

**PERCEPTION OF EMPLOYEES ON AMBIDEXTERITY
AND RESOURCE CO-SPECIALIZATION EFFECT ON
DYNAMIC CAPABILITY AT GULF AFRICAN BANK
LIMITED**

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DECLARATION

This is my own original work that has never been presented in any other University for an award of any academic satisfaction.

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This project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

I dedicate this project to my Family and more specifically Mum and Dad, my son Hayden, my brother Mordecai and my sister Radhi.

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ABBREVIATIONS & ACRONYMS

GAB	Gulf African Bank
INV	International New Ventures
KBV	Knowledge based View
MBV	Market Based View
RBV	Resource Based View
TMT	Top Management Team

ABSTRACT

This study was carried out to establish the Perception of employees on Ambidexterity and Resource Co-specialization effect on dynamic capability at Gulf African Bank. The study was supported by a number of theories; Dynamic Capability Theory as well as the Resource-Based Theory. This study included both Ambidexterity and Resource Co-specialization as independent factors and dynamic capability as dependent factor. This study set to determine Gulf African Bank's reason as to why their financial track record has improved over the years. To determine this, the study set to determine whether this was as a result of her implementing Ambidexterity and Resource Co-specialization to gain a competitive advantage in her sector; financial sector. The population of the study was all the Gulf African Bank branches located in Nairobi. The target population was five branch personnel and personnel located at the Gulf African Bank headquarters. Qualitative data analysis was implemented to deduce results from the collected data with respect to the study. On the issue of Organizational Ambidexterity majority of the respondents did agree that GAB is an organization that highly values innovation as well as exploiting existing technology within and it had a mean of 13.7. On the issue of Resource Co-specialization majority of the respondents did agree that the organization has enough physical infrastructure to undergird the organization's operations and it had a mean of 10.25. From the results above, we can clearly deduce that GAB has gained a competitive advantage in the banking sector courtesy of Organizational Ambidexterity and Resource Co-specialization. This study recommends that Gulf African Bank embraces the ever evolving technology and encourage experimentation through investing in heavy research and development. It should also continuously engage its employees to impart knowledge on them and to also receive ideas from them that will give GAB internal competencies that will propel it to greater heights in the banking industry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current business environment, change is inevitable and it remains the only constant factor which then calls for businesses to utilize dynamic capabilities to maintain their competitive edge. Teece, Pisano, and Shuen (1997) describe dynamic capabilities as the firm's potential to consolidate, embody, and redesign intrinsic and extrinsic competencies to adapt to increasingly rapidly changing environments.

Exploitation entails capabilities, increasing output, direction, inevitability and reduction of variance while exploration entails expedition, ascertainment, independence, contraption and embracing variation. Organizational skills are ingrained in its existing organizational practices, design, and systems. Tushman and O'Reilly (1996) argue that organizational ambidexterity can be described as the capacity to concurrently go after both additional and incoherent shift on innovation from hosting multiple challenging designs, systems, and skills inside an organization and is vital for long haul firm continuity.

A company may decide to exploit its synergistic opportunities that are tied to various resources or assets that are in their possession. These assets may be valuable to the company as a combination than in isolation. This is referred to as Resource co-specialization. For example, tangible assets (property and plant), human resources (workers and researchers) and intangible property (patents and tacit knowledge) of a company are only valuable as synergistic complimentary assets. This gives the firm a competitive edge against other firms within the same industry (Teece, 2009, Douma & Schreuder, 2013).

Resource Based View (RBV) has added onto the understanding of competitive advantage of the firm (Bain 1968, Caves & Porter, 1977, Peteraf & Bergen, 2003, Porter 1980, 1985, 1996). Some underlying determinants of a firms' performance are industry factors and how the external market is oriented, this is viewed as the Market Based View. Strategy can also insist that human resource competency, knowledge within the organization, know-how whether technical or managerial and intellectual property are the primary determinants of good performance in this information and knowledge era.

This is viewed by various scholars as Knowledge Based View (KBV) which is a generic of Resource Based View (RBV), (Murray 2000, Teece et al. 1997, Tiwana 2002, Hamel and Prahalad (1994). Amit & Shoemaker (1993) describe competency differently from resources, as a firm's extent of utilization of resources in addition to adopting organizational processes to affect the needed outcome. Teece, Pisano and Shuen (1997) in their paper attempt to define those resources and practices and to explain how the competencies of senior managers to reconfigure assets to achieve competitive advantage in emanating and developed businesses, to be ambidextrous is important in the quest towards creation of sustainable competitive advantage.

While many studies show the practicality of implementing dynamic capability like a means of achieving sustainable competitive advantage in terms of firm performance, the motivation that was behind this particular study was to bring the employee perspective on board and show how the employees can be proactive in the process of implementation of dynamic capability as a means of sustaining competitive advantage. Employees are an indispensable part of the organization, and as such, it is important to get their views on this important topic towards achieving the sustainable competitive advantage.

1.1.1 The Concept of Ambidexterity

In the present day and age, business environments have become too turbulent and change is inevitable therefore acting ambidextrously is unavoidable by working hand in hand in responding to present market stipulations and building effectiveness through exploitative innovation while also charging the company with revolutionary prospective innovation and ability to adjust to it (Gibson & Birkinshaw, O'Reilly & Tushman 2004).

Organizational theory, managerial economies, international business and strategic management, are all key administrative areas that have proposed or reiterated the desire to strike a balance between two or more unique activities in the firm. (Holmqvist, 2004, Ghemawat and Costa, 1993, Bartylett and Ghoshal, 1999, Winter and Szulanski, 2001). According to Thompson (1967) asymmetry between exploration and exploitation is a “central paradox of administration”. This is because mindset, resources, skills, processes, and structures are crucial in achieving exploration and the ones that are required to achieve exploitation are fundamentally different and often conflict with one another.

Duncan, 1976, Gibson and Birkinshaw, 2004, Tushman and O'Reilly, 1996 define “Organizational ambidexterity” as the competency achieved by the firm by managing opportunities in its operational environment that are counteractive or require trade-offs. For example, organizations will be tasked with reconciling if not doing away with, stressful situations involving trade-offs for current business as well as exploring new ones at the same time. This could call for situations like following differentiation strategy while adopting low-cost, exploiting existing business while discovering new ones and also managing a mature business versus new, upcoming ones.

1.1.2 Resource Co-Specialization

Kogut and Zander (1992) Lipmann and Rumelt (2003) Teece (1986) argue that strategy research posits that resources that are co-specialized and capabilities that are combined are crucial determinants of sustainable competitive advantage. Teece (2007) insists on both the need and challenges of managing co-specialization of resources.

The ability of the management of the firm to establish, advance and incorporate both specialized and co-specialized resources present in a company is a crucial dynamic capability. However, this is arguably not the situation in business setups. Excellence in the articulation of these capacities forms a basis of enterprise capacity to successfully execute long-term organizational performance innovation and delivery of sufficient value.

Teece, 2007 argues that co-specialized resources are a distinct group of resources that go hand in hand where optimum economic value of the resource is derived from its use in partnership with other relevant resources. If resources are arranged usefully within the firm, co-specialized resources can be value adding. Resource co-specialization is also distinct in the situation of economies of scope where the resources are not only valuable when used jointly as opposed to single use of the resource but may have limits on economic value in single use and build competitive leverage only in joint use.

1.1.3 Dynamic Capabilities

Strategy outlines selection of emerging technologies and new business models which give rise to firm dominance through implementing non-imitable dynamic capabilities. Strategic decision making is a task that requires specialty in management skills whereas the task of making strategic investments choices is quite demanding due to their nature of requiring strategic fit to create value among resources within the firm (Porter, 1996).

