in the capabilities themselves but rather in the reconfiguration of resources through the development of new resource configurations or the enhancement of the current configurations that they permit.

Sensing, seizing, and orchestrating are the three key capabilities that make up dynamic capabilities (Teece, 2007; Martin, 2011; Day *et al.*, 2023; Schoemaker, *et al* 2016). Sensing is the capacity to see and shape possibilities and risks in the

environment. Seizing is defined as the capacity to respond to those chances or dangers. In order to retain competitiveness, orchestrating entails strengthening, merging, and safeguarding both tangible and intangible assets as well as rearranging and recombining them.

1.1.3 Learning orientation

Farrell *et al.*, (2008) claim that "learning orientation is an organizational ideology or set of beliefs that promote knowledge development and using the same knowledge to enhance performance. The development of knowledge or insights is what has the capacity to affect behavior (Laukkanen *et al.*, 2013). Previous studies According to Sinkula *et al.*, (1997), commitment to learning, open-mindedness, and shared vision are the three important, interconnected elements of learning orientation. Hence, any firm with a strong commitment to learning in their businesses can achieve superior performance (Cheng & Sheu., 2017).

Learning orientation is acknowledged as a crucial component of assisting businesses in gaining a competitive advantage and increasing efficiency (Wang, 2008). Once the firm adheres to the principle that learning is essential, they make sure the employees learn new knowledge and share ideas to operate better business processes. Sulyanto & Rahab (2012) in its simplest form, getting orientation means the adaptation of new knowledge, which leads to behavioral change in the organization to incorporate a new vision based on shared understanding that improves firm performance (Sinkula, 1994; Slater & Narver, 1995). The ability of a learning organization to fit into its culture is important to the idea of learning orientation (Eris & Ozmen, 2012).

Learning-oriented individuals are determined, engage in solution-oriented self-instruction, and enjoy challenges. Individuals with LO believe that ability can be developed through effort and experience (Magnini & Honeycutt, 2003). Individuals with a high learning orientation are receptive to training and development. Organizations learn only through individuals who learn. Individual learning does not ensure organizational learning. However, in its absence, organizational learning can occur (Martinette & Obenchain-Leeson 2012). Own mastery is the process of constantly clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively (Hutasuhut *et al.*, 2021). Shared vision is a vocation rather than simply a good idea (McDaniel *et al.*, 2016). LO has been emphasized in the strategy literature as the method by which an organization's members absorb learning (Rhee *et al.*, 2010). LO is defined as a process of information acquisition, dissemination, and shared interpretation that increases both individual and organizational effectiveness due to its direct impact on outcomes (Kaya & Patton, 2011).

1.1.4 Control variables

According to Bernerth & Aguinis (2016), a control variable is one that is kept constant or under control to rule out the potential that it would affect the correlation between the independent and dependent variables. Isolating the influence of the independent variable is beneficial. Due to the practical challenges involved in the implementation of experimental and quasi-experimental designs, the inclusion of control variables is crucial in organizational research. When empirical data are utilized in management research to back up causal claims, control variables play a crucial role.

Control variables need to be taken care of in any study to ensure that the effect of confounding variables on an observational study is mitigated. With this approach, the controlled variables are essentially held constant while the independent variables are changed to determine how they affect the dependent variable. This process is vital as it helps to eliminate type III errors. Type III error entails correctly rejecting the null hypothesis for the wrong reason; it is a variation from the widely known types of errors II and I. In type I error, the null hypothesis is said to be rejected when it is actually true while type II error entails accepting the null hypothesis when it is false.

Two control variables were incorporated in the study to account for the potential causes. First, due to its significant effect on performance, company size has been utilized as a fundamental control variable in a lot of research. Olawale (2018) looked into how firm size affected how well businesses performed in Nigeria. The study thus suggested that firms' focus should be on increasing their size by boosting turnover and establishing new markets for existing and the latest products. The business size in this study was determined using the natural logarithm of the number of full-time employees, more business size is associated with more access to resources and the potential to expand capabilities, while greater experience means greater learning and dedication to the market (Musteen *et al.*, 2010). Bhayani (2013) argues that an interesting aspect of economic growth is that much of it takes place through the growth in the size of existing organizations.

The second control variable was the firm's age. Researchers suggest that older firms have better financial performance because they are more experienced and enjoy the benefits of "learning by doing." (Vassilakis *et al.*, 2008; Coad *et al.*, 2013). There are researches as well suggesting that as firms get older, investor uncertainty and the

variability of stock returns tend to decrease (Adams *et al.*, 2019, Cheng 2008, Pástor & Veronesi 2014). In terms of how a company's age and profitability are related, the longer a firm has existed, the higher the profit it will produce compared to a new one because of its managerial expertise from earlier businesses that aim to continuously raise their profit from year to year (Rundjan & Susanti 2023). Several previous investigators, among them, have investigated the control variable of the age of the firm (Mathuva 2015, Banos-Caballero *et al.*, 2010, Samosir 2018) and found out that the outcome, whether positive or negative was inconsistent. The length of time the supermarket has been in business was used in this study to determine the firm's age.

When Clarence Saunders, a businessperson, launched his Piggly Wiggly stores in 1916, he contributed to the development of the supermarket concept. According to Lawrence and Dixon (2015), increased global liberalization has greatly expanded opportunities for the supermarket industry to grow. Supermarket shopping has become more popular among customers because of a shift in consumer purchasing patterns away from small grocery businesses (Berdegue and Reardon 2016). Retailers, notably anchor tenants, who own supermarkets in shopping centers in industrialized nations struggle to draw customers into their establishments. However, in Africa, shopping centers are typically reshaping regional economies thanks to their solid anchor tenants (Birkner, 2015). In Kenya and Egypt, for instance, where the retail sector is still developing, major French retailer Carrefour opened stores in anticipation of rapid expansion (Coetzee, 2019). Retailers are becoming more competitive, and to meet this challenge, managers must outsmart their rivals in luring customers to their stores. In order to successfully persuade consumers to shop at their stores rather than those of their competitors, supermarkets need to implement methods that put customers at the center of their marketing operations, according to Kamaladevi,

(2010.) Vrontis *et al.*, (2016), investigated the effects of organizational ambidexterity on business accomplishment. According to empirical data, there is a powerful correlation between organizational ambidexterity and improved organizational performance (Junni *et al.*, 2013). However, the connection between ambidexterity and performance has been found to be inverse by certain researchers (Menguc and Auh, 2008).

Over the past 40 years, the Carrefour group has grown to become one of the world's leading distribution groups. It is the world's second-largest retailer and the largest in Europe. The group currently operates four main grocery store formats: hypermarkets, supermarkets, hard discount and convenience stores. The Carrefour group currently has over 15,000 stores, either company-operated or franchises. Carrefour is one of the earliest retailing companies to globalize its business ventures into Asia in the 1990's, and with Carrefour first successfully investing and succeeding in Taiwan in 1989 (Kamath and Godin, 2001). Since 1989, Carrefour has opened more than 45 hypermarkets in Asia. Its motto is "We are global, we act local", when adapting to different cultures and environments around the world. Perhaps key to Carrefour's global success has been its ability to explore and exploit simultaneously to adapt to the local business field.

Supermarkets are major players in the retail industry in Kenya, and more so in the economy of this nation. There exist a number of definitions for supermarkets, and most of them revolve around their characteristics. Indeed, according to Ngatia (2000), there is no precise definition of what a supermarket is. Okwany (2003) defines a supermarket as a store with a sales area of 2,000 square feet, three or more checkouts, and a range of merchandise that comprises food groups, basic household

requirements, and cleaning materials. According to Behe, *et al.* (1992), supermarkets are grocery stores but usually have departments selling non-food items, and at least the grocery department is operated on a self-service basis. This conclusion by Ngatia and many others can be attributed to the existence of several supermarket definitions. Wambugu (2002) define a supermarket as a large retailing institution with several departments and operating primarily on a self-service basis.

1.1.5 Supermarkets in Kenya

The history of supermarkets in Kenya dates back to 1960s, according to Ngatia (2000) and Kipkorir (1995). The first supermarkets to be established in Kenya were the Wetlands General Stores (1960), K&A (1962), Ebrahims (1970), and Uchumi (1975). These supermarkets started as self- service stores, covering small trading areas. With time they increased their volume and assortment of merchandise as well as trading space to become supermarkets, Kipkorir (1995).

According to Ngatia (2000), liberalization in early 1990s saw a momentous growth of supermarkets in Kenya and especially in Nairobi and other major towns. Most of these supermarkets are owned by Kenyans of Asians origin, and run as family businesses, (Rotich, 2014). The growth has also seen large supermarkets coming up which are owned by Africans. Examples include; Fairlane supermarket, Magic Superstores, among others which are owned by Africans unlike the situation in 1980s where Asians of Kenyan origin owned most supermarkets, Ngatia (2000). Further, it is argued that 70 percent of all supermarkets in Nairobi were established after 1980 and that 74 percent of all supermarkets in Kenya are located in Nairobi. The increase and concentration can be explained by the population growth in the city and the changing lifestyles of the residents.

The increasing numbers of supermarkets in Kenya that serve these customers have become a potentially important market channel for domestic food processors. Supermarkets have been spreading rapidly throughout Kenya, and the pattern has been similar to the retail revolution in other low-income countries (Reardon and Timmer 2012). In the early 2000s, Kenya's retail sector was already classified as one of the most dynamic in Sub-Saharan Africa (Hatchet *et al.*, 2011). Today, despite being highly fragmented, it is among the most developed retail sectors in Sub-Saharan Africa (Rischke *et al.*, 2015).

The retail industry in Kenya's main and small towns has experienced exceptional growth and expansion during the last few years. Contrarily, some supermarkets, like Ukwala, have closed their doors, and others, like Uchumi Supermarket Limited, Choppies Supermarket, and Nakumatt Holdings Limited, have reduced the number of branch networks they have across the country. These companies are all currently going through a difficult time because of their poor performance (Gitau *et al.*, 2024). The dynamic and intensely competitive environment in which supermarkets operate in Kenya calls for the development of strategic plans that, when put into action, may help businesses achieve their goals, perform better, and get the most out of their investments.

Kenya's retail sector is on the cusp of renewal, ripe for consolidation, and displaying a host of innovative streaks as the target customers are evolving rapidly. This is despite the fact that the retailers have not been doing well, operating in an economic slump amid numerous challenges that have rendered their business what some would refer to as an entrepreneurship minefield. Smaller shops are increasingly entering the supermarket market across the nation, which is a positive development since it

provides some benefits to customers who, for the most part, are motivated by the convenience of getting all of their shopping done in one place (Peter, 2020).

According to the Kenya Retail Sector Report 2019 the increased Market activity to promote retail growth, released in October 2019, the retail sector's performance in key urban cities softened, recording average rental yields of 7.0% in 2019, 1.6% points lower than the 8.6% recorded in 2018, attributed to a reduction in rental rates and surplus retail space coupled with stiff competition among malls. Supermarkets in urban Kenya have risen from a tiny niche a half a decade ago to a fifth of food retail, spreading well beyond the richer consumers to derive more than a third of their sales and half of their customers from low-income and poor consumers (Neven *et al.*, 2006). In the retail industry, differentiation between retail chains continues to decrease as the need for convenience and value-added services increases, and customers have become more discerning and demanding but less loyal than before (Janet *et al.* 2015). Therefore, firms develop strategies to enable them to seize strategic initiatives and maintain a competitive edge in the market (Porter, 2007).

Given that the intensity of competition in the supermarkets is increasing and the nature of this competition changing, it is important for all stakeholders to gain knowledge on how best to employ competitive strategies within it in a bid to improve the performance and survival of their firms (Mutinda, & Mwasiaji, 2018).

In Kenya, the battle for control of the retail market has intensified as both foreign and local megastores roll out expansion plans. The industry has encountered collapse of supermarkets like Nakumatt, which has been dominant in the last few years. This continues to cause anxiety and lost confidence amongst lenders and suppliers in the industry given the loss of revenue, job opportunities and market for suppliers

occasioned by the problems in Nakumatt, (Mutinda, & Mwasiagi, 2018). Several studies have been done on retail chain stores in Kenya such as: Munyoki (1997) researched on pricing strategies of consumer goods in the retail market; Imbuga (2005) did a survey on determinants of brand loyalty to supermarkets in Machakos; Kiilu (2008) developed a case study on corporate strategy at Nakumatt Holdings Ltd; Kombo, (2019) studied factors that determine brand loyalty to supermarkets in Machakos. Chepngetich (2022) study looked at strategic responses to competition by the medium and family-owned supermarkets and established that customer service, strategic location, staff training, increased advertising and branding affects performance.

The population of Kenya is still growing at a high rate of around 3%; this growth must be due to the provision of basic human needs largely by supermarkets (Rischke *et al.*, 2016). The 2020 period recorded subdued performance in the retail sector resulting from the tough operating environment as the economy grappled with the effects of the Coronavirus pandemic. The scaling down of outlets by supermarkets such as Shoprite, Deacons, evidenced this and Tusky's, with the latter currently facing financial woes. Nevertheless, the sector saw the entry of international supermarkets such as Turkish home furnish retailer Istikbal, Spanish fashion retailer Tendam Group, Massmart Holdings, a subsidiary of South African Game Stores, and Hong Kong fashion chain Giordano earlier in the year, among others.

The sector also recorded expansion by various local and international retail chains, including Carrefour, which opened an outlet along Uhuru Highway Nairobi and announced plans to expand to Mombasa; Naivas, which opened outlets at Mountain View Mall and the Waterfront mall along Mombasa Road, among others; and

Quickmart, which opened several outlets, including Nanyuki Branch in Nanyuki Mall, CBD along Tom Mboya Street, and in Kilimani, Eldoret branch, among others; Muthoka (2015). Naivas has grown its branch count for 2022 by opening 11 new branches during the year. The retailer currently has 90 branches across the country. The growing supermarket chain has now, for the first time, surpassed the number of branches held by Nakumatt at its peak (65 branches). Naivas is projected to open an additional four branches, bringing its total to 70. It has recently announced plans to open two outlets to be located at Lifestyle Mall along Nairobi CBD's Monrovia Street, a space previously occupied by Nakumatt. Conversely, Tusky's has had to be closed due to the changing market conditions, intensified global competition, and radical change in technology, pressure to improve is severe and relentless in business World (Ogero, 2020). These entries and expansions by some supermarkets have cushioned the performance of the retail sector by taking up prime retail spaces left behind by their troubled counterparts. The trend towards e-commerce has been on the rise, with online shopping being embraced as it registered an 8.6% growth in internet subscription rates, according to the Economic Survey from the Kenya National Bureau of Statistics (KNBS) 2020.

Supermarkets are rapidly penetrating urban food retail in Kenya and spreading well beyond their initially tiny market niche among the urban middle class entering the grocery stores of low-income people. They have just started to make inroads into the fresh fruits and vegetable sector after considerably earlier and faster penetration of the processed and staple food markets than fresh foods. Supermarkets in Kenya already buy about half the volume of produce exported and thus represent a significant new 'dynamic market' opportunity for farmers. Neven & Reardon (2004). Supermarkets have enhanced their competitive capacity to offer greater advantages to their

customers as they improve their margins. The competitive moves adopted by supermarkets span within production, distribution and handling of the customers. This implies that a supermarket, as the point of contact between a product and consumers, should be able to have a hand in the production, packaging, distribution, and after sales service. The interrelations between a supermarket and its suppliers and stakeholders are of a strategic nature acting as a go-between producers and customers. To lower their item acquisition cost supermarkets have tended to collaborate with producers and importers in the supply chain (Ruben, *et al.*, 2007). The supermarkets are facing numerous challenges that affect their performance. To address these challenges, the supermarkets have explored different strategies to drive their organizational performance.

1.2 Statement of the Problem

Globally, supermarket performance and that of other shopping centers is significant since retailers are responsible for transporting products from manufacturers to consumers. According to a KNBS research (2016), wholesale and retail commerce accounts for 8.4% of Kenya's GDP and employs approximately 238,500 Kenyans. Poor performance remains a challenge globally. In Kenya, the issues of poor performance are prominent among supermarkets. Over the years, supermarkets have sought to employ multiple strategies for serving diverse categories of consumers. However, it is interesting that despite the rise in comprehension and execution of competitive techniques, supermarkets in Kenya have experienced poor performance and eventually closure.

In a recent research Gatutha & Namusonge, (2020), poor performance at Nakumatt and Uchumi supermarkets, among the top five players in the business, was ascribed to

competition and poor management. Some major supermarkets in Kenya, like Uchumi and Tusky's, have recorded poor organizational performance. For instance, according to a report from the Nairobi Securities Exchange (NSE) published in 2017, Uchumi Supermarket suffered losses of \$3.2 billion in 2015. Contrarily, the Competition Authority of Kenya is currently looking into Tusky's Supermarket due to subpar performance brought on by late payments to suppliers. These supermarkets have had to close some of their locations in order to remain in business due to ongoing losses. Implementing a strategy to increase performance and maintain operations is necessary given the challenges posed by supermarkets' subpar performance. According to Kamau (2014), due to the factors in the rapidly changing business environment, supermarkets have challenges in running their operations. These challenges call for the use of sound judgment and the creation of appropriate strategies that will motivate them to improve their performance. According to Mutisya (2016), many firms develop effective strategies with the intention of moving their operations toward the desired future position. However, challenges related to execution make it challenging to achieve the proposed future position

Ways to achieve success in the current dynamic and turbulent highly competitive marketplace have been a source of disagreement for numerous organizations. This is because market conditions are rapidly changing, resulting in shifts in demand among customers, markets, products, global boundaries, technological advances, and other processes. In light of these, strategies that translate into enhanced business performance are outlined and established with matching firm operations (activities) such as service and product innovations and product quality that correspond to the evolving demands of customers that are linked with a rise in market share due to the attraction of new customers as well as retention of existing ones. Firm activities

related to enhanced performance strategies include technological advocacy, new market discovery, good customer support and service, external finance use, substantial advertising, a focus on cost-effectiveness, and a concern for employee productivity.

Researchers are increasingly curious about the relationships between organizational ambidexterity and performance. Nel, *et al.*, (2020), Studies have been carried out by Matsa, (2011), Chege (2014), Ellickson, (2016), Ngana, (2022) and Slater and Narver (2002). These studies were however based on different context other than the Supermarkets in Nairobi, Kenya. The current study clarified how organizational ambidexterity is moderated by learning orientation Türk *et al.*, (2020), as well as the Dynamic capability's mediating function, Hsu *et al.*, (2012).

1.3 Objectives of the Study

The objectives were categorized into two, the general and specific objectives.

1.3.1 General Study Objective

The study's main goal was to investigate the moderating effect of learning orientation and the mediating effect of dynamic capabilities on the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi, Kenya.

1.3.2 Specific objectives

The study specific objectives were:

1. To determine the effect of organizational ambidexterity on firm performance of supermarkets in Nairobi County, Kenya

2. To investigate the effect of dynamic capabilities on the firm performance of supermarkets in Nairobi County, Kenya
3. To examine the effect learning orientation on the firm performance of supermarkets in Nairobi County, Kenya
4. To determine the effect of organizational ambidexterity on the dynamic capabilities of supermarkets in Nairobi County, Kenya
5. To assess the effect of the moderating role of learning orientation on the association between organizational ambidexterity and the performance of supermarkets in Nairobi County, Kenya
6. To evaluate the effect of the moderating effect of learning orientation on the relationship between organizational ambidexterity and dynamic capabilities of supermarkets in Nairobi County, Kenya
7. To establish the effect of the mediating effect of dynamic capabilities on the relationship between organizational ambidexterity and the firm performance of supermarkets in Nairobi County, Kenya
8. To determine the effect of the moderating effect of learning orientation on the indirect relationship between organizational ambidexterity and the firm performance via dynamic capabilities

1.4 Research Hypotheses

The researcher examined the following assumptions in order to fulfill the study's specific objectives:

H₀₁ : Organizational ambidexterity has no significant effect on the firm performance of supermarkets in Nairobi County, Kenya.

H₀₂ : Dynamic capabilities do not have statistically significant on the firm performance of supermarkets in Nairobi County, Kenya.

- H₀₃* : Learning orientation does not have a statistically significant effect on the firm performance of supermarkets in Nairobi County, Kenya.
- H₀₄* : Organizational ambidexterity has no significant effect on dynamic capabilities of supermarkets in Nairobi County, Kenya.
- H₀₅* : There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and the firm performance of supermarkets in Nairobi County, Kenya.
- H₀₆* : There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and dynamic capabilities of supermarkets in Nairobi County, Kenya.
- H₀₇* : There is no statistically significant mediating effect of dynamic capability on the relationship between organizational ambidexterity and the firm performance of supermarkets in Nairobi County, Kenya.
- H₀₈* : There is no statistically significant moderating effect of learning orientation on the indirect relationship between organizational ambidexterity and the firm performance via dynamic capabilities.

1.5 Significance of the Study

The study on organizational ambidexterity, dynamic capabilities, learning orientation, and firm performance in the context of Nairobi County supermarkets is significant for multiple stakeholders. It not only contributes to academic knowledge but also provides practical insights for business improvement and policy formulation. The findings can help supermarkets navigate the complex and dynamic retail environment, ultimately leading to better performance and customer satisfaction.

The insights from the study can inform strategic decisions to improve operational efficiency and market responsiveness. Understanding how to balance exploration and exploitation can help in gaining and sustaining a competitive edge. The findings can guide policies that foster a conducive environment for retail businesses to thrive, addressing challenges unique to the Nairobi County market.

The study adds to the body of knowledge on organizational behavior, particularly in the context of developing economies. It provides a basis for further studies on similar topics in different regions or sectors. The insights on factors driving supermarket performance can inform investment choices, highlighting promising businesses and potential areas of growth. Better performing supermarkets can translate to improved service quality, product variety, and overall shopping experience.

The study educates policymakers in the supermarket sector about the value of organizational ambidexterity in their work. It makes it possible for politicians to implement measures to reduce the existing level of competition and to improve performance in the industry by highlighting the value of ambidextrous businesses. Additionally, the study explains to the supermarkets managed by the ministry of trade and industry the importance of concurrent usage of exploitation and exploration, which have been related to the performance of enterprises over both the short and long terms.

The findings of the study are consistent with resource-based theory perspective and the balanced scorecard theory in that supermarkets have an array of resources that, when utilized to the utmost extent, may support businesses in performing well. The study's findings also contribute to the notion of dynamic capability by detailing how store managers and supervisors' sense, seize, and reorganize resources when faced

with foreseeable outcomes. Additionally, managers and supervisors of supermarkets, in accordance with the knowledge-based theory, have a substantial impact on organizational outcomes by ensuring learning is ongoing in order to become more inventive and expand its operations.

The results of the study make it easier for future management academics and researchers to develop their research on organizational ambidexterity and performance of the firm.

1.6 The Scope of the Study

The researcher did the study in Nairobi County in December 2022. Nairobi County has a large concentration of supermarkets in Kenya. The study used 385 supermarkets obtained from the Nairobi County Government Department of Trade and Industrialization. Nairobi is the economic and commercial hub of Kenya. It hosts the headquarters of many national and international businesses, including major supermarket chains. This concentration makes it a prime area for studying market trends and consumer behavior and the fact that it has the highest number of supermarkets that have closed down due to poor performance according to Wakasala, (2020). Nairobi has the highest population density in Kenya. This high population provides a larger and more diverse sample size, which can yield more comprehensive and statistically significant results.

Nairobi boasts a wide variety of supermarkets, ranging from large international chains to small local stores. This diversity allows for a more comprehensive analysis of different types of supermarkets and their customer bases. Nairobi has better infrastructure compared to many other counties. This includes transportation, communication, and data collection systems, which facilitate easier and more efficient

research operations. As the capital city, Nairobi often sets consumer trends that can influence other regions. Studying supermarkets here can provide insights into emerging trends that might later spread to other parts of the country.

Given that, Nairobi County has a variety of supermarkets; the scope of this research was limited to determining the moderating and effects of mediation of learning orientation and dynamic capabilities on the relationship between organizational ambidexterity and firm performance. The study was limited to organizational ambidexterity, which was limited to exploration and exploitation, and dynamic capabilities such as sensing capability, seizing capability, managing threats, and reconfiguration. The only elements of learning orientation were open-mindedness a common goal, and commitment to learning. The study targeted top management and front-line supervisors at supermarkets in Nairobi County, Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature related to the study by other researchers and mainly focus on, the concept of firm Performance, Organizational Ambidexterity, Dynamic capabilities, Learning orientation, theoretical reviews and the conceptual framework.

2.1 Conceptual Review

This section provides a description of variables under study.

2.1.1 Firm Performance

Firm performance is a particular result obtained in the management, economics and marketing that gives characteristics of competitiveness, efficiency, and effectiveness to the organization and its structural and procedural components (Achim, 2010). The most important factor in organizational operations is how to perform well in any given environment. Researchers disagree on a precise definition of firm performance (Mahfouz & Muhumed 2020). According to Abu-Jarad *et al.*, (2010), efficiency and efficacy of the firm's activities determine firm performance. On the other hand, *et al.*, (2018) defined firm performance as the capacity of the firm to utilize its resources effectively and efficiently in order to achieve its objectives.

As stated by Shahzad *et al.*, (2013), firm performance is the capacity of an organization to fulfill both its objectives and goals. Additionally, Mungai (2016), argues that firm performance consists of continual activities that set institutional goals, monitor progress toward the goals, and make adjustments as necessary to attain the goals more effectively and efficiently. An awareness of the connection between economic inputs and outcomes is a measure of firm performance, according to

Hakimi, *et al.*, (2022). Over the years, several approaches have been used to interpret the firm performance. If the factors of effectiveness and efficiency are attained, the firm's performance in the 1980s and 1990s, with the more difficult market, becomes successful. However, Ali *et al.*, (2018) and Suan *et al.*, (2015) states that performance of the firm, which makes use of limitless resources, could aid the organization in achieving its goals. According to Elnaga, & Imran, (2013). Performance refers to a firm capacity to use all of its resources effectively and efficiently to accomplish and fulfill its goals. Klarnar, & Raisch, (2013) further state that a firm performance is the sum of all of its divisions' successes throughout the course of a specific period of time in connection to a goal that was either intended for a specific stage or on an overall level. Scholars disagreed not only on how to define performance but also on its philosophical justification. According to Heffernan and Flood's (2000) study, it is unclear how to conceptually represent different performance categories as a theory in contemporary management. This lack of universality in definition also pertains to performance evaluation. Researchers occasionally confuse the terms productivity and performance, despite the fact that there is a distinction between the two (Ricardo & Wade 2001).

According to Kaydos (2020), performance is a more general phrase that could include consistency, productivity, and quality, whereas productivity is the quantity of work finished in a given period. The concept of company performance differs from the broader construct of organizational effectiveness. Venkatraman, N., and Ramanujam, V. (1986) define the broader construct as three concentric rings, with the largest indicating organizational effectiveness. Cameron (1986a) defines organizational effectiveness as the overall functioning of an organization. Business performance, or firm performance, is a subset of organizational success that includes both operational

and financial outcomes. Carroll (2004) defines and measures firm performance based on stakeholders' expectations, including profitability, growth, market value, total return on shareholder, economic value added, and customer satisfaction. There are numerous interpretations that have defined the firm's performance over the years. In the 1980s and 1990s, with the more challenging market, the firm's performance becomes successful if the factor of effectiveness and efficiency is attained. However, Campbell et al. (1970) and Lusthaus and Adrien (1998) suggested that a firm's performance with unrestricted resources could assist the organization in achieving its goals. Performance is the firm's competence to accomplish and realize its goals by using all of the firm's resources in an effective and efficient manner (Daft 2000). Furthermore, Ling and Hong (2010) noted that FP is the sum of achievements gained by all departments engaged in an organization's objective throughout a set period, with the objective being meant for a certain stage or on a global scale. Scholars differed not only in defining performance but also in their conceptual interpretations. Heffernan and Flood's (2000) research highlights the importance of conceptual clarity when describing various ideas in modern management. Productivity refers to the amount of work completed in a given time, whereas performance is a broader phrase that encompasses consistency, productivity, and quality. According to Daft (2000), performance is the firm's capability and capacity to reach and complete its objectives by employing all the firm's resources in an effective and efficient manner. This non-universality of definition extends to the domain of measuring. Researchers have occasionally conflated the term performance with productivity, however, there is a difference between productivity and performance (Ricardo and Wade 2001). Organizational performance is the result of interactions between various elements or units. According to Stankard (2002), a company's overall well-being is measured by

meeting employee expectations and achieving objectives.

Organizational performance is judged using financial, operational, and personnel indicators with reasonable and demanding targets (Dávila & Elvira, 2010). It is also linked to firm survival components such as mission, vision, and objectives (Gálvez & García, 2011). According to Richard et al. (2009), organizational performance is a multifaceted notion that includes measuring whether an organization meets investor objectives. According to Shad et al. (2019), who reported this approach can also attract prospective investors. Also, according to Venkatraman and Ramanujam (1986), it consists of three complementary "spheres". The first component is the organization's effectiveness in achieving social and economic objectives. The operational component includes marketing, new product development, market share, and productivity, in addition to financial data. The financial dimension is the primary focus of strategic empirical research, taking into account factors such as ROI, sales growth, and profitability. Various methods and tools have been developed to assess company performance based on subjective and objective criteria (Gálvez & García, 2011). The balanced scorecard, for example, integrates indicators from financial, non-financial, and operational perspectives (Rehman et al., 2019; Parra, 2006).

Dragnić (2014) found that objective indicators increase the credibility of research results, while subjective tools can be influenced by perceptions, effectiveness, efficiency, and comparison to competitors (Parra, 2006; Dragnić, 2014). Chenhall and Langfield-Smith (2007) identified five key areas for measuring organizational performance: strategy, operations management, human resources, marketing, and finance (Kerfai & Ghadhab, 2016). The study highlights the importance of linking performance metrics from a theoretical perspective, including strategic advantage

(Richard et al., 2009; de Brito & de Oliveira, 2016). Previous research emphasizes the significance of combining performance measures with theoretical approaches and larger constructs (Combs et al., 2005; Richard et al., 2009).

Hernant (2009) operationalized firm performance by adopting a thorough description of the performance of each supermarket. This description included three measures of market-based performance (Sales volume, Number of shoppers per week, and Average transaction per shopper), three measures of productivity (Sales per inventory investment, Sales per square meter floor area, Sales per labor hour), and six measures of financial performance (Gross profit performance, Operating cost performance, Investment return and equity return).

Firm Performance, according to Zafar *et al.*, (2016), is the ability and capability of the firm to accomplish and to achieve its objectives through making efficient and effective utilization of the entire firm's resources. Successful businesses are essential for emerging countries. In determining their economic, social, and political evolution, many economists compare them to engines. Every company should function under performance-based standards in order to survive in a cutthroat commercial environment. In strategic management research nowadays, firm performance has gained importance and is regularly employed as a dependent variable. Although it is a widely held belief in academic literature, there is little agreement on how to define and measure it. However, because there is no operational definition of firm performance that the majority of researchers agree upon, there will inevitably be a variety of interpretations proposed by different persons based on their individual perspectives. Definitions of this concept can be vague, generic, well defined, or abstract. Taouab *et al.*, (2019), define the term "performance" as a catchall term since

it encompasses a variety of ideas, including growth, profitability, return, productivity, efficiency, and competitiveness.

Measuring firm performance in today's economic environment is a critical issue for academic scholars and practicing managers. Researchers have worked intensively to establish performance concept measures. In this regard, there is an incomplete literature and an ongoing debate on the issue of firms' performance Taouab & Issor (2019). The introduction of BSC means that the goals, the indicators, and the strategic actions are assigned to concrete perspectives (Striteska, & Spickova, 2012). The Balanced Scorecard translates the firm strategy and objectives into a set of performance indicators that offers a model for the performance measurement system (Kaplan and Norton 1990). It is a technique for outlining, implementing, and converting a company's vision and strategy into achievable targets and a distinct set of financial and nonfinancial performance metrics developed the Balanced Scorecard (BSC) model in the early 1990's. The model shows the organizational performance through four perspectives: financial, customer, innovation and learning and internal processes. These four perspectives are linked to the organization's strategy and combine to create a comprehensive model of the strategy that allows all employees to understand how they can contribute to the firm's success.

Balanced Scorecard approach was used since it addresses some of the shortcomings and ambiguity of earlier approaches to management. It makes an effort to offer a clear prescription for the measurements organizations need to use. It also translates vision and strategy, defines the strategic linkages to integrating performance across an organization, communicates objectives and measures to a business unit, and aligns strategic initiatives. When fully implemented, it aligns everyone within an

organization so that all employees understand how and what they can do to support the strategy. It can also be used as a basis for compensation and provides feedback to management as to whether the strategy is working. Successful firms are an essential component of developing nations.

Many economists see them as an engine that drives their economic, social, and political development. To succeed in a competitive business environment, companies must prioritize performance. Firm performance is now a key term in strategic management research, often employed as a dependent variable. While widely discussed in academic literature, there is no agreement on how to define and measure this concept. There is no agreed-upon operational definition of company performance, leading to varying interpretations based on personal perspectives among experts.

2.1.2 Organizational Ambidexterity

According to Birkinshaw and Raisch (2008), Organizational ambidexterity refers to an organization's capacity to manage current firm needs successfully and in line with changes in the external environment. Organizational ambidexterity is a word used by researchers to characterize two exploration and exploitation methods that occur in an organization but are inconsistent and appear to be incompatible (Brix, 2019, Papachroni, *et al.*, 2015). Exploitation relies on previously acquired knowledge, whereas exploration relies on brand-new information (Kang & Snell, 2009). A firm's short- and long-term performance has often been predicted by its concurrent use of exploitation and exploration. (Fernhaber & Patel, 2012). Organizational ambidexterity is defined as the ability to accomplish organizational success by leveraging available capabilities, finding new openings and possibilities, employing them optimally, and activating all of the capabilities to participate in the competition (Papachroni, 2015).

The significance of organizational ambidexterity in business is widely recognized (O'Reilly III, Harrell, & Tushman, 2009), in the private (Chang, Yang, & Chen, 2009) and public sectors (Smith & Umans, 2015), as a means of implementing new ideas (Pelagio Rodriguez, Hechanova, & Regina, 2014), business benefits (Cao, Gedajlovic, & Zhang, 2009), and organizational change (Mitra, Gaur, & Giacosa, 2019). This has led to the scaling up of approaches (Sinha, 2019), which has become a strategy for many firms (Blarr, 2012). Ambidexterity in organizations promotes long-term success by balancing innovation and adaptation to environmental changes (O'Reilly III, Harrell, & Tushman, 2009), as well as improving and scaling existing processes and technologies (Úbeda-García, Claver-Cortés, Marco-Lajara, García-Lillo, & Zaragoza-Sáez, 2018) and technologies (Wirtz, 2019). According to academic literature, achieving ambidexterity requires specific mechanisms for various organizations. Quality practices can assist both exploitation and exploration, and are considered structures-related antecedents (Asif, 2017; Asif and de Vries, 2015; Zhang et al., 2014; Moreno-Luzon and Pasola, 2011). This study focuses on quality orientation as a structural factor that fosters ambidexterity development.

According to Kalmuk and Acar (2015), organizations that prioritize quality can outperform competitors by anticipating market demands and achieving higher returns. According to Eisenhardt and Martin (2000) and Teece et al. (1997), process-related antecedents include the ability to adapt, integrate, and reorganize organizational resources and talents in response to changing environments. Proactiveness in organizations' strategic direction is an example of dynamic capabilities important to ambidexterity. According to Dess et al. (1997), proactive behavior is essential for a company's ability to capitalize on new opportunities, experiment with change, and be the first to act. Proactive strategic orientation allows organizations to invest in both

existing and new products simultaneously. According to O'Cass and Ngo (2007), proactiveness allows a corporation to harness and explore its potential.

As a continuation of ambidexterity in strategic management research, organizational ambidexterity also demonstrates the tension or conflict of tactical efforts of businesses with limited resources, such as the ability to pursue exploitative and explorative creative strategies (He and Wong 2004). It enables businesses to take advantage of their current capabilities while also keeping in mind the work put forth in building new capabilities (Lubatkin et al., 2006). It is intrinsically linked with the transformation and change of organizations because it is a particular kind of dynamic capacity in nature (Jansen *et al.*, 2009; O'Reilly & Tushman, 2011, 2008). He and Wong (2004) assert that exploration is “associated with organic architectures, slack connections between systems, independence, chaos, and emerging markets and technology.” According to exploration, firms can be divided into those that engage in risk-taking, innovation, experimentation, search, and discovery (Cheng and Van de Ven 1996). “According to March (1991), adaptive systems that prioritize exploration over exploitation are likely to discover that they incur costs while only reaping a small portion of the rewards.” This line of argument has been presented in a wide variety of contexts, from the logic of mass customization in manufacturing to Chang (2005), through the concept of the Transnational in international firm (Meyer *et al.*, 2023), to the idea of the ambidextrous organization as one that overcomes revolutionary changes in its industry (O'Reilly and Tushman 2008). However, despite the previously mentioned and other influential research studies, there are few thorough systematic studies demonstrating the effectiveness of such ambidextrous organizations and very little detailed investigation of the systems that leaders develop in organizations to achieve ambidexterity (Lis *et al.*, 2018).

