STRATEGY IMPLEMENTATION AND ORGANISATIONAL DYNAMIC CAPABILITIES OF TELECOMMUNICATION FIRMS

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Abstract

This paper addressed the relationship between strategy implementation and organizational dynamic capabilities of telecommunication firms. The research discussed content bordering on strategy implementation dimensions such as strategy content, context and process, also highlighted on organizational dynamic capabilities measures such as adaptive and innovative capabilities. Related review of literature espoused on the imperatives of strategic focus and emphasis on the context or environment of the organization as well as the structuring of designs and approaches that are patterned toward addressing competencies and capacities in view of effectively engaging the gaps and problems particular to such contexts. The research addressed three (3) purposes, three (3) research questions, six (6) hypotheses, and adopted a correlational design with population specified to be 40 managerial staff from 4 Global Systems of Mobile (GSM) telecommunication firms in Rivers State. Findings showed that all three dimensions of strategy implementation (strategy content, context and process) all significantly contribute towards outcomes of adaptability and innovativeness. In conclusion, it was stated that by emphasizing on strategy content, context and processes that are hinged on the unique challenges, deficiencies, gaps and pace of change in the environment of the organization, strategy implementation can effectively enrich and substantially enhance outcomes such as adaptive and innovative dynamic capabilities.

Introduction

Change is inevitable, and it manifests in various forms. The organisations that thrive and are able to withstand change are organisations that understand the dynamic nature of their environment and are able to modify or reconfigure themselves in like manner (Camison & Villar-Lopez, 2014; Ambrosini & Bowman, 2009). Organisational dynamic capabilities describe a condition in which the organisation is able to effectively change, modify and restructure itself in view of emerging situations, conditions or factors that influence and impose on its environment and behaviour. Dynamic capabilities also involve actions or changes initiated by the organisation in line with taking advantage of emerging opportunities within its context or environment (Lo, 2012; Protogerou et al, 2011). Hence, it entails both a pro-active and reactive stance in line with the nature of its environment. Lee and Chu (2014) argued that organisations that are dynamic are able to cope and flow with the tide of change which characterize their markets, and making them more effective and competitive.

Studies (Lo, 2012; Jabbouri & Zahari, 2014; Li & Liu, 2014) on organisational dynamic capabilities indicate that a great deal of effort and focus in advancing organisational dynamic capabilities is placed on the development of competencies and the adoption of supportive technology systems. Jaboouri & Zahari (2014) examined the role of human resource management in stirring the organisations human resource capacities and features toward enhanced outcomes of flexibility and responsiveness for improved organisational dynamic capabilities. The authors demonstrated that the competencies and features of the organisations human resource account for the capabilities of the organisation.

However, as Baretto (2010) pointed out, more is required in streamlining and structuring such individual level and group competencies in a way that is systematic and aligned to the context of the organisation. Baretto (2010) argued that while researchers today are more concerned with dramatic evolutions in organisational systems, processes and technology, it is important that considerations are placed on the strategic nature and implementation of organizsational designs and structures.

Strategy implementation is the collection and focusing of actions within an organisation, patterned towards actualizing a plan (Thompson et al, 2005; Rugman & Verbeke, 2017; Purce, 2014). Strategy implementation involves the harmonizing of organisational activities in such a way that ensures the objectives of the organisation are achieved, hence, it involves a wholistic approach aimed at ensuring that the strategic content of the organisation matches the organisation's environment, and is sufficient in addressing the organisation's needs and expectations (Mankins & Steele, 2005).

Interest in discussing the relationship between strategy implementation and organisational dynamic capabilities spurs from the noted gap in knowledge, particularly with reference to the paucity of literature addressing the relationship between the variables. This research thus departs from previous studies as it advanced a focus on the role of strategy implementation in the actualization of organisational dynamic capabilities of telecommunication firms in Rivers State.

Purpose of the Study

The purpose of this study is to address the relationship between strategy

implementation and organizational dynamic capabilities of telecommunication firms in Rivers State. The objectives of the research are to:

- To determine the relationship between strategic content and organisational dynamic capabilities of telecommunication firms in Rivers State.
- To examine the relationship between strategic context and organisational dynamic capabilities of telecommunication firms in Rivers State.
- To ascertain the relationship between strategic process and organisational dynamic capabilities of telecommunication firms in Rivers State.