The center of dynamic capabilities is the capacity of top managers to sense and embrace advantages through demonstration and building synergies between untapped and current assets to overcome external forces that may defeat the firm. These competencies are sometimes represented by extremely technical methods and systems (Winter, 2003 and Zott, 2003). New habits are central to the firms' long-term competitive advantage. (Eisenhardt & Martin, 2000).

The responsibility of top management teams (TMT's) in advancing actions that give rise to competitive advantage of the company over time is highlighted by this perspective. Teece, Pisano, and Shuen (1997) depict dynamic capacities as the association's capability to merge, epitomize, and update natural and outward skills to adjust to progressively quickly evolving conditions.

Organizational skills are embedded in the current organizational processes, systems and actions. Specifically, so, these habits are visible in the operationalization of the organization, the way it is structured, its culture and the overall mentality of the top management teams (TMT). Current capabilities of the firm show how it has positioned itself in the extant turbulent environment.

O'Reilly and Tushman (2007) examined how organizations employ tact and adapt in the face of change by looking at organizational ecology, changing environmental contexts which imply that research in strategy suggests dynamic capability which explains long-term competitive advantage. Therefore, ambidexterity and resource co-specialization play a fundamental role in affecting the dynamic capacity of an organization towards achieving sustainable competitive advantage.

1.1.4 Commercial Banks in Kenya

The evolution of the Kenyan banking industry emanates back from the colonial times when the British Empire declared Kenya as its protectorate in 1865 and officially its colony in 1920. During that 19th century, there were trading activities taking place which gave rise to the use of currency, giving birth to the revolution of the banking sector. As toward the finish of June 2016, out of the 43 foundations, 39 business banks and the sole home loan fund establishment are exclusive while the Kenya Government holds controlling stakes in the rest of the 3 business banks. Twenty-four of the 39 exclusive banks and the one home loan fund foundation are privately possessed (i.e. their controlling investors are domiciled in Kenya), while 15 are remote claimed, (GoK, 1989).

The industry comprises of commercial banks, microfinance institutions, and mortgage finance companies. The Central bank of Kenya is the sole regulator of the system of banking in Kenya. The banking industry in Kenya has achieved tremendous growth and expansion owing to so many factors like automation, globalization, and increased competition, administrative, procedural and technological factors which are rapidly changing the banking industry all over the world, giving rise to profound competitive burden (Grigoroudis, Politis and Siskos, 2002).

The current challenging global environment dictates the need for continuing sound micromanagement and institutional reform which may give rise to efficiency and stability gains. While Central Bank is charged with the regulatory role, the government is charged with the responsibility of creating a sustainable business environment that the banks can operate with minimal interruption. Cooray, 2011 posits that increased level of efficiency of the government as set forth by regulations and litigation processes positively impacts both on financial sector size and competence.

1.1.5 Gulf African Bank Kenya Limited

Gulf African Bank Limited is a business bank in Kenya working under Sha'riah compliant conditions or under Islamic money saving regime or administration. It is overally governed by the Central Bank of Kenya, the national bank and national managing an account controller. As of December 2014, the bank was a medium sized budgetary administrations supplier in Kenya.

Its cumulative assets were valued approximately at US\$191.8 million (KES:19, 753, 647 billion), with client stores totaling roughly 153.3 million dollars (KES:15.8 billion), and investors' value evaluated at around 30.6 million dollars (KES:3.15 billion). Around then, the bank was in position 25 in terms of resources out of the 46 authorized banks in Kenya at that point. The bank has diversified into other countries.

Dialogs to set up the bank began in 2005, by people and establishments from the Persian Gulf and Kenya. The bank started managing account operations in 2008, subsequent to accepting a business keeping money permit and approval to set up a Sharia bank, from the Central Bank of Kenya. Inlet African Bank is the second business bank in Kenya to get approval to rehearse Sharia compliant keeping of money, after First Community Bank, established in 2007.

At the time of opening, Gulf African Bank's capital base totaled over 21 million dollars (KES:1.75 billion). Institutional financial specialists represent more than 90% shareholding. The significant investors in the bank incorporate the financial specialists recorded in the table underneath. In September 2012, the International Finance Corporation gained 16% shareholding in the bank for 5 million US dollars. It is unclear how the shareholding will take care of the cash changes at hand.

1.2 Research Problem

Employees' views and opinions in a firm are important in the sum input towards successful strategy formulation and implementation. A study done by Burns and Stalker (1961) discussed innovation and discovered two types of management systems that organizations adopt depending on their environments. The 'mechanistic management system' which is adopted when the environment is stable and the 'organic management system' which is adopted when the environment is rapidly changing. The first system is defined by clear role definition, formal job descriptions and a clear chain of command while the latter is characterized by lack of clear job roles and responsibilities, erratic decision making, coordination is lateral in nature and formalization and specialization is less adopted (Aldrich 1999, Sine, Mitsuhashi & Kirsch, 2006, Tushman & O'Reilly 2002).

Tushman and O'Reilly (1996) suggested that for exploitation and exploration to happen simultaneously, autonomy should be observed while establishing distinct units that are separated structurally to handle exploration and exploitation, each unit uniquely assigned its own resources, for example, workers, design, systems and cultures, each geared towards ensuring the use of resources and capabilities.

Studies carried out in Kenya, for example, by Gathungu and Mwangi (2012) have concentrated on determining the point of contact between the use of dynamic capabilities and organizational performance and it indicates positive correlation on the nature of sensing, seizing, transforming and managerial active abilities and how their interconnection influence company performance. This study sought to introduce a new dimension of employee perspective which implies how the employees perceive dynamic capabilities used for sustainable competitive advantage in their organization.

With regards to contextual set up, a paper by Geerts, Blindenbach-Driessen, and Gemmel (2012) interestingly showed differences encountered between how ambidexterity is practiced within manufacturing and service firms. This study focused only on the service industry, more categorically, the banking sector, and a case study of GAB Bank Kenya Limited.

A Kenyan study by Ogina (2014) on “the relationship between dynamic capabilities and opportunity exploitation by Petroleum importing and marketing companies in Kenya” focused on the manufacturing industry. This paper, however, concentrated on the service delivery industry, more specifically financial services provider. In as much as some of the studies done earlier on relied on ‘case studies’ or dissertations (Markides & Charitou, 2004, Tushman & O’Reilly, 1996) recent studies have used large instances of longitudinal array of information and they give input on the effect that ambidexterity may have over a long period of time.

The study by Geerts, Blindenbach-Driessen, and Gemmel (2012) was carried out on more than 500 firms over a 4-year period, and findings show that ambidexterity positively impacts on firm growth. Studies done in Kenya by Kombo, K’Obonyo, and Ogutu (2015) in their paper Knowledge Strategy and Performance of Manufacturing

Firms in Kenya used a stratified sampling method of collecting data where a sample of 266 firms were employed representing the twelve subsectors of manufacturing sector and primary data from 184 companies using structured questionnaire given to managers of the firms. This study did specify competencies and routines within GAB Bank and attempted to show how the ability of senior managers is critical in reconfiguring assets to compete in the ever-evolving businesses and their environments to maintain sustainable competitive advantage by getting data from the employees.

The study was carried out with respect to the banking industry in Kenya and specifically in GAB Kenya limited. It has a total workforce of 1,000 permanent employees as well as 250 long-term contract personnel with the contract lasting longer than 12 months. (GAB Sustainability Report 2016). Therefore, the specific capabilities having been identified, are the employees aware of the use of ambidexterity and resource co-specialization as dynamic capabilities in the bank and what is their perception towards the effect of their use on dynamic capabilities at GAB Bank Kenya Limited to achieve sustainable competitive advantage?