The structures for exploitation and exploration are differentiated within the same organization, with each having its own processes, structure, and culture (O'Reilly and Tushman, 2004) and, probably, different (sub-) organizational cultures (Mouton, *et al.*, 2012). This differentiation according to Raisch *et al.*, (2009) can benefit the organization. According to several authors, the specialization of exploitation and exploration structures leads to increased efficiency in both activities (Junni *et al.*, 2013) and safeguards the creativity of exploration from the dominant managerial cognition of mainstream activities (Jansen *et al.*, 2009). O'Reilly and Tushman (2004) claim that the structure of ambidextrous organizations allows cross-fertilization among units while preventing cross-contamination. A rising body of research suggests that organizational ambidexterity is becoming increasingly crucial for organizations' long-term competitive advantage (Junni *et al.*, 2013). The original definition of ambidexterity, i.e. an individual's ability to be equally skilled with both hands, has become surprisingly well-adapted to organizational settings, broadly defined as an organization's ability to do two different things equally well (Birkinshaw and Gupta, 2013), or to pursue both explorative and exploitative innovation (O'Reilly and Tushman, 2004). This term is now commonly employed in a wide range of methodological contexts, but March (1991) introduces the concepts of exploration and exploitation to management literature. In March's assessment, exploitation is associated to "refinement, choice, production, efficiency, selection, implementation, and execution" as opposed to exploration, which entails search, variation, risk-taking, experimentation, play, flexibility, discovery, and innovation. Many researchers have begun to use ambidexterity as an integral construct to describe a firm's dual attitude toward exploration and exploitation (Cao *et al.*, 2009; Gibson and Birkinshaw, 2004; Tushman and O'Reilly, 1996). For example, Lubatkin *et al.* (2006) characterize an

ambidextrous organization as capable of maximizing existing skills while also exploring new prospects. March (1991) conceptualizes exploration and exploitation as two extremes of a continuum, claiming that they must be fundamentally incompatible and, in general, mutually exclusive. One of the reasons for tension between the two responsibilities is that they compete for limited organizational resources (Gupta et al., 2006). If a corporation decides to invest more resources in exploitation, logic says that fewer resources are available for exploration. Even if March's definition is undisputed, other academics extended the argument by threatening exploration and exploitation as simultaneously feasible and hence orthogonal (Koza and Lewin, 1998; Rothaermel, 2001; Rothaermel and Alexandre, 2009). This results in several significant discrepancies in the conceptualization of the OA notion. In the March balance approach, an OA can be an ideal point on a continuum with exploration at one end and exploitation at the other (Cao et al., 2009; March 1991). Alternatively, proponents of the orthogonal view argue that they should be viewed as two distinct and independent dimensions of firm activities (Gibson and Birkinshaw, 2004), implying that high levels of both exploration and exploitation should be achieved to maximize OA (Cao et al., 2009; Simsek, 2009). In this view, ambidexterity is defined as the firm's ability to pursue high levels of both exploration and exploitation (Jansen, Simsek, and Cao, 2012; Lavie and Rosenkopf, 2006), rather than managing trade-offs to reach an ideal balance between exploration and exploitation. As firms compete for limited resources, they face a trade-off situation known as a success trap or a failure trap. This one-path solution can be highly destructive to enterprises, particularly those with little resources. In intra and inter-organizational contexts, researchers dispute on whether a specific difference in operationalizing the balance between exploration and exploitation should be regarded as a binary, difference of kind, or as a continuum, a

difference of degree. Although the transition from exploration to exploitation occurs gradually, the distinction between these activities is frequently a question of degree (Stettner and Lavie, 2013). This transitivity leads to the notion of exploration and exploitation as a continuum (Lavie, Stettner, and Tushman, 2010). (March, 1991), in which a firm decides to invest heavily in exploitation and has fewer resources available for exploration, and vice versa (Stadler, Rajwani, and Karaba, 2014). The distinction between exploration and exploitation necessitates conceptualization as a continuum comprising shades of explore-exploit, but much depends on which level (individual, intraorganizational, or interorganizational) these concerns are expressed. Gupta et al. (2006) advise caution when examining the performance implications of pursuing exploration and exploitation operations, as OA measurements differ substantially among research (Junni et al., 2013). We accept these initial contradictory recommendations. The pursuit of exploration and exploitation is an inherently difficult endeavor because the motivations for the former and the latter are diametrically opposed. Although March (1991) assumes that a continuum balanced approach of both exploration and exploitation is required for success, the data remains ambiguous on the precise effects of these various activities on business innovation performance. In our study, we follow existing research (Gibson and Birkinshaw, 2004; Lavie et al., 2010) and assume that both tasks, while being separate sets of activities that rely on certain knowledge and capabilities (Koza and Lewin, 1998; O'Reilly and Tushman, 2008; Raisch and Birkinshaw, 2008) are related activities (Kammerlander et al., 2014). According to the complementary perspective, exploration and exploitation are independent dimensions that are positively correlated. The underlying rationale for this perspective is that firms benefit from previous investments in the exploration process when making subsequent investments in

exploration. To summarize, exploration and exploitation are complementary activities, as resources generated through successful exploitation activities can supply future exploratory actions (Bierly and Daly, 2007). Thus, there may be a synergistic effect between the two, and enterprises must control the balance between the two (He and Wong, 2004). Blindenbach-Driessen and Ende (2014) discovered evidence for an orthogonal treatment of exploration and exploitation. Furthermore, they suggested that exploratory innovation will generate ideas for exploitation, facilitating a culture of creativity that will benefit exploitative innovation.

The several types of ambidexterity, including ambidexterity and punctuated equilibrium, truly represent the different study perspectives of the current streams (Gupta *et al.*, 2006). Punctuated equilibrium claims that by temporarily separating these activities, firms may lessen these conflicts (Hodgkinson *et al.*, 2014; Chandrasekaran, *et al.*, 2000). Therefore, either exploitation comes after exploration or vice versa. Contrarily, the ambidexterity literature suggests that organizations may simultaneously do both of these functions (Jansen *et al.*, 2009; O'Reilly & Tushman, 2004). The term "leadership ambidexterity" was recently popularized by a contradictory viewpoint (Raisch & Birkinshaw, 2008). According to Smith & Lewis (2011), paradox is defined as "aspects that conflict but are connected at the same time and endure across time." This method pushes managers to "live with" paradoxes and find a way to accept them at the same time. As a result, it has to do with the cognitive approach or mode of decision-making utilized by senior management teams.

Gibson & Birkinshaw (2004) narrate how an organization becomes ambidextrous. Previous research has established that the underlying ability to engage simultaneously in explorative and exploitative activities develops over a long period. Nevertheless, a

theory that explicates the emergence of ambidexterity has yet to be developed. A shared vision coupled with distinct managerial career paths, or, more generally, the organizational context, systems, procedures, and convictions that affect employee behavior at the individual level in an organization, have been linked by scholars to structural separation.

Among the most significant scientific research on the management's literature over the past two decades is exploration and Exploitation in Organizational Learning". This study includes the basic institutional challenges faced by investments in two different activities namely Exploration and exploitation. Exploration activities include more sophisticated areas of activity such as developing new capabilities, investing in new technologies, tracking new customer segments, and entering new markets. On the other hand, the focus of exploitation activities is on existing competencies, processes, and products. The important thing is to increase the effectiveness of the organization financial success by making the most effective use of these competencies (Almatrooshi *et al.*, 2016). Nevertheless, it is very difficult for the organizations to accommodate these two different activities together. At the heart of exploitation activities is "expanding and improving the existing competencies, technologies, and paradigms," while "experimenting with the new alternatives" is at the heart of exploration activities (March 1991). Exploitation activities are essential to improving the existing activities, regarding to the outcomes of these activities are positive and yield short-term benefits. On the other hand, at the heart of the exploration activities is the idea of the next breakthrough—the expectation of generating a new product or a profit from the market but it is inevitable that the outcome will be long-term with no certainty (Mackelprang, *et al.*, 2015).

According to the combined OA perspective, performance will be improved by high levels of both exploitation and exploration. With high efficiency in current operations, at a high level, new opportunities can be found and taken advantage of. (Junni *et al.*, 2013).

2.1.3 Dynamic Capabilities

The concept of dynamic capabilities has been adopted in several situations. For instance, it has been used to construct "dynamic strategic alignment" in the context of IT strategic alignment as opposed to a more static understanding of alignment (Baker *et al.*, 2011; Luftman *et al.*, 2017). Dynamic capabilities were discovered to help companies explore the market to identify various product concepts (sensing), choose the best product concept (seizing), and reorganize and recombine resources to be able to produce the new product (orchestrating) (Pavlou and Sawy, 2013). It is anticipated that the new product that is created would adapt to environmental demands. The notions of firm agility (Teece, 2007; Osioma *et al.*, 2016; Teece *et al.*, 2016) and customer agility (Roberts and Grover, 2012) have both been linked to sensing and seizing capabilities. Studies in the healthcare industry have looked at recognizing and adapting to external changes (such as changes in patient relationships or governmental healthcare legislation) (Wu and Hu, 2014), as well as identifying patient requirements and responding to external opportunities and problems (Singh *et al.*, 2024). Dynamic capabilities are recognized as a process through which managers' cognitive talents impact strategy transformation at their companies at the individual managerial level (Helfat and Peteraf, 2015). Since DC was initially proposed (Teece *et al.*, Citation, 1997), many academics have investigated its definitions, precursors, procedures, and consequences (Lin & Wu, Citation 2014; Prena & Kustina, Citation, 2020; Tseng & Lee, Citation, 2014). However, there is still no agreement on its conceptualization.

Originally, DC was defined as a "firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environment" (Teece et al., Citation, 1997). DCs were defined as an organization's behavioral tendency to consistently integrate, reconfigure, renew, and rebuild its resources and capabilities in response to changing environments to achieve and maintain competitive advantage (Fainshmidt et al., Citation 2019). Nonetheless, the many definitions of DCs are consistent in characterizing them as organizational mechanisms that allow enterprises to shift their resource bases. These capabilities are developed, based on the organization's path, and integrated into the firm (Helfat et al., 2007). These processes are integrated and rooted in the firm; they are not easily codifiable or transferable, but they allow firms to implement resources in tandem, combining explicit activities and tacit elements (such as know-how and leadership), and they evolve over time as a result of complex interactions between a firm's resources (Wang & Ahmed, 2007). According to Teece et al. (1997), a firm's competitive advantage is determined by its managerial processes (the way things are done), asset position (current assets, intellectual property, complementary assets, customer base, and external relations), and paths (potential strategic alternatives, returns, and path dependence). Additionally, more recent work Bingham *et al.*, (2015); Majhi *et al.*, (2022); Feline and Powell, (2016) have looked at how dynamic skills might be developed and put into use. This study employs Teece's (2007) and Teece *et al.*'s (2016) conception of sensing, seizing, and orchestrating at the level of the firm.

Dynamic capabilities generally place an emphasis on the development of managerial talents that are hard to duplicate since they combine organizational, functional, and technology abilities. According to Williamson et al. (2023), the notion of dynamic capabilities also considers how they affect performance. Research in industries

including manufacturing, intellectual property, human resources, organizational learning, product and process development, technology transfer, and management of research and development is included into these practices. Furthermore, Argote and Ren (2012) argued that using dynamic capabilities to improve existing resource configurations might provide businesses a sustainable competitive advantage thus improving its performance.

Dynamic capabilities are not competences that are planned and executed in a simple way, but they in light of its market and path dependencies, an organization's ability to create fresh forms of competitive advantage (Argote & Ren 2012). The dynamic capabilities approach is thus essentially an evolutionary and even "ecological" approach to strategic management. Therefore, the idea of dynamic capacities is conceived as firm specific, organizationally embedded, and developed through time in a complex. Dynamic capabilities comprise hard-to-replicate enterprise capabilities necessary for adapting to shifting consumer and technological opportunities. They also embrace the enterprise's capacity to shape the ecosystem it occupies, create innovative goods and procedures, as well as feasible firm concepts, and put them into action (Teece 2007).

Dynamic capabilities are therefore conceptualized as firm-specific, organizationally embedded, and built up over time in a complex way. In this, the dynamic capabilities approach owes much to the resource-based perspective (Pezeshkan *et al.*, 2016; Collis & Anand 2021), where it is argued that according to their resources, endowments, and capabilities, firms are diverse, and they have resource bundles that are both diverse and sticky. (Argote & Ren 2012). Dynamic capabilities are different from daily routines. Kurtmollaiev *et al.*, (2020 makes a difference between common, zero-level

capabilities and dynamic capabilities. The dynamic capabilities work to increase, alter, or create ordinary capabilities.

Wamba, *et al.*, (2017), Verona and Ravasi (2003), Wheeler (2002), and Zollo and Winter (2002) are a few writers that have researched the internal and external predecessors of the formation processes of dynamic capabilities. Different management and entrepreneurial processes and activities connected to the development of these abilities have also been examined (George *et al.*, 2011, King and Tucci, 2002; Salvato & Vassolo 2018). This research is instructive in that it highlights the competing variables that determine the origin and subsequent evolution of dynamic capacities. However, there is a lack of a model that incorporates earlier research on the numerous tasks connected to the development of these talents.

The operations focused on opportunity identification and exploitation is referred to as the firm's entrepreneurial activities. Entrepreneurial activities are those that have an impact on the choice of tools and abilities and encourage organizational learning procedures to take in outside knowledge as new circumstances arise. By combining these options, the company is able to develop new substantial capabilities and broaden its knowledge base. Organizational knowledge is the totality of what the company and its employees know or understand, whereas a company's core competencies are the totality of the things that the firm is capable of doing. It is clear that the two are connected since what a company can do (its skills) is affected in part, by what it knows, and what a company knows is influenced in part, by what a company does (Cimatti, 2016).

The dynamic qualities that are needed to adjust to changing circumstances are determined by organizational knowledge and substantive capabilities working

together. The two-way arrows from substantive capabilities and the company's knowledge base to dynamic capabilities demonstrate how these two factors influence and transform dynamic capabilities. The knowledge bases of the company and its substantive competencies have a direct and interactive impact on how well the organization performs (Chang, *et al.*, 2012).

Dynamic capabilities, according to Helfat and Peteraf (2015), is the ability of a company to deliberately expand, change, or develop its resource base and, as a result, to achieve a better economic value than their rivals. Additionally, dynamic capabilities are thought of as a transformer for improving performance from resources. According to Teece *et al.*, (2007), the foundation of enterprise-level competitive advantage in the regimes of rapid technological change is the presence of dynamic capabilities. In a highly dynamic environment, he further contends that dynamic capabilities are component of capabilities that are necessary to sustain superior enterprise performance. Augier and Teece (2009) claim that the ability to sense and then seize new opportunities and to reconfigure and protect knowledge assets, competencies, and complementary assets with a view to achieving a sustained competitive advantage is the more correct definition of dynamic capabilities. Finding a universally regarded scale for evaluating dynamic capabilities is challenging due to the lack of broad agreement on an operational definition of dynamic capabilities.

In more detail, Zollo and Winter (2012) describe dynamic capabilities as ingrained and persistent social interaction patterns that an organization uses to produce and change operational procedures systemically in search of greater effectiveness. Later on, Teece (2007) defined it as having the capacity to recognize, seize, and then repurpose new possibilities in order to implement a strategy. According to Augier and

Teece's 2007 expansion of this term, organizations have the unmatched ability to shape, reshape, configure, and reconfigure their asset base to adapt to rapidly evolving markets and technologies. With dynamic capabilities, the company is better equipped to utilize and to reconfigure its current competences and assets in a manner that is beneficial to their consumer though challenging rivals to mimic. Dynamic capabilities assist businesses in identifying opportunities and taking advantage of them by successfully reallocating resources, frequently by modifying current competences or creating new ones (Teece, 2007).

According to Lee and Wu (2014), these include: (sensing); (identifying and evaluating an opportunity); (seizing), mobilization of resources to address an opportunity and to capture value from doing so; and (managing threats and reconfiguration) defining partnerships in the value chain; decentralizing activities and decisions flexibility; orchestrating assets, aligning them, realigning them, as well as redistributing them; capability to integrate external knowledge and assets. One important implication of the dynamic capabilities' notion is that organizations compete on their ability to investigate, refresh and improve their organizational skills as well as their ability to use their current resources and organizational capabilities. Consequently, a company's dynamic capability enables it to recognize opportunities and then grab them by wisely allocating resources, modifying its current competencies, or creating new ones. This is particularly valid for businesses that compete in dynamic international markets (Dye *et al.* 2014)

Dynamic capabilities are the business's operations that utilize resources to respond to and even create market change. They are the organizational and strategic routines that firms use to obtain new resource configuration as markets arise, collide, split, evolve,

and perish (Eisenhardt and Martin, 2013). According to Pavlou and Sawy (2011), managers must continually seek out new opportunities and make decisions to reconfigure their current operational capabilities, regardless of the level of environmental turbulence. Since dynamic capabilities are valuable at almost all levels of environmental turbulence. Successful businesspeople have an advantage because they can spot chances or circumstances where resources could be used in novel ways to achieve greater efficiency and effectiveness.

According to Kitenga & Thuo-Kuria (2014), the company's dynamic capabilities demonstrate its capacity to implement strategies successfully and produce a long-lasting competitive advantage that boosts firm performance. Limaj & Bernroider (2019) have argued that internationalized enterprises must have external capabilities to understand the changes in external environments in order to learn and manage them and thus help them operate more viably. Kenya's business environment has been described as the most dynamic in the region (Owiso, 2015). Many large Kenyan supermarkets have been in the limelight in recent days over performance failures, which have seen the closure of a number of outlets (Wanjau, 2023). This study sought to identify some of the reasons why this has been happening. Whereas supermarkets should be creating employment due to their potential in the market, they are instead leading to thousands of people losing their employment, and at the same time, they are coming into huge debts that they cannot revive themselves from those debts. Existing studies suggest that the low performance of supermarkets is attributed to competition from informal retail, a lack of exploitation and exploration of resources, continuous employee training and development, and consumer preference for convenience as most informal retail spaces are more accessible. According to Zhang *et al.*'s (2013) research, Dynamic skills and a firm's competitive advantage are related

through the mediation of organizational ambidexterity. Theoretical findings indicate that organizational ambidexterity according to Jurksiene & Pundziene (2016) also mediates the relationship between dynamic capabilities and firm performance. Kenya's business environment has been described as the most dynamic in the region (Chesula & Iravo, 2018). According to Collis (1994), dynamic capabilities enable organizations to modify ordinary capabilities over time. He identifies three obstacles for dynamic capacities: erosion, substitution, and long-term learning of higher-order talents. Teece, Pisano, and Shuen (1997) define dynamic capabilities as a firm's ability to adapt to rapidly changing surroundings by integrating and developing internal and external competencies. According to Eisenhardt and Martin (2000), dynamic competencies include product creation, strategic decision-making, and alliance-building. The authors argue that while essential processes and activities are comparable among organizations, their capacities are not equal across industries. According to Helfat et al. (2007), dynamic capability refers to a firm's ability to actively create, expand, or adjust its resource base.

Many literature evaluations (Wang & Ahmed, 2007; Easterby-Smith et al., 2009; Breznik & Hisrich, 2014) cite Teece et al. (1997) as the original concept of dynamic capacities. Teece (2014) defines dynamic capabilities as learning processes that are difficult to replicate to align with business possibilities and customer requirements while Teece (2007) defines dynamic capabilities as the ability to sense and shape opportunities and threats, seize opportunities, and maintain competitiveness by improving, combining, protecting, and reconfiguring business resources. Teece (2007) defines sensing capability as a firm's ability to continuously identify and pursue possibilities across various technologies and industries.

In a rapidly changing market, new information and expertise can spark innovation. Sensing requires investment in research and development. Research activities can improve a firm's knowledge and ability to assess new information (Cohen & Levinthal, 1990; Todorova & Durisin, 2007). Yam et al. (2011) found that external information and resources had a significant impact on innovation and company development. According to Teece et al. (1997), one of the three managerial roles related to dynamic capacities is integration capability. According to Teece (2007), the complexity of an organization and its number of units raise transactional costs across units.

Dynamic capability focuses on optimizing the flow of technology and information among a company's units. Integration allows for knowledge and expertise sharing within an organization by transferring technology and know-how (Teece, 2014). Integration competence encompasses internal and external coordination, market and consumer expertise, and knowledge of developing technologies (Iansiti & Clark, 1994). It also involves transforming resources into innovative outputs.

2.1.4 Learning Orientation

Siguaw *et al.*, (2006) conceptualize learning orientation as an organization-wide understanding that focuses on acquiring new knowledge and how to utilize it to achieve organizational goals in the best possible manner, which results in better performance and innovation. Information regarding client requirements, market shifts, competitor activity, and the creation of novel technologies and goods ahead of rivals are among these activities. In order to achieve exceptional performance, a corporation must consider learning orientation. Many researchers have expressed interest in learning orientation (W. M. Cohen & Levinthal, 1990; Nonaka, 1994). Since Argyris

and Schön's initial work in 1978, learning orientation has grown at an exponential rate. Several researchers have contributed to this burgeoning and difficult subject over the last two decades. The primary motivator for the researchers to focus on learning was its importance in strengthening the adaptability of the organization in today's dynamic environment, which has changed performance patterns (Moingeon and Edmundson, 1996). Learning orientation is defined as the acceptance of learning inside the organization (Rhee, Park, & Lee, 2010). Learning orientation is defined as "a process of information acquisition, information dissemination, and shared interpretation that increases both individual and organisational effectiveness due to the direct impact on outcomes" (Kaya & Patton, 2011, p. 206). According to Argyris and Schön (1978, p. 23) "Organisational learning occurs when members of the organisation act as learning agents for the organisation, responding to changes in the internal and external environments of the organisation by detecting and correcting errors in organisational theory in use, and embedding the results of their inquiry in private images and shared maps of the organisation" Learning orientation is the organization's ambition to create knowledge and increase its capabilities through learning (Sinkula et al., 1997). Learning orientation suggests that an organisation is taking steps to improve its learning capacity. It enables organizations to develop a framework for knowledge generation and exchange in order to improve their capabilities and performance. However, academics have expressed concerns about individual learning in terms of organizational processes (M. D. Cohen, 1991). Individualized learning should occur in a learning-oriented organization. The organization must improve the learning level of its internal personnel, either through counseling by senior employees or by employing experts with current knowledge (Simon, 1991). According to Celuch et al. (2002), individual-level learning is

essential to make the organization market-oriented. Learning orientation and market orientation boost a firm's skills and result in greater performance (Eris and Ozmen, 2012). According to Farrel (2000), a corporation can acquire a competitive advantage by using the learning orientation strategy. As a result, businesses should streamline and simplify the learning process. As a result, learning should be the firm's number one focus. Management actions should focus on creating an organizational culture that promotes learning and market orientations (Bing & Zhengping, 2011a; Eris & Ozmen, 2012). Both of these concepts drive the organization towards innovation. This innovation offers the organization with market differentiation. Such a company takes a prominent position in the market and can stay one step ahead of its competition (Mark A Farrell, 2000). Some scholars believe that learning orientation is a single-dimensional construct (Calantone et al., 2002), whilst others believe it is multidimensional (Moorman & Miner, 1998; Sinkula et al., 1997). These dimensions are open-mindedness, shared vision, and dedication to learning. In knowledge management, LO embodies knowledge-questioning ideals, encouraging organizational members to develop attitudes toward higher-order and deep learning (Peng & Lin, 2017; Nasution et al., 2014). It implies that LO is more than just a strategic activity; it is also an organizational culture that can assist businesses in actively absorbing and digesting external knowledge, as well as proposing insights, know-how, and understanding to increase organizational performance and customer value. This study views LO as a cultural feature that stresses all direct channels of a conceptual framework that must be accompanied by an adequate learning environment (Nasution et al., 2014).

The practice of generating and using knowledge across the entire organization to increase competitive advantage is referred to as learning orientation. All

organizational actions that produce knowledge and use it in production and business operations in order to increase competitive advantages are included in learning orientation. (Cavusgil *et al.*, 2005; Nguyen & Barrett 2006; Nguyen & Nguyen 2008). A company that prioritizes learning cultivates and supports a learning environment across the organization. Particularly, organizations that place a high value on learning encourage or even demand that their employees regularly challenge the organizational norms that govern their behavior.

Individuals vary in how they respond to experiences due to their LO (Kim, 2009). LO is a particularly pertinent contextual factor when it comes to how individuals learn from vicarious and direct experiences. First, LO reflects an individual's ability to transform experiences into knowledge, as individuals with higher levels of LO are more effective in sourcing knowledge from experiences than those with lower levels (Gray & Meister 2004; Payne *et al.*, 2007). Second, individuals with greater LO enjoy challenges and opportunities to further develop and master their competencies (Matsuo 2020). Thus, individuals with high levels of LO prioritize mastering a task and persist in their efforts even under difficult circumstances (Grant & Dweck 2001). Third, individuals with greater LO value feedback from their social environment, such as attachment figures, and see it as beneficial for their personal development (Pambudi *et al.*, 2020).

Competitors have a hard time replicating another company's learning orientation. There is a connection between learning orientation, market orientation, entrepreneurial orientation, and firm performance in Vietnamese marketing communications firms because business-specific knowledge creation and information sharing take place inside within the organization. Results from earlier studies have

additionally demonstrated that learning orientation influences firm performance both directly and indirectly. (Nguyen & Nguyen 2008; Nguyen & Barrett 2006). Few businesses, nevertheless, are prepared to engage in organizational learning to strengthen their competitive advantages in the Vietnamese market. According to Sinkula *et al.*, (1997), learning orientation is made up of three elements: a commitment to learning, objective thinking, and a shared purpose. In the marketing communications sector with distinctive resources, performance of a company is founded on knowledge generation and being receptive to the ever-changing market. According to Jha and Bhattacharyya (2013), LO is the propensity for a person to increase his or her competence by mastering novel conditions and learning new skills.

According to Fang *et al.*, (2014), LO makes it easier for management to question the efficacy of continuing activities and beliefs that are intended to enhance the performance of an organization. An organization's LO member contributes to the creation and assimilation of information, which broadens the members' perspective and leads to knowledge exchange inside the organization. In order to develop organizational capacity for producing outstanding performance, it strengthens the learning norms inside the organization and encourages people to learn new information (Dada & Fogg 2014).

Applying learning orientation makes it possible for a company to actively participate in information gathering, intelligence dissemination, and market response, transforming the company's culture into one that is more sophisticated and entrepreneurial in nature (Kalmuk & Acar, 2015). Individuals' attitudes and propensities toward the learning process have a significant impact on how effective it is. According to Slater and Narver (2000), an organization can influence the attitudes

of the employees by taking certain actions, such as encouraging the learning process by introducing new mental models, inventiveness, and knowledge sharing, encouraging the employees to try out novel workarounds, and getting rid of outmoded approaches. LO signifies that an organization is making efforts to improve its capacity for learning. In order to improve performance and capacities, it aids businesses in developing a framework for knowledge generation and exchange (Hult & Ketchen, 2001).

According to Baker and Sinkula (1999), learning orientation involves a commitment to learning, being open to new ideas, and having a common objective. The organization's preparedness to adapt its methods by fusing old information with new knowledge or merging both is referred to as its commitment to learning. Acquisition, communication, and acceptance are all part of it. These values assist a company in developing a feeling of shared purpose and better comprehending and learning from long-term assumptions and belief (Kalmuk & Acar, 2015). The knowledge-based theory was utilized in this concept since March and Simon (2015), Levitt and March (1988) assert that organizational learning, which results in a learning orientation, allows organizations to amass knowledge beyond that which is embodied in individuals.

According to Celuch *et al.*, (2002), learning at the individual level is required to make the firm market-oriented. Learning orientation and market orientation jointly improve the firm's capabilities and create superior outcomes (Eris *et al.*, 2012). It is the learning orientation aspect of an organization that causes the creation of new knowledge, insights, enabling the organization to behave as the market demands and ensure its due share in the available market opportunities (Fang *et al.*, 2014). The

fundamental norms and ideas about the justifications and methods for consuming, disseminating, and integrating knowledge in an organization are determined by the principles of the learning culture. (Yao-Ping & Shao 2021). Argyris (1976) argues that learning is crucial for developing good decision-making skills within a corporation.

Consolidating learning prevents errors from being detected or corrected, leading to inefficiency due to a lack of shared information among team members. This also leads to ambiguity due to a sub structured learning sequence. According to Sinkula et al. (1997), the LO is a collection of organizational values that guide knowledge development, interpretation, evaluation, and acceptance of information within a corporation. Individuals are more likely to develop routines that prioritize learning, open-mindedness, and a common goal.

According to Baker and Sinkula (1999), the scope of the LO improves the company's offer by maximizing the correct interpretation of the value chain's links (customers, distribution channels, competitors, etc.) and providing solutions aligned with the current market orientation (Ellinger et al., 2015; Iyer et al., 2019). Baba (2015) defines learning as a collective capacity that comprises acquiring, exchanging, and applying information based on cognitive and experiential processes. According to Liao et al. (2017), the LO is an organizational process that integrates individual knowledge into the organization's knowledge system in an organized and understandable manner. It also requires a commitment to learning, open-mindedness, and a shared vision (Lita & Faisal 2018).

Dutta et al. (2016) provides many theoretical frameworks for studying learning and their impact on businesses. Internal knowledge growth is acknowledged as a strategic

orientation within the enterprise. Argyris and Schön's (1978) theory of generative or double-loop learning challenges existing mental models and theories. This results in drastic or incremental changes at individual, group, and organizational levels (Baker & Sinkula, 1999; Crossan et al., 1999). Huber (1991) and Crossan et al. (1999) discuss the impact of learning orientation on organizational processes, including knowledge acquisition, distribution, interpretation, and memory. Sinkula et al. (1997) identified three dimensions of the learning organization structure: commitment to learning, open-mindedness, and shared vision. Hurley and Hult (1998) and Cardona and Calderón (2006) use four dimensions to measure learning outcomes: commitment to learning, open-mindedness, shared vision, and knowledge exchange.

This study examines three organizational principles that promote learning: commitment to learning, open-mindedness, and shared vision. Commitment to learning is an important factor in fostering a culture of knowledge-sharing within an organization (Sinkula et al., 1997; Calantone et al., 2002). It is viewed as a long-term investment that can lead to organizational survival. To positively impact a firm's knowledge base, a shared vision encourages individual efforts towards a common goal. This requires a company to constantly update operational systems and capabilities to meet market needs (García et al., 2011; Bature et al., 2018). Open-mindedness refers to the company's policies and norms toward promoting new ideas and efforts among collaborators.

Open-mindedness refers to questioning traditional methods of seeing market information and exploring new perspectives on market phenomena (Troy, Szymanski, & Varadarajan, 2001). The various mental models used in the corporate sector prevent employees from thinking beyond the customary means of behaving and considering a

certain phenomenon (Day & Nedungadi, 1994). Past instances involving organizational success and failure encourage the development of mental models that aid in understanding market mechanisms. These models may become obsolete with the passage of time. However, most businesses continue to use these models unless someone is willing to question their application and efficacy (Day, 1994). This permissiveness is referred to as open-mindedness. The concept of open-mindedness encourages people to unlearn previously established mental frameworks. Open-mindedness is essential for the learning process. The organization must be willing to challenge the normal procedures and assumptions that underpin these mental models (Senge, 1990). These models shape individuals' ideas and actions (Sinkula et al., 1997). The organization's ability to challenge the effectiveness of routine activities, deep-rooted assumptions, and beliefs allows it to engage in heuristics and non-routine practices. These alterations in established patterns give the organization insights that help it deal with ambiguous situations (Lei, Hitt, & Bettis, 1996). Open-mindedness is critical to the unlearning mechanism in organizations. Organizations that do not adhere to the open-mindedness attitude are unable to unlearn previously followed models, resulting in the retention and following of existing mental models (Calantone et al., 2002). According to Exposito-Langa et al. (2015), shared vision (SV) is a strategy for achieving goals and generating consensus. According to Wang and Rafiq (2009), shared vision (SV) is an organizational paradigm that promotes the active engagement of all staff members in growth, advancement, and execution, as opposed to the traditional top-down approach. According to Orton and Weick (1990), a shared vision can unite a disjointed company and promote inclusion to achieve goals. Tsai and Ghoshal (1998) describe shared vision as a relationship-building framework that helps firms efficiently use scarce resources to introduce innovative products and

services of value. Exposito-Langa et al. (2015) suggest that SV serves as a relational tool that encourages staff participation, resource sharing, and expertise acquisition, ultimately leading to increased innovation.

This scenario hinders the learning process in the organization, making the generation of new information difficult or impossible in some cases. The ability of an organization to challenge its current ideas, practices, and assumptions is the first step toward unlearning, which leads to the development of new mental models based on fresh and refined knowledge (Sinkula et al., 1997). Open-mindedness introduces new ideas into businesses, boosts creativity, and increases the ability to generate new opportunities that promote product innovation (Calisir, Gumussoy, & Guzelsoy, 2013). Open-mindedness encourages enterprises to establish a competitive edge and improve organizational performance (Usahawanitchakit, 2011). A shared vision is an organisation-wide focus on learning (Sinkula et al. 1997). A shared vision gives direction for corporate learning. Market orientation heightens the intensity of organisational learning. The combination of both factors (intensity and direction) is critical in developing a holistic learning orientation concept. Shared vision serves as the cornerstone for a successful learning system. It encourages organizational members to maximize their potential and demonstrate a commitment to the success of the learning process (Day, 1994). A shared vision brings employees to a comparable level of knowledge. This common understanding fosters commitment and alignment with the organisation's learning direction.

This alignment is required to motivate people to learn (McKee, 1992). The shared vision also helps to make employees aware of the organization's goals and the desired outcomes of the learning process. Motivation cannot produce the desired effects if

employees do not understand what they need to learn. Organizations without a clear vision resemble a jumble of ideas (Eris & Ozmen, 2012). Employees without a shared vision cannot function well in the organization. Without a shared vision, learning among members of an organization is less likely to be meaningful (Verona, 1999). The ambiguities in the organization's system, structure, and culture call into doubt the success of the learning process (Calantone et al., 2002). Various studies (Calisir et al., 2013; García-Morales, Llorens-Montes, & Verdú-Jover, 2006; Lynn, Abel, Valentine, & Wright, 1999; Molina-Morales & Martínez-Fernández, 2010; Ussahawanitchakit, 2008) have found that shared vision improves organizational performance. Commitment to learning refers to an organization's willingness to adapt its approach by integrating current information or adopting new knowledge. It comprises the acquisition, communication, acceptance, and integration of information inside the organization (Jolly & Thérin, 2007). Committed organizations regard learning as a key aspect for the survival and growth of the organization. Employees are also motivated to undertake learning activities (Calantone et al., 2002). A dimension of LO is defined as a firm's value that is not only fostered and strengthened to generate culture, but also an investment required for the firm to have an advantage over its competitors (Sinkula et al., 1997). Firms may understand and foresee client wants, as well as devise novel value-added activities that please customers. In that vein, they do not overlook current potential in the sector (Seng et al., 2016). To achieve their goals, insurance service organizations that understand the competitive nature of the market must constantly invest in creative know-how. With such a dedication to learning, they can be distinguished from other industry participants (Damanpour, 1991).

Furthermore, as the stickiness of knowledge, which is the reverse of transferring knowledge, falls within the firm, organizations remain competitive by acquiring new

capabilities and best practices (Szulanski, 1996). According to Morgan (1986), commitment to learning can be defined as a cultural factor of the organization that encourages the execution of learning as a continuous process inside the organization. These cultural values related to the learning process are unstable in a mechanistic organization as opposed to an organization with an organic network.

The learning process is difficult to carry out without the existence of certain cultural values (Sinkula et al., 1997). Organisational values that encourage the organisation to establish a learning environment are critical to the effectiveness of the learning process. The nature of these values influences the intensity of the learning process. The nominal values of learning are likely to result in a low amount of learning (Sackmann, 1991). The manifested values in the learning process determine an organisation's level of commitment to learning. This commitment demonstrates the kind of efforts being made by the organisation to promote learning. Furthermore, organisational commitment serves as the foundation for the development of a learning culture (Sinkula et al., 1997). Commitment to learning fosters a conducive learning environment. When an organization has a culture that is open to learning, its awareness of the environment improves (Galer & Van Der Heijden, 1992). According to Shaw and Perkins (1991), firms that pursue an efficient learning mechanism are insightful because they understand the types of outcomes they can provide. According to Slater and Narver (1995), when market orientation is paired with learning orientation, the impact on organizational performance increases. Many academics claim that learning orientation promotes market orientation, which improves organizational performance (Baker & Sinkula, 1999b; Mark Anthony Farrell & Oczkowski, 2002). Learning orientation and market orientation are critical strategic features of every company. Second-order constructs refer to organizational

culture and resources that contribute to long-term competitive advantage. They have an impact on marketing capacities and firm innovativeness, which in turn influence business performance (Baker & Sinkula, 1999a; Celuch et al., 2002; Hult, Hurley, & Knight, 2004; Slater & Narver, 1995). Both perspectives are linked to specialized and routine operations that provide higher value to customers. However, market orientation determines the scope of market activity, whereas learning orientation questions the very essence of market activities. As a result, learning orientation has a greater reach than market orientation because it focuses not only on learning about external concerns, but also on internal issues.

Thus, a learning orientation allows the organisation to think outside the commercial environment (Calisir et al., 2013). Furthermore, Hurley and Hult (1998) demonstrated that learning orientation is a prerequisite for both market orientation and entrepreneurial orientation. Researchers have reached an agreement that a learning orientation enables organizations to acquire knowledge that can be useful in understanding the changing needs of their customers (Baker & Sinkula, 1999a; Bing & Zhengping, 2011a; Celuch et al., 2002; Kaya & Patton, 2011; Slater & Narver, 1995; Suliyanto & Rahab, 2012). Several studies (Sinkula et al., 1997; Foley and Fahy, 2004; Keskin, 2006; Spicer and Sadler-Smith, 2006; Michna, 2009; Frank, Kessler, Mitterer, and Weismeier-Sammer, 2012; Hakala, 2013) have found a link between learning orientation and organizational performance. However, a few research (Lee & Tsai, 2005; Rhee et al., 2010) found an indirect association and revealed that a positive learning orientation influences innovation performance, which in turn improves organizational performance. Similarly, Keskin (2006) discovered that it had a direct impact on innovation and company success in emerging countries.

2.2 Theoretical Framework

The theoretical Framework is highly regarded in literature since it serves as the basis from which all knowledge is generated for research (both metaphorically and literally) The Resource-Based View (RBV) Theory, the Balanced Scorecard Theory, and the Knowledge-Based Theory served as the theoretical underpinnings for this study. The above theories support and clarify how firms adopt and develop capabilities to outperform their competitors throughout time, (Milhem *et al.*, 2014).

2.2.1 Balance Scorecard Theory

Robert Kaplan and David Norton developed the Balanced Scorecard (BSC) model in the early 1990s. It is a method for outlining, developing, and putting into practice a company's vision and strategy into concrete goals and a distinct set of financial and nonfinancial performance metrics. Tapanya (2004) examined the factors that affect performance management systems in a wildly unpredictable and quickly evolving environment through the application of the BSC approach. The introduction of BSC means that the goals, the indicators, and the strategic actions are assigned to concrete perspectives (Striteska, & Spickova, 2012).

The Balanced Scorecard converts the organization's strategy and mission into a set of performance indicators that offer a model for the performance measurement system. Kanji and Sá (2002) describe organizational performance from four viewpoints using a model based on Kaplan and Norton (1992, 1996). The BSC was developed as a measurement method to address criticism of companies being measured solely based on their performance. It was organized from four different perspectives: The financial perspective: in order to prosper financially, how should we present ourselves to our shareholders? Examples of this perspective include financial ratios and cash flow

measures. How should we approach our customers to reach our vision? Examples of this perspective include time spent on client calls and survey results. To reach our vision, consider how we should appear to our customers. Examples of this perspective include customer call duration and survey data.

Internal perspective which business operations must we excel at to please our shareholders and customers? Mission-related internal business processes include prospecting time and rework requirements and make improvements? This includes personnel training and attitudes towards organizational improvement. This perspective considers the revenue generated by fresh ideas as well as the duration and types of staff training. Abdalkrim (2014) discovered a positive correlation between the four perspectives in the BSC model and organizational performance in Sudanese private sector enterprises. The study suggests communicating organizational strategy clearly to private sector managers to raise awareness of the possibilities for BSC performance management. According to Gupta et al.'s (2004) study "Balanced Scorecard - An Emerging International Performance Measure, assessing organizational performance is a crucial field that has been continuously developed and modified. According to Anand, Sahay, and Saha (2005), India has a Balanced Scorecard implementation rate of 45.28%, higher than the US figure of 43.90%. The financial perspective is the most significant, followed by customer, shareholder, internal company, and learning/growth perspectives. This includes considerations for the environment, society, and employees. The most challenging aspects of implementing the Balanced Scorecard in corporate settings are allocating weightage to diverse views and establishing a causal relationship between them. Ghosh and Mukerjee (2006) found that while the balanced scorecard approach is theoretically superior and complete, it faces practical challenges in development and

implementation. To improve the usefulness of balanced scorecards, it's important to enhance the concept and identify key success elements for effective deployment. Farooq and Hussain (2011) found that Indian organizations employ BSC dimensions to monitor performance and drive change.

Financial Perspective (How should shareholders be viewed?): Controlling financial resources is very important for the success of the firm. Most organizations focus on financial results and ignore other perspectives. , Customer Perspective (how do clients perceive us?): Knowing what customers want in terms of quality, costs, and distribution, and the most important thing, what they want in the future from the organization, Internal Processes Perspective (What must we excel at?): Understanding how internal processes work is very essential for the organization to accomplish its objectives and understand how to add the anticipated the worth of the goods or services that the customers purchase. Perspective on Innovation and Learning (Can We Keep Improving and Adding Value?): All the achievements from the customer, internal processes, and financial perspective are strictly linked to the organizational capabilities to train and develop its human resources and innovation system.

The measures in the four perspectives are linked together on a cause-and-effect basis. For example, learning is necessary to improve internal operations, which ultimately boosts client satisfaction thus improving financial results. Organizations that use the BSC are not necessarily committed to applying the four perspectives of the BSC but could modify the model according to the requirements of their work (Zwyalif 2012).

In reaction to the presumption that businesses primarily exist to please shareholders, the Balanced Scorecard (BSC) was designed by Kaplan and Norton in 1996.), a strategic planning tool. The authors claim that the BSC is founded on the idea that

competent workers will increase process efficiency and quality, which will result in on-time delivery and customer loyalty. The organization is quite likely to generate higher returns on investments at the end of the improvement chain, which will ultimately result in shareholder satisfaction (Kaplan & Norton, 1996). To put it another way, the BSC is a performance management framework whose primary contribution to the literature is to expand the range of interested parties and process participants.

According to Kaplan & Norton (1996), the four perspectives of the scorecard permit achieving a balance between short- and long-term goals, desired outcomes, factors that affect their results, and between hard objective measures and softer, more subjective measures. According to Kaplan (2009) strategies are developed using a cause-and-effect methodology. In order to manage and validate them, it is claimed. The measuring system has to be explicit about the connections (hypotheses) between the goals (and metrics) from the different viewpoints (Norton and Kaplan, 1996).

A stronger internal business process, for instance, will probably increase organization performance and, as a result, produce a greater rate of return on investment, which stockholders will appreciate (Kaplan & Norton, 2001). The BSC is increasingly being used by businesses as the framework for their strategic management systems. While moving away from cost reduction and toward growth potential based on more specialized, value-adding products and services (Martinsons *et al.*, 1999), some managers have utilized it to align their organizations to new strategy.

The Balanced Scorecard Strategic Management System is comprised of a core principles framework and processes that interpret an organization's mission and strategy into a comprehensive set of performance measures strategically aligned with

creativity (Inamdar *et al.*, 2002). The establishment of connections between performance indicators and strategic goals is a crucial component of the BSC (Khatoon & Farooq 2015). Once linkages are understood, strategic objectives can be further translated into actionable measures to help organizations improve performance (Pongatichat, & Johnston 2008).

Even though the Balanced Scorecard (BSC) is a widely used strategic management tool, BSC can lead organizations to focus excessively on measurement rather than action. The BSC assumes that clear communication and understanding of the organization's strategy and objectives across all levels of the organization are crucial. This ensures that everyone is aligned and working towards the same goals. The emphasis on metrics might result in a compliance mindset, where meeting targets becomes more important than actual strategic progress. The reliance on quantitative metrics may overlook qualitative aspects of performance that are harder to measure but equally important, such as employee morale and organizational culture. Supermarkets should be aware of these potential pitfalls and ensure that they adapt the BSC to fit their unique needs and context. Balancing the quantitative metrics with qualitative insights, ensuring flexibility, and maintaining alignment with strategic objectives are crucial for the effective use of the Balanced Scorecard. To survive and thrive in the business world, organizations must develop a comprehensive Performance Measurement system that identifies their strengths and weaknesses for future improvement (Bititci *et al.*, 2012) The Balanced Scorecard is a flexible and comprehensive performance measuring method that considers all areas of a company and is guided by strategic orientation and external competitiveness (Kaplan, (2009). Balanced scorecard perspectives and measures vary by industry, firm, and organizational strategic objectives.

2.2.2 Resource-Based Views Theory

The term "resource-based view" (RBV) was originally used by Penrose (1959) to explain how the firm's ability for growth was impacted by its available and unused resources. However, the RBV caught the attention of academics in the 1970s and into the early 1980s, notably Mahoney, & Pandian, (1992). Wernerfelt 1984, and Barney 1991. According to Barney (1991), an organization's resources are thought to be extremely important for maintaining its competitive advantage and exceptional performance. The resources may be physical or abstract. In order to explicitly assist in converting inputs into outputs, an organization is also thought to have the capacity to combine resources, people, and procedures (Barney, 2005).

The importance that organizational resources play in setting a company apart from others in the industry through better performance and competitive advantage is revealed by the resource-based view. The performance of organizations is positively impacted by these variations in resources and competencies (Zhang *et al.*, 2019). The resource-based viewpoint holds that companies that allocate enough resources have a greater probability of improving performance than those that do not. In the end, this affects the organizational performance overall and the decision-making process (Lin & Wu, 2014). For improved performance and a competitive edge, a company must work to efficiently allocate its resources in a way that is different from what its rivals are doing. The distribution of resources is believed to affect how a company invests and even seizes opportunities when they present themselves. According to Campbell and Park (2017), an organization's performance is crucial to gaining a competitive edge. The resource-based perspective asserts that achieving a competitive advantage depends on an organization's performance.

According to this theory, which explains why businesses thrive or fail in a specific market, a company's capabilities can allow for the development of new goods, the expansion of existing markets, and the addition of new customer value chains (Lin & Wu 2014). Due to its presumptions, the RBV has drawn significant criticism. According to Hitt *et al.*, (2016), the RBV is unable to explain how to determine the resources that can be considered valuable. The RBV also falls short of identifying a cutoff point for determining which resources can be classified as rare (Alexy *et al.*, 2018). RBV has additionally come under fire for focusing more on the static (previous performance of the firm) than on the dynamic environment (Wójcik, 2015).

According to the notion, management should reserve enough human, physical, and raw material resources for the organization's operations and procedures that will produce significant returns. This theory is thus relevant to the study because it outlines how resource allocation is a key factor in determining an organization's performance and contends that when the resources are allocated effectively, there will be opportunities to improve organizational performance, supporting the goal of organizational resource allocation.

The idea of strategic management is what underlies the resource-based viewpoint (RBV) theory (Barney, 1991). According to Barney (1991), resource-based theory uses the firm as its main analytical unit. According to the RBV, identifying and controlling internal strategic resources can help a company achieve greater performance, build, and maintain a competitive advantage (Barney 1991). The firm's resources include all its assets, abilities, knowledge, organizational processes, and information (Barney 1991). These resources are managed by the firm to achieve effectiveness and efficiency (Barney 1991).

The resource-based view the theory (RBV) asserts that a firm's resources have an impact on performance and therefore giving the firm a competitive edge. Globalization has raised competitiveness among businesses and highlighted the value of having talented personnel. Employers must fully utilize and leverage their employees' knowledge and talents in order to compete in the globalizing globe. (Omotayo 2015; Collings & Mellahi, 2009; Lewis & Heckman, 2006). The identification and use of staff capabilities to achieve strategic and productivity goals is a crucial aspect of the business (Nilsson & Ellström, 2012), thus managers must coordinate the efficient application of staff capabilities to the needs of the business. According to Ellehuus (2012), Business owners who manage staff talent well can increase revenues and profits by up to 7% compared to those who are less successful in this area.

Employees can provide firms with a competitive edge that is remarkably diverse in nature. For instance, this has increased organizational performance and resulted in the achievement of organizational goals in Africa (Ijigu, 2015; Khan & Iqbal, 2020; Akinyemi, 2014; Dimba, 2010). Additionally, there is enough data from Africa to support the claim that strategically applied employee competencies, knowledge, and attitudes, along with well-coordinated and integrated broad HR initiatives, have a countervailing effect on other forces working to lessen the impact of employee contribution (Schlechter *et al.*, 2015; Onyema, 2014; Mabaso & Dlamin, 2018). Therefore, by more strategically utilizing the capabilities of the current workforce, difficulties brought on by, say, a labor shortage or widespread corruption, can be somewhat mitigated.

RBV is concerned with the variety of organizational performance; claim Davis and Simpson (2017). RBT is founded on two observable truths, according to Leiblein (2011). First, the capacity of businesses to manage access to and coordinate the use of productive resources varies. Second, performance variations between closely related competitors are at least partially explained by firms' variations in resources and resource management. Four strategic orientations have been identified as having a significant impact on business performance: market orientation (MO), entrepreneurial orientation (EO), learning orientation (LO), and technical orientation (TO) (Calantone *et al.*, 2002, Hakala, 2011).

In the literature on strategy, the resource-based viewpoint is frequently regarded as a fundamental paradigm to explain how well organizations function in light of their internal competencies. This theory is helpful for this study because it looks at how fintech organizations can use their capacity to respond to their environment and how that can affect how well they function. The RBV theory has been employed in several research (Nakola *et al.*, 2016; Campbell & Park, 2017) to investigate the connection Performance of the organization and strategic orientation. According to Powell and Bradford (2000), one of the most integrating and practically ubiquitous threads of current management theory highlights the significance of a resource-based perspective on the company. Resource-based strategy, according to Lockett, *et al.*, (2009), stresses the development of strategies based on the increased utilization of current core competencies and strategic capabilities.

A fundamental assumption of the resource-based perspective, according to Peteraf and Bergen (2003), is that companies compete based on their assets and capabilities. When approaching research from a resource-based perspective, the majority of

researchers look within the enterprise and down to the factor market conditions that the enterprise must contend with to search for some possible causes of sustainable competitive advantages, while holding all other environmental factors constant (Peteraf and Barney, 2003). The conditions for long-term competitive advantage and diversification are just two examples of the many strategic challenges that can be analyzed using an inward-looking perspective (Foss and Knudsen, 2003). Bridoux (2004) investigates how current skills affect responses to technological change by extending the resource-based view, while Peteraf and Bergen (2003) provide a market-based and resource-based framework to identify direct and indirect rivals. According to Foss and Knudsen (2003), a variety of additional criteria are candidates for inclusion as endogenous factors, but uncertainty and immobility (i.e., sunk cost commitments) should be the only requirements to enter the study of sustained competitive advantage as external elements.

In their seemingly endless list of other factors that influence competitive advantage, they mention input heterogeneity). The argument for the unification of the competitive environment and the RVB in a single framework is supported by the fact that many of Foss and Knudsen's (2003) new requirements are related to the competitive environment. Some resources may be unique to a company and difficult to duplicate; the resource bases of different companies vary. Competitive advantage ultimately results from this inimitable quality (Das & Teng, 2000).

For a company to maintain a competitive advantage over rivals, its resources must be valuable, rare, imperfectly imitable, and non-substitutable (VRIO) (Barney 1991). Resources must also assist the company in taking advantage of possibilities and reducing risks to the company. According to Ray *et al.* (2004), the primary focus of

research on the resource-based view (RBV) has been firm performance, a dependent variable that is heavily interrelated. The performance of the company is the dependent variable in this research.

The RBV is prescriptive. That is, the RBV's main prescription posits that only resources that meet certain special characteristics are capable of generating and sustaining firm success. The study's conclusions generally support the RBV's main prescription (Barney, 1991). Capabilities, for example, are argued to be the highest order and most important of the firm's resources owing to their high levels of casual ambiguity and strong barriers to duplication (Collis, 1994).

RBV assumes firms possess different bundles of resources, leading to variations in performance and resources are not uniformly distributed across firms. The theory provides limited practical guidance on how firms can identify, develop, and leverage their resources to achieve competitive advantage. Managers may struggle to apply the theoretical insights in a practical context. The theory does not offer clear strategic implications or actionable steps for managers, making it less useful for strategic decision-making. RBV assumes that valuable resources are immobile and cannot be easily transferred or replicated by competitors. This assumption may not hold in practice, especially in industries where resources can be rapidly acquired. In many modern industries, the mobility and transferability of resources are significant, challenging the assumption that unique resources will remain a source of sustained competitive advantage. While the Resource-Based View has significantly contributed to our understanding of competitive advantage, it is not without its criticisms. Addressing these limitations requires a more dynamic, context-sensitive, and integrated approach that considers both internal resources and external environmental

factors. Integrating RBV with other strategic management theories and frameworks can provide a more comprehensive understanding of how firms (supermarkets) achieve and sustain competitive advantage.

2.2.3 Knowledge-Based Theory

According to Kor & Mahoney (2004), Young (2013), and Kozlenkova *et al.*, (2014) different entities, such as corporate identity and culture, documents, personnel, policies, systems, and schedules, introduce and transmit knowledge. This viewpoint originates from the literature on strategic management and is a resource-based position that was first supported by Penrose (1959) and then extended by other researchers. A justifiable competitive advantage is mostly the result of knowledge, an immaterial resource (Iuliana *et al.*, 2010).

A company's responsibility is to build organizational knowledge in addition to resources and capabilities, which produces a long-lasting competitive advantage. The management's primary responsibility is to create the schedules required for incorporation (Young, 2013). The knowledge-based approach revives the idea that access to and incorporation of certain information result in resources and advantages based on capacity. Information or data is created and understood by individuals, but it can become ingrained in the company as a routine organizational activity (Mutai, 2017).

These businesses may also be regarded as collectives where individuals' social skills and knowledge are converted into priceless products and services. Therefore, it is possible to think of organizations as collections of information, where knowledge serves as a breeding ground for differentiation and competitive advantage (Kozlenkova *et al.*, 2014). Knowledge must go through two crucial processes: transfer

and creation. The development of organizational knowledge can be viewed as the process of making knowledge accessible to and creating knowledge resources by individuals, as well as growing and connecting it to an organization's larger knowledge system. As soon as an organization is formed, information must either be added to it or shared within it. In some firms, information transmission is a severe problem since it is as complex as technologies that are impossible to simulate and are very difficult to manage and educate (Mutai, 2017). A barrier in the transfer of external knowledge is the uneven levels of information transfer among partners.

It is here that dynamic capability provides some explanations. The competitive advantage gained by firms in such a scenario can be attributed to the dynamic capabilities developed by such firms. Dynamic capability is the ability of an organization to use its resources wisely in order to achieve congruence with the altering commercial environment. Consequently, the idea of dynamic capabilities was created as a way to clarify the concept. According to Zollo and Winter (2002) and Kale and Singh (2007), the move from the RBV to the KBV is based on the idea that knowledge and learning activities drive capability growth. According to Kale and Singh (2007), purposeful learning improves a firm's ability to manage complicated activities by deliberately generating and modifying operating routines. Ali et al. (2010) suggests antecedents for this process. The author proposes that learning is a function of two orientations: market orientation, which provides reactive or "adaptive learning," and learning orientation, which promotes proactive learning and provides a competitive advantage through the evolution of dynamic capabilities.

After discussing the origins and benefits of the knowledge-based perspective, this part delves into the KBV's practical application through the knowledge process.

Knowledge-Based View has significantly contributed to our understanding of how firms achieve competitive advantage through knowledge. The theory assumes that knowledge is the most strategically important resource of a firm. It is the key driver of competitive advantage and firm performance. KBV theory provides limited practical guidance on how firms can effectively manage and leverage their knowledge assets. Managers may struggle to apply theoretical insights in a practical context. The theory does not offer clear strategic implications or actionable steps for managers, making it less useful for strategic decision-making. Addressing these limitations requires a more dynamic, context-sensitive, and integrated approach that considers both internal knowledge processes and external environmental factors. Integrating KBV with other strategic management theories can provide a more comprehensive and practical framework for understanding and leveraging knowledge in organizations.

2.3 Empirical Review

Empirical review is an approach to assessing the evidentiary value of a research area. It involves selecting a cross-section of studies for replication and evaluating their replicability. The goal is to incorporate the strength of evidence as researchers refine theories and plan new investigations in the research area. Empirical review allows for the integration of qualitative and quantitative approaches to review and enables the growth of a cumulative science.

2.3.1 Organization ambidexterity and firm performance

An organization that is experiencing fundamental issues will commit to using sufficient exploitation to verify its existing viability. Organizational efforts should be directed toward exploration in the meantime to ensure future viability March (1991). Exploitation-related activities can improve a variety of organizational fields'

dependability and productivity, whereas exploration-related activities improve a company's capacity to expand its body of existing knowledge and produce new goods and services in response to changing market demands (Levinthal and March 1993). Some academics contend that in this circumstance, in the short run, one should employ a successful strategy until further advancement is impossible; despite Ebben Johnson's (2005) finding, that businesses that prioritized efficiency and flexibility performed worse than those who adopted a solitary, focused tactic. However, according to Knott and Elfenbein (2015), this method ought not to be employed to facilitate long-term adaptation. The study by March begins with the idea that exploration and exploitation are both necessary for organizational growth. As a result of this, some investigations (Peng and Lin 2019, Jiang and Li 2009) have come to the conclusion that "ambidexterity" is the solution. According to Zhan and Chen (2013), ambidexterity refers to the pursuit of both exploitation and exploration using loosely coupled, distinctive subunits or persons, each of whom specializes in either cost effectiveness or the development of novel products or services. (He and Wang 2004, Andriopoulos and Lewis 2009). Organizational ambidexterity is a significant and popular topic in management research, with a dramatic increase in studies since March's foundational study in 1991. Its popularity grew in the mid-2000s, after He and Wong's (2004) empirical work on the 'ambidexterity hypothesis'. This hypothesis is deceptively simple: a firm is rewarded with firm survival and improved performance when it strikes a balance between two competing activities (exploration and exploitation). The best firms are ambidextrous, capable of refining and improving current activities to replicate success (exploitation) while developing entirely new activities that instill variety in the firm (exploration) (March, 1991, 2006; Raisch and Birkinshaw, 2008; Tushman and O'Reilly, 1996). However, this simplicity hides

significant implementation issues. These opposing tasks necessitate fundamentally distinct structures, methods, and strategies, causing significant friction and potential conflict within the corporation. March (1991) sees these tensions as basically irreconcilable, but forecasts that firms that can manage these tensions and balance the trade-off between exploitation and exploration would survive and flourish. Tushman and O'Reilly (1996) support this viewpoint, claiming that achieving this balance and level of quality is extremely rare. As a result, organizational ambidexterity has become something of a holy grail for organizations, with many theoretical, conceptual, and empirical research publications, as well as devoted special issues, attempting to discover the formula. The formula for organizational ambidexterity and its impact on business sustainability remains unknown. Research on organizational ambidexterity faces challenges in definition, conceptualization, measurement, and testing (Birkinshaw and Gupta, 2013; Nosella, Cantarello, and Filippini, 2012; Stettner and Lavie, 2014). This is exacerbated by the concept of ambidexterity being associated with a wide range of occurrences.

Andriopoulos and Lewis (2009) contend that March (2003) reflects the right balance between exploration and exploitation in terms of an inter-relation among complementing deficiencies rather than competition and trade-off. It is known as combined ambidexterity when two viewpoints with different orientations engage in competition but also show mutual support for one another by leveraging the utilization of resources (Peng and Lin 2019, He and Wang 2004, Cao *et al.*, 2009). When it comes to the effects of exploration and exploitation, managers are better able to find relevant information and resources within organizations and fully understand them through frequent use. This leads to a reconfiguration of existing resources and knowledge while promoting the ability to explore new products and markets.

Burgelman (1994) provides an example of how Intel's managers may recognize and sense durable competitive advantages in the microprocessor business thanks to their awareness of the market trends, existing memory chip capabilities, and engineering considerations. In other words, greater exploitation can increase the effectiveness of businesses in their pursuit of novel information and sources for novel goods and markets (Cao *et al.*, 2009). The capacity of businesses for exploitation, however, can be improved by mastering an exploratory method. Businesses internalize external knowledge and resources through research in order to increase their own competency and make use of efficient routines and processes at a wider scale. We emphasize that ambidexterity can take advantage of the interaction between fresh opportunities and the constraints imposed by customs and knowledge already in place. According to Miner *et al.*, (2001), it is a type of improvisation that reorganizes existing components in novel ways to help connect the right idea with the proper demand at the appropriate moment. Since March's (1991) significant work on exploration and exploitation, there has been a developing literature on organizational learning boosting capacities and their potential for firm competitive advantage. According to Kang and Snell (2009: 66), exploration entails learning beyond a firm's current areas, whereas exploitation involves improving and deepening existing knowledge.

March argues that exploitation prioritizes efficiency and predictability, whereas exploration prioritizes search and invention (O'Reilly and Tushman 2013). According to Lavie, Stettner, and Tushman (2010: 114), exploitation involves leveraging an organization's existing knowledge and skills, while exploration involves shifting focus to new technical, market, or external relationships. Research suggests that organizations should be ambidextrous in coping with their environments (Gibson and Birkinshaw 2004; Kang and Snell 2009; Raisch *et al.* 2009; Lavie, Stettner, and

Tushman 2010; Patel, Messersmith, and Lepak 2013). Literature has demonstrated that exploration without exploitation incurs high costs with moderate rewards (i.e., failure trap), whereas exploitation without exploration results in asset stagnation and obsolescence (i.e., success trap) (Kauppila, 2015; Levinthal and March, 1993). Thus, organizational ambidexterity allows organizations to overcome the restrictions of pursuing exclusive exploitation and exploration strategies (Gilsing and Nootboom, 2006; Markides, 2013; Tushman and O'Reilly III, 1996). Research suggests that organizational ambidexterity improves business performance by complementing exploitation and exploration efforts (Junni et al., 2013; Marín-Idárraga et al., 2020; O'Reilly III and Tushman, 2013; Raisch et al., 2009). Thus, exploration creates chances for exploitation, and earnings from exploitation enable enterprises to conduct more exploration (Gupta et al., 2006; Lavie et al., 2010). In this aspect, organizational ambidexterity enhances business growth (He and Wong, 2004) and overall performance (Cao et al., 2009). However, not all organizations that try organizational ambidexterity are successful (O'Reilly III and Tushman, 2013). Firms may specialize in either exploitation or exploration due to limited resources, trade-offs, and integration capabilities (Gupta et al., 2006; Solís-Molina et al., 2018) or switch between the two over time (Boumgarden et al., 2012; Mavroudi et al., 2020). Similarly, other research has identified business size as a resource constraint for ambidexterity, encouraging SMEs to focus on either exploitation or exploration to improve performance (Wenke et al., 2020). Thus, the corporation may be unable to tackle these limits, necessitating the search for answers outside its borders (O'Reilly III and Tushman, 2013). In this context, interorganizational partnerships may be one of the few strategies that avoid the trade-off between exploitation and exploration (Kang et al., 2007).

Companies that succeed at exploitation but not exploration will eventually see their competitive advantages decline, whereas companies that excel at exploration but not exploitation would struggle to capitalize on their newly gained capabilities (Zhan and Chen 2013). In order to explore new capabilities, a firm must use its current capabilities to their fullest extent, according to Katila and Ahuja (2002), and this process also broadens Knowledge base of the company (Peng and Lin 2019, Li *et al.*, 2019). If high-tech companies want to be competitive, they must have both (He and Wang 2004). We propose that organizational ambidexterity is significantly and positively related to organizational success (Junni *et al.*, 2013; Gibson & Birkinshaw, 2004; He & Wong, 2004; Lubatkin *et al.*, 2006; Raisch *et al.*, 2009). This is in consistence with Tushman and O'Reilly's (1996) assertion that firms that pursue exploration and exploitation simultaneously outperforms those that focus just on one approach. According to Tushman and O'Reilly (2013), additional research confirms that ambidexterity is positively correlated with market evaluation as measured by Tobin's Q factor (Uotila *et al.*, 2009), innovation, subjective performance and ratings of performance (Cao *et al.*, 2009; Lee & Meyer-Doyle, 2017; Lubatkin *et al.*, 2006), sales growth, and firm survival.

Although a recent meta-analysis of organizational ambidexterity and company performance found a favorable main effect, Junni *et al.*, (2013) proposed that the influence of organizational ambidexterity on firm performance depends on a number of factors. They demand that research broaden its examination of more variables in order to gain a more thorough knowledge of when and how organizational ambidexterity affects performance rather than concentrating on the question of whether it does. Numerous researches in the manufacturing industry (He and Wong 2004) and high-tech sectors (Cao, Gedajlovic, and Zhang 2009) have discovered

beneficial relationships between organizational ambidexterity and business performance. O'Reilly and Tushman (2004) discovered that 90% or more of the ambidextrous organizations fulfilled their objectives, particularly in a study of big businesses. These findings imply that ambidextrous companies are better able to take advantage of available resources to match current operations and actively seek out new chances to quickly adjust to environmental changes.

It is essential for supermarket survival and success because organizational ambidexterity enables businesses to successfully manage risks and replenish their knowledge assets (Swart and Kinnie, 2010). According to studies, organizational ambidexterity and company success in various situations are positively correlated. . Cao *et al.*, (2009) found a correlation between the balanced and combined dimensions of organizational ambidexterity and relative firm performance in 122 Chinese SMEs engaged in the high-tech sector. A correlation between organizational ambidexterity and perceived organizational efficiency was discovered by Gibson and Birkinshaw (2004) after surveying 4,195 employees from 41 business divisions of 10 multinational corporations. He and Wong (2004) studied 206 manufacturing firms in Singapore and Malaysia and discovered data that supported the relationship between organizational ambidexterity and increasing business sales. Organizational ambidexterity is positively correlated with subjective company success, according to Lubatkin *et al.*'s (2006) study of 139 North American small and medium-sized businesses (SMEs) from a variety of industries. Recent research by Patel *et al.*, (2013) among 215 US SMEs in the high-tech industry found a significant correlation between organizational ambidexterity and firm revenue growth. These findings show that ambidextrous companies are better equipped to match resources to current operations and explore new opportunities to quickly respond to environmental

changes. In order to be flexible in a changing environment, businesses like law firms frequently mix exploration (searching for new prospects) and exploitation (rearranging their current resources) (Swart and Kinnie, 2010). Organizational ambidexterity helps accounting firms acquire a competitive edge by utilizing existing expertise (in auditing activities) and offering clients creative solutions (in consulting services) (Gardner *et al.*, 2012). According to Kang and Snell (2009) and Lavie *et al.*, (2010), organizational ambidexterity enables the firm to build a variety of learning skills that can provide strategic value.

2.3.2 Mediating role of Dynamic Capabilities

A mediator variable relays the antecedent's influence on the result, either in part or in whole (Baron & Kenny, 1986; Gonzalez, and, 2021), such that the dependent variable is caused by the mediating variable, which in turn is caused by the independent variable. Even if the idea of dynamic capability has drawn more attention in the literature (Danneels, 2002; Eisenhardt and Martin, 2000; winter, 2003; Zollo and Winter, 2002; Zott, 2003), only lately have some attempts been made to look more closely at the procedure that connects the antecedents to the performance of the company. Dynamic capabilities are extremely important in both theory and practice. Teece, Pisano, and Shuen (1997) defined dynamic capabilities as a firm's ability to integrate, build, and reconfigure internal and external competencies in response to dynamically changing circumstances. Practically speaking, over the previous three decades, the quick rate of technological development, reduced product life cycles, the trend of globalization, and the blurring of industry borders have made corporate settings more dynamic. To thrive with dynamic surroundings, company executives must possess dynamic qualities. From a theoretical standpoint, dynamic capabilities have been one of the most significant and demanding topics in the strategy domain,

and they may be seen as the 'Holy Grail' of strategic management (Helfat & Peteraf, Reference Helfat and Peteraf2009). Scholars believe that when a firm has been properly equipped with dynamic capabilities, the business entity might reconfigure, build, and integrate its available internal resources besides external firm-specific available resources/capabilities in responding to the turbulent business environment (Ambrosin et al., 2009 Furman et al., 2017).

Ledesma *et al.*, (2020) study how the intensification of the internationalization process involves a solution for the issues caused by an economic crisis in the national market. They do this by considering both the dynamic capacities theory and the resource-based approach. This research used a sample size of 145 Spanish exporting firms. The conclusions of the study suggested that in times of economic crisis, the dynamic marketing capability plays a mediator role between the raise in the number of international markets served and the international and national results, and the dynamic marketing capabilities bring about learning effects in the internationalization process that affect incremental firms' performance.

With big data, analytics growing rapidly in popularity, academics and practitioners have been considering the means through which they can incorporate the shifts these technologies bring into their competitive strategies. Drawing on the resource-based view theory, the dynamic capabilities theory and the recent literature on big data analytics, Mikalef *et al.*, (2019) examined the indirect relationship between a big data analytics capability (BDAC) and two types of innovation capabilities: incremental and radical. By means of the partial least squares structural equation of modeling, the results confirm the authors' assumptions regarding the indirect effect that BDACs have on innovation capabilities. Specifically, they found that dynamic capabilities

fully mediates the effect of both incremental and radical innovation capabilities. In addition, under conditions of high environmental heterogeneity, the impact of the BDACs on the dynamic capabilities and, in sequence, incremental of innovation capability is enhanced, while in highly exaggerated environmental dynamism, the effect of dynamic capabilities on incremental innovation capabilities is amplified (Mikalef *et al.*, 2019).

Rodrigo *et al.*, (2018), discusses the three components of social capital— structural, relational, and cognitive— and how they affect entrepreneurial orientation through dynamic capacities. The objective of the study was to investigate how each component of social capital influenced businesses' propensity for entrepreneurship and how dynamic capabilities served as a mediating factor to assist explain these connections. The study employed a sample of companies in the Spanish agri-food industry. The outcomes of the empirical analysis demonstrate that dynamic talents are crucial components of a firm's performance. The only way to combat the negative effects of performance is for businesses to create and grow dynamic capabilities.

It is crucial to understand that immaterial Resources must be utilized through capabilities in order to attain firm-level performance Collins *et al.*, (2006); Szulanski (2002). In fact, according to Dutta *et al.*, (2005), capabilities are the transformative process through which resources are used and turned into an organization's output. Grant, (1991) states that firm's performance is mostly generated from its capabilities, while its capabilities are primarily obtained from its resources. Consequently, it has been acknowledged that resource deployment and utilization, when combined with capability development, can enhance a firm's performance. Some businesses are better equipped than others to add to, change up, or remove resources or competencies

(Danneels 2008).

According to scholars like Ambrosini *et al.*, (2009), a firm with adequate dynamic capabilities could reconfigure, develop, and integrate its available internal resources in addition to external firm-specific available resources and capabilities in order to respond to the challenging business environment. According to organizational theory, dynamic capability refers to a company or firm's capacity to consciously embrace its resource base (Akpobi, 2017).

2.3.3 Moderating role of Learning Orientation

A moderator variable affects how an antecedent affects an outcome, such as its strength and/or direction. The moderator variable learning orientation in this study has an impact on how organizational ambidexterity and business performance relate. Numerous organizational-level outcomes were discovered to be enhanced by LO. According to several studies (Baker and Sinkula 1999; Beneke *et al.*, 2016; Calantone *et al.* 2002; Mavondo *et al.* 2005; Mahmoud and Yusif 2012), there is a direct correlation between LO and firm performance. While some research looked at how LO affected other organizational outcomes, the majority solely focused on how it interacted with market orientation, with varying findings according to (Beneke *et al.*, (2016), Fang *et al.*, (2014), Kakapour *et al.*, (2016), Baker and Sinkula (1999). With regard to human resource management (HRM) perspective, organizational procedures must have an impact on people within organizations in order to fulfill their intended purposes. The impact of LO on individual outcomes needs to be examined (Crossan and White 2011).

The association between learning orientation and the performance of SMEs has shown conflicting results in earlier empirical investigations as well. For instance,

Pastor *et al.*, (2019) examined the effects of LO and the SMEs' performance in Mexico. The results indicate that the learning orientation positively as well as significantly impact influence SMEs' performance. Additionally, Salisu *et al.*, (2021) examined in their research, the correlation between LO and SME performance, while TO be used to moderate the relationship. Their research showed that there was no correlation between LO and SME performance, but TO was found to be a major moderator of that correlation. Werlang and Rossetto (2019) significantly correlate learning orientation and SME performance, according to research. Another study done by Arshad *et al.*, (2020) confirms a positive relationship with performance. Contrary to them, some studies discovered a negative correlation between LO and performance. (Oktavio *et al.*, 2019). Another recent study conducted in Santa Cartina stated a non-significant association (Werlang & Rossett 2019).

Conversely, Beneke *et al.*, (2016) examined the impact of LO on Cape Town-based SMEs, South Africa. A survey of one hundred and sixty-two enterprises was examined with PLS-SEM. The findings of the research revealed that LO is positive but insignificantly influences organizational performance. Recently, Alhaji, *et al.*, (2023), seen in terms of dynamic capabilities, studied the interaction between the availability of external financing in Nasawawa State, Nigeria, on the LO and the performance of SMEs. The findings indicate that there is a slight but favorable correlation between LO and business performance. Learning is essential for small enterprises to succeed in worldwide markets (Yeung 2015; Rhee, Park & Lee 2010). Organizations with a learning culture are more likely to learn from their experiences (Emden, Yaprak & Cavusgil 2005). This leads to the acquisition of foreign market expertise by internationalizing firms (Freeman, Edwards & Schroder 2006).

Learning fosters the generation of new information, leading to proactive market responses (Fang, Chang, Ou & Chou 2014; Boucken, Pesch & Kraus 2014) and a better client value offer (Nasution & Mavondo 2008). Meeting client expectations and commitments builds confidence between importers and exporters (Jap, 1999). A good relationship requires partners to learn from their interactions and apply their knowledge to anticipate and meet their partner's needs.

Firms can gain expertise by making operational improvements, resulting in stronger partnerships and trust (Perez-Nordtvedt, Bakus & Kedia 2010). Cross-border marketplaces are dynamic, with shifting client wants and requirements. Baker and Sinkula (1999) suggest asking learning-oriented questions and unlearning absolute market information to get new knowledge. Learning orientation helps staff understand customer needs and provide a positive customer experience (Fang et al. 2014). According to Bianchi and Abu Saleh (2010), importer trust is dependent on a supplier's reputation and performance, which is influenced by its marketing capabilities.

Due to the fact that the construct of LO was developed from an organizational-level perspective, the majority of its research has been conducted at the organizational level (Abdulai and Yusif 2012; Baker and Sinkula 1999; Hult *et al.*, 2004; Kakapour *et al.*, 2016; Sheng and Chien 2016). However, problems with organizational learning affect all levels within and even outside of companies (Crossan *et al.*, 2011). There have been few researches that have looked into the moderating influence of LO, but most of them mainly focused on how it interacted with other organizational outcomes, leading to inconsistent findings (Baker and Sinkula, 1999; Beneke *et al.*, 2016; Fang *et al.*, 2014; Kakapour *et al.*, 2016). Some findings did not agree with earlier research

from industrialized nations. According to Fang *et al.*, (2014), in Taiwan, the connection between the internal market orientation and the external market competences was not moderated by LO. According to Kakapour *et al.*, (2016), opportunity recognition is positively influenced by opportunity recognition, which in turn positively affects organizational-level corporate entrepreneurship. All organizational actions that produce knowledge and use it in production and business operations in order to increase competitive advantages are considered part of learning orientation. (Cavusgil, *et al.*, 2001; Sinkula *et al.*, 1997; Nguyen & Barrett, 2006; Nguyen & Nguyen, 2018).

2.3.4 Moderated mediation

When a moderator's influence varies depending on its value, a situation known as "moderation mediation" arises in which the moderating variable modifies the direction or magnitude of the mediation effect of X on Y through M. For example, in the study of work team performance, Cole *et al.*, (2008) found that negative affective tone (a team's collective negative affect) mediated the effect of dysfunctional team behavior on team performance, but only when nonverbal negative expressivity was high. Mainly the works of scholars like Baron and Kenny (1986), Preacher *et al.*, (2007), Preacher and Hayes 2008; Hayes 2017, 2015, 2013) are currently guiding the process of testing Moderation mediation. These studies expand upon the classic works of James and Brett (1984). The understanding of "how" and "when" the dependent variable (firm performance) is influenced by the independent variable (organizational ambidexterity) was enhanced by testing for moderated mediation. Although they can both be used interchangeably, Hayes *et al.*, (2012) contend that the former is more applicable than the latter, which is why they choose to test for moderated mediation. According to this study's interpretation of moderated mediation, learning orientation

determines how organizational ambidexterity affects firm performance through dynamic capability. It is essential to first ensure that the dependent and independent variables are both mediated. Having established that dynamic capability mediates the relationship between organizational ambidexterity and firm performance moderation was carried out in this scenario.

2.4 Conceptual Framework

A conceptual framework, which is a style of presentation, conceptualizes or presents the relationship between the independent and dependent variables employed in the study. The primary goal of a conceptual framework is to help the reader quickly understand and get a broad understanding of the suggested relationships and what they mean concerning the literature.

According to Teece (2007), Zahra and George (2002), Eisenhardt and Martin (2000), the model includes a global assessment of dynamic capability as well as a multidimensional construct that includes sensing capability, seizing capability, managing threats, and reconfiguration.

In this study, Organizational ambidexterity is studied in terms of two orientations: namely exploration and exploitation (Levinthal and March, 1993; Chen and Jaw, 2009; March, 1991; He and Wong, 2004; Peng *et al.*, 2019). The two types of capability affect firm performance. Reviewed literature indicates that a positive change in any of the two dimensions leads to a positive change in firm performance (Ocasio, & Kim, 1999.; Cho *et al.*, 2019). According to the Baron and Kenny's (1986) assumptions and process macro (Hayes 2012), the mediation was put to the test. According to Hayes (2012), the main conditions for mediation are that there is the existence of a positive relationship between organizational ambidexterity and

dynamic capability as well as a favorable correlation between dynamic capability and firm performance.

Figure 2.1 discusses learning orientation as a moderating variable in the relationship between organizational ambidexterity, and firm performance in a sample of supermarkets as well as the mediating impact of dynamic capability on organizational ambidexterity and firm performance. With regard to the relationship between organizational ambidexterity and firm performance, this study applies Hayes Model 8 to examine the moderated mediation effect of learning orientation and dynamic capacities.