1.3 Research Objectives

- i. To determine the perception of employees on the effect of ambidexterity on the dynamic capabilities, financial performance perspective at GAB bank Kenya Limited.
- ii. To determine the perception of employees on the effect of resource co-specialization on the dynamic capabilities at GAB Bank Kenya Limited.

1.4 Value of the Study

This research has added value to top management teams, senior managers and decision makers as it will elaborate on the employee's perception of the effect of ambidexterity and co-specialization of resources towards the use of dynamic capabilities and help them make informed strategic decisions on which skills to exploit or use and at what stage of environmental change, both intrinsically and externally, with the input of the employees as they are also vital in the strategic management process.

The study has provided further information to the present body of literature about dynamic capabilities and how it is affected by ambidexterity, co-specialization, and transformation of assets, particularly in GAB Bank. The study provided information with a different context hence test the existing body of knowledge and further enrich the information that currently exists. It may be of use by scholars; academicians and researchers who may wish to do further related studies hence provide a foundation for further research.

The study has also provided further insight into the relevant theories aforementioned of Resource-Based view; Knowledge-based view and Capabilities based view in the Strategic management field which will help other researchers, scholars, and academicians while conducting their research, especially in a differentiated context setup. The findings herein will be able to enrich the current knowledge and hence can be used to lay the foundation for further studies.

Competitors within the banking industry will find the study helpful as it will only highlight on one case being GAB bank. Other banks may get the review useful and adopt the findings of the survey. It is not limited only to industrial competitors as it may be of help to also other businesses that do not belong to the same industry, say manufacturing, technology-oriented industries, pharmaceutical industries and as such find the study beneficial to them.

Policy makers will use the findings as a reference to guide on upcoming regulatory frameworks that would favor creation of sustainable business environment to enhance use of ambidexterity and co-specialization of resources by management as dynamic capabilities by supporting infrastructure that would improve the use of dynamic capabilities as a competitive strategy especially in the Kenyan banking industry.

This study looked at the conceptual and contextual gaps, taking into account studies done both locally and internationally and thus try to fill in the gaps and hence differentiate itself from studies done in the past. It will also give a survey of the various existing literature about the topic thus help in laying the foundation for chapter two.

CHAPTER TWO

LITERATURE REVIEW

This section offers a literature review of the study of the extent through which the ambidexterity and resource co-socialization affect the dynamic capabilities at the Gulf African Bank. The discussion in this chapter was in line with the Dynamic Capability Theory as well as the Resource-Based Theory. The chapter equally dealt with issues of employee perception on ambidexterity as well as resource co-socialization at Gulf African Bank.

The importance of the literature review work was to survey previous studies done on ambidexterity and support co-specialization concerning dynamic capability in different industries to enable comparison across the industries. This was done to zero in on the requirements of data collection parameters for the primary research to be carried out. This will be crucial in the development of the research design process (Denscombe, 1998).

The research approach used is concurrent with generally accepted practices in established survey work. Currently, it is acceptable for scholars and researchers to enlighten themselves with pre-existing knowledge before collecting data for their research (Easterby, Smith, Thorpe, &Lowe, 2002).

A clear understanding of existing literature in this area helped to achieve three goals. First, it gave guidance on the data collection tools to be used and this will safeguard against having clutter meaning collecting data that is not useful and relevant to the study at the data collection stage. Secondly, it helped in maintaining focus on the topics' scope and the findings of the study will be embodied in the existing literature.

Finally, multiple opportunities were created for further articulation of the true meaning of data collected and opening doors for more opportunities for expansion and constructive criticism of the topic when the data analysis stage will be reached in the research project.

2.2 Theoretical Foundation

The resource-based theory is founded on the notion that efficient and effective application of the available and useful resources which a company can gather assists in determining its competitive advantage. According to Dixon (2011), the theory functions to highlight the need for fitting between the contexts of the external market in which an organization such as the GAB operates as well as the internal capabilities.

Resource-based theory is a classical view on the management principle which explains the manner in which ambidexterity influences the dynamic capabilities of an organization over time. Following the resource-based theory, the company is a collection of skills or assets. In the present economy, the majority of the assets, as well as the available capabilities, are intangible. The achievement of the organizations is based on their skills which are distinctive from one organization to the other. GAB has attributes that cannot be replicated by the other players in the industry (Kay 2007)

According to the Dynamic Capabilities Theory, capabilities refer to a set of academic activities and procedures which assist an organization to achieve specific outcomes. The ordinary capabilities could be referred to as the best practices. They begin by one or two companies and extend to all the organizations in the industry. Unlike the conventional capabilities, the dynamic capabilities are distinctive since they are exclusive to each agency and are well-established in the culture of the organization.

They are not only captured in the systems and processes but also in the business models which trace back in time and are hard to copy (Gratton, 2013). Wade and Hulland (2004), hold that resources can adapt most of the characteristics of the dynamic capabilities. As such, it could be most important for firms such as the Gulf African Bank which operates in the rapidly changing environment. In as much as the resources may not be in direct guidance to the position of superiority earned by competitive advantage, they could all be significant to the long-term competitiveness.

The two theories are relevant to the study since they show the process through which ambidexterity, as well as resource co-socialization, influences the dynamic capabilities of the Gulf African Bank. Additionally, it argues through the line of knowledge and skills which are largely the products of experience.

2.3 Dimensions of Ambidexterity

The fundamental understanding of ambidexterity is the act of simultaneously balancing the exploitation of the existing capabilities and the exploration of new openings. According to Raisch et al. (2009), the successful ambidextrous institutions function to balance the seemingly conflicting forces: assimilation of activities and differentiation, organizational and individual alignments, simultaneous and sequential timing as well as external and internal knowledge integration.

The first force-differentiation or separation of the activities are related to whether exploitative or explorative activities need to be separated into different units of business or whether the company only needs to rely on the mechanisms which allow simultaneous exploitation and exploration.

Secondly, as the ambidexterity of an organization function to refer to the formal structures or the coordination of the organizational arrangements, most academic scholars contest that the ambidexterity is based on the ability of individuals to exploit and explore at the same time. The third force relates to the issue of time. It addresses the issue of whether the exploitation and exploration need to be sequential or to be performed simultaneously.

As such, Gibson & Birkinshaw (2004) are arguing that exploratory units need to establish an existing resource and the exploitative one is charged with exploring new opportunities. Put differently every group must create a balance between the dilemma of exploitation and exploration. In a nutshell, the structural ambidexterity is not regarded as the best method of organizing an organization, and even if the reverse were true, the separated units would still have to deal with exploration/exploitation dilemma. Gibson and Birkinshaw (2004), therefore argues that the ambidexterity needs to be measured at individual levels before it is aggregated into units or to the company hence giving relevance to the concept of contextual ambidexterity.

The contextual ambidexterity can be defined as the ambidexterity at the individual level. The perception is that the employees and the managers make the decisions on whether to do explorative and exploitative activities compared to the organizations which completely autonomous in exploitation and exploration, the ambidextrous organizations require systems and structures which are not only flexible but also indicate a greater reinforcement on certain aspects of the company.

According to Birkinshaw and Gibson (2004), there are four ambidextrous behaviors in humans. First, the people take initiatives that go beyond the expectations based on them. Secondly, they are opportunity seeking and cooperate to join forces with one another. Thirdly, they show brokering skills as well as always trying to build the internal connections. Finally, individuals are good at performing tasks simultaneously and have the comfort of having different roles in varied circumstances.