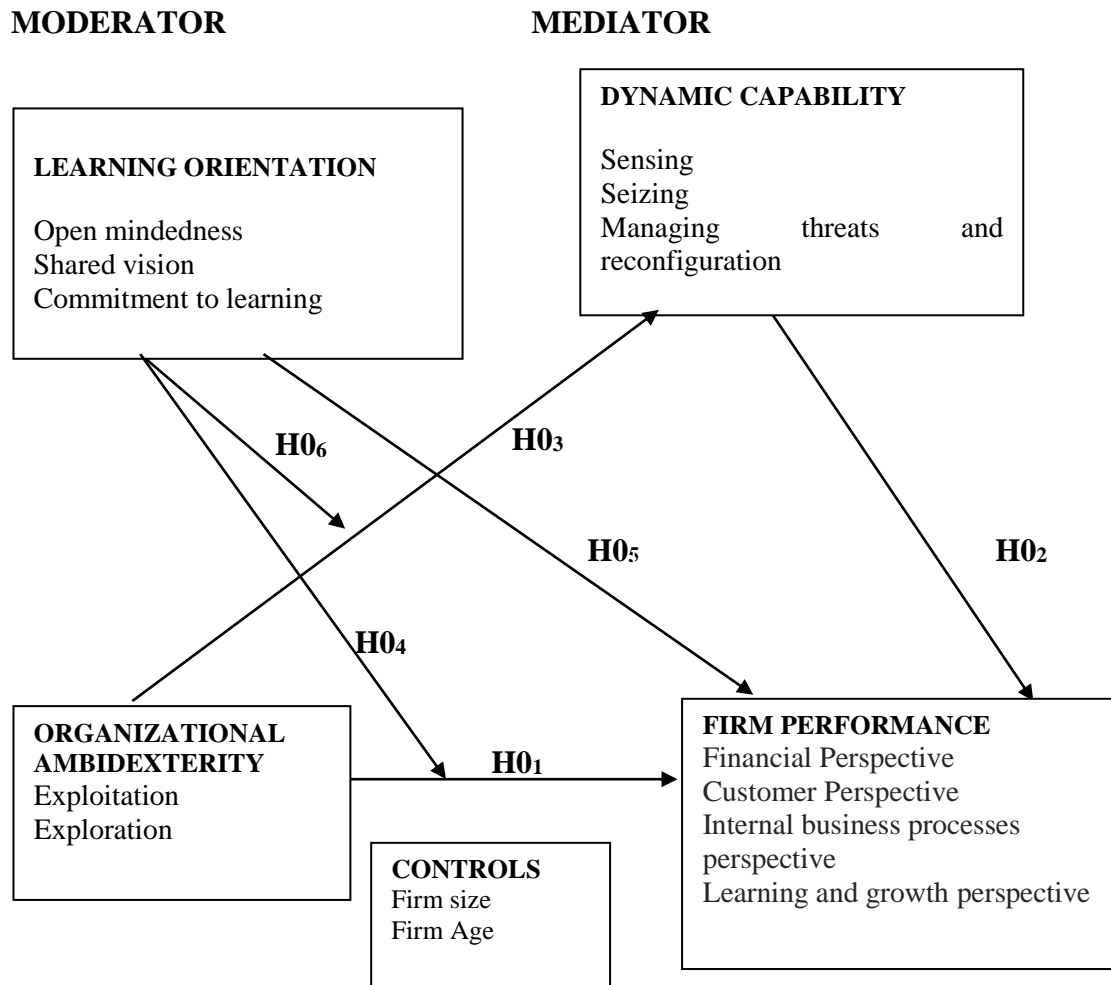


Figure 2. 1: Conceptual Framework

Source: *Researcher 2021*

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology refers to the system of techniques or systems utilized as a part of sampling and collecting information needed for a specific research. It is likewise the use of the standards of data collection techniques and methodology in any field of knowledge. This chapter depicts research design, target population, data collection approaches, validity and reliability of the research tools and data analysis approaches.

This chapter describes the methodology that was used to conduct the study. These includes: the philosophical rationale for the study, design of the research, the population under study, the sample of size, sampling technique as well as the procedure employed, operationalization and measurements of variables, data collection methods, validity and reliability tests, data management, techniques of data analysis and ethical considerations.

3.1 Research Paradigm

According to Morrison (2015), Gelo *et al.*, (2008), Antwi & Hamza (2015), a research paradigm is a set of presumptions, attitudes, and convictions that guide inquiry and assess reality and knowledge. Gallifa, (2018) provides a definition of paradigm, which includes three elements: a belief about the nature of knowledge, a methodology, and criteria for validity.

Research paradigms are the general worldviews that the researcher adopts. A paradigm, according to Creswell (2011) and Lincoln (2010), contains the researcher's presumptions about how an investigation should be conducted, referred to as

methodology, as well as his or her definition of truth and reality, referred to as ontology, and how the researcher comes to know that truth or reality, referred to as epistemology. Therefore, the methodological choice of a researcher is determined by the philosophical assumptions about ontology, human nature, and epistemology. (Bashir *et al.*, 2017). Positivism and interpretivism are the two main philosophical schools on which the majority of social science research is based. Positivism deals with observable facts and emphasizes objectivism in explaining them, while interpretive uses subjectivism and is more interested in comprehension than explanation (Callan & Harrison 2013; Saunders *et al.*, 2007). This study has a Positivistic philosophical research orientation since it emphasizes objectivism while examining the proposed causal explanations. According to a positivist view of epistemology, the researcher demonstrates causal relationships while being objective and value-free (Callan & Harrison 2013). Studies that are positivistic in nature are easily replicable in real life compared to Interpretivism studies.

As a result, this study adopted organized ontological and epistemological presuppositions about reality. Ontology, in contrast to epistemology, refers to the nature of the reality (ontology) that exists in the outer world and the knowledge system in which it exists (Neuma 2014; Akpan 2024). In other words, epistemology explains how knowledge develops and is concerned with the production of knowledge.

3.2 Research Design

A research design is the ‘procedures for collecting, analyzing, interpreting, and reporting data in research studies’ (Cohen, 2008, Creswell & Plano 2007). It is the comprehensive strategy for linking conceptual research issues with relevant (and

doable) actual research. In other words, the study design establishes the process for gathering the necessary data, the techniques to be used to collect and evaluate this data, and the manner in which all of this will address the subject of the study (Knight, *et al.*, 2011). As explained by Robson (2014), Exploratory, descriptive, and explanatory research designs are the three categories of research design that may be employed. Explanatory research design was utilized in this study. For causes and reasons and provides evidence to support or refute the prediction Sainani (2014). It conducts explanatory research looks to discover and report some relationships among different aspects of the phenomenon being researched. The goal of the design is to establish how the variables relate to one another, is concerned with determining how one variable affects the other, seeks to explain the cause and circumstances by experiment, and, in the end, establishes a link between at least one element. (Hair *et al.*, 2006; Blumberg, *et al.*, 2014). They are also used when the goal of the research is to determine "why" in a certain situation. Explanatory research, according to Næss, (2018) concentrates on why questions. The study's goal was to develop and offer explanations for the "why" questions. The clarifications assert that factor X (organization ambidexterity) affects phenomena Y (firm performance). This outline was chosen since it was useful for testing the study's functionality and connected well to its examination objectives.

3.3 Study Area

This research conducted in Nairobi County, Kenya. Nairobi City County is one of Kenya's 47 counties. In 2024, it has an estimated population of 5,454,000, making it the third smallest but the most populous county, and it serves as Kenya's capital. The county government established in 2013, replacing the Nairobi City Council, which

had been the administrative unit since before independence. The Nairobi county is divided into seventeen designated sub-counties and eighty-five electoral wards.

Supermarkets in Nairobi County have the most well developed management systems in the Country's supermarket industry, and that provided a suitable study ground for the direct and the indirect effects of organizational ambidexterity on the firm's performance. The responses of the managers and the supervisors were used for the study. The choice of Nairobi County's supermarkets as the study area was based on the region's large number of supermarkets as well as the location of the majority of head offices. Mungai (2016) Thus, the chosen study area provides an easily accessible study population and a representative sample. Thus, it presents a suitable study ground for testing the direct and the indirect effects of organizational ambidexterity on firm performance. As other recent studies like those of Muiruri (2020, 2021) and Malcom (2021) were done under comparable assumptions, this is not the first study to choose such a study area for research connected to organizational ambidexterity and firm performance.

3.4 Target Population

The term study Population refers to the whole population that the researcher seeks to analyze and draw conclusions from, (Banerjee, & Chaudhury, 2010). The target population is 600 supermarkets in Nairobi, Kenya. Nairobi County has a large concentration of supermarkets in Kenya. The information obtained from the Nairobi County Government Department of Commerce, Tourism, and Co-operatives.

3.4.1 Sample Size

Sample size is the predetermined number of people or cases selected from a population that is easily available and carefully chosen to provide an accurate

representation of the population as a whole and of the relevant features. A sample is therefore a smaller group obtained from the accessible population (Asiamah *et al.*, 2017). The estimated size of the population and a variety of accuracy variables related to the chosen goals, traits, or ideas measured used to establish the appropriate sample size (Singh & Masuku 2014). The other key factors considered are the desired precision of results as informed by the accepted margin of error. According to Shubina *et al.*, (2023), the sample size calculates the total number of measurements or observations made for each individual sample in a survey or experiment. The estimated size of the population and a variety of accuracy variables related to the chosen goals, traits, or ideas measured used to establish the appropriate size of the sample.

In the sampling of supermarkets, and in order to get a 95 percent confidence level and sampling error of 5 percent, the sample size was determined by using the following formula (Noordzij *et al.*, 2010).

$$SS = \frac{Z^2 p(1 - p)}{c^2} \dots \dots \dots 3.1$$

In this case SS represents sample size, $Z^2 = 1.96$ for a 95 percent confidence interval (area under a standard normal curve or a student t distribution with infinity degrees of freedom, which contains 95 percent of the observations). c = sampling error, in this study was + 5 percent p is the proportion of the attributes of interest present in the population. The study used a proportion of 0.5, which assumes maximum variability in the population. Thus, the estimated sample size likely to be more conservative, that is, the sample size is likely to be inflated.

Thus,

$$SS = \frac{1.96^2 0.5(1-0.5)}{0.05^2} = 385 \dots \dots \dots 3.2$$

However, since the target population 600, the formula in equation 3.3 was applied correction for small population used. This is because a given sample size provides proportionately more information for a small population than a large sample according to Gigerenzer, (1993):

The sample size for the sampling of supermarkets in Nairobi County was calculated using the formula below to achieve a 95% confidence level and a 5% sampling error (Kalof *et al.*, 2008; Noordzij *et al.*, 2010). The small population correction was used since the target population consisted of 600 supermarket supervisors and managers. A given sample size produces proportionally more information for a small population than for a large one, (Gigerenzer 2018).

$$n = \frac{SS}{1 + \frac{(SS-1)}{N}} \dots \dots \dots 3.3$$

Where:

N represents the size of the population, and

n represent is the corrected sample size.

$$n = \frac{385}{1 + \frac{(385 - 1)}{600}} = 234 \text{ Supermarkets} \dots \dots \dots 3.4$$

3.4.2 Proportionate Sampling

Table 3.1 provides the sampling proportion to each 17 sub-counties in Nairobi County.

Table 3. 1: Proportionate Sampling

Sub counties	Total population	Sample Proportion
Westlands	53	$53*234/600=21$
Dagoretti North	36	$36*234/600=14$
Dagoretti South	27	$27*234/600=11$
Langata	30	$30*234/600=12$
Kibra	39	$39*234/600=15$
Roysambu	32	$32*234/600=12$
Kasarani	36	$36*234/600=14$
Ruaraka	39	$39*234/600=15$
Embakasi South	35	$35*234/600=14$
Embakasi North	33	$33*234/600=13$
Embakasi Central	38	$38*234/600=15$
Embakasi East	29	$29*234/600=11$
Embakasi West	31	$31*234/600=12$
Makadara	37	$37*234/600=14$
Kamukunji	36	$36*234/600=14$
Starehe	33	$33*234/600=13$
Mathare	36	$36*234/600=14$
Total	600	234

3.4.3 Sampling Procedure

Sampling Procedures is a process or technique of choosing a sub-group from a population to participate in the study; it is the method of choosing a number of participants for a study so that they accurately reflect the big group from which they were drawn (Korstjens and Moser 2018).).

Stratified simple random sample was utilized in the investigation. to ensure that target employees in all supermarkets in all the county of Nairobi were surveyed and also ensured that views were sought from the managers and the supervisors. Thus, the sample size of 234 was the aggregated total comprising of 600 supermarket managers.

3.4.4 The Unit of Analysis

The unit of analysis, according to Neuman (2007) and Hair *et al.*, (2013), relates to

the kind of unit a researcher uses while measuring the variables. Supermarket in Nairobi County, Kenya served as the study's unit of analysis. According to Neuman *et al.*, (2011), the most popular and reliable method of analysis used in survey questionnaire research is the use of an individual.

3.5 Data Collection Methods

3.5.1 Type and Sources of Data

Primary data were used in the investigation, which are facts that a researcher deliberately gathered for a study project (Kumar, 2011). The term "primary data" refers to information that you have independently gathered, was obtained directly from the source, or was first gathered by individuals, focus groups, or a panel of respondents that the researcher had explicitly assembled and whose opinions were occasionally solicited on particular topics (Ohgaki & Kleihues, 2013). The researcher generally takes the time and allocates the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.5.2 Method and tools for data collection

The term "data Collection Instruments" describes the tool used to gather data, such as a paper questionnaire or a computer-assisted interviewing system (Leeuw, 2012). To gather the data, a structured questionnaire was used. The study sample's respondents were asked to respond by filling out a self-administered questionnaire. According to Hair *et al.*, (2013), a self-administered questionnaire is a method of gathering data in which participants get written questions and must provide written responses. The researcher physically delivered the questionnaires to the respondents.

The questionnaire for this study had two main sections: section A and section B. Section A contained the 'introduction part and section B is the questions. The introduction reminds respondents that the information they supply will be treated with secrecy and quickly familiarizes them with the questionnaire's contents. The questionnaire's Section 'B' has a series of questions asking respondents to provide feedback on statements describing the independent, moderating, mediating, and dependent research variables. Responses to the assertions stated in the closed-ended questions were constructed using a five-point Likert scale in accordance with Hutchinson's findings (2021). This gave the researcher the opportunity to gauge how strongly each responder agreed or disagreed with the numerous conceptions and variables in the study question. The following ratings were given to the scale's five possible responses: 1- "Strongly disagree," 2-"Disagree," 3-"Neutral," 4-"Agree," and 5-"Strongly agree."

The use of a questionnaire as a tool for data collecting is justified by a variety of considerations, including the fact that they are easy and inexpensive to administer. Additionally, the impartiality of the data acquired is preserved above the influence and variability of the researcher. Thirdly, it is very practical for the respondents since they may fill them out when they have free time, and it is practical for evaluating perceptual investigations, (Yang & Chang 2007; Hair *et al.*, 2013).

3.5.3 Procedures for Collecting Data

To reduce errors and bias throughout the data collection process, the individual researcher carried out the task along with the research assistants who had received training in the technique to enable data collection to be conducted and completed within a period of not more than two months, (Krosnick 2009). As a way of

enhancing the quality of the services of the research assistants, the researcher about how to administer the questioners briefed them. In addition, the individual researcher was available and in touch with the team of research, assistants so as to address any challenges that arose in the process of actual data collection.

The real procedure for gathering data involved the researcher distributing out the questionnaire to the targeted population. Then respondent then completed the survey by checking the boxes next to the responses that best reflected his or her thoughts based on the numerous statements in the questionnaire (Vagias, 2006; Saunders *et al.*,2007)). The researcher then returned with the completed data gathering instrument, ready for processing and analysis. Where a respondent was unable to complete the questionnaire instrument immediately, they were given a month to complete it at their convenience. Telephone calls serving as a reminder and in-person follow-up visits were made in order to nudge respondents to send back completed questionnaires as soon as possible. By analyzing relevant academic literature in the area and seeking technical guidance from supervisors and managers who are specialists in the subject, the research instrument was created to meet the purpose of the research. The pilot test's objective intended to evaluate the questionnaires' quality and efficiency in eliciting the highest possible level of response. Due to the significant number of supermarkets in the area, the pilot study was carried out in 60 supermarkets within Kisumu area.

The questionnaire was revised to reduce measurement errors and elicit desirable response. The researcher in charge oversaw the procedure and gave direction when required. On completion, the instrument was reviewed edited, cleaned and classified for coding process and final data analysis (Labaree, 2009).

Ordinal scale was used to measure the variables; this is because Ordinal scales is built upon nominal scales by assigning numbers to objects to reflect a rank ordering on an attribute in question (Dalati, 2018). Every respondent to the survey was expected to assess each and every statement made in the survey that represented a particular variable using a Likert scale of 1 to 5.

3.5.4 Data screening and Processing

Inspection, revising, coding, and the accumulation of missing data were all part of the initial step. Numerical data coding was used to speed up data entry and lower error rates. For statistical analysis, each survey item was coded and loaded into the SPSS software version 22 and a check was made to find any missing data. While missing data from random variables are less serious since they can either be ignored or replaced, missing data from non-random variables have an impact on the generalization of results, (Tabachnik and Fidell, 2007). Data coding and input were accurate, and when random-nature missing data were found, they were replaced using the mean for data sets as suggested by (Engel and Schutt 2014, Meade & Craig, 2012).

3.6 Explanation and Measurement of variables

Utilizing pre-existing research items from the literature, study variables were operationalized and quantified. Where appropriate, adjustments were made to make them context-specific to match the study's distinctiveness. A five-point Likert scale was used to gauge the study's variables since it was appropriate for the investigation.

3.6.1 Dependent variable Firm Performance

This study adopted the definition by Pollanen *et al.*, (2020) and other scholars who argued that organizational performance is not only based on the so-called objective

measurement, which is based on financial measures, but also on the subjective measurement, which is based on self-reported measures (Haber & Reichel, 2005; Dess & Robinson, 1984). The measures for Firm performance were based on the theory of Balanced Scorecards used by (Ghosh & Mukherjee, 2006; Benková *et al.*, 2020) and many other authors in their research, in which each construct focuses on the previous three years.

The BSC views based on Kaplan and Norton (1996), including the Financial Perspective, Customer Perspective, Internal Business Process Perspective, and Learning and Growth Perspective were used to assess the performance of supermarkets. Numerous writers, including Hoque, & James, (2000), used this scale, which was founded on the principle of balanced scorecards, in study. and Tuan, (2020). The major objective in financial terms is to increase shareholder value (Miloloza, 2018). Conventional financial metrics are backed by three distinct areas in the BSC framework: clients, internal operations processes, and personnel. Financial measurements are based on long-term strategic objectives (Kaplan and Norton, 1996a). The financial measures have three components: business development, value generation, and profitability. The revenue-to-assets ratio, revenue and asset increases, and revenue from new products and services are all used to quantify business growth. Value creation is quantified by economic value added (EVA), market value added (MVA), stock price, and dividends. Profit margin, ROE, ROA, ROI, ROCE, and other financial metrics are used to determine profitability (Miloloza, 2018). BSC transforms a company's objective into customer-focused criteria such as lead time, quality, performance, cost, and service. Internal company perspectives are positively related to customer perspectives. Because as product and service quality, lead time, productivity, and efficiency improve, so do customer satisfaction indices (Kaplan and Norton,

1992). Internal process evaluation, according to standard performance metrics, is based on financial indicators as well as time-based and quality measures, which differ slightly from financial viewpoints. On the other hand, the BSC is utilized not only to follow up and strengthen the system, but also to introduce new techniques and procedures to meet customer expectations and organizational financial expectations (Kaplan and Norton, 1996a). The perspective must explain how to meet consumer expectations, improve company processes, and achieve financial goals for the entire organization. The BSC's learning and growth approach focuses on the augmentation and transference of organizational knowledge, beginning with the hiring process, training, drawing, and holding employees through regular observation. The value of intellectual capital increases and sustains by investing resources in people training and encouraging and inspiring employees through reward schemes. The main objective from a learning and growth viewpoint is to develop and reshape the workforce's abilities in order to meet the organization's vision and mission. The learning and growth viewpoint encompasses not only educated and talented people, but also the employee's expectations and opinions about the organization in order to ensure employee engagement (Narayanamma and Lalitha, 2016).

According to a 5-point Likert scale that was developed from Taouab (2019), responses were given for each of these factors, with strongly agreeing scoring the highest and strongly disagreeing scoring the lowest. It included seven indicators, with the previous three years being the focus. Our company has dramatically increased their market share in the last three years. In the previous three years, our company has become more competitive. In the last three years; our company has improved its strategic positioning. Our business in the domestic market has been very satisfactory over the last 3 years. Our business in the domestic market has fully met our

expectations over the last 3 years. Over the past three years, our success on the domestic market has been incredibly positive. Rapid growth has been realized by our firm in the last three years.

3.6.2 Organizational Ambidexterity

Factors related to exploration and exploitation was used to measure organizational ambidexterity, and ambidexterity was operationalized by multiplying the two variables. Before acquiring their product, we concentrated on the exploration and the exploitation variables to minimize the chances of multicollinearity. This measurement was in line with generally accepted measures in the ambidexterity literature. The operational method of this measure was borrowed from March (1991), Gibson and Birkinshaw (2004), He and Wong (2004), and Cao *et al.*, (2009) with a 5-point Likert scale, ranging from strongly disagrees to strongly agree, participants answered to each item. Lubatkin *et al.*, (2006), also viewed ambidexterity as a multidimensional entity. Exploration and exploitation scales were employed separately.

For the exploratory measurement, three items were employed namely: are our organization consistently looks for and approaches new clients in new markets, our business commercializes newly developed goods and services for our unit for new markets and new opportunities and our firm is constantly on the lookout in those markets. Three items were used to measure exploitation which includes: ‘Our firm is constantly working to enhance the caliber of our present offerings Our organization is dedicated to expanding services for existing clients on a regular basis. Our company makes every effort to maintain and even increase existing markets

3.6.3 Dynamic Capability

The researcher conducted a study in two independent periods to achieve these twin goals. We presented a scale based on the aspects of dynamic capability as outlined by Teece (2007) "sense new opportunities and threats" (sense), "seize new opportunities" (Seize), and "managing threats and reconfiguration" (MTR) were the three steps in the first phase, which was exploratory and qualitative. Along with this, we added further data points from studies (Protogerou *et al.*, 2011; Zahra & George, 2002; Zollo & Winter, 2000; Eisenhardt & Martin, 2000) that focused on the same topic. Teece (2014) modified DC into generic detecting, seizing, and converting capacities that correspond with a firm's strategy.

Teece's conceptualizations of these capacities are relatively broad: According to Teece (2014: 332), sensing involves identifying, developing, and assessing technological opportunities based on customer needs, while seizing involves mobilizing resources to address needs and capture worth, and transforming entails ongoing renewal. Teece's (2007, 2014) broad concepts require more specificity to be operationalized.

Sensing refers to an organization's ability to continuously monitor its environment (Teece, 2007, 2014; Makkonen *et al.*, 2014; Pavlou and Sawy, 2011). Teece defines sensing as gathering and filtering information from the environment to form hypotheses about the future of technology, customer needs, and marketplace responses. This includes monitoring internal and external technological developments and assessing customer needs, both expressed and latent. Seizing refers to creating and picking business chances that are appropriate for the organization's surroundings, capabilities, and shortcomings (Teece, 2007). Seizing thus implies that market

opportunities are successfully exploited and risks avoided. Seizing information and knowledge from both internal and external sources is crucial for strategic decision-making, especially when making investments. Capacity building begins with a strategy that allows for the identification of important information. This evaluation is based on past knowledge and leads in a choice amongst a number of strategic possibilities. An organization's capacity for seizing opportunities depends on its ability to identify potential value, convert it into commercial opportunities, and make informed decisions based on its strengths and weaknesses.

Teece (2007: 1319) defines transformation as enhancing, merging, protecting, and restructuring a business's intangible and tangible assets to prevent path dependencies and inertia. Transforming involves implementing new company models, product or process breakthroughs, establishing infrastructure, and assuring workforce skills. Organizational transformation involves reconfiguring resources, structures, and processes to achieve strategic renewal. Teece (2007: 1335) defines transformation as the ability to recombine and reconfigure assets and organizational structures as the firm expands, markets, and technologies change.

Transforming is similar to Li and Liu's (2014) definition of implementation capacity, which involves coordinating strategic decisions and corporate change through various managerial and organizational processes based on the objective (*ibid*: 2794). Implementing thus refers to conveying, interpreting, adopting, and enacting strategic plans (Nobel, 1999). Implementation is necessary for organizational renewal; otherwise, new information and ideas remain as theoretical inputs or potential changes. An organization with strong transforming capacity constantly implements renewal activities by assigning duties, distributing resources, and ensuring the

workforce has the necessary expertise.

The construct's three components: sensing capabilities, managing threats, reconfiguration, and grabbing opportunities were each measured using a set of items. The questionnaire's ten items covered all of the scales for threat management, reconfiguring and seizing capabilities, and sensing capabilities. These were simply slightly modified versions of earlier experiments (March 1991, He and Wong 2004, Cao *et al.*, 2009). Recognizing environmental opportunities and threats made up the first scale consisting of three items that were adopted from prior studies (Cao, 2011; Lichtenthaler, 2009; Danneels, 2008; Jansen, 2005). Four questions were used to test the monitoring of internal capabilities on the second scale, which was adapted from a prior study (MacInerney-May, 2012). Knowledge integration, knowledge sharing, and knowledge acquisition comprised the three tiers of seizing capacities. Items from earlier research were used to measure the knowledge acquisition scale (MacInerney, May 2012; Lichtenthaler, 2009; Jansen *et al.*, 2005). Items from earlier studies were used to evaluate knowledge sharing (MacInerney-May, 2012; Tippins and Sohi, 2003).

3.6.4 Learning orientation

Learning orientation (LO) is an internal process that involves developing and applying expertise to increase a company's competitive advantage (Wolff et al., 2015). Furthermore, LO is composed of beliefs, ideals, and values that influence the proclivity to actively seek new information and dispute existing knowledge (Sinkula et al., 1997). A company's LO directly influences its performance (Hakala, 2013; Frank et al., 2012; Baker & Sinkula, 1999). This relationship has gained traction, with LO having a greater relative impact on performance elements such as changes in

relative market share, overall performance, and new product success (Celuch et al., 2002; Farrell & Oczkowski, 2002).

Furthermore, organizations with an embedded learning culture enable their gained values to be translated into knowledge that can be transported throughout the firm, coupled with other fields of expertise, and implemented through a variety of firm systems and procedures (Crossan et al., 1999; Ellinger et al., 2002).

Three observed items make up learning orientation, which measures where learning is at within the company: commitment to learning, a shared vision, and open-mindedness (Wu, *et al.*, 2006). Sinkula *et al.*, (1997) used a scale with seven items to measure these three values. To measure a firm's propensity for learning, the scale was later developed by Baker and Sinkula (1999) through addition, and other researchers used it as well with identical or closely related items included. The commitment to learning was developed and measured using items earlier used by Sinkula *et al.*, (1997), which are dependent on Galler *et al.*, (1996,) Garratt's (1996), and Tobin's (1993) scales.

Following that, Baker and Sinkula (1999) designed and assessed questions to gauge the commitment to learning. The scale related to shared vision was created and measured using items by Sinkula *et al.*, in 1997, which are based on the (Senge, 1994) Tobin, 1996) scales. The scale was later created and measured using Baker and Sinkula's (1999a, 1999b) articles.

Items developed by Sinkula *et al.*, (1997), which were based on scales developed by Day, Senge, Slater and Narver in the 1990s and '20s, as well as Sinkula and Sinkula (1999), were used to design and assess the open-mindedness scale. Along with these

three fundamental factors, the organizational information-sharing sub-variable was evaluated using questions that Calantone *et al.*, (2002), and Idowu (2013) created in conjunction with other components of the learning orientation.

3.6.5 Control variables

Controlling for firm age and firm size allows for a more precise and accurate analysis of how organizational ambidexterity, dynamic capabilities, and learning orientation impact firm performance, particularly in the dynamic and competitive supermarket industry of Nairobi County, Kenya. Older firms might have more experience and established processes, which can affect their dynamic capabilities and learning orientation. They may have had more time to develop and refine their ambidexterity—balancing exploration and exploitation activities.

Larger firms typically have more resources (financial, human, and technological) to invest in developing dynamic capabilities and fostering a learning orientation. This can affect their ability to innovate and adapt. Older and larger supermarkets might have different interactions with regulatory bodies compared to younger or smaller ones, influencing their strategic decisions and performance. Larger or older firms might have different levels of technological adoption and innovation capabilities, influencing their dynamic capabilities and learning orientation.

The age and size of the company served as the study's control variables. The firm's age was calculated using its number of years in business considering that knowledge signifies greater commitment to the market (Anderson & Reeb, 2003). The firm's size was measured utilizing the amount of personnel. In line with (Černe *et al.*, 2013). Greater resource access and the potential to grow capabilities are associated with larger firm size as suggested by (Brunninge *et al.*, 2007; Jiang *et al.*, 2012; Shah &

Samworth, 2013). With the use of hierarchical regression, the effects of the controlling variables were taken into account.

3.7 Validity and Reliability of Data

A pilot sample of respondents from Kisumu County supermarkets was used to pre-test the preliminary questionnaire. Pre-test respondents were chosen from 60 supermarkets, and their background characteristics and familiarity with the study questions were the same as those asked of actual survey respondents. The previously tested supermarkets were excluded from the study's target group since doing so would have resulted in assessment bias. Prior to the real study, a small sample of respondents were given the research instrument in this pretest, (Neuman, 2007).

The questionnaire's design, phrasing, order, format, layout, complexity of the questions, and instructions were all tested beforehand. From the pilot test, a Cronbach of 0.862 for firm performance, 0.734 for organizational ambidexterity, 0.871 for dynamic capabilities and 0.775 for learning orientation. All the constructs were reliable. This exercise proved essential in identifying any possible anomalies or vagueness that could exist in the questionnaire (Bist, 2014). Before distributing the questionnaire to the study participants, it was revised in light of the input received. Exploratory factor analyses of the constructs were conducted for construct validity; this assisted in the identification of useful questions for each study construct. Professional guidance proved to be necessary.

3.7.1 Validity of Research Instruments.

According to Angoff (2013), the term "validity" describes a scale's or measuring instrument's ability to capture the intended data. The Content Validity Index (CVI) was used to assess the content validity that was driven from responses of selected

experts in the topical area. These experts were the managers in the supermarkets with knowledge in relevant area of research. The research requested these experts to assess the content validity, by rating each item on a 5point rating scale (1=very poor, 2=poor, 3=Fair, 4=good, 5=very good). The ratings were analyzed by computing an item-level CVI (I-CVI) and a scale-level CVI (S-CVI). The I-CVI was computed by dividing the number of experts, who related the goodness of an item with 3, 4 or 5, by the total number of experts. According to Lynn (1986), when the total number of experts is ten, an item must achieve the minimum agreement of eight experts. The S-CVI (Scale-level content validity index) was computed by averaging the I-CVIs, (Item-level content. validity index). I-CVI measures the content validity of individual items while the S-CVI calculates the content validity of the overall scale. According to Polit and Beck (2008), the S-CVI should be 0.90 or higher.

3.7.2 Reliability of Research Instruments.

Reliability is defined as consistency or dependability. It measures how well a research tool produces reliable results after numerous trials (Hair et *al.*, 2013; Neuman, 2007). According to statistics, reliability can be defined as the proportion of the survey respondents' individual variances that lead to inconsistencies in their responses.

Cronbach's alpha was once more utilized in statistical analysis to evaluate an instrument's dependability. (Saunders, *et al.*, 2007). Many researchers as acceptable (Fraenkel & Wallen 201313. Cooper & Schindler, 2003; Malhotra & Birks, 2006), consider a reliability value of 0.70 and above. Cronbach's α is defined as:

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where:

K is the number of components (K-items or testlets),

σ_x^2 is the variance of the observed total test scores and

$\sigma_{Y_i}^2$ is the variance of component i for the current sample of persons.

The hypothetical estimation of alpha ranges from zero to one since alpha is the ratio of two variations. However, depending on the estimation method used, evaluations of alpha can be compared to any value that is not exactly or equal to 1, even negative characteristics, though only good characteristics are considered (Ritter 2010). More appealing are alpha estimates that are higher. A few professionals, generally, want an instrument to have an unchanging quality of 0.70 or greater before using it. When it has been calculated from sources that effectively ignore its presumptions, this standard should obviously be connected with caution (Nunnally 1978, Lewis 1991, Greco *et al.*, 2018). Furthermore, the way the instrument is used determines the appropriate level of reliability. The method described in is a widely accepted benchmark for illustrating internal consistency using Cronbach's alpha.

Table 3. 2: Alpha-Cronbach's Decision Rule

Cronbach's Alpha	Internal Consistency
$\alpha \geq .9$	Excellent
$.9 > \alpha \geq .8$	Good
$.8 > \alpha \geq .7$	Acceptable
$.7 > \alpha \geq .6$	Questionable
$.6 > \alpha \geq .5$	Poor
$.5 > \alpha$	Unacceptable

Source; (Gliem 2003)

3.8 Data Analysis and Presentation

After the completed forms' data were cleaned and examined for underlying assumptions required for certain studies, additional statistical analysis utilizing both descriptive statistics and inferential statistics. After that, the information was entered into SPSS version 22 (Statistical Package for Social Scientists) as performed. The study's research objectives and research hypotheses served as the basis for data analysis.

3.8.1 Initial Analysis and Data Preparation

The researcher collected the pre-coded surveys and entered them into the SPSS program after which they underwent the following preliminary checks: First, component analysis was performed to eliminate survey items that were not accurate and consistent with the constructs. To better comprehend the variability and interdependence of the scales, descriptive statistics such as the mean, standard deviations, reliability coefficients, and inter-correlations of the subscales produced from the factor analysis were computed.

Principal component factor analysis and Varimax rotation were used to separate the variables in the questionnaire into distinct components. The minimum Eigen value of one (1) was employed in the factor analysis to control the number of factors recovered, and components with Eigen values less than one were eliminated as unimportant. Then, using varimax orthogonal rotation, the variables with strong loadings (correlations) for the same factors were grouped, resulting in a distinct cluster of variables for each factor. Varimax rotation would guarantee the independence of the elements produced from one another. According to Chatfield (2018), it is a multivariate statistical method with several applications, briefly

mentioning three of them. First, a huge number of variables are condensed into a smaller group of variables, sometimes referred to as factors, using factor analysis. Second, it develops underlying dimensions between latent ideas and measurable variables, allowing the theory to be developed and improved. It also demonstrates the construct validity of the self-reporting measures.

3.8.2 Outliers

Outliers are observations that have extreme values in comparison to other observations, which skew the results and prevent generalization outside of the context of outliers of the same type, (Fidell and Tabachnik 2007). An outlier in multiple regressions in the solution can be defined as a case that has a large residual because the equation did a poor job of predicting its value (Hair, *et al.*, 1998). Outliers were identified graphically using a normal probability plot. The researcher sought to determine if each step of the process satisfied all the necessary statistical assumptions. The procedure handled missing data utilizing replacement to ensure consistency and completeness in data entry in order to reduce the effects of outliers. To deal with outliers, instead of removing outliers from the data, the researcher changed their values to something more representative of my data.

3.8.3 Descriptive statistics

Descriptive statistics include brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability (spread) (Jackson 2014). Measures of central tendency, which was measured, include the mean, percentage, while measures of variability include the standard deviation, variance, the minimum and maximum variables, and the kurtosis

and skewness. In descriptive statistics, central tendency measurements identify the focal point of a data collection while data dispersion within a set is described by measures of variability or spread. In order to present the results, a frequency distribution table was used.

3.8.4 Inferential Statistical Analysis

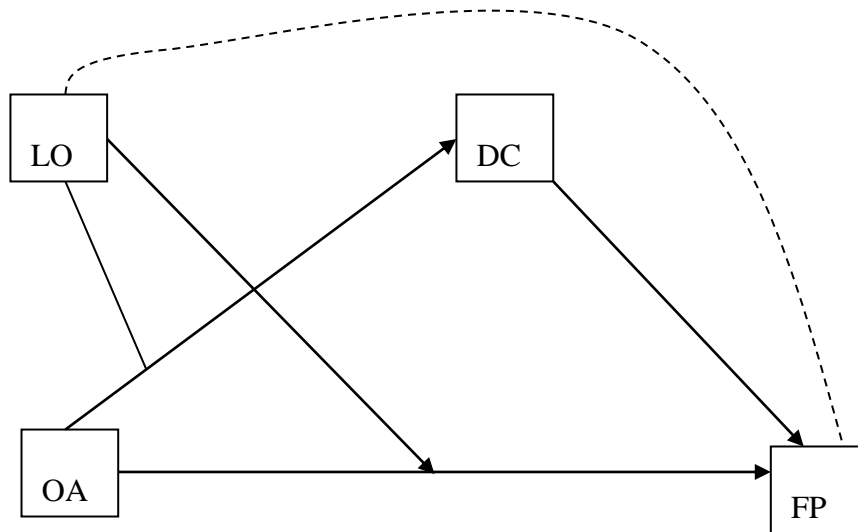
Statistical inference is the process of using data analysis to deduce properties of an underlying probability distribution. According to methodological literature created by scientists such as Baron and Kenny (1986), Preacher and Hayes (2004), Preacher *et al.*, (2007), Hayes (2012), and Hayes *et al.*, (2019) among other related authors, inferential statistics was utilized in assessing the hypotheses H_{01} through H_{08} . Bivariate multiple regression analysis and correlation analysis modeling were utilized in the inferential statistical research. ANOVA, Pearson correlation coefficients, and multiple regression analysis were used to evaluate the association between a single dependent variable and a number of independent variables (Hair *et al.*, 2012).

3.9 Model Specification

3.9.1 Testing for Direct effect

For the purposes of H_{01} , H_{02} , and H_{03} , linear regression models were tested to be able to meet objectives 1, 2, and 3, which have direct impacts. The statistical test that was generated and produced include the coefficient of determination (R^2), the ANOVA, the beta coefficient (β) and the (p-Values). The significance threshold (P-Value) for every variable had to be lower than 0.05 in order to demonstrate that it was a significant predictor of the dependent variable (Hair *et al.*, 2013; Field 2009). The decision-making process for the experiments undertaken to determine the direct effects indicated by H_{01} through H_{03} was informed by the substantial change in the F

statistic parameter.



Hierarchical Regression model for testing direct effect

Figure 3. 1: Direct Testing with a Hierarchical Regression Model

i) $FP = \beta_0 + \beta_1 C + \varepsilon$

ii) $FP = \beta_0 + \beta_1 OA + \varepsilon$

iii) $FP = \beta_0 + \beta_1 OA + \beta_2 DC + \beta_3 LO + \varepsilon$

3.9.2 Mediation testing

This study's primary goal is to explain how as an independent variable, organizational ambidexterity, and as a dependent variable, firm performance is mediated by dynamic capability. Mediation, according to Preacher *et al.*, (2007) and Hayes (2017) is stated to occur when a mediator (Dynamic capacity) transmits an independent variable's causal impact (Organizational Ambidexterity) on a dependent variable (firm performance). According to Preacher and Hayes (2008), mediation describes how or how a dependent variable (firm performance) is impacted by an independent variable (organizational ambidexterity) through a possible intervening variable. Conducting such indirect tests generally has the benefit of enhancing and deepening our understanding on the relationship among the independent and dependent variables.

For examining the mediating role of dynamic capability on organizational ambidexterity and firm production, Hayes (2012) used the approach developed by Baron and Kenny (1986).

In relation to hypothesis H04, this test was conclusive. The analysis involved using the following regression models; (1) Model I; the predictor variable (Organizational Ambidexterity) must significantly predict the outcome variable (firm performance). (2) Model II; the predictor variable must significantly predict the mediator, that is, Organizational Ambidexterity must predict Dynamic capability (3) Model III; The mediator variable, i.e., dynamic capability, must considerably predict the firm's performance in relation to organizational ambidexterity, in order for a mediator to significantly predict the outcome variable. Additionally, in comparison to Model I, the independent variable must less strongly predict the dependent variable in Model III for the decision-making criterion (often referred to as Model IV), which is intended to demonstrate the mediation effect, to hold accurate. Researchers typically draw the conclusion that mediation is not likely or conceivable if any of these associations, models I through III do not have any significance. Although this is not always the case, (MacKinnon, *et al.*, 2012)

Baron and Kenny (1986) claim that when the mediator (dynamic capability) is included in model III, the relationship between the independent variable (organizational ambidexterity) and the dependent variable (firm performance) is stated to be fully mediated. That is the value of 'C₁', in model III becomes Zero. However, under the scenario of a partial mediation, the value of "C1" in model III merely decreases but retains significance and does not reach zero. In this scenario, it would imply that there is some sort of the direct relationship between the independent

and the dependent variables in addition to a significant association between the mediator (dynamic capability) and the dependent variable (firm performance).

Taking into consideration the above, a command PROCESS macro was simplified (Hayes 2012) and ran to provide an output in this respect for interpretation of the ensuing nature of mediation. Then finally, a Sobel's test was used to ascertain the significance of the mediating effect, if any. Additionally, bootstrapping was carried out using process macro (Preacher & Hayes 2008) to support the Sobel test results. Bootstrapping involves frequently and randomly selecting observations from the data set, replacing them, and computing the each resamples intended statistic. By using confidence intervals and estimations, bootstrapping enables researchers to assess the potential importance of a mediation effect. If zero does not lie inside the bootstrapping method's resultant confidence intervals, then the researcher will claim that there is a strong mediation effect of perceived fairness. Point estimates display the average across all bootstrapped samples. The model equations linked to the above-described mediation test are as follows;

$$\text{'OA' must have a sign effect 'DC' } DC = a_1OA + \varepsilon$$

$$\text{i) 'DC' must have a sign effect 'FP' } FP = b_1DC + \varepsilon$$

$$\text{ii) } FP = b_1DC + C^0OA + \varepsilon = \text{Partial Mediation}$$

$$\text{iii) Mediation} = a_1 OA b_1 \text{ or } C \text{ (Total effect)} - C^0 \text{ (Direct effect)}$$

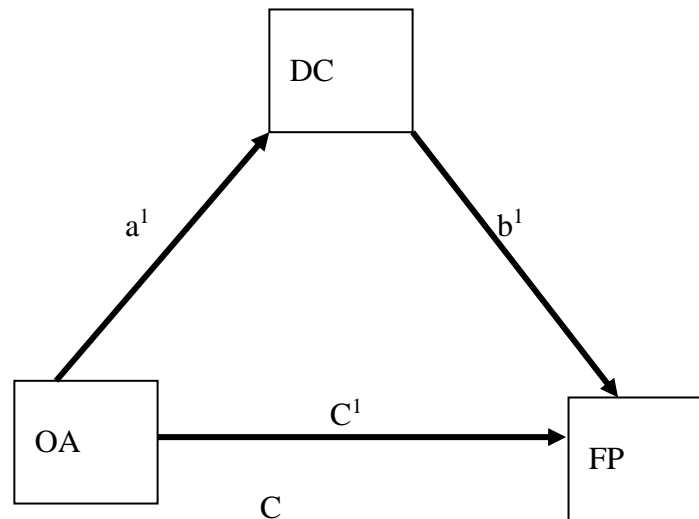


Figure 3. 2: For testing mediation Hypothesis

3.9.3 Testing for Moderation

The moderating impact of learning orientation on organizational ambidexterity and firm performance was examined using hierarchical multiple regression analysis, in keeping with the recommendations of Baron and Kenny (1986) and Hayes (2012). This provided evidence on whether to support or reject H_{05} . The test for moderation in this study involved analysing the interaction effect between organizational ambidexterity and learning orientation, reflecting upon the significance or insignificance of the resulting effect.

The procedure included several steps and the resulting ‘R square’, ‘F change’ and ‘p values’ was reported and for moderation to exist, all effects must be significant. The first step involved running regression on the control variables against firm performance. The second step involved running regression on organizational ambidexterity and firm performance for direct effects. The third step involved the introduction of the interaction term (learning orientation) being regressed against the dependent variable (organizational ambidexterity). Finally, Organizational ambidexterity, an independent variable, and learning orientation, a moderator variable, were multiplied to produce a product term that symbolizes the interaction

effect. This was then used to compute the interaction term between the two variables.

Hayes (2013) noted the conditions that must be fulfilled on moderation as follows:

- i. The variation explained by the variables with the interaction should be much higher than the variance explained by the variables alone.
- ii. The interaction terms' coefficients ought to be different from zero.
- iii. Both the overall models with and without the interaction should be significant.

The above process of moderation testing is depicted and summarized using the moderation equation below. Figure 3.3 also statistically depicts the paths giving rise to the moderation equation below

$$\begin{aligned}
 &FP=a + \beta_1C+\varepsilon.....i \\
 &FP=a+ \beta_1C+ \beta_2OA+ \varepsilon ii \\
 &FP=a+ \beta_1C+ \beta_2OA+ \beta_3 LO + \varepsiloniii \\
 &FP=a+ \beta_1C+ \beta_2OA+ \beta_3 LO + \beta_4 OA. LO +iv
 \end{aligned}$$

Where;

FP-Firm performance

OA-Organizational ambidexterity

LO-Learning Orientation

a-Is a constant representing the Y intercept

β_1 - β_5 - coefficient of independent variables

ε - error term

3.9.4 Testing for Moderated Mediation

Moderated mediation occurs when the strength of an indirect effect depends on the level of some variable, or, in other words, when mediation relations are contingent on the level of a moderator (Preacher *et al.*, 2007). To be able to support moderated mediation, there must be proof of statistically significant moderation along at least one path from X (the independent variable) to Y (the dependent variable) via M (the mediator) (Yzerbyt *et al.*, 2018).

It is essential to first ensure that there is mediation between the independent variable and the dependent variable before testing for moderated mediation. Once it was determined that organizational ambidexterity and firm performance in this example are mediated by the dynamic capability, moderation was conducted. The sources for this argument are Preacher *et al.*, (2007) and Hayes (2012). Process Macro was utilized to test moderated mediation. The decision on $H06$ was made based on the significance or lack thereof of the moderator's (learning orientation) influence on the mediator's (dynamic capability) influence and the interaction's influence on the mediator's (dynamic capacity) influence subject to a 95% bootstrap confidence interval.

When using PROCESS Macro, the typical test to determine whether to accept or reject the moderated mediation hypothesis is the 95% confidence interval. The null hypothesis is accepted and it is determined that there is no relationship if the confidence interval generated with a 0.05 error rate encompasses zero (Hayes, 2015). The objective of moderated mediation research is to determine whether learning orientation has any impact on the strength of the indirect impact of organizational ambidexterity on firm performance through dynamic capability. According to Hayes

(2012), and in line with Figure 3.3, the following two equations are satisfactory in testing for moderated mediation.

$$FP = a + \beta_1 C + \beta_2 OA + \beta_3 LO + \beta_4 DC + \varepsilon \dots\dots\dots v$$

$$FP = a + \beta_1 C + \beta_2 OA + \beta_3 LO + \beta_4 LO.OA + \beta_5 DC \varepsilon \dots\dots\dots v$$

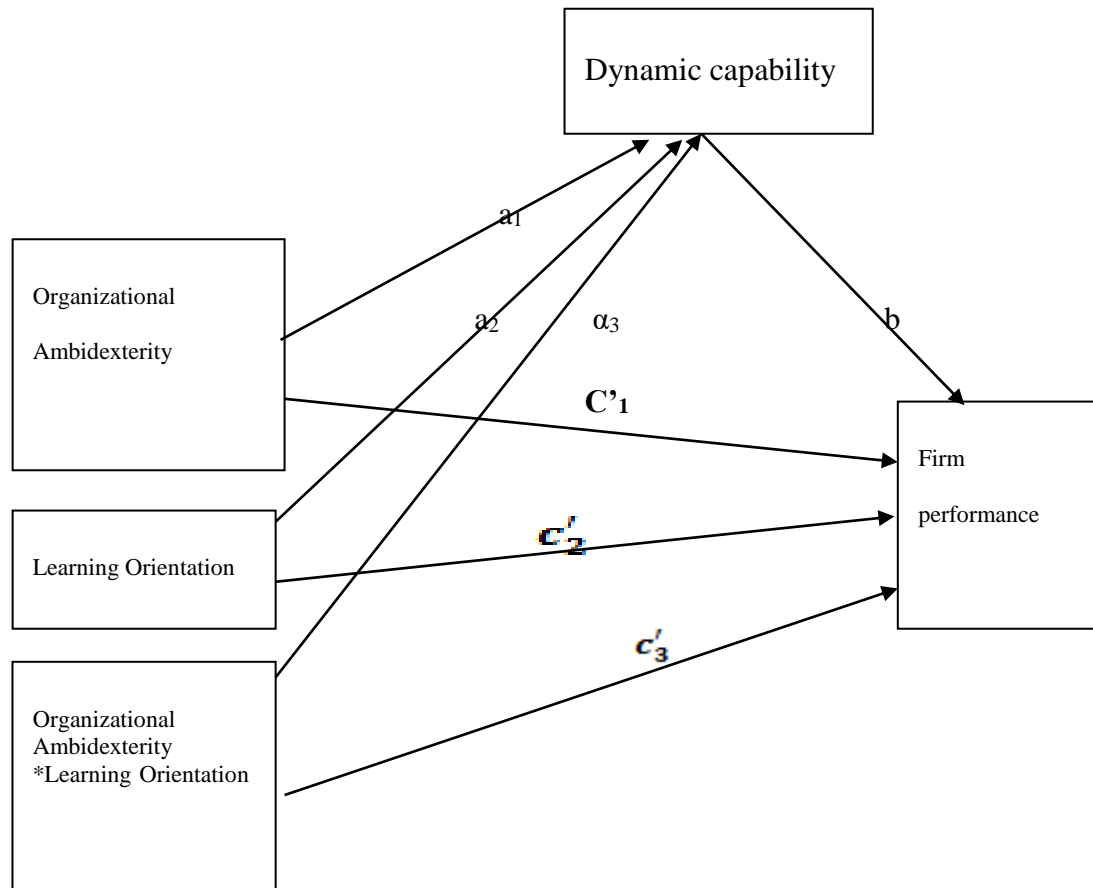


Figure 3. 3: Statistical Model

Hayes work model 8

$$FP = c_1 \times OA + c_2 LO + c_3 OA.LO + \varepsilon$$

3.10 Test of multiple regression Assumptions

The following assumptions were confirmed since data was submitted to regression analysis before parametric testing was performed on the data. These tests include the

homoscedasticity test, the homoscedasticity test for homogeneity, the multicollinearity test, and the test for normality. In light of this, the following is elaborated upon.

3.10.1 Normality Test

To test if the data sets are normally distributed, the normality test is applied, as explained by Saunders *et al.*, (2007). In line with the notion of normality, the distribution of the test should be bell-shaped, have a mean of zero, one standard deviation, and be symmetrical. The residuals of the variables are thought to be regularly distributed. In other words, the distribution of errors in the dependent variable's value Y , forecast is close to that of the normal curve. Drawing valid, trustworthy and reality-based conclusions is impossible when the assumption of normalcy is undermined (Ghasemi & Zahediasl, 2012), which is why it is particularly crucial while constructing reference ranges for variables. Additionally, interpretation as well as inference may not be accurate or true if the premise of normality is broken (Park 2015).

To determine normality in this investigation, the Shapiro-Wilk test was used. The Shapiro-Wilk test verifies if the sample data are representative of a population with a normal distribution. It considers both the null hypothesis, according to which the data are derived from a population with a normal distribution, and the alternative hypothesis, according to which the data come from a population that is not normally distributed. If the test results are significant, or p value is 0.05, then the null hypothesis must be rejected, along with the assumption of normality for the distribution (Field, 2009). The tests, however, depend on the sample size; in a large sample, even a modest departure from normalcy was considered significant.

Therefore, the test must always be conducted along with a visual histogram inspection, skewness measurements, and kurtosis measurements. To pass the normality test, the skewness of the data must be within the range of 2.

The graphical test of Q-Q plots improved the numerical test much more (Schutzenmeister *et al.*, 2012, Field, 2009). Deduced from the Q-Q graphs, it was determined that the data were not normally distributed since they were physically non-linearly dispersed far from the diagonal line when the data points were close to it when they were properly distributed. Data is regularly distributed; the kurtosis values should fall within a range of seven.

3.10.2 Linearity Test

The researcher used SPSS Statistics to create a scatter plot. The scatter plot was visually examined to ensure linearity after a comparison of the dependent and independent variables. This was investigated, and data transformation was applied if the scatter plot's connection was nonlinear. To ascertain if the independent and dependent variables have any type of significant linear connection, the t-Test was also carried out (Székely & Rizzo 2013).). A two-tailed test was used to compare the calculated value and critical value of the t distribution to establish the null hypothesis. If the computed value and critical value are more than $t/2$ or less than $-t/2$, the null hypothesis must be excluded at a level of significance of α 100%. Rejecting a null hypothesis implies that there is a significant linear relationship between the variables (Kang, 2021).

3.10.3 Homoscedasticity Test

Homoscedasticity, which denotes that a DV's variability is equal across values of an IV, is the reverse of heteroscedasticity. The residual terms should have a consistent

variance for each level of the predictor variable(s). QQ plots were used to explore this (Schutzenmeister *et al.*, 2012). Quantile-quantile (Q-Q) plots are a specific type of probability graph. Along with the test, the researcher also took note of the spread location; if the plot reveals that the residuals are uniformly distributed over the ranges of predictors, this may suggest that the data were homoscedastic.

However, if data is discovered to be heteroscedastic and distributed unevenly across the range of the predictors, it will not be submitted to transformation utilizing strategies like logs and or Z scores. For normalcy, it can be used to test heteroscedasticity.

3.10.4 Multicollinearity Test

According to Tabachnick and Fidell (2007), multicollinearity is stated to happen when there are substantial relationships between different independent variables. Due to the potential consequences when it occurs, it had to be addressed since it can cause disastrous effect on analysis, making interpretations difficult. Among the potential issues with multicollinearity is that it makes it challenging to isolate the impact of a particular predictor, because their effects are muddled by the high correlations among them. By first determining the intercorrelations with respect to the independent variables, multicollinearity was addressed. Bivariate correlations of at least 0.9 were considered good prospects to be removed Stevens 2002; Tabachnick & Fidell 2001. VIF (Variance Inflation Factor) analysis was done.

The VIF of a predictor indicates whether that predictor and all of the other predictors have a meaningful linear connection. VIF is the tolerance's inverse. According to Stevens (2002), multicollinearity is indicated by a larger VIF greater than 10 or tolerance 0.1. The condition index is used to determine how 'dependent' one

independent variable is on another under certain circumstances. Tabachnick and Fidell (2001) assert that multicollinearity exists when the condition index is equal to or more than 30 and at least two variance proportions for a given independent variable are greater than 50. Each variable's associated variance proportions are seen.

3.11 Ethical Considerations

When performing research, a researcher should adhere to certain ethical considerations, according to Adebisi & Abayomi, (2016) and Goosen (2018). In this study, initial approval was requested through the chair of graduate studies at Moi University (Appendix I). Moreover, permission was sought from the Research was carried out in Kenya's private sector by the NACOSTI (National Commission for Science, Technology, and Innovation). Herzog (2002) observe that researchers whose subjects are people or animals must consider the conduct of their research, and give attention to the ethical issues associated with carrying out their research. This study dealt with people as respondents. As a result, the researcher provided the responders with a confidentiality assurance.

The researcher considered the fact that participation in the study was voluntary. The study's importance was explained to the respondents by the researcher, who then invited them to join by contributing data to the inquiry. The researcher tried to build an excellent relationship with the participants to provide an environment that is conducive to work.

The information was only utilized by the researcher for this study's purpose and was not shared with anyone else. Respondents were urged to be honest and open-minded in their comments while maintaining the strictest anonymity regarding their identity and responses. The researcher was grateful for all the literature that was used in this

study in whatever capacity and made no modifications. Participants in this study were kept anonymous, and this was ensured. Any form of contact regarding this research was conducted in an open and sincere manner. Any form of inaccurate information was strongly discouraged, as were biased representations of the results of primary data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The study results from chapter three's methodologies are presented in this chapter. It presents insights into the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County, Kenya, and the interactive moderating influence of learning orientation and a dynamic capability's mediating role. Results of the study's descriptive and inferential statistics are presented. Data related to the study's stated research goals are reported first, followed by hypothesis testing, factor analysis, correlation analysis, and regression analysis.

4.2 Response Rate

Response rates in survey research are crucial since they guarantee that the research' questionnaires are reliable for analysis, according to Hair *et al.*, (2012), Holbrook *et al.*, (2010). Response rate is the proportion of respondents, out of the predetermined sample size for the study, which participated in a certain survey, (Furukawa, *et al.*, 2016). In this study, the response rate was determined by dividing the total number of completed questionnaires by the total number of participants who met the criteria for the sample. The response rate seen in Table 4.1 was approximately 95.73% far higher than the 30% acknowledged standard rate (Sekaran & Bougie 2013). Finally, face-to-face interaction between enumerators and respondents improved the intelligibility of the questions, lowering restricted response bias and raising confidence in the data, which led to the high response rate. Well-trained enumerators were responsible for the high response rate. Seven of the total number of returned questionnaires had incorrect answers, and three more contained contradictory data, preventing their use in data analysis and their exclusion from this research.

Table 4. 1: Response Rate

Questionnaires	Responses	Percentage
Administered Questionnaires	234	100
Partially filed	7	2.99
Incorrectly filled	3	1.28
Usable Questionnaires	224	95.7

Source: *Survey Data, 2022*

4.3 Data Cleaning, Coding, Checking, and Outlier Removal

Prior to doing the data analysis, the researcher cleaned, screened, and coded the responses before choosing the best data analysis approach to test the hypothesis.

4.3.1 Data Coding

Coding includes appointing a number symbol to enable quick data entry and decrease errors during analysis. Each question on the questionnaire had a code that, once answered, had to be entered into the statistical analysis program IBM SPSS version 22. Elliott, (2018) define data coding as the process of grouping obtained data into categories that may be examined for informative data. The data was coded utilizing an excel document to assign the following codes to each of the constructs: strongly disagree, disagree, undecided, agree, and highly agree.

4.3.2 Data Cleaning and Screening for Missing Values

In order to assure accuracy and completeness, the data needed to be cleaned and screened for inconsistencies, missing responses, and other mistakes. Table 4.2 provides that identification for missing values. This was done by use of case wise exclusion. The table 4.2 showed no missing values. Missing data are measurements that were made by the measuring device but were either not recorded or were recorded but were later lost. According to Smuk (2015), having a solid study design that reduces the possibility that missing data would arise is the best method to prevent

missing data issues. Using only the entire visible records is frequently the quickest way to deal with missing data in an analysis, especially one that includes a questionnaire (Smuk, 2015). Identifying missing values is of significance because they influence the statistical inference and affects the prediction of the results (Marlin, 2008).

Table 4. 2: Case Processing Summary

	Cases		Missing		N	Percent
	N	Percent	N	Percent		
Firm size	224	100.0%	0	0.0%	224	100.0%
Firm age	224	100.0%	0	0.0%	224	100.0%
FP	224	100.0%	0	0.0%	224	100.0%
OA	224	100.0%	0	0.0%	224	100.0%
DC	224	100.0%	0	0.0%	224	100.0%
LO	224	100.0%	0	0.0%	224	100.0%

Source: Survey Data, 2022

4.3.3 Analyzing Missing Data

Studies in the social sciences frequently encounter the issue of missing data (Hayes, 2012). The existence of missing data indicates that the respondent did not provide answers to one or more survey questions (Sullivan *et al.*, 2020). Although it is not easy to avoid the problem of missing data (Hair *et al.*, 2010), statistical analysis results may adversely be affected (Sidi & Harel, 2018), thus there are chances of ambiguous inferences on variables of interest in the study. Consequently, the study made all the necessary efforts to eliminate the probability of missing data right from the data collection period. This was done by following the interviewer-administered questionnaire technique and cautious coding of data (Howell 2012 & Parfitt, 2013).

The researcher and the research assistants personally presented each questionnaire to the respondents while adhering to detailed instructions on how to do so. Subsequently,

time and date were agreed upon by both the respondents and the researcher or the assistant on when to collect the filled questionnaire. To make sure the questionnaire had been completed, a follow-up phone contact was placed before the second appointment. In the event that the completed questionnaire was still unavailable, a second visit was planned to promote participation in case that the respondent was confused about how to present their answers. During the collection of the filled questionnaires from the respondents, personalized notes of appreciation were delivered to them to acknowledge the sacrifice of their valuable time to provide responses to the questions presented in the questionnaires.

4.3.4 Identifying Outliers

A data collection's outliers are tiny or high percentages of observations that display patterns that are different from those of the majority of the observations in the collection (Taha and Hadi 2019). These values stand out as being noticeably greater than or less than the majority of the data readings. Analysis of frequencies was done with the lowest and maximum values. Outliers were checked by use of box plot presented by Figure 4.1. Outliers affect inferential statistics and prediction. Those values outside the box plots are outliers. They were removed and replaced with the mean value.

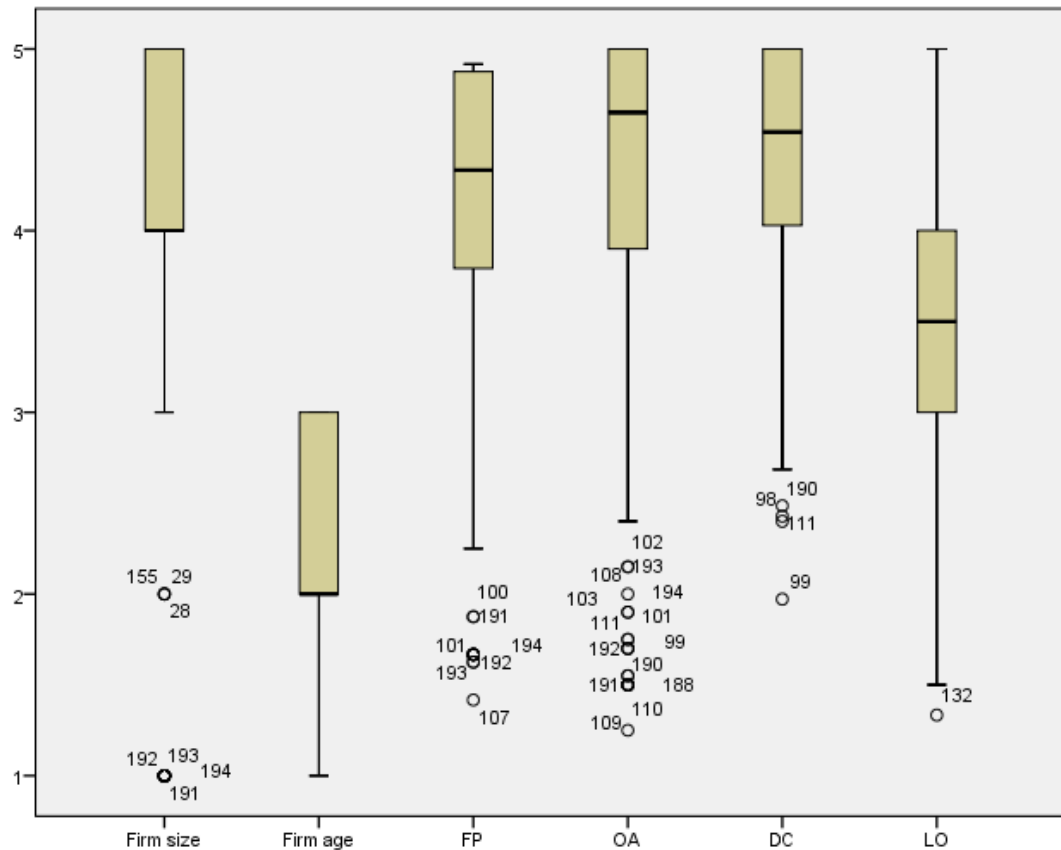


Figure 4. 1: Box Plot for Identifying Outliers

Source: Survey Data, 2022

4.3.5 Reliability Analysis

Mohajan (2017) and Joppe (2000) define reliability as how well results hold up over time and accurately represent the entire population. It would be impossible to claim that multiple items are assessing the same underlying constructs if people's responses to them differed or were unrelated. Internal consistency can be assessed using data collection and analysis. It is regarded as a scale reliability indicator.

To evaluate the dependability of the research instrument used, a reliability test was conducted. After evaluation, the reliability index is seen in Table 4.3. Calculating Cronbach's alpha was used to achieve this, a method for evaluating reliability that compares the amount of shared variance or covariance among the items that make up an instrument to the amount of overall variance 7 elements made up the firm

performance category, with a Cronbach alpha of.839 (and .845 for the standardized values), while organizational ambidexterity had 6 items and a Cronbach alpha of.852 (.863 for standardized values). Furthermore, 11 items were used to measure dynamic capabilities had a Cronbach alpha value of.754. Finally, learning orientation was assessed using seven constructs, yielding a Cronbach alpha of.863. According to Ursachi *et al.*, (2015), a 0.7 it is sufficient to show the dependability and consistency of the item scales using the cut-off alpha coefficient. With Cronbach alpha values over 0.7 for each of the constructs employed, they were all very dependable (Roller *et al.*, 2020). Consequently, it was determined that the analytical constructions were reliable (Hair *et al.*, 2020).

Table 4. 3: Reliability Test Results

Variable	No. of items	Cronbach alpha	Cronbach alpha (Standardized value)
Firm Performance (FP)	7	0.839	0.845
Organizational Ambidexterity (OA)	6	0.852	0.863
Dynamic Capabilities (DC)	11	0.754	0.796
Learning Orientation (LO)	7	0.863	0.879
Overall coefficient index			

Source: Survey Data, 2022

4.4 Descriptive Statistics

4.4.1 Duration of the Company in Operation

Table 4.4 displays how long the supermarkets have been open for business. Overall, it can be shown that 38.9% of the enterprises (n = 150) have been in business for between six and ten years, while 33.9% (n = 130) have been in business for between eleven and fifteen years. Together, these two categories demonstrate that the age of the company is a crucial consideration in supermarkets, as older companies profit from organizational ambidexterity in all crucial areas, allowing for simultaneous

exploitation and exploration. Firms that remain in particular sectors profit from learning new things, developing new skills, and having greater abilities, all of which can result in better performance.

Table 4. 4: Duration of the Company in Operation (firm Age)

Duration in Years	Frequency	Percent	Cumulative Percent
Less than 5 Years	50	12.9	12.9
6 - 10 Years	150	38.9	51.8
11 – 15 Years	130	33.9	85.7
Above 15 Years	55	14.3	100.00
Total	385	100	

Source: *Survey Data*, 2021

33 companies (51.8%) had been involved in the supermarket business for between 6 and 10 years, compared to only 5 (12.9%) who had been running supermarkets for fewer than 5 years.

Table 4. 5: The size of the supermarket (the total number of employees)

The total number of employees at the supermarket is the firm size.

No of employees	Frequency	Percent	Cumulative Percent
Less than 20	80	20.7	20.7
21 - 50	85	22.2	42.9
51 – 100	120	31.2	74.1
Above 100	100	25.9	100.00
Total	385	100	

4.5 Statistics for the Variables

This section looked at descriptive statistics for each variable. Firm performance (dependent variable), organizational ambidexterity (independent variable), dynamic capability (mediating variable), and learning orientation (moderating variable) were each described separately. Univariate analyses are conducted for the purpose of making data easier to interpret and to understand how data is distributed within a

sample or population being studied (O'Rourke, & Stepanski, 2005). The central measures of tendency describing each item are the lowest and maximum values, as well as its mean scores and standard deviation.

4.5.1 Descriptive Statistics for Firm Performance

Seven elements were used to measure the firm's performance, which served as the dependent variable. Participants were asked to score the perceived opinions on a scale of 1 to 5, where 1 is strongly disagree, 2 is disagree, 3 Neutral, 4 is agree, and 5 strongly agree. The findings indicated that generally, the respondents concurred that their business significantly grew its market share during the last three years. (FP1) (mean =4.43 and standard deviation dev = 1.140). A small standard deviation is an indication that the overall responses from all the respondents were around the mean of 4 (Likert scale code for agree), which means that the data is more reliable. Regarding their competitiveness, they agreed that in the previous three years, their company has become more competitive. (FP2) (Mean=4.52, standard dev=0.83), On the other hand, they agreed that in the last three years, their company has improved its strategic positioning (FP3) (means = 3.81, std dev = 0.69), and their businesses have been local on the market and for the past three years, have been quite satisfactory. (FP4) (Mean: 4.21, Standard Deviation: 0.99), they concurred their domestic business has over the past three years completely surpassed our expectations. (FP5) (Mean=3.97, std dev=1.27). They also concurred that domestic market performance over the previous three years has been quite satisfactory (FP6) (Mean = 4.18, standard deviation = 1.07). Finally, they agree that rapid growth has been realized by their firm in the last three years (FP7) (mean = 4.13, standard deviation = 1.15).

Table 4. 6: Descriptive Statistics for Firm Performance

Statements	Mean	Std. Deviation	Skewness	Kurtosis
Our company has dramatically increased its market share in the last three years	4.43	1.04	-2.15	4.03
In the previous three years, our company has become more competitive.	4.52	0.83	-2.13	5.14
In the last three years, our company has improved its strategic positioning	3.81	0.69	-1.63	2.28
Our business in the domestic market has been very satisfactory over the last 3 years.	4.21	0.99	-1.65	2.89
Our business in the domestic market has fully met our expectations over the last 3 years.	3.97	1.27	-1.20	0.41
Our performance in the domestic market has been very satisfactory over the last 3 years.	4.18	1.07	-1.10	0.19
Rapid growth has been realized by our firm in the last three years.	4.13	1.15	-1.36	1.05

Source: Survey Data, 2022

4.5.2 Descriptive Statistics for Organizational Ambidexterity

Respondents from supermarkets in Nairobi County were asked to rate their agreement with several organizational ambidexterity concepts that would improve the operation of their business. Table 4.7 provides the conclusions reached after this variable's data was analyzed. The respondents agreed that Supermarkets regularly searches for and approaches new clients in new markets (OA1) (mean = 4.25, std. dev. = 1.14, the company commercializes goods and services that are entirely unique to our unit (OA2) (mean = 4.13, std. dev. = 1.03), that for new markets and new opportunities, their firm is constantly on the lookout in those markets (OA3) (mean = 3.92, std. dev. = 1.23), and that their firm is constantly working to raise the standard of our current

products and services (OA4) . (Mean = 4.13, standard deviation =1.26).

Further, the majority strongly agreed that their organization is dedicated to expanding services for existing clients on a regular basis (OA5) (Mean =4.36 std. dev. 1.02) and that their company makes every effort to maintain and even increase existing markets (OA6) (mean = 4.28 std. dev. 1.10

Table 4. 7: Descriptive Statistics for Organizational Ambidexterity and Firm Performance

Statements	Std.			
	Mean	Deviation	Skewness	Kurtosis
Our firm regularly searches for and approach new clients in new market	4.25	1.14	-1.56	1.14
Our business commercializes products and services that are completely new to our unit	4.13	1.03	-1.22	0.60
For new markets and new opportunities, our firm is constantly on the lookout in those markets.	3.92	1.23	-1.05	0.08
Our firm is constantly working to improve the quality of our current products and services.	4.13	1.26	-1.45	0.99
Our organization is dedicated to expanding services for existing clients on a regular basis.	4.36	1.02	-1.45	0.95
Our company makes every effort to maintain and even increase existing markets	4.28	1.10	-1.65	1.96

Source: Survey Data, 2022

4.5.3 Descriptive Statistics for Dynamic Capabilities and Firm Performance

Table 4.8 shows a descriptive description of the mediating variable. Several constructs were used, and results indicate that the business continually invests in research and development projects to find new technologies and market niches. (DC1, mean response of 4.31, std. dev. =1.12). They were also in agreement that the

supermarkets monitor and understand the current and the future demands of the market, suppliers and competitors (DC2) (mean = 4.38, std. dev. =1.03), and that enterprises tend to master market change and unpredictability (DC3) (mean = 4.29, std. dev. =1.02). Generally, they further agreed that the company possesses a strong ability to develop, modify, and, when required, remodel our company strategy. (DC4) (Mean = 3.64, std. dev. =1.32); their business plan makes it clear what our value proposition is and how it is articulated. (DC5) (Mean = 4.11, std. dev. =.1.09), their firms have a profound knowledge of the value chain through which we reach our customers (DC6) (mean = 4.38, std. dev. =.71), and their firm is flexible (DC7) (Mean = 4.55, std. dev. =.68). Their business constantly identifies opportunities for partnerships with external organizations. (DC8) (Mean =4.54; standard deviation dev =.70) Their firm has a strong ability to integrate knowledge and knowledge with external partners. (DC9) (Mean = 3.91, standard =1.19). Their business manages and monitors ways of protecting our secrets and our intellectual property (DC10) (Mean = 3.58, standard deviation dev. =1.16).

Table 4.8: Descriptive Statistics for Dynamic Capabilities and Firm Performance

Statements	Std.			
	Mean	Deviation	Skewness	Kurtosis
Our firm is constantly investing in research and development activities to identify new technologies and market opportunities	4.31	1.12	-1.66	1.87
Our company monitors and understands the current (future) demands of the market, suppliers, and competitors.	4.38	1.03	-1.95	3.25
Our enterprise tends to deal very well with market change and uncertainty.	4.29	1.02	-1.66	1.89
Our company has a great capacity to create, adjust and, when necessary, redesign our business plan	3.64	1.32	-.73	-.65
Our business plan makes it clear what our value proposal is and how it is articulated.	4.11	1.09	-1.10	.32
Our firm has a profound knowledge of the value chain through which we reach our customers.	4.38	.71	-1.09	1.17
Our firm is flexible.	4.55	.68	-1.38	1.23
Our business constantly identifies opportunities for partnerships with external organizations.	4.54	.70	-1.37	1.01
Our firm has a strong ability to integrate knowledge and know-how with external partners.	3.91	1.19	-1.11	.45
Our business manages and monitors ways of protecting our secrets and our intellectual property	3.58	1.16	-.74	-.18

Source: Survey Data, 2022

4.5.4 Descriptive Statistics for Learning Orientation and Firm Performance

The items measuring learning orientation were seven. In Table 4.9, all the items had a mean of approximately 4 (Likert scale for agree). The standard deviations are approximately 1. This means that the overall responses are around the average value of 4. This implies (from the construct) that the ability of our company to learn is the key to its competitive edge. (LO1) Mean = 4.43, standard deviation = 1.23; employee

learning is seen as an investment rather than an expense in our firm (LO 2). Mean = 4.37, standard deviation = 1.24, and learning in our organization is seen as a key commodity necessary to guarantee organizational survival (LO3). Mean=4.54, std dev=1.26 Further, they agreed that in their company, they all have the same goal in mind (LO4) (mean = 4.38, standard deviation = 1.22), and that employees view themselves as partners in charting the direction of the organization (LO5). Mean=4.51, std dev=1.27, All personnel are dedicated to the organization's objectives (LO6), with a mean of 3.39 and a standard deviation of 1.32, and businesses that aren't afraid to question the assumptions they've made about our clientele. (LO7), mean = 4.64, standard deviation = 1.21.

Table 4.9: Descriptive Statistics for Learning Orientation and Firm Performance

Statements	Std.			
	Mean	Deviation	Skewness	Kurtosis
The ability of our company to learn is the key to its competitive edge.	4.43	1.23	-.45	-.66
Employee learning is seen as an investment rather than an expense in our firm.	4.37	1.24	-.40	-.74
Learning in our organization is seen as a key commodity necessary to guarantee organizational survival.	4.54	1.26	-.52	-.69
In our company, we all have the same goal in mind.	4.38	1.22	-.40	-.74
Employees view themselves as partners in charting the direction of the organization.	4.51	1.27	-.59	-.74
All employees are committed to the goals of this organization	3.59	1.32	-.66	-.73
Our firm is not afraid to reflect critically on the shared assumptions we have made about our customers	4.64	1.21	-.71	-.35

Source: Survey Data, 2022

4.6 Factor Analysis

A statistical reduction approach called factor analysis reveals how many outcomes are related to one another according to one or more underlying theories or causes. It seeks out the unaccounted-for factor that influences the covariance among several data. (Matsunaga, 2010). These elements operate as the underlying concepts that cannot be adequately quantified by a single variable. This is significant because it is regularly employed in survey research, where outcomes are represented by responses to each question since several or more questions are frequently related. To determine the overall variance that each factor accounted for, Eigen values were utilized. (Kaiser, 1974; Hadi *et al.*, 2016). The data were standardized before factor analysis by assigning z-scores to each variable. A Z-score is a statistical measurement that describes a value's relationship to the mean of a group of values. Data standardization creates a standardized data format. It transforms data by subtracting the mean of each variable and dividing it by its standard deviation Kaiser (1974) then suggested assessing if the sampling strategy used in any survey is sufficient for factor analysis. Factor analysis is useful for condensing a big set of items into a small set of composite items because the variables employed to measure firm performance, organizational ambidexterity, dynamic capacities, and learning orientation are unobserved.

The study employed Exploratory Factor Analysis (EFA). This is because the relationship among the items is not known (Orçan 2018). EFA is a statistical method used to identify underlying latent variables (factors) in the social sciences. In other words, EFA stands out as a technique used in scale development. It is used in situations where it is unknown how many factors exist between the scale's items and which factors are influenced by which items. As the name suggests, EFA helps

explain the structure that exists (Hayton *et al.*, 2004). During EFA, important decisions must be made regarding the estimation method to be used, whether to rotate, and the criteria to be used to determine the number of factors.

This was indeed predicted to be achieved via the statistical technique of principal component analysis (PCA), which extracts factors from data. It finds a group of minors, unobserved factors that can explain the greatest amount of variance among a broader group of variables. (Mann *et al.*, 2009). According to Wold *et al.*, (1987), Bro & Smilde, (2014) Principal component analysis is a multivariate technique that examines a data table with observations described by a number of interconnected quantitative dependent variables.