2.4 Ambidexterity and Dynamic Capabilities

Ambidexterity is indeed a suitable concept for explaining the dualities or extremes of an organization. As such the articles describing this topic have exponentially increased in the past few years. According to Wang and Rafiq (2014), there is empirical evidence on the significant ramifications of organizational culture on the ambidexterity and flexibility of an organization.

High knowledge sharing institutions affect ambidexterity positively. Their strategic leadership is properly established to foster such culture hence implying that the knowledge sharing culture connects strategic leadership and resource co-specialization. The scholars also discover that culture has more significance on leadership than innovation. Wang and Rafiq (2014), show in their article that contextual ambidexterity and resource co-specialization have a close relationship with the flexibility of the organizational capabilities. The authors are conceptualizing the culture of ambidexterity as the construct that consists of shared vision as well as corporate diversity.

On this context, organization's diversity facilitates encouragement of creativity whereas the shared vision provides few straightforward and formal rules applicable in the organization. From the study, the two scholars established that organizations which combine such mechanisms could integrate exploitation as well as exploration in the business units.

Additionally, the integration enables organizations to create a balance between the changing environment and resource specialization. The findings of the two scholars are agreeable with the results of Gibson and Birkinshaw (2004), showing that the appropriate organizational context leads to the rise of ambidexterity. The ambidexterity concept is a function of the different corporate resources as well as capabilities, instead of the industry and cross-cultural disparities. Ambidexterity is established the organizational culture thus implying that culture is the cause of both ambidexterity's as well as organizational flexibility in the use of resources.

2.5 Resource Co-specialization and dynamic capabilities

An organization's resources and capacities can be perceived as a collection of intangible as well as tangible assets which are heterogenic to the industry competitors. It helps in explaining the performance of a firm in a changing and competitive environment. The tangible assets of a firm comprised of the financial as well as the physical assets of the company.

The tangible assets could be the plants, technology as well as equipment or even the geographical location. The financial assets of the organization may either be the internal funds like the available liquidity at hand as well as the unused external funds or the external funds like high-risk debt and new equity (Chatterjee & Wernerfelt, 1991).

On the other hand, the intangible assets are composed of the knowledge assets as well as behavioral patterns. The capabilities and resources of an organization help in establishing value creation strategies thus enabling the firm to perform more efficiently and better as compared to the competitors.

Teece, Pisano, and Shuen (2005) argue that dynamic capabilities refer to the competencies that a firm possess that enables it to integrate, reconfigure and build the internal as well as the external competencies for addressing the rapidly changing environment. The operational capabilities may be distinguished from the dynamic capabilities with the former about the current operations of the organization. The later on the other hand refers to the capacity of an organization to purposefully establish, extend as well as modify its base of resources.

There are three dynamic capabilities which are significant in meeting new challenges. The organization together with its employees should learn quickly and build strategic assets for adaptation. The existing strategic assets in any organization must be reconfigured or transformed for the organization to realize success in both short and long runs. According to the Teece (1997) concept of the dynamic capability, corporate agility is the most important thing for businesses.

The corporate agility refers to the capability of a firm to identify and shape opportunities as well as threats to their advantage, to grasp the available opportunities as well as to maintain their competitiveness by combining, protecting and reconfiguring the tangible and intangible assets of the organization.

2.6 Employee perception

Perception is the organization, establishment and translation of sensory cues for equation and be conscious of the environment (Wikipedia). This mechanism of perception starts with objectifying something or an item in the real world, termed the 'distal stimulus' or 'distal object,' whereby the resulting subjective recreation of the 'distal stimulus' is the percept.

Maas (2016) points out that involvement of employees in strategy execution is vital for strategy formulation process to be successful. Successful strategy formulation and implementation is highly demanding and require maximum involvement and full commitment of the workforce on all levels. Failure to involve key people will harbor disastrous results ultimately leading to implementation failure.

Participation increases the chances of successful strategy implementation and also a commitment by employees to achieve desired levels of strategy. Green (2011) in her article on leadership explains that when employees are engaged, they become more willing to make decisions and take appropriate risks in the best interest of the organization.

2.7 Empirical Studies and Knowledge Gaps

This study brought out a new dimension especially in the field of employee learning and growth as it will test their knowledge of dynamic capabilities and how they influence their performance and overall the organizational performance in the long run. Studies done in Kenya mostly look at the concept of dynamic capability and how it impacts organizational performance.

For instance, Shikanda, Wanga, and Okibo (2011) using a descriptive research design in their study on Postal Corporation of Kenya found out that organizational culture, leadership skills, rewards, and recognition affect innovation. Mburu (2015) using descriptive survey research design carried out a study on management challenges facing youth development projects in Kenya and found out that training, financial and leadership problems affect their implementation. Mutunga, Minja, and Gachanja (2014) posit that internal processes mostly rely on how capabilities are harnessed for competitive advantages by the human resources.

This study was done in the food and beverage industry. Mugo (2016) in the study on the insurance sector in Kenya uses descriptive research design to recommend HR of insurance companies need to encourage feedback to help develop policies that communicate clear goals and expectations to the employees.

International studies by Han and Celly (2008) done in Canada suggest that INV that are capable of pursuing paradoxical strategies achieve superior performance over those lacking in such capabilities. Hsu, Lieu, Chen (2013) used balanced panel data of 207 Taiwanese firms with a time span of six years to relate international ambidexterity and reliable performance.

Villar, Alegre, Pla-Barber (2014) used a quantitative approach to structural equation modeling on a sample of 157 Spanish and Italian manufacturing companies in the ceramic tile industry. Junni, Sala, Taras, and Tarba (2013) did a meta-analysis on organizational ambidexterity and performance relationship which revealed that this relationship was to a large extent moderated by contextual factors and methodological choices.

A general conclusion drawn from the gathering of composing above is that in the present business condition, change is inescapable and it remains the main steady factor which at that point calls for organizations to use dynamic abilities to keep up their focused edge. Teece, Pisano, and Shuen (1997) portrayed dynamic abilities as the association's capability to combine, typify, and overhaul natural and extraneous skills to adjust to progressively quickly evolving conditions.

Dynamic ability, corporate dexterity is the most essential thing for organizations. The corporate deftness alludes to the ability of a firm to recognize and shape open doors and in addition dangers further bolstering their good fortune, to get a handle on the accessible open doors and additionally to keep up their aggressiveness by joining, securing and reconfiguring the unmistakable and impalpable resources of the association.

CHAPTER THREE

RESEARCH METHODOLOGY

The previous chapters highlight the statement and background of the problem, the objectives, and the value of the study, contextual and conceptual framework and literature review. This section will detail the research design, population, and sampling design, various methods which will be employed in the data collection pertinent in responding to the research questions identified in chapter one of the paper.

The research design was used to integrate the conceptual and contextual framework in a unified and logical way to adequately address the research problem. It also gave a guide to the data collection method to be used and the focus group to be approached for data collection. It explained the overall strategy that the researcher implemented to weave in a set of different parts of the study in a unified and logical manner thereby ensuring proper address of the research problem issue.

Nalzar (2012) insinuates that data collection is essential for collecting information needed to answer the research problem. It also largely depends on the research design and information gathered on the variables. Data collection methods vary according to the degree of structure, quantifiability, obtrusiveness, and objectivity.

3.2 Research Design

The study adopted a descriptive cross-sectional study design. The descriptive research design assists in investigating the study variables without the researching having the ability to manipulate or to tamper with the findings. The study design can be described as the systematic inquiry through which the researcher does not have a direct influence on the variables.