The study used orthogonal rotations. This is because orthogonal rotations produce factors that are uncorrelated (Jackson, 2005). Uncorrelated factors were subjected to varimax rotation. At one level of factor analysis, the relationship between factors is attempted to be clarified using the statistical technique known as varimax rotation. The procedure typically entails changing the coordinates of data obtained from a principal component analysis. The rotation or adjustment is meant to increase the variance that is shared among the items. Results more discretely depict how data correlate with each principal component by maximizing the shared variance. To increase the squared correlation of items related to one factor while decreasing the correlation on any other factor is to maximize the variance, according to most definitions. In other words, by eliminating the middle ground and more clearly identifying the variable upon which the data load depends, the varimax rotation simplifies the loading of items (Jackson, 2005).

The factors were extracted using factor analysis techniques after confirmation from Keiser Meyer Olkin (KMO) for sampling adequacy, which revealed that values of KMO for each variable were above 0.70 (Kaiser, 1974, Abbas *et al.*, 2010) KMO values, according to Kaiser, (1974), range from 0 to 1. Values that are around zero show that partial correlations are substantial relative to the sum of correlations in other words; there is strong connection, which suggests that factor analysis is challenging. Factor loadings exist in factor analysis. Factor loadings are the weights and correlations between each study variable and the factor. According to Hair *et al.*, (2017), a factor loading of 0.50 or greater is recommended for an item. When the factor loading is higher, factor dimensionality counts. An inverse effect on the factor is indicated by a negative value.

4.6.1 Factor Analysis on Firm Performance

Table 4.11 presents eigenvalues explaining the total variance. The factor analysis method enables the extraction of the greatest number of components. The results were discussed for each of the variables. Firm Performance had eigenvalues for factor one of 4.24, giving a total initial variability of 60.60 percent. Usually, the number of variables is equal to the sum of the eigenvalues. In factor 1 and factor 2, which account for rotation sums of squared loadings of 75.54 percent, proportion shows the proportionate weight of each element. Utilizing varimax rotation of the factor-loading matrix, solutions for each of these factors were investigated. It was chosen to use the two-factor explanation, which accounted for 75.54 percent of the variation.

Table 4. 9: Factor Analysis on Firm Performance

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Var.	Cum. %	Loadings			Loadings		
				Total	Var.	Cum.%	Total	Var.	Cum.%
1	4.24	60.60	60.60	4.24	60.60	60.60	4.08	58.24	58.24
2	1.05	14.94	75.54	1.05	14.94	75.54	1.21	17.30	75.54
3	.93	13.23	88.77						
4	.32	4.54	93.31						
5	.22	3.10	96.41						
6	.14	2.00	98.41						
7	.11	1.59	100.00						

Extraction Method: Principal Component Analysis.

Source: *Survey Data, 2022*

4.6.2 Loadings on Firm Performance

According to Kaiser (1974), KMO values for all the constructs used to define the variables should be higher than 0.7, which is suitable for factor analysis. Results for the dependent variable, firm performance, which was assessed using seven items, are shown in Table 4.12. The data were sufficient for principal component analysis extraction according to the Kaiser-Meyer-Olkin measure of sampling adequacy (0.862 >.70) and the significant Bartlett's Test of sphericity, which is a chi-square test ($p = .000$).

The construct “Our company has dramatically increased its market share in the last three years’ has a rotating loading of .776. ‘In the previous three years, our company has become more competitive, loaded with .719. ‘In the last three years, our company has improved its strategic positioning, has loadings of .777. ‘Our business in the domestic market has fully met our expectations over the last 3 years, has loadings of .872. These constructs had factor loading above the threshold of 0.5. Varimax rotation confirmed that these constructs met the standards proposed by Yong and Pearce (2013)). Therefore, the study included all these constructs for measuring the firm’s

performance except the construct ‘Our business in the domestic market has been very satisfactory over the last 3 years’. This was excluded because the loading was below 0.50.

Figure 4.2 shows a component plot in rotated space. The plot is a popular tool for determining the number of factors to be retained (Ruscio, & Roche, 2012.; Rabe-Hesketh and Everitt, 2007). The plot suggests that we remove item FP4: ‘Our business in the domestic market has been very satisfactory over the last 3 years’. This is because the item in the rotated space is far from the others.

Table 4. 10: Loadings on Firm Performance

Statements	Extracting Rotated Components		Matrix of Rotated Component	
	1	2	1	2
Our business has dramatically increased its market share in the last three years	0.848		0.776	
In the previous three years, our company has become more competitive.	0.801		0.719	
In the last three years, our company has improved its strategic positioning	0.858		0.777	
Our business in the domestic market has been very satisfactory over the last 3 years.		0.776	0	-.785
Our business in the domestic market has fully met our expectations over the last 3 years.	0.849		0.872	
Our performance in the domestic market has been very satisfactory over the last 3 years.	0.804		0.871	
Rapid growth has been realized by our firm in the last three years.	0.874		0.912	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.862	
Bartlett's Test of Sphericity		Approx. Chi-Square		1138.27
Df			15	
Sig.			0 .000	

Source: Survey Data, 2022

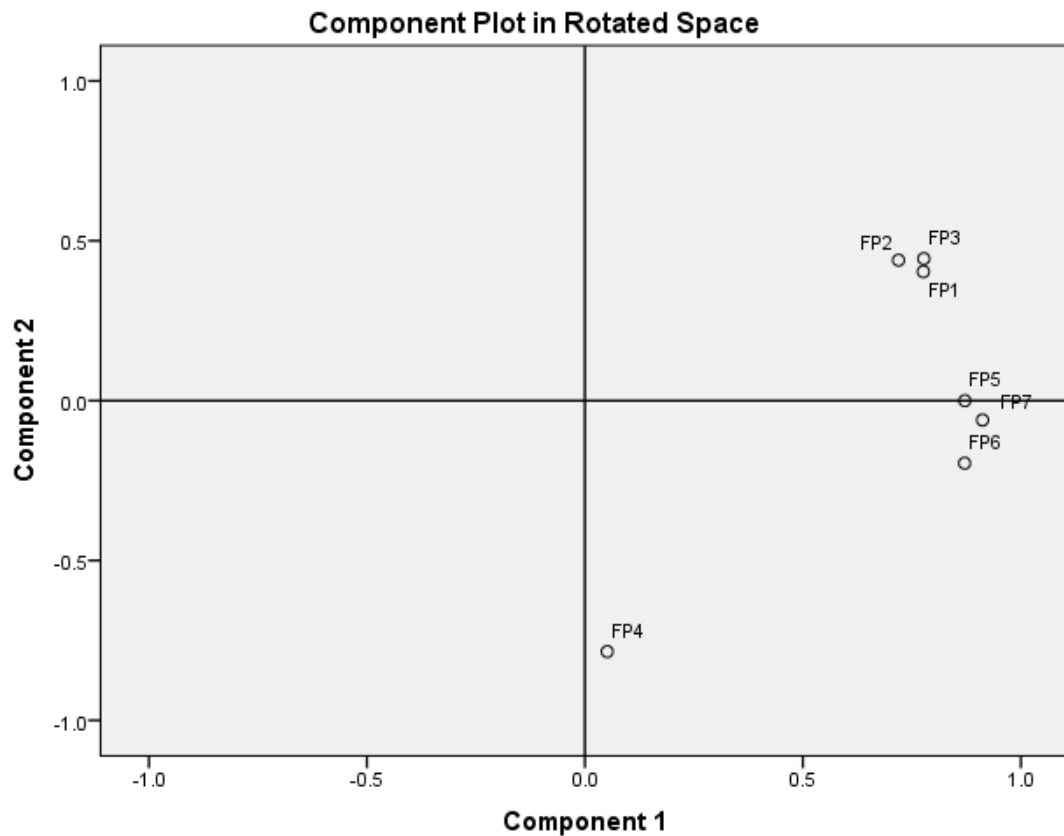


Figure 4. 2: Components in Rotated Space for Firm Performance

Source: *Survey Data, 2022*

4.6.3 Factor Analysis on Organizational Ambidexterity

Since the factor, analysis technique allows for the extraction of as many components as possible, Organizational ambidexterity was measured using six items, and factor analysis was subjected to it. The results presented in Table 4.13 indicate two components with eigenvalues greater than one. The first two items explained a total variability of 85.33 percent.

Table 4. 11: Factor Analysis on Organizational Ambidexterity

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum.%	Total	Var. %	Cum.%
1	4.12	68.63	68.63	4.12	68.63	68.63	4.12	68.61	68.61
2	1.00	16.70	85.33	1.00	16.70	85.33	1.00	16.72	85.33
3	.43	7.11	92.44						
4	.19	3.18	95.62						
5	.15	2.49	98.11						
6	.11	1.89	100.00						

Extraction Method: Principal Component Analysis.

Source: *Survey Data, 2022*

4.6.4 Loadings on Organizational Ambidexterity

Table 4.14 shows that the KMO value for organizational ambidexterity was .862, which is greater than 0.70, indicating that factor analysis, could proceed and that the sample is adequate (Kaiser, 1974). Bartlett's Test of Sphericity had a chi-square of 1138.27 and was significant at a p-value of .000. From the results, the construct 'Our firm regularly searches for and approaches new clients in a new market' had loadings of .876 > .50, 'Our business commercializes products and services that are completely new to our unit' had factor loadings of .900 > .50, 'For new markets and new opportunities, our firm is constantly on the lookout in those markets, had loadings of 1.00; 'Our business is always looking for ways to make our present products and services better, had .941 factor loaded; 'Our organization is dedicated to expanding services for existing clients on a regular basis, had loadings of .926 under rotated components; and finally, the construct 'Our company makes every effort to maintain and even increase existing markets' had a factor loading of .891. All loadings were greater than .50, and as per (Hair *et al.*, 2014) therefore all were retained.

Table 4. 12: Loadings on Organizational Ambidexterity

	Unrotated		Rotated Component	
	Component		Matrix ^a	
	Extraction		1	2
	1	2	1	2
Our firm regularly searches for and approach new clients in new market	0.876	0	.876	
Our business commercializes products and services that are completely new to our unit	0.901	0	.900	
For new markets and new opportunities, our firm is constantly on the lookout in those markets.		0.999		1.000
The quality of our company's present goods and services is always being improved.	0.941	0	.941	
Our organization is dedicated to expanding services for existing clients on a regular basis.	0.926	0	.926	
Our company makes every effort to maintain and even increase existing markets	0.892	0	.891	
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization				
Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.862	
Bartlett's Test of Sphericity			1138.27	
Df			15	
Sig			0.000	

Source: Survey Data, 2022

Figure 4.3 for the rotated plot of components suggests that we retain all the items, because of Kaiser's well-known criterion suggesting that we retain factors with high eigenvalue value.

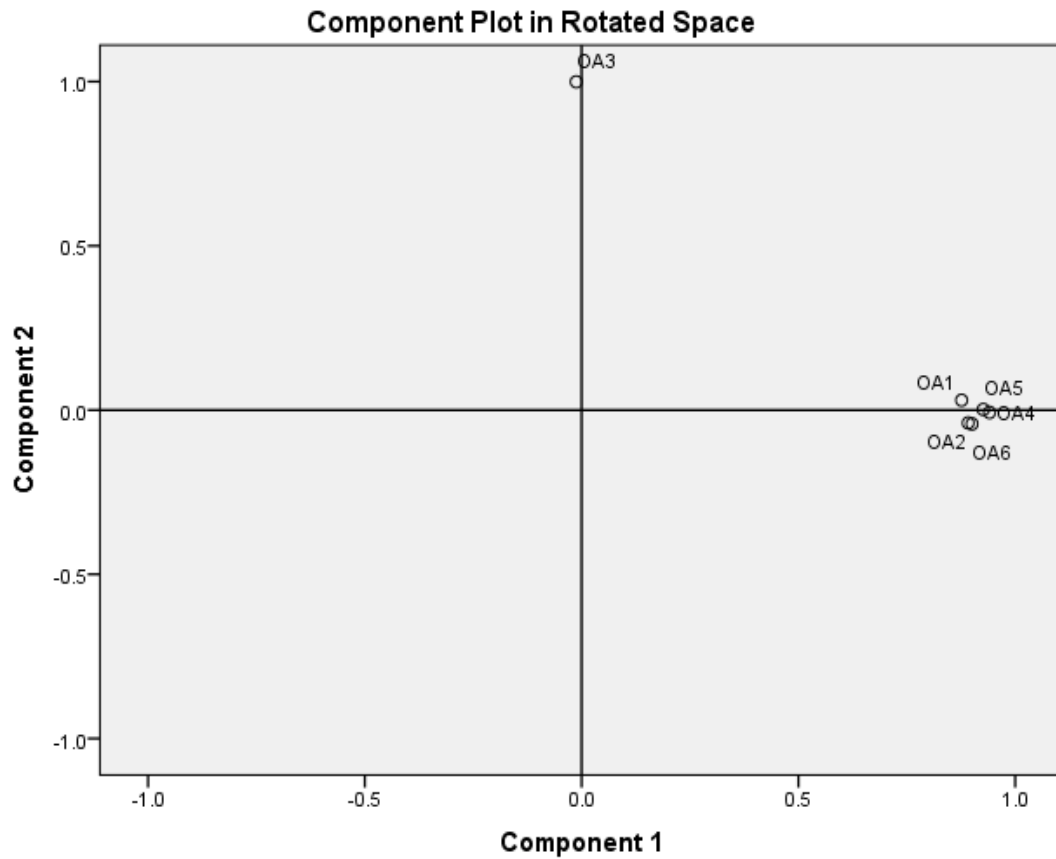


Figure 4. 3: Components in Rotated Space for Organizational Ambidexterity

Source: Survey Data, 2022

4.6.5 Factor Analysis on Dynamic Capabilities

There were ten items used in measuring dynamic capabilities, the mediating variable.

The eigen values associated with four items with higher variability the two items explained 52.14%. Before varimax rotation, which maximizes variability, the first component explained 37.54% alone and the second 14.60%. After varimax rotation, components 1 and 2 explained a total of 27.78% and 24.36%, respectively.

Table 4. 13: Factor Analysis on Dynamic Capabilities

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum.%	Total	Var. %	Cum.%	Total	Var. %	Cum.%
1	3.75	37.54	37.54	3.75	37.54	37.54	2.79	27.78	27.78
2	1.46	14.60	52.14	1.46	14.60	52.14	2.44	24.36	52.14
3	1.24	12.43	64.58						
4	1.00	10.03	74.61						
5	.82	8.15	82.76						
6	.63	6.31	89.07						
7	.51	5.08	94.15						
8	.33	3.29	97.44						
9	.19	1.89	99.33						
10	.07	.67	100.00						

Extraction Method: Principal Component Analysis.

Source: *Survey Data, 2022*

4.6.6 Loadings on Dynamic Capabilities

To assess dynamic capabilities, ten constructs were used. These statements were factored, and the results are shown in Table 4.16. The KMO measure of sampling adequacy was significant (as determined by the Bartlett's Test of Sphericity), and the value exceeded the threshold (above 0.70). All of the items were kept because they met the criteria of having loadings greater than 50%.

Table 4. 14: Loading on Dynamic Capabilities

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
Our firm is constantly investing in research and development activities to identify new technologies and market opportunities.	0.835	0	.902	
Our firm is constantly investing in research and development activities to identify new technologies and market opportunities.	0.837	0	.903	
Our company monitors and understands the current (future) demands of the market, suppliers, and competitors.	0.896	0	.915	
Our enterprise tends to deal very well with market change and uncertainty.				
Our company has a great capacity to create, adjust and, when necessary, redesign our business plan.	.741		0	.620
Our business plan makes it clear what our value proposal is and how it is articulated.	.548	.689		.804
Our firm has a profound knowledge of the value chain through which we reach our customers.	.509	.644		.820
Our firm is flexible.	.629			.707
Our business constantly identifies opportunities for partnerships with external organizations.				
Our firm has a strong ability to integrate knowledge and know-how with external partners				
Our business manages and monitors ways of protecting our secrets and our intellectual property.				
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization				
a. Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.759	
Bartlett's Test of Sphericity			1071.33	
Df			45	
Sig.			.000	

Source: Survey Data, 2022

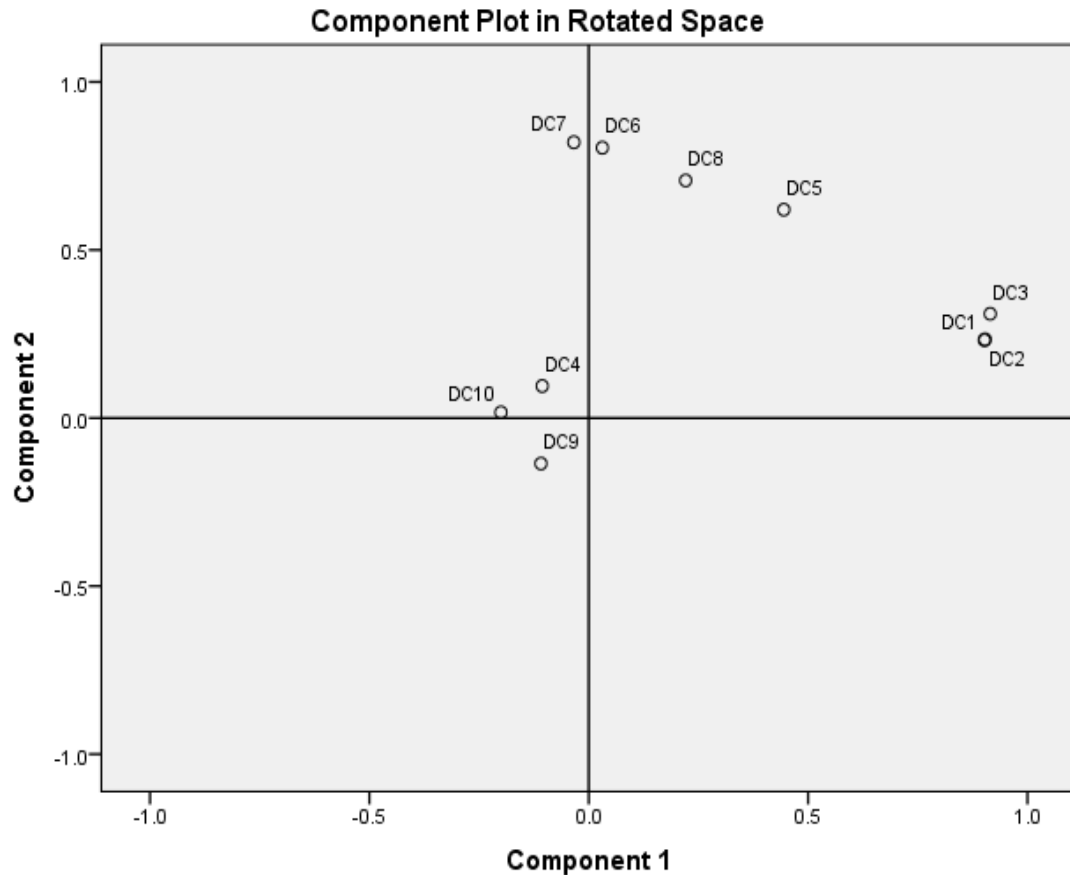


Figure 4. 4: Components in Rotated Space for Dynamic Capabilities

Source: Survey Data, 2022

4.6.7 Factor Analysis on Learning Orientation

Learning orientation, a moderating variable, was subjected to variable reduction under principal component analysis, just like the previously discussed variable. Table 4.17 showed that two components explained 47.89% of the variability. Component 1 alone accounts for 33.34% of the variability. Under unrotated components, component 2 was associated with 14.55% variability. Varimax rotation has increased the second component's explanation to 22.87%.

Table 4. 15: Factor Analysis on Learning Orientation

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var.	Cum. %	Total	Var.	Cum.%	Total	Var.	Cum.%
1	2.334	33.340	33.340	2.334	33.340	33.340	1.751	25.018	25.018
2	1.019	14.551	47.891	1.019	14.551	47.891	1.601	22.873	47.891
3	.927	13.241	61.133						
4	.826	11.802	72.934						
5	.719	10.275	83.210						
6	.631	9.007	92.217						
7	.545	7.783	100.000						

Extraction Method: Principal Component Analysis.

Source: Survey Data, 2022

4.6.8 Loadings on Learning Orientation

Factor analysis was acceptable according to the Kaiser Meyer Olkin measure of sample adequacy (.736), Chi-Square approximation (175.66), and Bartlett's Test of Sphericity ($p = .000$). Every single component or construct had a loading greater than 0.7. The first item, component 1 of .607, says the ability of our company to learn is the key to its competitive edge'. The item Employee learning is seen as an investment rather than an expense in our firm had loadings of .515, 'Learning in our organization is seen as a key commodity necessary to guarantee organizational survival (.565)'. Other items such as 'All employees are committed to the goals of this organization' and 'Our business isn't hesitant to critically examine the collective assumptions we've made about our customers' were not retained because their loadings were below .50, according to Table 4.18. The remaining items were all retained.

Table 4. 16: Loadings on Learning Orientation

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
The ability of our company to learn is the key to its competitive edge.	.607		.742	
In our company, employee learning is viewed as an investment rather than a cost.	.515	.513		.725
In our company, learning is seen as a crucial resource required to ensuring organizational longevity.	.565		.712	
In our company, we all have the same goal in mind.	.690			.515
Employees view themselves as partners in charting the direction of the organization.	.507	.524		.729
All employees are committed to the goals of this organization	.571			
Our company is not hesitant to rigorously examine the generalizations about our clients that we have all agreed upon.	.567			
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization				
a. Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.736	
Bartlett's Test of Sphericity			175.662	
Df			21	
Sig.			.000	

Source: Survey Data, 2022

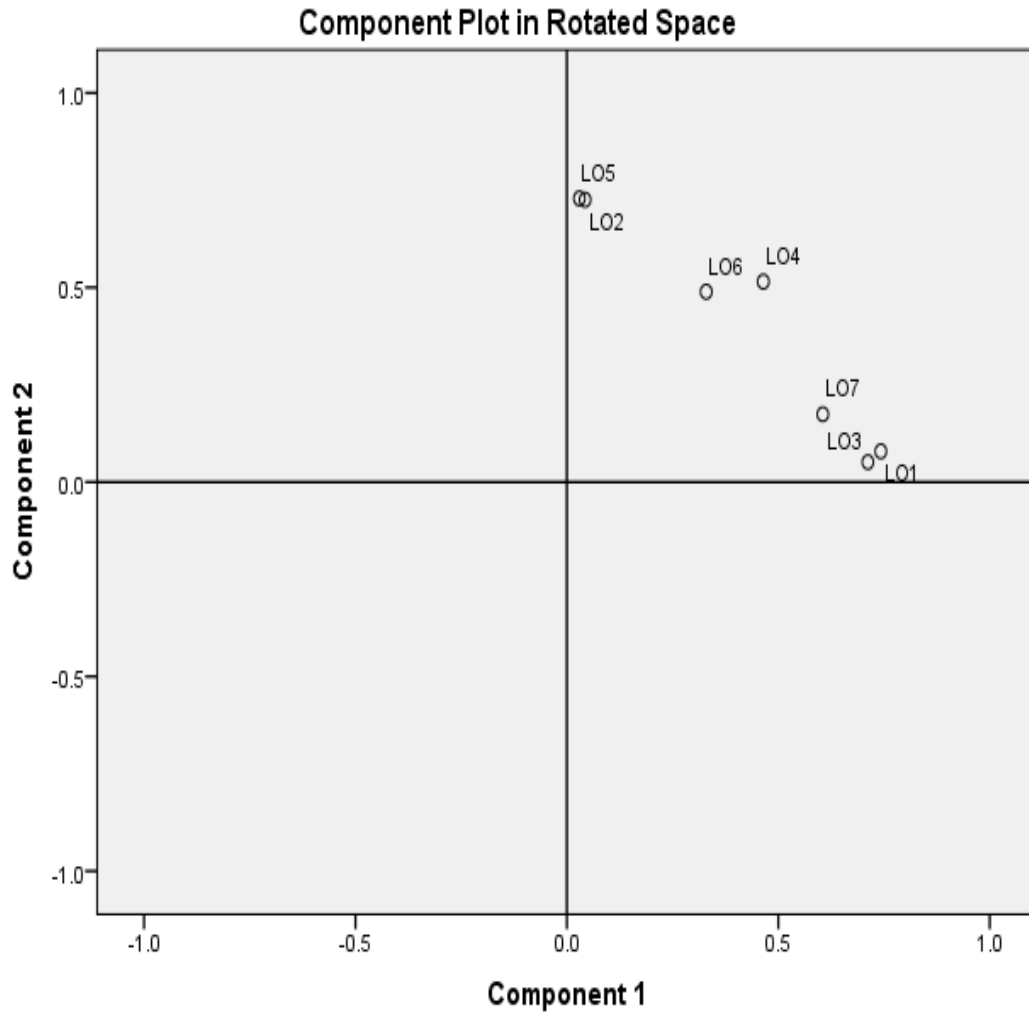


Figure 4. 5: Components in Rotated Space Learning Orientation

Source: Survey Data, 2022

4.7 Regression Test Assumption Results

Before drawing conclusions about the findings, several multiple regression assumptions must be established in the statistical analysis. The researcher explored several of linear regression assumptions before moving on to inferential analysis. This is due to the possibility of making Type I or Type II errors, as well as overestimating or underestimating the significance of an event or the scale of its influence. The projected outcomes, however, would be unreliable if these presumptions were not fulfilled, which might result in incorrect conclusions and suggestions. These assumptions included the normality, linearity, multicollinearity, and homoscedasticity

tests were used to make sure the data fit the requirements for this inquiry. Regression analysis assumptions, according to Hair *et al.*, (2010), are crucial for ensuring that the results are accurately reflective of the sample and for obtaining the best results.

4.7.1 Normality Test

Any predictive technique assumes that the population from the collected data has a normal distribution, with the majority of forecasts being at or close to zero. Figure 4.6 indicates that the data was normally distributed due to symmetry (Hoffman *et al.*, 2012). The investigation concluded that the data had a normal distribution as a result. The Shapiro-Wilk test is a statistical test of the hypothesis that the distribution of the data as a whole deviate from a comparable normal distribution. The distribution of the sample is not statistically different from a normal distribution if the test is non-significant ($p > 0.05$), but if it is, the data considerably vary from a normal distribution.

For the study to draw reliable conclusions from model estimate, the regression's residuals must adhere to a normal distribution. According to Garson (2013), when the regression assumption and the majority of other procedures are met, the histogram of normalized residuals should show an essentially normal curve.

Table 4. 17: Shapiro-Wilk Test for Normality

Variable	Obs	W	V	Z	P > Z
FP	224	0.82382	29.016	1.793	0.9633
FSIZE	224	0.89844	16.726	0.518	0.6985
FAGE	224	0.99732	0.442	-1.888	0.9705
DC	224	0.90706	15.307	1.313	0.9049
LO	224	0.99547	0.746	-0.678	0.7517
OA	224	0.85676	23.592	0.314	0.6217

Source: Survey Data, 2022

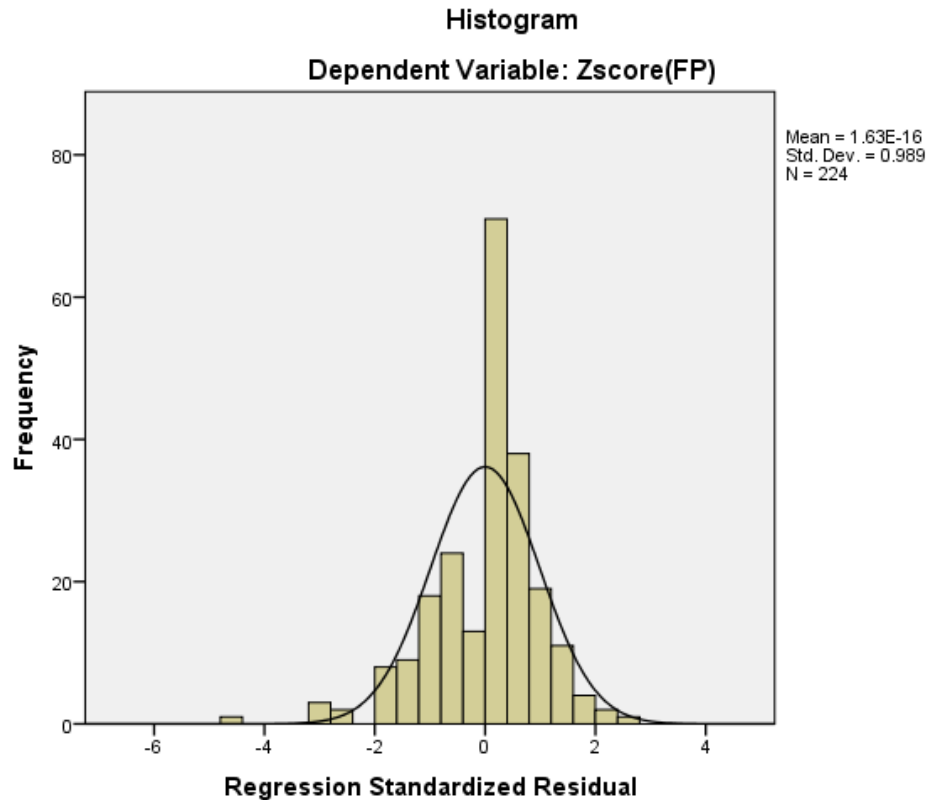


Figure 4. 6: Histogram Showing Normal distribution

Source: Field Data, 2022

4.7.2 Multicollinearity Test

Multicollinearity is defined as an unacceptably high level of intercorrelation among independents, which prevents the independent effect from being separated, (Garson, 2012). This simply states that there is little correlation between the research predictors. Regression results for collinearity diagnostics were utilized to analyze tolerance and VIF. Garson (2012) states that the usual rule when multicollinearity is a problem is to eliminate the independent variable from the analysis if the tolerance value is less than .20 or the VIF is larger than 4.0. From Table 4.20, there was no collinear relationship between the independent variables. This is due to the fact that, as stated by Garson (2012) and Aminu and Shariff (2014), all the independent variables had a VIF of less than 4.0.

Table 4. 18: Multicollinearity test

Variables/Item	Collinearity Statistics	
	Tolerance	VIF
Firm size	.688	1.453
Firm age	.972	1.029
Organizational Ambidexterity	.252	3.965
Dynamic Capability	.268	3.733
Learning Orientation	.979	1.021

Source: *Survey Data, 2022*

4.7.3 Linearity Test

The linearity assumption put out by Lambert *et al.*, (2014) was investigated using a straight forward P-P plot of scores. The P-P plot employs residuals. When the dependent and independent variables are linearly connected, multiple regressions can evaluate the connection between them. Since it is commonly defined by the assumption of linearity, the response variable is a function of the predictor variables (Osborne and Waters 2019). Furthermore, because linearity is a common difficulty in the social sciences, it is necessary to determine if research variables are related linearly. Williams *et al.* (2013) states that in the event that this assumption is violated, it should be noted that all estimations of the regression model, including coefficients of regression, standard errors, and significance tests, may be skewed and inaccurate. The disparities between the dependent variables observed and anticipated values are known as the residuals. If they are linear, this corresponds to the diagonal line, as shown in Figure 4.7. The observed and expected values were situated around the diagonal line, based on the regression standardized residual, with no appreciable deviations from it, satisfying the linearity assumption.

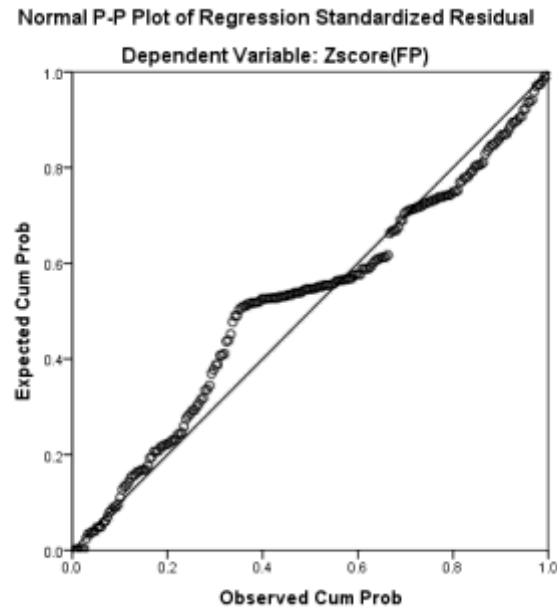


Figure 4. 7: Linearity Test

Source: *Survey Data, 2022*

4.7.4 Homoscedasticity Test

The assumption of homoscedasticity is that the data distribution is the same across the entire dependent variable's spectrum. There is heteroscedasticity (no homoscedasticity) if some portions of the range have higher standard errors (residuals) than other portions. For residuals to form an unstructured cluster of points, the homoscedasticity assumption must be met (Garson, 2012). Osborne and Waters (2002) who argue that residuals must be in the $+2$ -to- -2 -point range concur with the aforementioned remark. Based on the data plot (Figure 4.8) of standardized residuals vs. standardized anticipated values, which showed no obvious funneling and most residuals falling below the proposed threshold, the assumption of homoscedasticity appeared to be met.

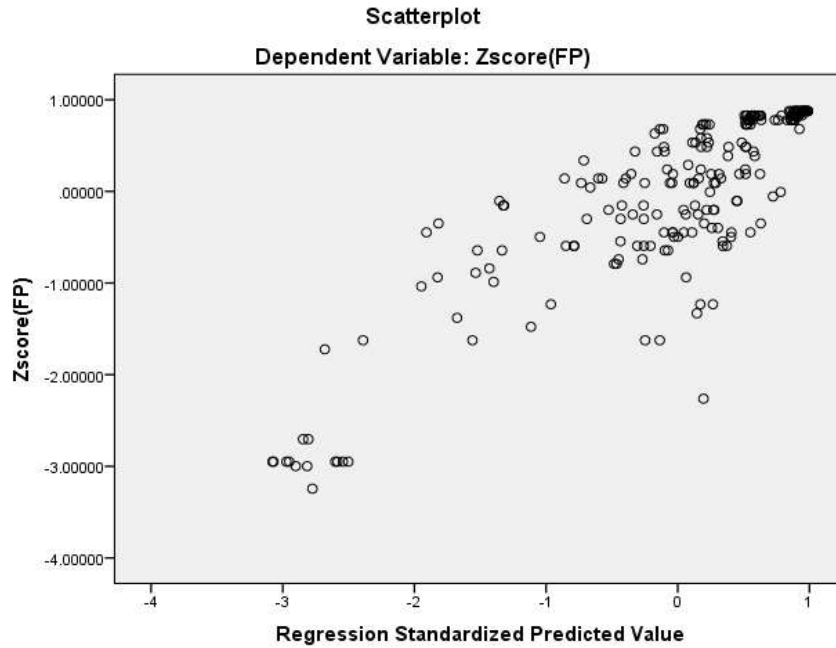


Figure 4. 8: Homoscedasticity of Variance

Source: *Survey Data, 2022*

4.8 Pearson Correlation Analysis

Table 4.21 summarizes and reports the results of the correlation analysis. Even when the R-squared statistic is high, it is important to look into how much there is a correlation between the values of the many independent variables. This could lead to unexpected changes in the signs or magnitudes of the coefficients. According to the pair-wise correlation matrix of independent variables and the relationship between firm performance and organizational ambidexterity exhibited an extremely high correlation (more than 0.80 in Table 4.21).

Results in the table below indicate firm performance and firm size are positively correlated ($r = .695$). As a result, it appears that a company's performance increases with its size. Additionally, Organizational ambidexterity and firm performance were significantly correlated; that is, when there is a change in organization ambidexterity, there is an increment of 81% in firm performance. Consequently, dynamic capability

and firm performance are related, it demonstrates that supermarket performance rises as dynamic capability does in Nairobi County. Additionally, dynamic capabilities are viewed as a transformer for converting resources into enhanced performance. According to Teece *et al.*, (2007), the existence of dynamic capabilities is the cornerstone of enterprise-level competitive advantage in the eras of fast technological change. He goes on to say that in order to maintain exceptional company performance in a highly dynamic environment, dynamic capabilities are required. Additionally, as learning orientation lowers firm performance, there is a weak relationship between learning orientation and company performance.

Table 4. 19: Correlation Matrix

Correlations	FP	Firm size	Firm age	OA	DC	LO
FP	1					
Firm size	.695**	1				
Firm age	-.028	.006	1			
OA	.806**	.552**	-.090	1		
DC	.738**	.498**	-.127	.852**	1	
LO	-.105	-.077	-.056	-.074	-.113	1

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

Source: *Survey Data, 2022*

According to Augier and Teece (2009), the capacity to recognize and seize new opportunities, and to reorganize and safeguard knowledge assets, competencies, and complementary assets with the aim of achieving a sustained competitive advantage" are all examples of dynamic capabilities. Finding a universally regarded scale for evaluating dynamic capabilities is challenging since there is little widespread agreement on an operational definition of dynamic capabilities.

Except for organizational ambidexterity and dynamic competence, correlations existed between the independent variables. The relationship is not perfectly correlated, and therefore multicollinearity is not a concern. That is, organizational ambidexterity is negatively related to learning orientation ($r = -0.074$). Additionally, dynamic capability is negatively correlated with learning orientation ($r = -.113$).

4.9 Model Estimation and Hypothesis Testing

The study used a multivariate regression model to evaluate the effect of the covariates (control variables) the supermarkets' age and size and all direct effect hypotheses after satisfying the multivariate linear regression assumptions of normality, linearity, multicollinearity and homoscedasticity. Model 1 for control variables and Model 2 for control variables, direct effect, and indirect effect, a multiple regression model utilizing Hayes (2018) model as the foundation was used. Lastly, moderated mediation analysis was performed using the Hayes Model 8

4.9.1 Direct Effects (Multivariate Regression Model)

The study estimated two models for direct effects. The first model (M1) examined the effect of the control variables (firm size and age). The second model (M2) examines how the independent variable affects the dependent variable while taking into account the controls. This was accomplished using hierarchical regression analysis, as shown in Table 4.22. The first model depicts that firm size was significant, while firm age did not show any significant effect at the 5% level of significance on the firm performance of supermarkets in Nairobi County.

R-Squared (R^2) or the coefficient of determination is a statistical analysis in a regression model which establishes the amount of variance in the dependent variable that the independent variable may reasonably be expected to account for. In other

words, R-squared shows how well the data fit the regression model (the goodness of fit). According to the model summary's R-square, which was 0.484, the age and size of the firm account for 48.4 percent of the difference in firm performance. Firm age was insignificant, whereas firm size was significant at the 0.01 level of significance.

Analysis of variance (ANOVA) is the statistical procedure of comparing the means of a variable across several groups of individuals. Analysis of variance (ANOVA) findings showed that the F-statistics were significant ($F = 103.688$, $P > F = .000$) suggesting model fitness, indicating that the data can be meaningfully interpreted.