This study design was taken in preference to the other research designs because it assisted in specifying the particular boundaries of the case. The use of cross-sectional study helped in analyzing the data collected from a population or a representative subset as at a particular point in time.

Additionally, it significantly contributed to the finished case study's rigor. The descriptive cross-sectional study mined for the abstract interpretations of the data as well as the theory development. The method is considered to be not only flexible but also provides the researcher with the opportunity to put various sources as well as data collection methods into trials.

3.3 Population of the Study

Castillo (2009) defines community as a collection of a group of individuals who function as the point of focus for the scientific queries with the same characteristics. A population can be classified into two, namely, target population which is the group in its entirety that the researcher seeks to impose the study findings and accessible population which is a part of the population to which the researcher can have reasonable access to. All the members of the population are examined to facilitate favorable inference. It is important that the identified population fits a particular specification which the study is committed to finding.

A research population is an extensive collection of homogenous individuals or objects that form the primary focus of research query. These persons or objects usually have similar characteristics, and due to their large sizes, researchers cannot often test each individual or object due to the process becoming too expensive and time-consuming. Hence, this gives rise to sampling.

The target population for this study was employees working in various departments and different levels of management across all branches and units of the Gulf African Bank Limited including and not limited to three senior managers and five assistant managers. This will result to a target population of 50 employees within Gulf African Bank. The departments of interest are E-channels, Retail Banking, Human Resources, Marketing, Legal and Information Technology.

3.4 Sampling Design

Singaravelu (2012) defines a sample as a mini-selection or a trivial few coming from a large whole, so as to mean therefore that sampling is a procedure carried out to randomly select a representation or a subset of the members of a population of a study. Sampling methods have been employed in research since 1754 (A.L. Bowley) since they prove to be cost effective and time saving.

This study, in particular, employed probability sampling whereby units were selected from the population at random using probabilistic methods. This enabled the research to make generalizations or statistical inferences. Mainly, the study employed stratified random sampling whereby there is an equal chance of selecting each element (employee) from within a particular stratum (department or branch) of the population (total number of staff).

The sample size was expressed as n , and this figure was chosen because it reflects the budget constraint and time available to distribute questionnaires to the respondents. The sample size calculation was based on the confidence interval for proportions and effect size. In this study, the population was the total number of employees currently working at GAB Bank Kenya Limited which made up the sample frame for the study.

3.5 Data Collection

A pilot study is a mock study that precedes the actual study. A pilot study is essential because it help in determining whether the instruments of data collection will work as expected. Mugenda and Mugenda (2003) notes that a relatively small number of elements is sufficient for a pilot study. The study issued 15 questionnaires, which is 30 % of the sample size, for the purpose of collecting data on pilot testing. Further, a pilot study was significant because it helped the researcher to estimate the time and resources that are needed for actual study.

The primary data used in this study was collected by administering questionnaires throughout the sample to the respondents. The respondents in the study were employees working across selected branches and departments at the head office including the managers in charge of the strategy and new business docket and managers in charge of learning and development at the GAB Bank Kenya Limited. The questionnaires were distributed by myself and collected after two days to give the respondents time to articulate and respond to questions therein accurately and appropriately. This method is considered to be appropriate because it will consume less time as compared to the other potential methods. The questionnaire was based on a 5 point Likert scale.

At this point of the study, several stages were observed such as, defining the data required for the study in terms of desired outcomes, placement, grounding and pre-intervention data and information on obvious or desirable factors impacting on outcomes under judgment. Secondly, delineation and testing questions to get the desired data. Thirdly, coming up with and administering data collection forms. Fourthly, arranging the responses. Finally, amassing the data file and refining the data.

3.6 Data Analysis

This in turn helped to filter the available information from the interviewees into a more meaningful format hence making research sense about the research objectives. The next stage was the examination of the data collected through reading as well as reviewing the material available from the sample. After the completion of this phase, the researcher was able to describe the unit of analysis as well as categories.

Finally, the researcher proofread everything at least more than once for the identification of the keywords as well as the phrases and through this process, the researcher had the ability to count the frequencies through which some words, as well as phrases, were used in connection to particular respondents.

This study did adopt a descriptive research approach towards data collection and a qualitative data analysis approach which is a process that seeks to reduce and explain large amounts of information, often from different sources. The target population was 50 employees working across different departments and branches at Gulf African Bank LTD whom were a true representation of the entire workforce at GAB LTD. There was a pilot testing of questionnaires before the actual study was done using a drop and pick method.

This stage of data analysis embraced three steps whereby, first step involved developing and applying codes which are then assigned meaningful titles. Secondly, identifying key notes, constellations and affiliations whereby logical and decisive thinking of the researcher played a crucial role in the data analysis stage. Thirdly, summarizing the data, whereby the researcher linked the outcomes of the research to the set out goals of the research. Major themes were also highlighted within the findings and also possible contradictions.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This part introduces an examination of information according to the set targets. The outcomes answers to the research questions that governed the study whereby data collected was analyzed to establish, explain and describe the perception of employees on ambidexterity and resource co-specialization effect on Dynamic capability at Gulf African bank. The outcomes are introduced utilizing tables and factual examination. The crude information was coded, assessed and classified according to the set goals.

In the quest of completing the study, the questionnaire was adjusted for consistency and completeness before the responses were processed. During the fulfillment of the objectives, a descriptive analysis was performed. There was the selection of the sample text materials by reading as well as reducing the materials to a manageable set of information through the reading and categorization processes.

The real goal of the cross-sectional investigation was to utilize a moderately inactive way to deal with making causal surmising in view of discoveries. The method was applied because the researcher prepared questionnaires to be responded to by employees at different managerial levels in various departments and branches at the Gulf African Bank Limited with the aim of unfolding the perception of employees on ambidexterity and resource co-specialization effect on dynamic capabilities within the bank. Preceding chapters laid the foundation of the project as they gave an outlay of the purpose of the research work and outlined the research objectives to be achieved. This chapter however, will propel the project to onto presentation of findings, the outcomes and the discussions around the study.

4.2 Response Rate

The study targeted 50 employees working from the Gulf African Bank branches and select departments located at the head office. From which a branch manager, operations manager, customer service and retail officers were drawn from the branches. Human resource, IT, E-channels, marketing and legal officers were drawn from the head office.

The goal of the investigation was to decide the impression of workers on the impact of ability to use both hands on the dynamic capacities at GAB bank Kenya Limited and to decide the view of representatives on the impact of asset co-specialization on the dynamic abilities at GAB Bank Kenya Limited. Out of the 50 issued questionnaires, 41 questionnaires representing 82 % of the total questionnaires issued were returned fully completed.

Table 4.1: Tabulation of the Response Rate

	N	% Representation
Population Target	50	100 %
Population Achieved	41	82 %

Source: Research Data (2017)

4.3 Descriptive Data Presentation as per the Research Questions

This section addresses objective one which sought to determine the perception of employees on the effect of ambidexterity on the dynamic capabilities at GAB bank Kenya Limited. This project did apply a descriptive research design. The descriptive research design assists in investigating the study variables without the researching having the ability to manipulate or to tamper with the findings. The study design can be described as the systematic inquiry through which the researcher does not have a direct influence on the variables.

4.3.1 Organizational Ambidexterity

This section used a Likert type of scale, where 5= strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree.