The study also looked at how the independent, mediating, and moderating factors changed the R-square when they were introduced to the equation in a hierarchical manner. Model 2 gives the impact of organizational ambidexterity, dynamic capabilities, and learning orientation when added to the regression equation.

Organizational ambidexterity had a positive and significant effect on firm performance at p values higher than 0.05 (.483). This suggests that a rise in organizational ambidexterity results in a 48.3% rise in firm performance. Furthermore, with p values larger than 0.05 (.154), dynamic capacity had a positive and significant impact on performance implying that an increase in dynamic capability increases firm performance by 15.4%. In addition, since the p values were less than 0.05 (-.025), learning orientation did not significantly affect firm performance. This implies that an increase in learning orientation reduces performance of the firm. R square, the coefficient of determination, increased to .747 with significant model fitness (F-statistic). This suggests that organizational ambidexterity, dynamic capacities, and learning orientation all had a substantial role in explaining business performance.

Table 4. 20: Direct Effects (Multivariate Regression Model) (p values)

Variables	Model 1	Model 2
	Coeff. (β)	Coeff. (β)
Constant	-4.695e-16	5.288e-16
Firm Size	.695***	0.350***
Firm Age	-0.033	0.031
Organizational Ambidexterity (OA)	-	0.483***
Dynamic Capability (DC)	-	0.154**
Learning Orientation (LO)	-	-0.023
R^2	0.484	0.747
Adj. R^2	0.479	0.741
F- statistic	103.688	128.894
P>F	0.000	0.000

*-significance of 10%

** -Significance of 5%

*** -Significance of 1%

Source: Survey Data, 2022

4.9.2 Moderation Analysis (Hayes Model 1)

Table 4.23 displays the findings of the moderation analysis. Moderation technique suggested by Hayes was used in the study (Hayes, 2012). According to Memon *et al.*, (2019), a moderating variable can enhance, buffer, or antagonize the relationship between dependent and independent variable. Depending on how significant the moderator variable is, the relationship between the dependent and the independent variables may get stronger or weaker (Memon *et al.*, 2019). The interaction of an independent and moderating variable can be used to demonstrate the effect of a moderator (Bowen, 2012). Results indicate that the interaction between organizational ambidexterity and learning orientation was positive and significant. According to this, learning orientation significantly contributes to organizational ambidexterity and the performance of supermarkets in Nairobi. When LO was introduced, the association between OA and FP remained significant but the magnitude of the coefficient decreased from its initial positive and significant state. Therefore, the study concludes that a learning orientation buffers the firm's performance.

Table 4. 21: Moderation Analysis of Learning Orientation

Variables	Firm Performance Coef. (SE)	Dynamic Capability Coef. (SE)
Constant	0.0062(.0395)	0.0025(.0351)
Organizational ambidexterity (X)	0.8094*** (.0397)	0.8508***(.0353)
Learning Orientation(Z)	-0.0433 (.396)	-0.0490(.0352)
Interaction (X*Z)	0.0840**(.0423)	0.0333(.0376)
	$R^2 = .6373$	$R^2 = .7289$
	$\Delta R^2 = .0062$	$\Delta R^2 = .0010$
	F=140.6627	F=197.1368
	P= .000	P= .000

Note: Coef. = coefficient, SE = standard error. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Source: Survey Data, 2022

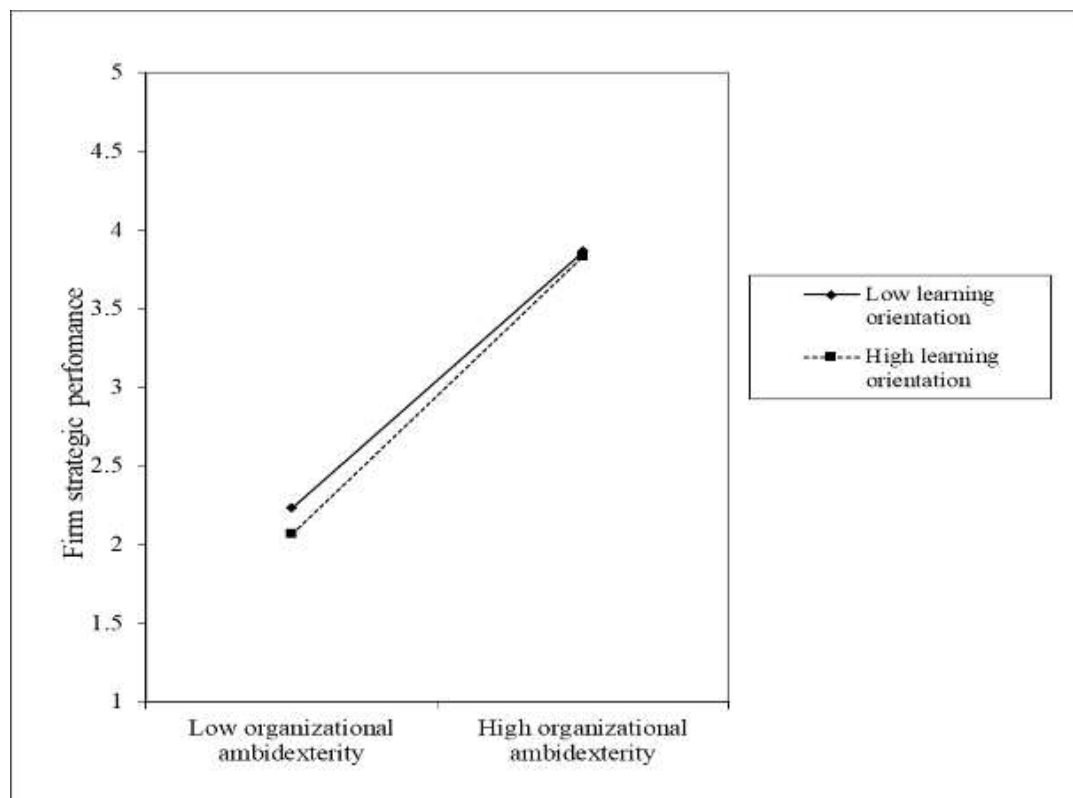


Figure 4. 9: Mod Graph on the Moderating Effect Learning Orientation on the Relationship between Organization Ambidexterity and Firm Performance

Source: Survey Data, 2022

Figure 4.9 shows the moderating effect of leaning orientation on the relationship between organization ambidexterity on firm performance. It shows when high organization ambidexterity with a high leaning orientation gently increases

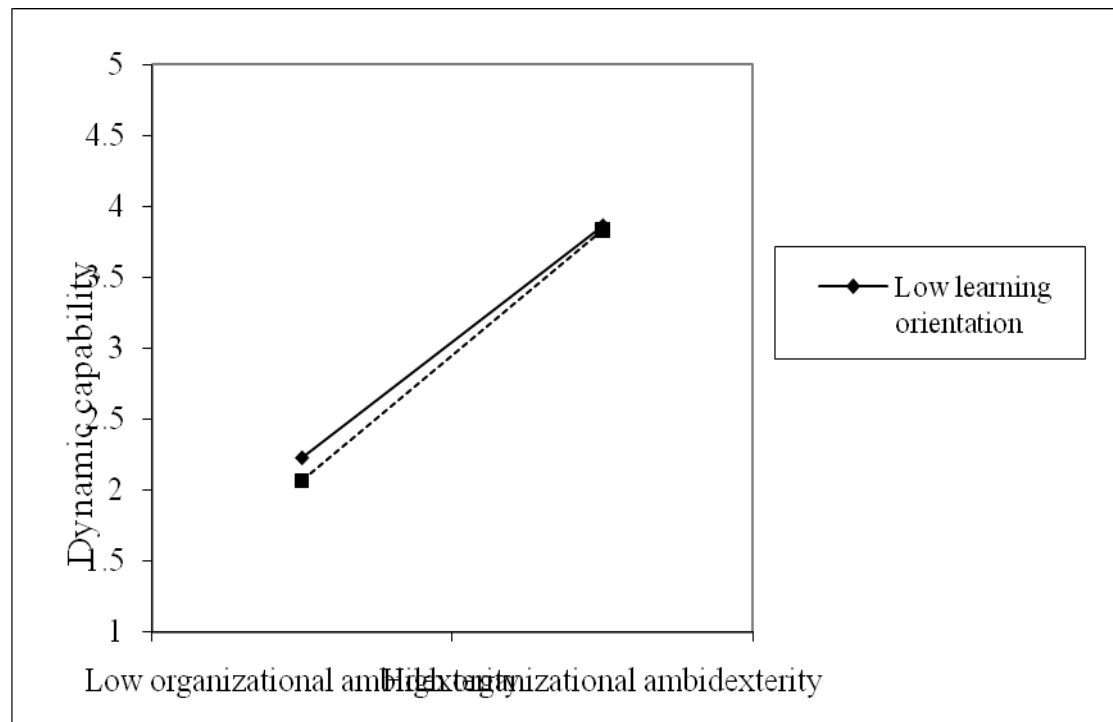


Figure 4. 10: Mod Graph on the Moderating Effect Learning Orientation on the Relationship between Organization Ambidexterity and Dynamic Capability

Source: *Survey Data, 2022*

Figure 4.10 explains the moderating effect of leaning orientation on the relationship between organization ambidexterity and dynamic capability. It explains that when there is high organization ambidexterity with a high leaning orientation, dynamic capability increases.

4.9.3 Mediation Analysis (Hayes Model 4)

The study examined the mediation of the dynamic capabilities of supermarkets in Nairobi County using the Hayes model 4 in Process-Macro. It was proposed that

dynamic capability does not account for the causal effect of organizational ambidexterity on performance. Data from the study was examined, and the results are displayed in Table 4.24. According to Barron and Kenny (2012), in mediation analysis, the total effect of the independent variable (OA) on the dependent variable (FP) is defined as the sum of the direct independent variable's direct impact on the dependent variable and the indirect independent variable's direct influence on the dependent variable through the mediating variable (DC).

Table 4. 22: Mediation Analysis of Dynamic Capability

Variables	Dynamic Capability Coef. (SE)	Firm Performance Coef. (SE)	
Constant	0.000(.0351)	0.000(.0392)	
Organizational ambidexterity (X)	0.8517*** (.0352)	0.6455***(.0750)	
Dynamic Capability	-	0.1880***(.0129)	
	$R^2 = .7254$	$R^2 = .6588$	
	F=586.5628 P= .000	F=213.3705 P= .000	
	Index	SE (Boot)	Boot 95% CI
Index of mediation	0.1601	0.0740	0.0247 0.3156

Note: Coef. = coefficient, SE = standard error, CI = confidence interval. 95% confidence interval for conditional direct and indirect effect using bootstrap.

*p <0.05; **p <0.01; ***p <0.001.

Source: *Survey Data, 2022*

Table 4.24 shows the relationship between organizational ambidexterity and dynamic capability (DC) is significant ($=.8517$, $p = .000$). The coefficient for determination (R-square) was high at 72.54 percent. This relationship is referred to as path a. Organizational ambidexterity (OA) and performance (FP) have a positive and significant relationship ($=.6455$, $p < .05$) and are referred to as path 'c' in Zhao *et al.*'s

(2010) mediation analysis. Barron and Kenney (2012) and Zhao *et al.*, (2010) both state that, the significance of path 'a*b' suggests a mediation effect, and the effect of DC on FP was positive and significant ($=.188$, $p.05$) on path 'b'. In this study, the coefficient of $.1601$ was significant because the bootstrap confidence interval (which does not include 0, that is the lower limit confidence interval for bootstrapping,) was positive ($.0247$) and also the bootstrap confidence interval upper limit was positive ($.3156$). This kind of mediation is referred to as partial mediation.

Since the bootstrap standard error was $.0740$ and the coefficient was $.1601$, the t-statistic can be calculated by dividing the coefficient by the standard error: $.1601/.0740 = 2.164 > 1.96$. The study concludes that DC mediates the link between OA and FP. The bootstrap method is a resampling technique for estimating population statistics by sampling a dataset with replacement. Calculations of summary statistics like the mean and standard deviation can be made using it (Hesterberg, 2011). Bootstrap methods can be far more accurate than traditional inference methods based on the Normal or t distributions (Hayes, 2012; Zhao *et al.*, 2010).

Although it is frequently used, mediation analysis has come under fire for how it affects causal mediation. Mediation becomes a complete method because it is frequently possible to randomize just one of the three variables in the mediation hypothesis. The independent variable's randomization undermines the causal relationship between the independent and the dependent variables. MacKinnon and Pirlott (2015) using current statistical advancements in causal mediation research overcame these constraints. A participant in a within-subjects design may take part in both the experimental and control conditions.

4.9.4 Moderated Mediation (Hayes Model 8)

Organizational ambidexterity significantly influenced firm performance in the direct effect. The research also revealed that dynamic capability enhances performance as a mediator. However, learning orientation as a moderator had a significant effect on firm performance. However, the study examined how dynamic capacity and a learning orientation might significantly affect organization ambidexterity on firm performance.

Table 4. 23: Moderated Mediation (Hayes Model 8)

Variables	Dynamic Capability Coef. (SE)	Firm Performance Coef. (SE)	
Constant	0.0025(.0351)	0.0058(.0391)	
Organizational ambidexterity (X)	.8508*** (.0353)	0.6621***(.0758)	
Learning Orientation(Z)	-0.0490(.0352)	-0.0348(.0394)	
Dynamic Capability	-	0.1731***(.0751)	
Interaction (X*Z)	0.0333(.0376)	0.0783(.0419)	
	$R^2 = .7289$	$R^2 = .6654$	
	$\Delta R^2 = .0010$	$\Delta R^2 = .0053$	
	F=197.1368	F=108.8975	
	P= .000	P= .000	
	Index	SE (Boot)	Boot 95% CI
Index of moderated mediation	0.0058	0.0077	-0.0081 0.0235

Note: Coef. = coefficient, SE = standard error, CI = confidence interval.

95% confidence interval for conditional direct and indirect effect using bootstrap.

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Source: *Survey Data, 2022*

The study's findings were inconsistent. That is to say, dynamic capability mediated the association positively, but when learning orientation was included to serve as a moderator, the relationship became antagonistic (change in direction of the effects (coefficients) after moderating either from positive to negative or negative to positive). Table 4.25 indicates that there was a significant effect of OA (=0.6621, p

=.000). The Mediator also had a positive impact on FP ($=.1731$ $p<.022$). The interaction between OA and LO (OA*LO) was insignificant.

The moderated mediation was positive but insignificant. As a result, the t-value may be calculated as $0058/.0077 = .7532$, at the 5% level of significance, which is less than 1.96 (Zhao et al., 2010), which is since the bootstrap upper limit confidence interval and lower limit confidence interval both had a value of zero. Alternatively, use a different method. Thus, the research concludes that dynamic capability positively mediated the relationship, but learning orientation reversed it. The study's conclusion claims that this was caused by learning orientation's little impact on company performance.

4.10 Test of Hypotheses

Eight objectives were set for the study. These objectives were hypothesized, and various statistical models were used to test them. Direct effects were used to test the first three objectives. The fourth, fifth, and sixth hypotheses were tested using Hayes model 1 (moderation), and the seventh and eighth hypotheses were tested using models 4 and 8, respectively, as per Hayes (2012). These hypotheses: H₀₁: Organizational ambidexterity has no significant effect on firm performance of supermarkets in Nairobi County, Kenya. H₀₂: Dynamic capabilities do not have statistically significant on firm performance of supermarkets in Nairobi County, Kenya. H₀₃: Learning orientation does not have a statistically significant on firm performance of supermarkets in Nairobi County, Kenya. H₀₄: Organizational ambidexterity has no significant dynamic capabilities of supermarkets in Nairobi County, Kenya. . H₀₅ : There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and firm

performance of supermarkets in Nairobi County, Kenya H_{06} : There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and dynamic capabilities of supermarkets in Nairobi County, Kenya. H_{07} : Dynamic capability does not have a statistically significant mediating influence on the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County, Kenya. H_{08} : The indirect relationship between organizational ambidexterity and firm performance via dynamic capacities is not statistically significantly moderated by learning orientation.

4.10.1 Testing Hypothesis H_{01} : Organizational ambidexterity has no significant effect on the firm performance of supermarkets in Nairobi County, Kenya

According to the first hypothesis, organizational ambidexterity has no significant effect on firm performance of supermarkets in Nairobi County, Kenya. Table 4.22's results demonstrate organizational ambidexterity had a big impact on the performance of the company (β)=0.483, p =0.000) implying that the first hypothesis was rejected at the 5 percent significance level and that organizational ambidexterity significantly influences the firm's performance in Nairobi County, Kenya.

4.10.2 Testing Hypothesis H_{02} : Dynamic capabilities do not have statistically significant on the firm performance of supermarkets in Nairobi County, Kenya

The second objective was to look at how dynamic capabilities affected the firm's performance in Nairobi County, Kenya. The research hypothesized and investigated the hypothesis to ascertain how dynamic factors influence the performance of supermarkets. A result from Table 4.22 indicates that dynamic capabilities had a positive and significant influence on performance, as indicated by significant coefficient (β)=0.154). Due to this significant effect, the second hypothesis was

therefore rejected at the significance level of 5%. This is how the research establishes that having dynamic capability, as discussed in this study, eventually enhances the performance of the supermarkets in Nairobi.

4.10.3 Testing Hypothesis H₀₃: Learning orientation does not have a statistically significant effect on the firm performance of supermarkets in Nairobi County, Kenya

This study's main objective was to assess the importance of learning orientation as a moderating variable on firm performance (a dependent variable). To accomplish this, the study first analyzed its direct effect before testing its moderating role. The outcomes of model estimation are displayed in Table 4.22. At a level of 5%, the outcome's coefficient is negative and insignificant. This suggests that the performance was not significantly impacted by learning orientation.

Thus, the third hypothesis, as indicated by significant coefficient $\beta = 0-0.023$ that learning orientation has no statistically meaningful impact on the firm performance of supermarkets in Nairobi County, Kenya, failed to be rejected, and it was shown that learning orientation does not have an impact on how well supermarkets function in Nairobi County, Kenya.

4.10.4 Testing Hypothesis H₀₄: Organizational ambidexterity has no significant effect on dynamic capabilities of supermarkets in Nairobi County, Kenya

Before analyzing moderation or mediation, the study found it prudent to understand the link between the moderator and the mediator. As a result, the study examined the relationship between learning orientation and dynamic capacities. According to the research, organizational ambidexterity positively and significantly affects dynamic capabilities. This is significant in analyzing moderation and moderated mediation, as

suggested by Hayes (2012) under the Process Macro Model 8 technique in analyzing the indirect influence of the moderator and mediator.

Therefore, the hypothesis that organizational ambidexterity has no significant dynamic capabilities for supermarkets in Nairobi County, Kenya, was rejected. This indicates that there was sufficient evidence to show organizational ambidexterity does influence the dynamic capabilities of supermarkets in Nairobi County, Kenya.

4.10.5 Testing Hypothesis H₀₅ : There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and the firm performance of supermarkets in Nairobi County, Kenya

The fifth objective was to examine and comprehend how organizational ambidexterity's direct impact on firm performance is moderated by learning orientation. Results in Table 4.21 show that learning orientation enhances (positive moderation effects) the relationship between organizational ambidexterity and firm performance with a significant coefficient of (0.806). Therefore, the hypothesis H₀₅: There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County, Kenya, was rejected. This indicates that there was sufficient evidence to show that learning orientation, though having no direct effect on performance, has a moderating role.

4.10.6 Testing Hypothesis H₀₆: There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and dynamic capabilities of supermarkets in Nairobi County, Kenya

Another important objective was to assess how the learning orientation significantly influenced the relationship between organizational ambidexterity and dynamic capacities. The findings in Table 4.24 show that the relationship between organizational ambidexterity and learning orientation had a favorable but negligible impact on dynamic capabilities. Thus, the hypothesis that there is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and the dynamic capabilities of supermarkets in Nairobi County, Kenya, was accepted. Considering that the relationship between organizational ambidexterity and dynamic capabilities was positive and significant and the introduction of learning orientation reversed the relationship, the study concludes that learning orientation weakens the dynamic capabilities of supermarkets in Nairobi County. The purpose of a moderator, according to Barron and Kenney (2012), is to either make the direct relationship stronger or weaker. It is evident from the study that learning orientation weakened this relationship.

4.10.7 Testing Hypothesis H₀₇: There is no statistically significant mediating effect of dynamic capability on the relationship between organizational ambidexterity and the firm performance of supermarkets in Nairobi County, Kenya

Zhao *et al.*, (2010) suggest several steps in mediation analysis. The first step, path "a," shows how organizational ambidexterity—an independent variable—affects dynamic capability—a mediator. Results in this particular case show a significant and positive

link between organizational ambidexterity and dynamic capabilities. The second is path "b," where the mediator (dynamic capability) affects the dependent (firm performance). Results indicate that the mediator had a positive and significant impact on the dependent variable.

The final one is path 'c, the independent variable has an impact on the dependent while the mediator is present. According to the findings, organizational ambidexterity considerably and positively influences firm performance (coefficient). Zhao *et al.*, (2010) and Barron and Kenney (2012) both claim that the relevance of path a*b suggests a mediation effect. The study's coefficient of .160 was significant because the bootstrap confidence interval was nonzero (does not contain zero). The bootstrap lower limit was .025 and the bootstrap upper limit were positive (.316). According to our findings, dynamic capability did not play a role in mediating the relationship between organizational ambidexterity and firm performance.

4.10.8 Testing Hypothesis H₀₈: There is no statistically significant moderating effect of learning orientation on the indirect relationship between organizational ambidexterity and the firm performance via dynamic capabilities

Finally, the study examined the moderated mediation effects of learning orientation on the indirect relationship between organizational ambidexterity and firm performance through the dynamic capacities of supermarkets in Nairobi. First, it was determined that there is a significant relationship between organizational ambidexterity and company performance. Second, the relationship between organizational ambidexterity and firm performance was significantly mediated by dynamic capability. Third, the moderation of learning orientation was insignificant. Finally, the outcome of the regulated mediation was discovered to have been positive

and insignificant (the bootstrap confidence interval was zero). This demonstrates the failure to reject the null hypothesis that learning orientation has no statistically significant moderating effect on the indirect association between organizational ambidexterity and firm performance via dynamic capacities. The direct correlation between the moderator and the mediator was not very significant, according to the study, which explains this lack of significance.

4.11 Discussion of the Findings

4.11.1 Effects of Organizational Ambidexterity on Firm Strategic Performance

The findings of the study showed that the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County was positive and significant. It suggest that the organization's ability to be efficient in its management of today's business and also adaptable for coping with tomorrow's changing demand has been key element in enhancing firm strategic performance. These results supports the findings of Junni et al., (2013) who found a positive main effect but suggest that the effect of organizational ambidexterity on firm performance depends on many factors. They call for research to shift focus from whether organizational ambidexterity influences performance towards a more complete understanding of when and how organizational ambidexterity affects performance.

The results further concur with many research work which have found positive links between organizational ambidexterity and firm performance in manufacturing for example the work of He and Wong (2004); Cao, Gedajlovic, and Zhang (2009). Particularly, in a study of large organizations, O'Reilly and Tushman (2004) found more than 90% of the ambidextrous organizations achieved their goals. These findings suggest that ambidextrous organizations are more capable of leveraging

existing resources to align with current activities and proactively exploring new opportunities to quickly adapt to environmental changes. Organizational ambidexterity enables firms to renew their knowledge assets and effectively manage risks; thus, it is critical for supermarket survival and success (Swart and Kinnie, 2010). Several studies have found a positive relationship between organizational ambidexterity and firm performance in various contexts. Cao et al. (2009) discovered that in 122 Chinese SMEs in the high-tech sector, both the balanced and combined dimensions of organizational ambidexterity are related to relative firm performance. Gibson and Birkinshaw (2004) found a link between organizational ambidexterity and perceived organizational performance after surveying 4,195 employees across 41 business units at ten multinational corporations. He and Wong (2004) discovered support for the link between organizational ambidexterity and firm sales growth in 206 Singapore and Malaysian manufacturing firms.

These results suggest that when organizations are ambidextrous, they are more capable of exploiting existing resources to align with current activities, and to explore new opportunities to quickly adapt to environmental changes. Firms such as supermarkets, tend to combine exploration (creating new opportunities) and exploitation (re-configuring existing resources) in order to help them achieve flexibility in a dynamic environment (Swart and Kinnie, 2010). Further, organizational ambidexterity contributes to competitive advantage through the exploitation of existing knowledge and providing innovative solutions to their clients (Gardner et al., 2012). Organizational ambidexterity, therefore, enables the firm to develop different learning capabilities that can create strategic value (Kang and Snell 2009; Lavie et al., 2010). Lubatkin et al. (2006) found that organizational ambidexterity is positively associated with subjective firm performance. Patel et al.

(2013) recently reported a positive link between organizational ambidexterity and firm revenue growth.

However, the empirical evidence on the effects of ambidexterity on performance is mixed; some studies show that higher levels of ambidexterity lead to positive relationships (Katlia & Ahuja, 2002), while others show no or a negative relationship (He & Wong, 2004). (Atuahene-Gima, 2005). Junni et al. (2013) conducted a meta-analysis of ambidexterity studies due to the ambiguity of these results, arguing that these (varying) results are due to different assumptions, measurement methods, and levels of analysis in each study. The meta-analysis results revealed a positive relationship between organizational ambidexterity and performance. Subsequent research has also supported this relationship (Luger, Raisch, & Schimmer, 2018; Papachroni, Heracleous, & Paroutis, 2015; Lennerts, Schulze, & Tomczak, 2020).

Previous research has measured exploration and exploitation on different scales, but it has not differentiated between the two types of exploitation. In some cases, exploitation simply refers to knowledge repetition, whereas in others, it refers to the expansion and development of new knowledge or technologies. Though Piao and Zajac (2016) classified exploitation as 'Repetitive' and 'Incremental' and examined their impact on subsequent exploration, their study does not consider the impact of different combinations of exploration and the two categories of exploitation. Our results show that higher ambidexterity balance in a firm leads to higher performance. At the same time, firms with low exploration achieved higher performance when the incremental exploitation was high. The result of this study provides new insights to the relationship between ambidexterity and firm performance.

Other studies, on the other hand, report a negative relationship between organizational ambidexterity and firm performance from instance the work of Ebben and Johnson (2005), and Lin, Yang, and Demirkan (2007). Furthermore, some other studies report conflicting findings regarding the relationship between ambidexterity and organizational outcomes. Because of the multidimensional nature of organizational ambidexterity, the study believes that the relationship between organizational ambidexterity and organizational performance is not straightforward. To shed more light on the organizational ambidexterity -firm performance relationship debate, the researcher contends that organizational ambidexterity will have different effects on firm performance.

According to Gupta (2006), organizational ambidexterity may indicate that the firm excels in both at the same time, and thus pursuing higher levels of both groups of activities is more likely to result in higher organizational performance. The fact that the firm is exploiting current capabilities while actively exploring new ones may indicate that it is increasingly exploring and exploiting at the same time. Another example is that the company strives to improve its competitiveness in its current market segments while also aggressively seeking new product-market combinations for additional growth opportunities.

4.11.2 Effects of Dynamic Capability on Firm Strategic Performance

The findings of this research found that dynamic capability positively influenced performance of supermarkets. How firms' dynamic capabilities lead to competitive advantage and improved firm performance has been a hotly debated topic. The study hypothesized that dynamic capabilities, which can be defined by three distinct dimensions (Sensing capability, Seizing capability, Managing threats and

Reconfiguration), enable various types of innovation, which improve firm performance. This study adds to the literature on dynamic capabilities by reducing the scarcity of empirical research and elucidating the mechanisms by which dynamic capabilities influence firm performance.

According to (Eisenhardt & Martin, 2000), dynamic capabilities are final and provide a foundation for the firm to create sustainable competitive advantage. Thus, a firm can create a sustainable competitive advantage if it has superior dynamic capabilities, as these capabilities assist the firm in developing functional competencies. As a result, dynamic capabilities have an indirect impact on the firm's outcome (Helfat & Peteraf, 2003). Furthermore, (Zott, 2003) confirmed the indirect relationship of dynamic capabilities and performance through situation analysis findings. The existing literature on dynamic capabilities is primarily composed of conceptual and theoretical discussions. Given that firm performance predictors have mostly remained conceptual, this study was an attempt to test the concept in an empirical setting. The study's premise was to connect firm performance to sensing, seizing, and reconfiguration capabilities. It was concluded that firms that embrace dynamic capabilities outperform their competitors.

This result corroborated the findings by Osioma et al. (2016), Li & Liu (2014), Woldeesenbet et al. (2012), Karagouni et al. (2012), and Wu (2010). Gathungu and Mwangi (2012) highlighted the importance of dynamic capabilities (sensing capabilities) in the identification and assessment of opportunities in their initial conceptual model. According to the study, seizing capabilities predict firm performance, which is consistent with Pandza and Holt (2007). The findings were also consistent with the anticipated findings of Kocoglu et al. (2015)'s theoretical

conceptual framework on the differential relationship between absorptive capacity and product innovativeness. Seizing capabilities is about being proactive, responding to opportunities, and is an appropriate approach for firms facing competition (Lumpkin & Dess, 2001). It was also discovered that reconfiguration capabilities had a significant impact on firm performance.

Despite a growing body of research on dynamic capabilities and competitive firm performance, no clear answer exists as to why firms continue to fail. Teece (2014) stated that the dynamic capabilities view was developed as a general framework for aggregating knowledge of firm-level competitive advantage in the face of strong innovation-driven and frequently global competition. Dynamic capabilities denote a company's ability to integrate, build, and reconfigure its internal and external competencies in response to rapidly changing business environments (Teece et al., 1997). Authors (e.g., Augier and Teece, 2009; Helfat and Peteraf, 2009; Prange and Verdier, 2011; Teece, 2007; Wang and Ahmed, 2007) have attempted to provide conceptual insights into the relationship between dynamic capabilities and competitive firm performance. As a result, scholars now believe that a firm's dynamic capabilities have a significant impact on its performance, although in an indirect manner. To explain the indirect effect of dynamic capabilities on firm performance, several theories have been proposed. As a result, some scholars (e.g., Eisenhardt and Martin, 2000; Protojerou et al., 2012; Wilden et al., 2016) have proposed that dynamic capabilities generate value by reconfiguring operational capabilities, and that the impact of dynamic capabilities on firm performance is thus mediated by operational capabilities. "Corporate and business unit mechanisms that affect firm strategy and performance" are defined as operational capabilities (Wilden et al., 2016)

Dynamic capabilities are a type of higher order capability that influences how quickly a firm can respond to environmental changes (Easterby-Smith et al., 2009; Winter, 2003). This refers to the repeatable, patterned choices and routines that enable a company to purposefully create, extend, or modify its resource base (Helfat, et al., 2009). They include sensing, seizing, and reconfiguration capabilities (Teece, 2007). Recognizing and monitoring opportunities and threats from both the external and internal environments is part of sensing capabilities. The study used measures that had previously been used in other studies (Danneels, 2008; Jansen et al., 2008; Lichtenthaler, 2009).

Seizing Capabilities is the firm's learning, as demonstrated by the ability to create internal knowledge, acquire external knowledge, and assimilate internal and external knowledge through knowledge sharing, all of which are critical for capability creation (Cepeda & Vera, 2007; Easterby-Smith et al., 2009; Vivas Lopez, 2005). Three scales were used to assess seizing abilities. Knowledge acquisition, knowledge sharing, and knowledge integration are examples of these (MacInerney-May 2012). The term "reconfiguration capabilities" refers to the creation and integration of capabilities acquired internally or externally. It is the transformation of existing capabilities, i.e. changing the form, shape, or appearance of existing capabilities within the firm (Teece, 2007), as well as the redeployment or recombination of existing capabilities (Ahuja & Katila, 2004). The variable of reconfiguration capabilities was measured using two scales: capabilities creation (MacInerney-May, 2012) and capabilities integration (MacInerney-May, 2012).

4.11.3 Moderating Effect of Learning Orientation on the Relationship between Organizational Ambidexterity and Firm Strategic Performance

The study found a positive significant moderating effect of learning orientation between organizational ambidexterity and firm strategic performance. Because knowledge is an important factor in the realization of innovation (Zhou & Li, 2012), researchers attempt to investigate knowledge resources and mechanisms that can lead to a competitive advantage through innovation in the production domain. Learning orientation is one of the important knowledge-related factors and capabilities (Laverie, Madhavaram, & McDonald, 2008; Yuan, Feng, Lai, & Collins, 2018) that refers to a basic organizational attitude toward learning (Gerschewski, Lew, Khan, & Park, 2018). (Rhee, Park, & Lee, 2010). In other words, learning orientation directs the organization toward the creation and application of knowledge, thereby increasing the organization's desire to acquire, assimilate, transform, and exploit external knowledge. Given that learning occurs through the interaction of knowledge with action and leads to the acquisition and dissemination of knowledge, it has the potential to influence organizational performance.

In other words, the main components of organisational strategy that assist organizations in achieving their goals are cost, delivery, flexibility, and quality. Because of the importance of this topic, researchers have focused their efforts on identifying the factors that contribute to improving and reinforcing the operations strategy. Although several factors can be identified in this regard, the study presented above identified learning orientation as an important factor in triggering various dimensions of operations strategy. Learning orientation was discovered to have a positive impact on a variety of organizational-level outcomes.

Some studies examined the direct effect of learning orientation on organizational performance and discovered a positive relationship between them (Abdulai Mahmoud and Yusif 2012; Beneke et al., 2016; Calantone, Cavusgil and Zhao 2002; Mavondo, Chimhanzi and Stewart 2005). While some studies looked into the moderating effect of learning orientation, the majority only looked at its interaction with market orientation on other organizational performance, with mixed results (Beneke et al., 2016; Fang et al., 2014; Kakapour et al., 2016). Organizational practices must realize their functions through their influence on individuals within organizations, according to human resource management (HRM). The effect of learning orientation on individual outcomes must be investigated (Crossan, Maurer and White 2011). According to Kakapour et al. (2016), Learning orientation, market orientation, and their interaction were positively related to opportunity recognition, which has a positive impact on organizational-level corporate entrepreneurship. Unlike other studies in developed countries, Beneke et al. (2016) discovered that learning orientation had no significant effect on organizational performance or a moderating effect on the relationship between market orientation and organizational performance of small- to medium-sized businesses.

Learning orientation is heavily reliant on the creation and application of knowledge, and it can have an impact on innovation performance. An extensive literature review revealed that operations strategy has a significant impact on organizational innovation performance (Gamal Aboelmaged, 2012). Gamal Aboelmaged (2012) investigated the impact of innovation performance on operations strategy and discovered that it has a positive impact on operations strategy. We discovered from a review of the literature that selecting specific strategies could also affect innovation performance.

Individual learning is a dialectical process that includes both access to new knowledge and the ability to incorporate new knowledge into existing knowledge sets (Baum et al., 2011). Thus, learning is the process by which people convert new experiences into new and existing knowledge (Joy and Kolb, 2009). This transformational capability is reflected in people's learning orientation, which is defined as the proclivity to constantly seek new knowledge. According to learning theory, the proclivity to acquire new knowledge and integrate it into one's existing knowledge set improves one's ability to deal with problems and uncertain situations, because continuously updating one's current knowledge set improves one's capacity to find novel solutions to current problems. (Honig, 2004) . Therefore, in the assessments of the pros and cons of an entrepreneurial career, which arguably involves high uncertainty levels (Sarasvathy, 2001, 2008; Schoonhoven et al., 2009), a learning orientation may function as a critical trigger in transforming career-specific entrepreneurship considerations into an intention to become an entrepreneur.

Baum et al. (2011), noted the implications of learning orientation for entrepreneurs' practical intelligence, entrepreneurship scholarship has largely ignored the role of learning orientation. To bridge this gap, we place learning orientation at the center of our theoretical framework. However, we recognize that entrepreneurship is not the only career with high levels of uncertainty and risk that could benefit from a strong learning orientation (Ho et al., 2011); as a result, our model and hypotheses (which we discuss later) take into account the indirect effect of learning orientation rather than the direct effect. This orientation may have an impact on the potency of people's feasibility and desirability-driven considerations with respect to entrepreneurship to enhance their entrepreneurial intentions.

4.11.4 Mediating Role of Dynamic Capability on the Relationship between Organizational Ambidexterity and Firm Strategic Performance

Mediation is an indirect influence of the independent variable on the dependent. This implies that the independent variable can influence dependent variable indirectly through a mediating variable. The study found that the relationship between organizational ambidexterity and firm strategic performance of the supermarket in Nairobi County was on not only a direct relation but also an indirect influence. This is due to the fact the dynamic capability has shown to have a mediating role. The results were positive and significant. The results of the empirical analysis show that dynamic capabilities are important aspects of firm performance. The negative effect of performance can only be countered if firms build and develop dynamic capabilities. It is important to realize that intangible resources alone are not enough to create a firm-level performance; they need to be leveraged through capabilities.

According to Teece et al. (1997), dynamic capabilities are a firm's ability to build, integrate, and reconfigure its internal and external competencies in order to address rapidly changing environments. These capabilities are precursors to firms' strategic routines through which managers integrate, build, and recombine resources and competencies in order to generate and sustain superior performance (Eisenhardt and Martin, 2000). They are also regarded as a learned and stable pattern of collective activity through which a firm generates and modifies operating routines in order to improve its effectiveness (Winter, 2003; Zollo and Winter, 2002).

Indeed, capabilities are the transformational process by which resources are utilized and converted into an organization's performance (Dutta, Narasimhan and Rajiv, 2005). The study contends that resources are the source of an organization's

capabilities, and furthermore, that capabilities are the main source of its performance (Grant, 1991). Thus, it has been recognized that the utilization and deployment of resources working in combination with capabilities can improve a firm's performance.

According to the Schumpeterian viewpoint, the routines and capabilities that comprise a firm's fundamental structure, as well as the evolutionary fit between an environment and a firm, are what determine performance (Makkonen et al., 2014). Furthermore, the viewpoint proposed that the new combination of knowledge and the firm's existing resources to create new operational capabilities is the foundation of dynamic capabilities (Jiao et al., 2013; Makkonen et al., 2014; Pavlou and Sawy, 2011). This concept later developed in the literature and drew the attention of numerous researchers (Pavlou and Sawy, 2011). Teece (2007)'s dynamic capabilities framework conceptualization of the paradigm perceived competitive advantage as a function of dynamic capabilities. In this sense, a firm's performance in such an environment is determined by its ability to renew and reconfigure its competencies and existing capabilities in response to environmental changes.

As a result, these capabilities drive the development, evolution, and reconfiguration of existing resources to provide new sources of performance. Various scholars, however, attempt to distinguish distinct but related processes or phases of dynamic capabilities (Nieves and Haller, 2014). Li and Liu (2014) classified dynamic capabilities into three dimensions: strategic sense-making capacity, timely decision-making capacity, and change implementation capacity. Villar et al. (2014), on the other hand, proposed two dimensions of knowledge management dynamic capabilities: external knowledge integration and internal knowledge development. Tseng and Lee (2014), for example, used two dimensions of sensing and integrating capabilities. Denford (2013) further

classified dynamic capabilities as creating, integrating, reconfiguring, replicating, developing, assimilate, synthesize, and try to emulate.