Table 4.2: Organizational Ambidexterity

STATEMENTS	N	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
GAB is an organization that highly values innovation as well as exploiting existing technology within.	41	18	17	6		
Innovation is the key strategy that GAB uses to maintain sustainable competitive advantage	41	19	14	5	3	
Innovation is encouraged within every department as opposed to just one department	41	19	15	5	2	
New knowledge is explored at GAB in the same capacity as exploiting existing knowledge	41	20	13	5	3	
GAB is a defender, i.e. It avoids risks associated with radically innovative products and stress operational efficiency	41	12	19	7	2	1
GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse.	41	19	16	5		1

Source: Research Data (2017)

The first objective of the study was to determine the perception of employees on the effect of ambidexterity on the dynamic capabilities at GAB bank Kenya Limited. Primary data was collected through administration of questionnaires on a one on one basis. The research targeted fifty interviewees drawn from different levels of management. Qualitative Content Analysis was carried out to analyze the data. This study design was taken in preference to the other research designs because it assisted in specifying the particular boundaries of the case.

The interviewees were asked whether GAB is an organization that highly values innovation as well as exploiting existing technology within. Out of the 41 respondents interviewed, 18 strongly agreed, 17 agreed and 6 were neutral in their response to this statement (GAB, 2017). The interviewees were asked whether they consider innovation as the key strategy that GAB uses to maintain sustainable competitive advantage. Out of the 41 respondents interviewed, 19 strongly agreed, 14 agreed, 5 were neutral and 3 disagreed.

The interviewees were asked whether GAB is an organization has set up mechanisms through which innovation is encouraged within every department as opposed to just one department. Out of the 41 respondents interviewed, 19 respondents strongly agreed with this statement, 15 respondents agreed with the statement, 5 respondents were neutral in regard to this statement and 2 respondents disagreed with this statement.

The interviewees were asked whether at GAB new knowledge is explored in the same capacity as exploiting existing knowledge. Out of the 41 respondents interviewed, 20 respondents strongly agreed with this statement, 13 respondents agreed, 5 respondents were neutral and 3 respondents disagreed with this statement.

The interviewees were asked whether GAB is a defender, i.e. It avoids risks associated with radically innovative products and stress operational efficiency. Out of the 41 respondents interviewed, 12 respondents strongly agreed with this statement, 19 respondents agreed, 7 respondents were neutral to this statement, 2 respondents disagreed with this statement and 1 respondent strongly disagreed with this statement.

The interviewees were asked whether GAB is a prospector, i.e. It seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products. Out of the 41 respondents interviewed, 15 respondents strongly agreed with this statement, 20 respondents agreed with this statement, 3 respondents were neutral to this statement, 2 respondents disagreed with this statement and 1 respondent strongly disagreed with this statement.

The interviewees were asked whether GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse. Out of the 41 respondents interviewed, 19 respondents strongly agreed with this statement, 16 respondents agreed with this statement, 5 respondents were neutral to this statement and 1 respondent strongly disagreed with this statement.

It can be deduced that a majority of the employees at GAB have positive perception towards the objective that the researcher is trying to achieve which is to determine their perception on the effect of ambidexterity on the dynamic capabilities used at Gulf African bank. It should however be noted also that a few of the employees also disagreed with this statement and thought that GAB does not practice ambidexterity enough to affect the overall dynamic capabilities used.

4.3.2 Resource Co-specialization

This section used a Likert type of scale, where 5= strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree.

Table 4.3: Resource Co-specialization

STATEMENTS	N	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The organization has adequate physical infrastructure (power, telecommunication, transport) to support the organization's work	41	22	15	3		1
The innovation required by the association to do its work is bolstered by the general level of national mechanical improvement	41	24	13	1	2	1
Human Resource development is adequate to support new technology	41	20	13	6	1	1
Performance at GAB is largely dependent on the effective and efficient internal coordination of strategic assets.	41	29	7	3	1	1
GAB utilizes co-specialization as a dynamic capability to maintain sustainable competitive advantage.	41	25	10	1	4	1

Source: Research Data (2017)

The interviewees were asked whether GAB as an organization has adequate physical infrastructure (power, telecommunication, transport) to support the organization's work. Out of the 41 respondents interviewed, 22 respondents strongly agreed with this statement, 15 respondents agreed with this statement, 3 respondents were neutral to this statement and 1 respondent strongly disagreed with this statement.

The interviewees were asked whether they consider that GAB has the innovation required by the association to do its work is bolstered by the general level of national mechanical improvement. Out of the 41 respondents interviewed, 24 respondents strongly agreed with this statement, 13 respondents agreed with this statement, 1 respondent was neutral, 2 respondents disagreed with the statement and 1 respondent strongly disagreed with the statement.

The interviewees were asked whether at GAB, human resource development is adequate to support new technology. Out of the 41 respondents interviewed, 20 respondents strongly agreed with this statement, 13 respondents agreed with the statement, 6 respondents were neutral to this statement, 1 respondent disagreed with this statement and another 1 respondent strongly disagreed with this statement.

The interviewees were asked whether at GAB, Performance is largely dependent on the effective and efficient internal coordination of strategic assets. Out of the 41 respondents interviewed, 29 respondents strongly agreed with this statement, 7 respondents agreed with this statement, 3 respondents were neutral to this statement, 1 respondent disagreed with this statement and 1 respondent strongly disagreed with this statement.

The interviewees were asked whether at GAB utilizes co-specialization as a dynamic capability to maintain sustainable competitive advantage. Out of the 41 respondents interviewed, 25 respondents strongly agreed with this statement, 10 respondents agreed with this statement, 1 respondent was neutral to this statement, 4 respondents disagreed with this statement and 1 respondent strongly disagreed with this statement.

4.3.3 Organizational Ambidexterity

This section used a Likert type of scale, where 5= strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree.

Table 4.4: Organizational Ambidexterity

Statements	Mean	Standard Deviation
GAB is an organization that highly values innovation as well as exploiting existing technology within.	13.7	10.67
Innovation is the key strategy that GAB uses to maintain sustainable competitive advantage	10.25	13.37
Innovation is encouraged within every department as opposed to just one department.	7.3	9.63
New knowledge is explored at GAB in the same capacity as exploiting existing knowledge	9.38	12.37
GAB is a defender, i.e. It avoids risks associated with radically innovative products and stress operational efficiency	8.2	14.93
GAB is a prospector, i.e. It seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products	8.2	17.4
GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse.	8.2	17.52

Source: Research Data (2017)

From the table 4.4 above, majority of the respondents do agree that GAB is an organization that highly values innovation as well as exploiting existing technology within and it had a mean of 13.7 and this is agreement with Tushman and O'Reilly (1996) who argued that organizational ambidexterity can be described as the capacity to concurrently go after both additional and incoherent shift on innovation from hosting multiple challenging designs, systems, and skills inside an organization and is vital for long haul firm continuity.

4.3.4 Resource Co-specialization

This section used a Likert type of scale, where 5= strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree.

Table 4.5: Resource Co-specialization

Statements	Mean	Standard Deviation
The association has satisfactory physical framework (control, media transmission, transport) to help the association's work	10.25	17.28
The innovation required by the association to do its work is bolstered by the general level of national mechanical improvement	8.2	20.52
Human asset improvement is satisfactory to help new innovation	8.2	16.46
Performance at GAB is largely dependent on the effective and efficient internal coordination of strategic assets.	8.2	23.77
GAB utilizes co-specialization as a dynamic capability to maintain sustainable competitive advantage.	8.2	20.14

Source: Research Data (2017)

From the above table 4.4, majority of the respondents did agree that the association has satisfactory physical framework (control, media transmission, transport) to help the association's work and it had a mean of 10.25. This is in agreement with (Teece, 2009, Douma & Schreuder, 2013) whom stated that tangible assets (property and plant), human resources (workers and researchers) and intangible property (patents and tacit knowledge) of a company are only valuable as synergistic complimentary assets. This gives the firm a competitive edge against other firms within the same industry.

4.5 Discussions

On the issue of Organizational Ambidexterity majority of the respondents did agree that GAB is an organization that highly values innovation as well as exploiting existing technology within and it had a mean of 13.7. This finding is in line with Gibson & Birkinshaw, O'Reilly & Tushman (2004)

They argued that in the present day and age, business environments have become too turbulent and change is inevitable therefore acting ambidextrously is unavoidable by working hand in hand in responding to present market stipulations and building effectiveness through exploitative innovation while also charging the company with revolutionary prospective innovation and ability to adjust to it.

Innovation is the key strategy that GAB uses to maintain sustainable competitive advantage had a mean of 10.25. Employees' views and opinions in a firm are important in the sum input towards successful strategy formulation and implementation. A study done by Burns and Stalker (1961) discussed innovation and discovered two types of management systems that organizations adopt depending on their environments.

The 'mechanistic management system' which is adopted when the environment is stable and the 'organic management system' which is adopted when the environment is rapidly changing. New knowledge is explored at GAB in the same capacity as exploiting existing knowledge had a mean of 8.2. This is in agreement with the findings of Gibson & Birkinshaw (2004) are arguing that exploratory units need to establish an existing resource and the exploitative one is charged with exploring new opportunities.

Put differently every group must create a balance between the dilemma of exploitation and exploration thus transmitting the dilemma from the organizational level to the individual level and ensuring that the people make the decisions of either performing the exploitative or explorative activities.

GAB is a defender, i.e. it avoids risks associated with radically innovative products and stress operational efficiency had a mean of 8.2. This is in agreement with the works of Birkinshaw, (2004) who defines "Organizational ambidexterity" as the competency achieved by the firm by managing opportunities in its operational environment that are counteractive or require trade-offs.

For instance, organizations will be tasked with reconciling if not doing away with, stressful situations involving trade-offs for current business as well as exploring new ones at the same time. This could call for circumstances like after separation methodology while receiving minimal effort, abusing existing business while finding new ones and furthermore dealing with a develop business versus new, up and coming ones. The use of descriptive research design assisted in the analysis the information gathered from a populace or an agent subset as at a specific point in time.

GAB is a prospector, i.e. It seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products had a mean of 8.2. This is shown by Eisenhardt and Martin (2000) and Zollo and Winter (2002) who clarify that learning is at the base of dynamic capacities, and aides their development. Learning is likewise considered as a dynamic ability itself, as opposed to a forerunner of it. All things considered, learning as a dynamic ability has been recognized as "a procedure by which reiteration and experimentation empower assignments to be performed better and faster" (Teece et al., 1997).

GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse had a mean of 8.2. This in agreement with Hiriyappa, (2011). Hiriyappa states that change quite often includes putting resources into inalienably erratic results later on. Articulating the associations perspective of conceivable results and the vulnerabilities related with them is critical to both their dedication and that of the group. Remember that a significant number of these vulnerabilities and related dangers can't be dispensed with.

The objective, in this manner, is to be preferred in danger administration over the contenders. By tending to the test of learning, the association can pick up the methods for changing data to bits of knowledge to projects of activity. This includes understanding the nature and part of learning in the undertaking. A lot of this learning won't be recorded. Rather, it will be in the leaders of the general population in the venture.

Innovation is encouraged within every department as opposed to just one department had a mean of 7.3. This is in line with the findings of Maas (2016) who points out that involvement of employees in strategy execution is vital for strategy formulation process to be successful. Successful strategy formulation and implementation is highly demanding and require maximum involvement and full commitment of the workforce on all levels. Failure to involve key people will harbor disastrous results ultimately leading to implementation failure.

On the issue of Resource Co-specialization majority of the respondents did agree that the organization has adequate physical infrastructure (power, telecommunication, transport) to support the organization's work and it had a mean of 10.25. Chatterjee & Wernerfelt, (1991) who stated that an organization's resources and capacities can be perceived as a collection of intangible as well as tangible assets which are heterogenic to the industry competitors. It helps in explaining the performance of a firm in a changing and competitive environment.

The tangible assets of a firm comprised of the financial as well as the physical assets of the company. The tangible assets could be the plants, technology as well as equipment or even the geographical location. The financial assets of the organization may either be the internal funds like the available liquidity at hand as well as the unused external funds or the external funds like high-risk debt and new equity (Chatterjee & Wernerfelt, 1991). The innovation required by the association to complete its work is upheld by the general level of national mechanical improvement had a mean of 8.2. This means that a majority of the employees at GAB lean towards positively identifying GAB as an institution that values resource co-specialization as a means of building on corporate agility.

Human resource development is adequate to support new technology had a mean of 8.2. This finding confirms earlier studies on Resource Based View (RBV) have contributed strongly to the understanding of competitive advantage of the firm (Bain 1968, Caves & Porter, 1977, Peteraf & Bergen, 2003, Porter 1980, 1985, 1996). Some underlying determinants of a firms' performance are industry factors and how the external market is oriented, this is viewed as the Market Based View. Strategy can also insist that human resource competency, knowledge within the organization, know-how whether technical or managerial and intellectual property are the primary determinants of good performance in this information and knowledge era.

Performance at GAB is largely dependent on the effective and efficient internal coordination of strategic assets had a mean of 8.2. This is in agreement with Douma & Schreuder, 2013) whom stated that tangible assets (property and plant), human resources (workers and researchers) and intangible property (patents and tacit knowledge) of a company are only valuable as synergistic complimentary assets. This gives the firm a competitive edge against other firms within the same industry.

Lastly, GAB utilizes resource co-specialization as a dynamic capability to maintain sustainable competitive advantage had a mean of 8.2. This is in line with the findings of Kogut and Zander (1992), Lipmann and Rumelt (2003) and Teece (1986) whom argued that strategy research posits that resources that are co-specialized and capabilities that are combined are crucial determinants of sustainable competitive advantage. Teece (2007) insisted on both the need and challenges of managing co-specialization of resources. This finding also posits that the capability of the management of an institution to set up, give headway and consolidate both specialized and co-specialized resources in a company is important for explaining the dynamic capability of the firm.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The overriding purpose for undertaking this study was to determine the perception of employees on ambidexterity and resource co-specialization effect on dynamic capability at Gulf African Bank limited. To accomplish that goal, it became necessary to reach some prerequisite goals.

This was done by determining first the perception of employees on the effect of ambidexterity on the dynamic capabilities used at Gulf African Bank Limited and secondly, determining the perception of employees on the effect of resource co-specialization on the dynamic capabilities at Gulf African Bank Limited.

To enable the research to proceed, it was fundamental for the researcher to collect primary data from the employees at Gulf African bank and afterwards, qualitative analysis was performed and data presented as per the preceding chapter. This chapter reports on the conclusions and recommendations that resulted from the study.

5.2 Summary

On the issue of Organizational Ambidexterity majority of the respondents did agree that GAB is an organization that highly values innovation as well as exploiting existing technology within and it had a mean of 13.7. Innovation is the key strategy that GAB uses to maintain sustainable competitive advantage had a mean of 10.25. New knowledge is explored at GAB in the same capacity as exploiting existing knowledge had a mean of 8.2. GAB is a defender, i.e. It avoids risks associated with radically innovative products and stress operational efficiency had a mean of 8.2.

GAB is a prospector, i.e. it seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products had a mean of 8.2. GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse had a mean of 8.2. Innovation is encouraged within every department as opposed to just one department had a mean of 7.3.