The more comprehensive categorization that suited the needs of this study, however, was attributed to Pavlou and Sawy (2011), who developed a dynamic capabilities model that includes four basic phases or dimensions (i.e., sensing, learning, integrating and coordinating). These dimensions are a collection of capabilities and their interaction in a logical sequence in reconfiguring existing firm knowledge assets to address environmental changes (Nieves and Haller, 2014). According to Pavlou and Sawy (2011), the conceptualization of their dynamic capabilities model was based on the work of Teece et al. (1997) on organizational and managerial process roles (i.e., coordination/integration, learning, and reconfiguration) and the Teece (2007) framework (i.e., sensing environment to seize opportunities). Therefore, these set of capabilities best suited the need of knowledge assets reconfiguration in order to address a turbulent environment in order to generate and sustain superior performance. As such, the present study adopted this model.

According to Teece et al. (1997), a firm's ability to integrate and build requirements for change and make necessary adjustments is largely dependent on its ability to scan its business's environment, evaluate markets and competitors, and accomplish reconfiguration quickly ahead of competition. As reconfiguration necessitates monitoring new technologies and market trends in order to detect and capitalize on environmental opportunities (Pavlou and Sawy, 2011), sensing is the first dynamic capabilities phase. The firm's sensing capability is its ability to identify, interpret, and pursue environmental opportunities (Nieves and Haller, 2014; Pavlou and Sawy, 2011). In the second phase, once a firm has identified an opportunity, it must address

it with new products, services, and processes that necessitate decisions to revamp and renew existing firm capabilities through the acquisition of new knowledge and skills (Pavlou and Sawy, 2011; Teece, 2007). As a result, the second phase of dynamic capabilities is learning capability, which refers to the firm's ability to augment its existing operational capabilities with new knowledge (Nieves and Haller, 2014). According to Pavlou and Sawy (2011), learning capability is related to the firm's ability to acquire new knowledge as well as transform and exploit that knowledge.

4.12 Summary of Hypothesized Testing Results

An overview of the major discoveries in connection to the tested hypotheses is presented in this section. It includes the hypotheses, the variables utilized, and the comments. This summary was presented in table form.

Table 4. 24: Summary of Hypothesized Testing Results

	Hypothesis	Beta values	P values	Decision
H₀₁	Organizational ambidexterity has no significant effect on firm performance of supermarkets in Nairobi County, Kenya.	0.483	0.000	Rejected
H₀₂	Dynamic capabilities do not have statistically significant on firm performance of supermarkets in Nairobi County, Kenya.	0.154	0.020	Rejected
H₀₃	Learning orientation does not have a statistically significant on firm performance of supermarkets in Nairobi County, Kenya.	-0.023	0.506	Failed to be Rejected
H₀₄	Organizational ambidexterity has no significant dynamic capabilities of supermarkets in Nairobi County, Kenya.	0.581	0.000	Rejected
H₀₅	There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County, Kenya.	0.084	0.048	Rejected
H₀₆	There is no statistically significant moderating effect of learning orientation on the relationship between organizational ambidexterity and dynamic capabilities of supermarkets in Nairobi County, Kenya	0.033	0.377	Failed to be Rejected
H₀₇	There is no statistically significant mediating effect of dynamic capability on the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County, Kenya	0.161	LLCI =.025 ULCI=.316	Rejected
H₀₈	There is no statistically significant moderating effect of learning orientation on the indirect relationship between organizational ambidexterity and firm performance via dynamic capabilities.	0.006	LLCI =-.008 ULCI=.024	Failed to be Rejected

Source: Researcher, 2022

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

The key empirical findings from this research are summarized in this chapter. From these findings, conclusions and recommendations for various policy changes that supermarkets may undertake to improve the performance of their businesses were drawn. The chapter concludes by highlighting the potential directions for further investigation in this field.

5.2 Summary of Findings

The study's findings highlighted a summary of the impacts of control variables, the direct impact of organizational ambidexterity, dynamic capacities, and learning orientation on supermarket performance. It further summarized the findings on moderation and mediation analysis.

5.2.1 Effect of Control Variables

The research looked at the influence of the control variables, firm age and size. The study found that firm size had a significant effect, while firm age did not show any significant effect at the 5% level of significance on firm performance of supermarkets in Nairobi County. R-square in the model summary was .484, indicating that firm size and age explain 48.4 percent of the variation in accomplishment. The results of analysis of variance (ANOVA) revealed substantial F-statistics ($F = 103.688$, $P > F = .000$), showing that the model was fit and that controls had a positive contribution. This implied that the results could be interpreted in a meaningful way.

5.2.2 Effect of Organizational Ambidexterity on Firm Performance

The main objective of the study was to evaluate the impact of organizational ambidexterity on firm performance. According to the study's conclusions, the relationship between organizational ambidexterity and firm performance of supermarkets in Nairobi County was significant and positive. ($\beta = 0.483$, $p < 0.05$). It implies that a crucial factor in improving firm success has been the organization's capacity to manage today's business effectively while also being adaptable to deal with tomorrow's shifting demand. The findings of Dranev *et al.*, (2020), who discovered a positive main effect, are supported by these findings, but they also imply that the effect of organizational ambidexterity on company performance depends on a number of different factors. They urge research to transition from examining whether organizational ambidexterity influences performance to gaining a deeper comprehension of the circumstances under why and the mechanisms by which organizational ambidexterity affects performance.

The findings also support those of other researchers who have discovered a favorable and significant relationship between organizational ambidexterity and business performance in different industries, such as Solís-Molina *et al.*, (2018) ,Dranev, *et al.*,(2020), Latukha *et al.*, (2022), and Aftab *et al.*, (2022). More than 90% of the ambidextrous organizations, according to Hwang *et al.*, (2023), fulfilled their objectives. According to these results, ambidextrous businesses are in ability to utilize their present resources to complement their ongoing operations and actively seek out new chances to quickly respond to environmental changes.

5.2.3 Effect of Dynamic Capability on Firm Performance

The second objective of the research was to ascertain how dynamic capability affected firm performance. The results of this study revealed that the performance of supermarkets was positively impacted by dynamic capability. ($\beta = 0.154$, $p < 0.05$). This provides more justification for the notion that raising dynamic capability enhances business performance. The results are consistent with those of Torres *et al.*, (2016), Li *et al.*, (2022), Ferreira *et al.*, (2020), and Hernández-Linares *et al.*, (2021), who highlighted the importance of dynamic capabilities (sensing capabilities) in the identification and assessment of opportunities in their initial conceptual model. According to their study, seizing capabilities predict firm performance, which is consistent with (Nyachanchu *et al.*, 2017). The outcomes were also in line with the predicted outcomes of Kocoglu *et al.*, (2015) theoretical conceptual framework relating to how differently absorbent capacity and product innovation relate. Being proactive and acting on opportunities are key components of seizing capabilities, which is the right strategy for businesses operating in a competitive market (Da Giau *et al.*, 2020). Additionally, it was found that dynamic capabilities significantly affect the performance of firms.

5.2.4 Moderating Effect of Learning Orientation on the Relationship between Organizational Ambidexterity and Firm Performance

The third objective of the study was to ascertain if learning orientation had a moderating impact on the relationship between organizational ambidexterity and firm performance. The results of this study revealed that supermarket performance was adversely affected by learning orientation. ($\beta = -0.023$, $p < 0.05$). This suggests that a rise in learning orientation results in a decline in firm performance. This result is inconsistent with the research done by and Sharma (2014), which showed that

learning orientation, has a negative impact on firm performance. Although several factors can be identified in this regard, the study presented above identified learning orientation as an important factor in triggering various dimensions of operations strategy. Further, learning orientation was discovered to have mixed results on a variety of organizational-level outcomes (Aloulou 2018).

According to certain studies (Mavondo *et al.*, 2005, Abdulai & Yusif 2012; Beneke *et al.*, 2016), there is a favorable relationship between learning orientation and organizational performance. While some research examined the moderating impact of learning orientation on other organizational performance, majority primarily examined its relationship with market orientation, with conflicting findings (Fang *et al.*, 2014; Beneke *et al.*, 2016; Kakapour *et al.*, 2016). Beneke *et al.*, (2016) found that learning orientation had no significant impact on organizational performance or a moderating impact on the link between market orientation and organizational performance in small- to medium-sized enterprises, in contrast to prior studies conducted in industrialized nations.

5.2.5 Mediating Role of Dynamic Capability on the Relationship between Organizational Ambidexterity and Firm Performance

Determining the mediating role of dynamic capability in the relationship between organizational ambidexterity and firm performance was the fourth study goal. The research demonstrated that the relationship between organizational ambidexterity and firm performance of the supermarket in Nairobi County was not only a direct relation but also an indirect influence. This is because the dynamic capability has been shown to have a mediating role. The results were positive and significant. According to the empirical analysis's findings, a firm's performance depends in large part on its

dynamic capacities. Only by constructing and developing dynamic capabilities can businesses combat the negative impact of performance. It is crucial to understand that intangible assets alone cannot produce firm-level performance; they must be utilized through capabilities.

5.2.6 Moderated Mediation

The primary goal of this study was to ascertain how learning orientation influenced and mediated the link between organizational ambidexterity and firm performance. Learning orientation was found to have a moderating and mediating impact on the indirect effect of dynamic capacity. The moderating effect results were negative and significant; implying that the increase in learning orientation reduces firm performance since learning orientation is a cost-effective strategy, thus reducing firm performance.

Effect of dynamic capability as a mediating factor was further positive and significant, implying that an increase in dynamic capability increases firm performance. The moderation mediation of learning orientation and dynamic capability findings showed significant positive results, meaning that an increase in learning orientation in a firm and dynamic capability does not guarantee firm performance, thus reducing it.

5.3 Conclusions of the Study

This study's aim was to determine how organizational ambidexterity and firm performance relate to each other in supermarkets in Nairobi, Kenya, as well as the indirect effects of dynamic capacities and the moderating effect of learning orientation. The results of the study showed a favorable and significant relationship between organizational ambidexterity and the business success of supermarkets in

Nairobi County. It suggests that a significant element in raising firm performance has been the organization's capacity to manage today's operations effectively while simultaneously adjusting to the shifting demands of tomorrow. This result confirms the positive main effect found by Junni *et al.*, (2013), but it also reveals that the influence of organizational ambidexterity on business performance depends on a number of variables. They exhort scholars to change their focus from determining if organizational ambidexterity affects performance to gaining a deeper comprehension of the circumstances in why and how organizational ambidexterity affects performance. These findings imply that ambidextrous companies are better able to take advantage of available resources to match present operations and explore new opportunities to quickly adjust to environmental changes.

Businesses like supermarkets develop new opportunities and reorganize their current resources to be flexible in a changing environment. Additionally, organizational ambidexterity increases competitive advantage by making use of already-existing expertise and offering clients creative solutions. Because of this, organizational ambidexterity enables the company to grow a range of learning capacities that might be valuable from a strategic standpoint. Lubatkin *et al.*, (2006) uncovered the relationship between organizational ambidexterity and subjective business performance. According to Patel *et al.*, (2013), organizational ambidexterity and firm revenue growth are related. Our findings demonstrate that a firm's performance increases when its ambidexterity balance is higher. Furthermore, when incremental exploitation was large, enterprises with less exploration showed better performance. The study's results provide novel perspectives on the relationship between ambidexterity and firm performance.

The study concludes that firms can create improve on their performance if it has superior dynamic capabilities, as these capabilities assist the firm in developing functional competencies. As a result, dynamic capabilities have an indirect impact on the firm's outcome (Helfat & Peteraf, 2003). Through the results of situation analysis, Zott (2003) further established the inverse relationship between dynamic capabilities and performance. The majority of current material on dynamic capacities is composed of conceptual and theoretical considerations. This study was an attempt to evaluate the idea of firm performance predictors in an empirical scenario because the concept has mostly remained conceptual. The study's central idea was to link sensing, seizing, and reconfiguring capacities to firm performance. It was found that businesses that use dynamic capabilities do better than their rivals do. These results are significant for study in the larger retail environment as well as for the operationalization of dynamic capabilities in the future. A growing number of supermarkets are under intense pressure from transforming business conditions as they contend with formidable competition, rising consumer needs, and quickening technological improvements. As a result, it is even more crucial for supermarkets, which frequently have limited resources, to concentrate on making investments in resources that have the highest potential for financial success.

The study offers proof that learning orientation encourages knowledge production and application within the business, enhancing the organization's willingness to acquire, assimilate, transform, and utilize outside information. Learning has the potential to influence organizational performance because it occurs through the interaction of knowledge with action and leads to the acquisition and dissemination of knowledge (Inkpen 2000, Janz & Prasarnphanich 2003). In other words, the primary components of organizational strategy that help organizations achieve their objectives are cost,

delivery, flexibility, and quality. Because this is such an important topic, researchers have concentrated their efforts on identifying the factors that contribute to improving and reinforcing the operations strategy. Although several factors can be identified in this regard, the study presented above identified learning orientation as an important factor in triggering various dimensions of operations strategy.

5.4 Recommendations

5.4.1 Theoretical Contributions

The present research has an important contribution to Dynamic capabilities theory and resource-based view theory. By examining the mediating role of dynamic capacities, it clarifies the connection between organizational ambidexterity and firm success. As an addition to the resource-based approach (RBV), dynamic capabilities emerged in an effort to explain competitive advantage in a dynamically changing environment. According to the significant coefficient of the study, organizational ambidexterity had a substantial impact on firm performance, and dynamic capabilities had an impact on performance that was both positive and significant. It is a strongly contested issue how firms' dynamic capabilities result in a competitive advantage and better firm performance. The positive effect of organizational ambidexterity and dynamic capabilities on performance supports the resource-based theory as its principles are based on research on organizational routine, core competence, core capability, rigidity, architectural competence, capability building, and absorptive capacity. The firm is viewed as a collection of resources according to the resource-based view of the firm (RBV). Resources include all assets, capacities, organizational processes, firm features, information, and knowledge. Anything that could be viewed as a firm's strength or weakness is considered a firm's resource.

A company's responsibility is to build organizational knowledge in addition to acquiring resources and capabilities, as this creates a sustainable competitive advantage thus improving on performance. Development of schedules for integration into a flow management system is the main responsibility of management. The process of making knowledge accessible to people and forming knowledge resources, as well as developing and connecting them to an organization's broader knowledge system, can be thought of as the production of organizational knowledge through learning Von *et al.*, (2006). As soon as information is created, it must either be introduced into the organization or exchanged within it. The dynamic capabilities built by such organizations are what provide them the competitive advantage in such a situation.

The research reveals knowledge that is disseminated by numerous entities, including corporate identity and culture, documents, personnel, policies, systems, and schedules. Resource –based is the focus of this viewpoint. The advantages in knowledge based on aptitude result from access to and absorption of particular information. Although information is created and comprehended by people, it can become ingrained in the company as a routine organizational practice.

5.4.2 Managerial/Practical Implications

The study's findings provided insight on how firm performance changes when sensing, seizing, and configuration capabilities are deployed. Managers discover some useful implications for developing strategies for improving and maintaining firm performance. Notably, this offers a useful framework for use in identifying the talents and capabilities necessary to efficiently and effectively acquire resources and achieve desired goals. In order to create appropriate guidelines for managing any firm's

vulnerability to the continually changing operational environment and, as a result, achieve sustainable firm performance, the study also influences management practice, industry, and government policy creation.

In addition to creating mechanisms that integrate ambidexterity in the workplace and teach people how to think ambidextrously, policymakers and managers must also mitigate incentives and implement other restrictions that discourage ambidextrous behavior. Organizations must support ambidexterity while utilizing a flexible strategy to satiate knowledge employees and continue to produce innovative offerings.

Managers in the field discover some valuable applications for developing tactics used in boosting and maintaining company performance. Notably, this offers a useful framework for use in picking the skills and the capability to generate the desired results efficiently and effectively when resources are acquired. A sustainable industry or sectorial performance can be attained by addressing any firm's sensitivity to the constantly changing operational environment using the study's findings as input for management practice, industry, and government policy creation.

In addition, managers should be clear that a willingness to update a knowledge base continuously or devote maximum effort to work-related activities might be only a minimum entry condition for a career fraught with challenges, hurdles, and possible failure. Having a learning orientation or being highly passionate about work instead may be rewarded more easily or rapidly in a corporate context, where a person's work-related behaviors are often directly compared with those of their peers.

5.4.3 Policy Recommendations

Based on how learning orientation, dynamic capacities, and organizational ambidexterity affect firm performance in supermarkets, it is crucial to create a balanced strategy that permits both exploration and exploitation operations within the company. Further, enhancing the strategic performance of supermarkets through dynamic capabilities and learning orientation involves fostering adaptability, agility, and continuous improvement. Here are some managerial recommendations

- i. **Establish Separate Units for Exploration and Exploitation:** Consider structuring separate units or teams within the supermarket to focus on exploration and exploitation. This allows each unit to concentrate on its specific objectives without compromising the other's effectiveness.
- ii. **Allocate Resources Wisely:** Allocate resources strategically to support both exploration and exploitation efforts. Maintain a balance between enhancements to current operations and infrastructure and R&D spending for innovation.
- iii. **Emphasize Customer Insights and Market Trends:** Stay attuned to customer preferences, emerging trends, and market changes. Regularly gather and analyze customer feedback, conduct market research, and remain open to adapting strategies accordingly.
- iv. **Develop a Flexible Organizational Structure:** Create an organizational structure that allows for agility and adaptability. Encourage a flexible mindset among employees and embrace change as a means to respond quickly to evolving market conditions.
- v. **By giving your workers training and opportunity to improve their skills and knowledge, you can invest in their growth.** Employees who have the right

tools are more likely to contribute productively.

- vi. **Embrace a Learning Culture:** Managers should cultivate a learning-oriented culture within the organization. Encourage employees at all levels to seek knowledge, share insights, and participate in training programs that promote learning and skill development.
- vii. **Promote Knowledge Sharing:** Facilitate regular knowledge-sharing sessions among employees, teams, and departments. This could be through informal discussions, cross-functional meetings, or formalized platforms for sharing experiences and lessons learned.
- viii. **Foster Innovation and Creativity:** Create an environment that nurtures innovation and creativity. Employees should be encouraged by their managers to challenge the status quo, consider alternative solutions, and think creatively.
- ix. **Develop Strategic Agility:** Promote strategic agility by being receptive due to market fluctuations and adapting rapidly to emerging opportunities or threats. Regularly review and update the supermarket's strategic plans to reflect dynamic market conditions.
- x. **Align Dynamic Capabilities with Strategy:** Identify and develop dynamic capabilities that align with the supermarket's strategic priorities. These capabilities should be integrated into the organization's core processes and activities to support strategic objectives effectively.
- xi. **Encourage External Partnerships:** Form strategic partnerships with external entities, such as suppliers, technology providers, or research institutions. These partnerships can provide access to new knowledge, resources, and expertise, enhancing the supermarket's dynamic capabilities.
- xii. **Lead by Example:** Managers should demonstrate a commitment to learning

and growth by actively engaging in their own development and sharing their knowledge and experiences with their teams.

5.4.4 Contribution to Knowledge

The study would shed light on how supermarkets in Nairobi balance the exploration of new opportunities and the exploitation of existing competencies. This understanding could help other businesses in similar markets achieve a balance that enhances overall performance. By identifying and analyzing the dynamic capabilities that supermarkets leverage to adapt to changing environments, the study would provide valuable insights into how firms can remain competitive and agile in a rapidly evolving retail landscape.

The study would offer evidence on the importance of a learning-oriented culture within organizations. This would highlight how supermarkets that prioritize continuous learning and knowledge sharing are better positioned to innovate and improve their performance. Focusing on firm performance in the supermarket sector would provide specific metrics and benchmarks that can be used to assess success in this industry. This would be beneficial for managers and stakeholders looking to evaluate and improve their business operations.

Conducting the study in Nairobi County, a unique and dynamic market, would provide context-specific insights that could be relevant to other developing economies. This would help in understanding how local factors influence the effectiveness of organizational practices and strategies. The findings would have practical implications for strategic management in the retail sector, guiding supermarket chains in Nairobi and similar markets on how to develop and implement strategies that enhance organizational performance. Integrating concepts of

organizational ambidexterity, dynamic capabilities, and learning orientation, the study would contribute to the development and refinement of theoretical frameworks in management studies. This would provide a more comprehensive understanding of how these concepts interact to influence firm performance.

5.4.5 Policy Recommendations

From the findings, the study made some of the policy recommendations that:

- i. Managers may be urged to invest in market screening, use experiments, participate in lengthy end empathic leadership dialogues, and create more modular and decoupled organizational structures in order to develop the skills necessary for achieving organizational ambidexterity. A new kind of strategic ambidexterity was made possible by the joint efforts of the exploitation and exploitation strategy.
- ii. Firm managers need to be aware of their dynamic capabilities because they affect performance. Reconfiguration should receive special attention because it has a greater impact than other types of dynamic capabilities. The literature that has already been written about successful reconfiguration implementation is available to practitioners. When working in a highly dynamic environment that encourages rapid change, dynamic capabilities. Therefore, to be able to seek out superior firm performance, managers should always try to advance their competencies.
- iii. In order to effectively, react to the environment they must assess the competencies they already possess as well as those they still need to develop. Therefore, managers ought to be required to make investments in dynamic capabilities to improve the firm's performance.

- iv. The study's findings indicate that to promote knowledge within firms, policymakers should encourage an appropriate level of learning. According to the study, managers in each organization should first determine the elements that either support or hinder a learning orientation in order to improve performance. Social networking, which encourages the exchange of ideas and viewpoints, can therefore be encouraged, and an environment conducive to open learning can be established.
- v. From a normative standpoint, it offers managers advice on the value of investing in dynamic capabilities and when and how to use them. First, our findings should serve as a guide for senior management operating in highly competitive environments to invest in developing dynamic capabilities so that their companies can adapt and achieve sustainable performance. Investment in dynamic capabilities may be viewed as a lower priority in environments where their firms face little to no significant competition, freeing up resources for other uses.
- vi. Top management is urged to create a natural organizational structure. Top management is recommended to develop an organic organizational structure so that they may more effectively capitalize on these dynamic capabilities. In fact, the absence of an organic structure may limit the benefits of dynamic capabilities and lower their return on investment. Additionally, the sometimes-elusive idea of dynamic capabilities may become more operationally meaningful from a managerial standpoint when coupled with an organic organizational structure that serves as a foundation for the use of procedures for identifying and seizing outside opportunities through decentralized decision-making. These insights may lead to organizational policies for formal

incentive structures that actively promote middle management involvement in strategic management tasks. Additionally, to the degree that dynamic capabilities relate to scanning, perceiving, and seizing opportunities, businesses may aim to create organizational structures that improve access to knowledge repositories and efficient information processing, such as process-based knowledge-management systems.

5.5 Limitations and Suggestions for Future Research

This study has certain drawbacks. Because questionnaire survey was used to verify the stated hypotheses, this study can only provide cross-sectional data and is unable to provide any longitudinal data. Therefore, using a two-stage longitudinal survey, future studies may better assess the development of such knowledge sharing and creation in different stages. Furthermore, this study focused on electrical and electronics manufacturers in Taiwan. Therefore, further studies can focus on other industries in other countries, and compare their results with this study. Finally, these results that may prove constructive to researchers, managers, and institutions, this study may be a helpful reference for future studies as well.

The research study was not without certain limitations, including providing an avenue for future research. First, the research was limited to organizational ambidexterity and dynamic capability when examining the relationship between organization ambidexterity and firm performance, therefore, factors such as organizational and environmental factors should be incorporated in future studies. Second, the study focused on dynamic capabilities and learning orientation as moderator and mediator in organization ambidexterity, yet other variables such as organizational learning may be insightful in such relationship and considering other firms in different sectors. Third,

future researchers may employ a longitudinal strategy to explore how organizational ambidexterity improves performance because the study was cross-sectional. Fourth, analysis by use of SEM could be an avenue for future researchers to further explore the latent relationship among other variables.

Future research could look into the impact of environmental factors like environmental dynamism and/or benevolence on a firm's decision to pursue organizational ambidexterity. Furthermore, internal resource leeway can have an impact on how the firm achieves organizational ambidexterity. Future research could use a dynamic capabilities perspective to investigate how a firm manages, develops, and reconfigures its resource base to create the necessary conditions for organizational ambidexterity. To better examine the causal relationships among variables in the research model, future empirical research should employ a longitudinal design. Longitudinal data can also be used to investigate the sequential ambidexterity between exploration and exploitation over time.

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APPENDICES

Appendix I: Questionnaire

This questionnaire is intended to assist the researcher (Rosemary Muange) in order to complete a research thesis on Organizational Ambidexterity, Dynamic Capabilities, Learning Orientation, And Firm Performance of Supermarkets in Kenya. Your assistance in completing the questionnaire to aid in the gathering of data will be greatly appreciated. Your information alongside others will help me in my research and will be used strictly for academic purposes. It will be treated as confidential; therefore, do not write your name on the questionnaire.

FIRM PERFORMANCE

5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1=strongly Disagree

FIRM PERFORMANCE		SD	D	N	A	SA
FP1	Our company has dramatically increased its market share in the last three years					
FP2	In the previous three years, our company has become more competitive.					
FP3	In the last three years, our company has improved its strategic positioning					
FP4	Our business in the domestic market has been very satisfactory over the last 3 years					
FP5	Our business in the domestic market has fully met our expectations over the last 3 years					
FP6	Our performance in the domestic market has been very satisfactory over the last 3 years.					
FP7	Rapid growth has been realized by our firm in the last three years					

ORGANIZATIONAL AMBIDEXTERITY

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1=Strongly Disagree

		SD	D	N	A	SA
Explor1	Our firm regularly searches for and approach new clients in new market					
Explor2	Our business commercializes products and services that are completely new to our unit					
Explor3	For new markets and new opportunities, our firm is constantly on the lookout in those markets.					
Exploi4	Our firm is constantly working to improve the quality of our current products and services.					

Exploi5	Our organization is dedicated to expanding services for existing clients on a regular basis.					
Exploi6	Our company makes every effort to maintain and even increase existing markets					

Where **Explor** stands for Exploration and **Exploi** stands for Exploitation

SECTIONS D: DYNAMIC CAPABILITIES

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1=Strongly Disagree

	DYNAMIC CAPABILITIES	SD	D	N	A	SA
DC1SEN	Our firm is constantly investing in research and development activities to identify new technologies and market opportunities					
DC2SEN	Our company monitors and understands the current (future) demands of the market, suppliers, and competitors.					
DC3SEN	Our enterprise tends to deal very well with market change and uncertainty.					
DC4 SEI	Our company has a great capacity to create, adjust and, when necessary, redesign our business plan					
DC5 SEI	Our business plan makes it clear what our value proposal is and how it is articulated.					
DC6 SEI	Our firm has a profound knowledge of the value chain through which we reach our customers.					
DC7MTR	Our firm is flexible.					
DC8MTR	Our business constantly identifies opportunities for partnerships with external organizations.					
DC9MTR	Our firm has a strong ability to integrate knowledge and knowledge with external partners.					
DC10MTR	Our business manages and monitors ways of protecting our secrets and our intellectual property					

SECTION F LEARNING ORIENTATION

5 = strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1=Strongly Disagree

		SD	D	N	A	SA
LO1	The ability of our company to learn is the key to its competitive edge.					
LO2	Employee learning is seen as an investment rather than an expense in our firm.					
LO3	Learning in our organization is seen as a key commodity necessary to guarantee organizational survival.					
LO4	In our company, we all have the same goal in mind.					
LO5	Employees view themselves as partners in charting the direction of the organization.					
LO6	All employees are committed to the goals of this organization					
LO7	Our company is not hesitant to rigorously examine the generalizations about our clients that we have all agreed upon.					

CONTROL VARIABLES

How many employees does your company have??

How long has your firm been in operation since inception?

We thank you for completing the questionnaire.

Appendix II: List of Supermarkets in Nairobi County, Kenya

Acacia Supermarket	Borno supermarket
A&D supermarket	Budget Supermarkets
Aflose Supermarket	Builders Supermarket
Aladin Lalji supermarket	Cailanzi Supermarket
Alfees Supermarkets	Caledonia Supermarket
Almend Karim supermarket	Carrefour Supermarket Kenya
African Grocers	Carmesh supermarket
Afro Bangla Supermarket	Ceaser's Supermarket
Alliance supermarket	Centaline Supermarket
Allmart Supermarket	Chakula Supermarket
Alpany supermarket	Chandaria Foodplus Supermark
Alphamart Supermarket	Chemusia supermarket
Alves supermarket	China Town Supermarket
Amil and Dryesh	China Wu Yi Supermarket
Angelas supermarket	Chinese Supermarket
Asha-Kin Supermarket	Choice's supermarket
Amana Eastleigh Supermarket	Chokmatt Supermarket
Amazing Grace Supermarket	City Supermarket
Amazing Mini Supermarket	Cleanshelf Supermarket
Bakkal Turkish Produce Supermarket	Continental Supermarket
Bansi Supermarket	Co-Op Kwa Jirani Janlem Supermarket
Baranuki supermarket	Corner supermarket
Barwako Supermarket	Crosby Supermarket
Baobab Mini	Cossymat Supermarket
Bashi supermarket	County Supermarket
Best Nine Supermarkets	Cream Mart Supermarket
Better price supermarket	Day-To-Day Supermarket
Betccam Savers Supermarket	Datelvey supermarket
Big J Supermarket	Devkresh Supermarket
Binka Supermarket	Dire One Supermarket
Bist provision supermarket	Dayaya Supermarket
Broadline Supermarket	Deepak cash and carry
Broadway supermarket	Decoy's Discount
	Dhawnt Supermarket

Dimples Supermarket	Game Stores. supermarket
Dola Moja Supermarket	Gateway Supermarket
Donholm Star supermarket	Genesis Supermarkets
Downtown Supermarket	Georges Supermarket
Dry house holdings	Gipsy supermarket
Eastmatt Supermarket	Good Neighbours Supermarket
Ecomatt Supermarket	Gigiri Supermarket (1)
Eleventh Hour Supermarket	Goodwill Supermarket
Elipa Eastland Supermarket	Goodfar supermarket
Epepea Supermarket	Goldrays Supermarket
Eremo supermarket	Grabngo Supermarket
Esajo Supermarket	Green field supermarket
Evergreen supermarket	Green Valley Supermarket
Faine fayne Supermarket	Greenspot Supermarket
Fairlane Supermarket	Green forest supermarket
Fairmart Supermarket	Grit Supermarket
Fair Rose Supermarket	Guestcare Supermarket
Fairvalue Supermarket	Gulabchad supermarket
Fair price supermarket	Happy view supermarket
FCC self service	Harry's supermarket
Famcon Supermarket	Harvest Choice Supermarket
Family Choice Supermarket	Henenettas supermarket
Favourite Mini Supermarket	Heshima Supermarket
Feine Faye Supermarket	Highstreet Supermarket
Flora petty supermarket	Hill Mart Supermarket
Fontans supermarket	His and Hers supermarket
Fourteenstar Supermarket	Home Choice Supermarket
Fourty Six Supermarket	Homemart Supermarket
Fransa supermarket	Home Depo Supermarket
Frankaal supermarket	Hope Supermarket
Friendly Five Supermarkets Ltd	Hot Supermarket
Fun & Shop Supermarket	Hurlingham supermarket
Furs supermarket	Iriss Supermarket
Furaha Supermarket	Jack & Jill Supermarket
G - Marts Supermarket	acknice Supermarket
Galnart Supermarkets	Jacmill Supermarket

Jaharis Supermarket	Kiaiwa supermarket
Jarma Supermarket	Kibao Supermarket
Janamu Supermarket	Kibaomatt Supermarket
Jawamwa Supermarket	Kieni supermarket
Jawa's Supermarket Ltd	Killstart Supermarket
Jd's Supermarket	Kimani supermarket
Jei Supermarket	Kleenway Supermarket
Jolet Supermarket	Ladywood supermarket
Joster Super Market	Lalab supermarket
Jossics Suprmarket	Lango Supermarket
Joss supermarket	Leadways Supermarket
Jowematt Supermarket	Leestar Supermarket
Joyland Supermarket	Lifa Supermarket
Joylet supermarket	Lillies Supermarket
Juliamart Supermarket	Lillian supermarket
Juja supermarket	Linumak Supermarket
Jumia supermarket	London Supermarket
Joja Ks supermarket	Lucky Stop Supermarket
K&A supermarket	Lumumba Drive Supermarket
K- Choice Supermarket	Maathai Supermarket
Kabiria Supermarket	Macson supermarket
Kabsmart Supermarket	Madina Supermarket
Kahawa supermarket	Magunas Supermarket
Kapital Supermarket	Magic supermarket
Karen Supermarket	Magson Supermarket
Karia Supermarket	Makutano Supermarket
Karrymart Supermarket	Mama Watoto Supermarket
Kassmart Supermarket	Maridadi supermarket
KawangwareRoyalSupermarket	Market Ways Supermarket
Kaymart Supermarkets	Marta supermarket
Kendox Supermarket	Makro Supermarket
Kenphy Supermarket	Martpoa Supermarket
Kenis supermarket	Marja Supermarket
Kenton supermarket	Mathai Supermarket
Keinani supermarket	Mathare supermarket
Khetia's Supermarket	Megamatt Supermarket

Mega supermarket	Northview Supermarket
Metromart Supermarket	Nova supermarket
Midas Supermarket Ltd	Nyemi Supermarket
Milesmart Supermarket	Obamatt Supermarket
Mogomart Supermarket	Ongata Rogai supermarket
Morphas Mini Supermarket	Onn The Way Supermarket
Mount K sundries	Otomart Supermarket
Muhindi Mweusi Supermarket	Pangani supermarket
Mumbi supermarket	Park & Shop Supermarket
Mumsies Supermarket	P.B.K Supermarkets Ltd
Mumtaz Supermarket	P &shah supermarket
Muna Supermarket(Palmtri Supermaket
Muthaiga supermarket	Panje Supermarket
Muthaite supermarket	Park & Shop Supermarket
Mustard Supermarket	Paul Gen. Mini Market
Mwananchi Mini Supermarket	Pay Less Supermarkets
Mwiki supermarket	Peponi supermarket
Nairobi Mart Supermarket	Peframart Supermarket
Nafuu Supermaket	Petcays Supermarket
Nafron supermarket	Pick "N" Pay Supermarket
Naimatt Supermarket	Pop-in supermarket
Naivas Supermarket	Porarim supermarket
Naivamatt supermarket	Powerstar Supermarket
Nalmart Supermarket	Pricerite supermarket
Neema Supermarket	Providence Supermarket
Neibas Supermarket	Queensway supermarket
New Italycor Supermarket	Quick pick supermarket
New Garden Supermarket	Q uickmart Supermarket
New Leems Supermarket	Rafaels supermarket
New Ricken Sopper	Rajesh Gloria supermarket
New Westland Supermarket	Ranchoplus Supermarket
Ngara Supermarket	Rangers Mini Supermarket
Ngemi Supermarket	Real Save Supermarket
Nicematt Supermarket	Richmart Supermarket
North end supermarket	Ridge ways supermarket
North Line Supermarket	Rikana Supermarket

Robert Ondiek supermarket	Spicy spice supermarket
Rongai Supermarket	Spring Valley supermarket
Ronny's Supermarket	Smart Home Supermarket
Rosjam Supermarket	Society Stores Supermarkets ¹
Rossam Supermarket	Sokofresh Supermarket
Rosy collections supermarket	Souk Supermarket
Ronny supermarket	South C supermarket
Roymatt Supermarket	Springvalley Supermarket
Roysambo supermarket	Star Mini Supermarket
Ruble supermarket	Starehe supermarket
Safamart Supermaket Ltd	Stella supermarket
Safeway supermarkets	Sterling Supermarket
Sagmatt Supermarket	Steklar Supermarket
Salisbury supermarket	Stewel Super Market
Savemart Supermarket	Stop 'N' Shop Supermarket
Savemorc Supermarket	Success supermarket
Schilada supermarket	Sundus Supermarket
School Supermarkets Ltd	Sunrise supermarket
Select Supermarket	Sunshine Supermarket
Seven Eleven Supermarket	Super Deals Supermarket
Selfridges Supermarket	Super value supermarket
Seraben Supermarket	Supra and sons supermarket
Shajah Mini – Supermarket	Supreme Supermarket
Shanjema Minimart	Suriha supermarket
Shayona Supermarket	Swamco Supermarket
Shaflus supermarket	Sweetbay Supermarket
Sheela supermarket	Sweetworld Supermarket
Shop & Save Supermarket	Tashcom Supermarket
Shoppers Delight Supermarket	Tasya Supermarket
Shoprite Supermarket	Tech Supermarket
Shopping paradise supermarket	Tesco supermarket
Shujaa Mall Supermarket	Tesskam Supermart
Simba Car Supermarket	The good earth supermarket
Sikendo supermarket	The People Supermarket
Sippys supermarket	Three In One Self Selection
Skymart Supermarket	Supermarket

Tiptop supermarket	Victory supermarket
Titanic Supermarket	Village Supermarket
Total Thika road supermarket	Vine World Supermarket
Toyo supermarket	Vishal Kenya Supermarket
Transmatt Supermarket	Visionmart Supermarket
Trollys And Basket Supermarke	Waiyaki Way Supermarket
Tufform Supermarket	Wall Mart Supermarket
Tumaini Supermarket	Well brand supermarket
Umoja supermarket	Western Mart Supermarket
Uthiru Fair Price Supermarket	Westies_Supermarket
Vantage supermarket	White Candle Supermarket
Varsani's Supermarket	Wincos Supermarket
Versian supermarket	Yessmart Supermarket
Venture Supermarket	Zumsha Supermarket

Appendix III: Research Authorization



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RE: MU/SBE/PGR/ACD/21B

DATE: 7th November, 2022

TO WHOM IT MAY CONCERN:

RE: ROSEMARY MUANGE - SBE/DPHIL/BM/013/2015

The above named is a bonafide student of Moi University, School of Business & Economics. She is undertaking **Doctor of Philosophy in Business Management** degree; specializing in **Strategic Management**.

Mrs. Muange has successfully completed coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: *"Organizational Ambidexterity, Dynamic Capabilities, Learning Orientation and Firm Performance of Supermarkets in Nairobi County, Kenya"*.

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

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/m



Appendix IV: Research Permit

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<p>This is to Certify that Ms. Rosemary Muvinya Muange of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ORGANIZATIONAL AMBIDEXTERITY, DYNAMIC CAPABILITIES, LEARNING ORIENTATION AND FIRM PERFORMANCE OF SUPERMARKETS IN NAIROBI COUNTY, KENYA for the period ending : 06/December/2023.</p>	
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Appendix V: Plagiarism Report