On the issue of Resource Co-specialization greater part of the respondents agreed that the association has sufficient physical foundation (control, media transmission, transport) to help the association's work and it had a mean of 10.25. The innovation required by the association to do its work is bolstered by the general level of national mechanical improvement had a mean of 8.2.

Human asset advancement is satisfactory to help new innovation had a mean of 8.2. Performance at GAB is largely dependent on the effective and efficient internal coordination of strategic assets had a mean of 8.2. Lastly, GAB utilizes co-specialization as a dynamic capability to maintain sustainable competitive advantage had a mean of 8.2.

5.3 Limitations of the Study

This part of the study defined those attributes of the design or methodology that affected or had influence over the interpretation of the findings from the research. They included the impulsions on generalizability, applications to practice, and/or application of the findings that are the outcomes of the methods in which the researcher initially decided to design the research study and/or the manner used to come up with the intrinsic and extrinsic validity.

The study deployed use of a questionnaire to collect data; however, the problem with this is that a questionnaire use is based on the assumption that participants' responses to the questions will be honest and accurate. However, this is not always the case that participants will answer in an honest manner. This is due to the fact that participants often give responses that they believe to be desirable.

Some respondents were reluctant in disclosing information with regards to the objective of the research due to the fear of being reprimanded by their managers in the organization whom handle the issues under study. The respondents were however assured of confidentiality of the information provided. There was also attachment of a letter from the University of Nairobi authorizing the study and this also served the purpose of assuring the respondents on the purpose of the study.

The study findings are based on the banking industry and specifically Gulf African Bank, which may not be applicable to other institutions like microfinance banks and other economic sectors in Kenya. In addition, the study was carried out in Nairobi, Kenya hence; findings are limited within Nairobi, Kenyan context.

Time was also a limiting factor in this research. The researcher had little time to accomplish the research, being academic in nature; it was subject to strict deadlines, which had to be met by the researcher. This meant that other variables that may affect the dynamic capability of an organization which were not studied.

There was also resistance from our initial study subject employees in admitting our questionnaire. Kenya Commercial Bank despite the availability of a letter from University of Nairobi authorizing the study. This forced us to change the study to focus on Gulf African Bank whom were more receptive towards the study and offered us full cooperation.

5.4 Suggestions for Further Research

This study needs to be expanded to cover all Gulf African Bank branches in Kenya and expanded to cover the entire financial sector. This study should be done in Kenya and entire East African region where Kenyan commercial banks do operate. The results would then be compared for possible implementation.

This study examined employees' perception on certain Resource Co-specialization and Organizational Ambidexterity practices that enable Gulf African Bank gain a competitive advantage in her industry. Though there are other Resource Co-specialization and Organizational Ambidexterity factors that do influence the dynamic capability of Gulf African Bank hence there is need for further research to be conducted on employees' perception on certain Resource Co-specialization and Organizational Ambidexterity practices and also an examination be done on additional variables that do affect dynamic capability at Gulf African Bank.

A study using other financial measures may be conducted. Other bank specific financial ratios such as core capital to deposits ratio, non-performing loans to gross loans and advances may be used as a gauge of dynamic capability as a result of Resource Co-specialization and Organizational Ambidexterity factors implementation at Gulf African Bank and the entire financial industry in Kenya.

5.5 Recommendations and Implications of the Study

According to the findings it is recommended that Gulf African Bank LTD should be able to develop and maintain a balance within the banking sector regulator limits as it approaches the issue of avoiding risks associated with radically innovative products and stressing operational efficiency. The banking sector in Kenya is ever evolving and at times technology may be way ahead of the regulatory framework in place.

GAB LTD should therefore avoid a situation whereby they delay in rolling out a new product since the perceived risk involved far outweighs the benefits to be accrued. GAB is a prospector, that is, it seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products. GAB LTD should maintain this trait and to further cement this principle, GAB LTD should set up an innovation department through which all these innovative processes would be operated from.

New knowledge is explored at GAB LTD in the same capacity as exploiting existing knowledge. The bank should put an effort whereby the human resource department in partnership with the innovation department continuously engages all GAB LTD employees frequently with the aim of imparting them with knowledge that would eventually lead every employee to become an innovation ambassador. Knowledge is ever changing thus an emphasis should be laid in acquiring it and transforming it to a power that will propel GAB LTD to greater banking sector heights.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

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P.O. Box 30197
Nairobi, Kenya

DATE... 29/9/2017

TO WHOM IT MAY CONCERN

The bearer of this letter... FAITH OBUJA OUMA

Registration No... DGI/81019/2015

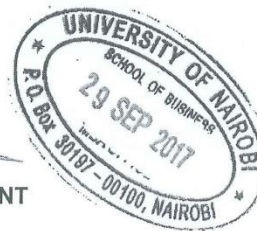
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



APPENDIX II: RESEARCH QUESTIONNAIRE

The main objective of this questionnaire to collect data pertaining to the perception of employees on ambidexterity and resource co-specialization effect on dynamic capability at GAB Bank Kenya limited.

Q1: How many years have you worked for GAB Bank Kenya Limited?

- 0-5 Years
- 5-10 Years
- 10-15 Years
- Above 15 Years

NOTES:

1. Organizational ambidexterity refers to an organization's ability to be efficient in its management of today's business and also adaptable for coping with tomorrow's changing demand.
2. Resource co-specialization is a process whereby physical assets, human resources and the intellectual property of a company, having developed together over time are more valuable in combination than separately.

On a scale of 1 to 5, where:

- 1 - Strongly Disagree
- 2- Disagree
- 3- Neither Agree nor Disagree
- 4- Agree
- 5- Strongly Agree

Please indicate your level of agreement or disagreement with each of the following statements regarding GAB Bank Kenya Limited. Place any mark in the box of your answer.

STATEMENTS	1	2	3	4	5
GAB is an organization that highly values innovation as well as exploiting existing technology within.					
Innovation is the key strategy that GAB uses to maintain sustainable competitive advantage					
Innovation is encouraged within every department as opposed to just one department					
New knowledge is explored at GAB in the same capacity as exploiting existing knowledge					
GAB is a defender, i.e. It avoids risks associated with radically innovative products and stress operational efficiency					

<p>GAB is a prospector, i.e. It seeks to initiate industry change, encourage experimentation through heavy research and development investments and accept greater risk linked to revolutionary products</p>					
<p>GAB is an analyzer, i.e. It balances between avoiding risks associated with innovation and initiating industry change and encourage experimentation except that they are extremely risk averse.</p>					

On a scale of 1 to 5, where:

1 - Strongly Disagree

2- Disagree

3- Neither Agree nor Disagree

4- Agree

5- Strongly Agree

Please indicate your level of agreement or disagreement with each of the following statements regarding GAB Bank Kenya Limited. Place any mark in the box of your answer.

STATEMENTS	1	2	3	4	5
The organization has adequate physical infrastructure (power, telecommunication, transport) to support the organization's work					
The technology needed by the organization to carry out its work is supported by the overall level of national technological development					
Human resource development is adequate to support new technology					

Performance at GAB is largely dependent on the effective and efficient internal coordination of strategic assets.					
GAB utilizes co-specialization as a dynamic capability to maintain sustainable competitive advantage.					

Thank you for sharing your thoughts with me. I sincerely appreciate your time and effort.

APPENDIX III: BUDGET

Item Description	Cost
Transport	10,000
Stationery	5,000
Printing	5,000
Photocopy	2,000
Binding	4,500
Mobile Calls	1,500
Miscellaneous	3,400

Source: Researcher (2017)