Research Questions

➢ What is the relationship between strategic content and organisational dynamic capabilities of telecommunication firms in Rivers State?
➢ What is the relationship between strategic context and organisational dynamic capabilities of telecommunication firms in Rivers State?
➢ What is the relationship between strategic process and organisational dynamic capabilities of telecommunication firms in Rivers State?

Research Hypotheses

HO_1: There is no significant relationship between strategic content and adaptive capabilities of telecommunication firms in Rivers State.

HO_2: There is no significant relationship between strategic content and innovative capabilities of telecommunication firms in Rivers State.

HO_3: There is no significant relationship between strategic context and adaptive capabilities of telecommunication firms in Rivers State.

HO_4: There is no significant relationship between strategic context and innovative capabilities of telecommunication firms in Rivers State.

HO_5: There is no significant relationship between strategic process and adaptive capabilities of telecommunication firms in Rivers State.

HO_6: There is no significant relationship between strategic process and innovative capabilities of telecommunication firms in Rivers State.

Significance of the Study

This study is significant and useful to scholars, students, and various stakeholders interested or concerned with the telecommunication industry as it advances a perspective on addressing related challenges and problems of organizational dynamic capabilities from the lens of strategy implementation.

Scope of the Study

The scope of this research is structured on the basis of content, geographical and unit of analysis.

Content scope: The content for this research focused on two major variables – strategy implementation and organizational dynamic capabilities.

Geographical scope: The geographical location and context for this research is

Rivers State. The research therefore focused on GSM telecommunication firms in Rivers State.

Unit of Analysis: The unit scope for this research is considered as advancing a macro-level focus, especially with regard to its interest in addressing the role of strategy implementation in outcomes of organizational dynamic capabilities. Hence, units of measurement comprised of the managerial staff of the target GSM telecommunication firms in Rivers State.

Limitations of the Study

The limitations of this research stem from the adopted methodology and time-frame of the research.

Review of Related Literature

In this section of the study, literature on the concepts (strategy implementation and organizational dynamic capabilities) and their relationship was reviewed.

Strategy

Strategy is the action or collection of activities that aim at structuring the behavior and operations of the organization in ways that advances it further towards its objective and goals. Thus, strategy comprises the organizations approach in ensuring the survival, effectiveness and competitiveness of the organization. Purce (2014) observed that strategy is imperative to organizations as it lays out the map and tools through which the organization pursues its objectives. Such is demonstrated through the various models (SWOT Analysis, PESTLE, TOWS) and established as a basis for scanning and understanding the organization's environment, then modifying and developing the required structures and competencies for addressing prevalent gaps

within such a context. Freedman (2015) noted that strategy offers the organization a position on how best to utilize its strengths and capacities in line with existing opportunities (Kumar & Pansari, 2016).

Strategy Implementation

Strategy implementation describes the process whereby planned actions and activities for promoting the organizations interests are applied within the organization following specified designs, processes and functions, targeted at enabling the organizations success (Grant, 2016; Johnson et al, 2008). Strategy implementation as such relates to actions or behavior intended to move the organization closer to its goals.

David (2011) argued that the action of strategy implementation is holistic and takes into account numerous activities through the structuring of a framework, geared toward ensuring human resource compliance, efficiency, resource control and cohesion or cross-unit collaboration at the workplace. Similarly, Babafemi (2015) observed that the process of actualizing the plans and intentions of the organization is sensitive and involves considerations of the role of the organizations various stakeholders, hence it is as Afonina (2015) argued that effective strategy implementation is not only context-based, but also inclusive and accommodating of alternative strategies as well.

Strategic Context

The context of strategy describes the overarching framework of relationships, systems, functional or operational frameworks within which a strategy is to be implemented. Strategic context as such provides the conditions which either support or militate against the successful

implementation of strategy (Purce, 2014). Context in this sense thus reflects the organizations culture, climate, politics etc. and other factors that shape the perceptions and behavior of the workers and management toward issues such as organizational change or the implementation of strategy.

The context of the strategy also involves the various partners and stakeholders of the organization (internal and external), and to a considerable level, reflects or relates to the nature or kind of relationship that the organization has with its various stakeholders, and the extent to which they are involved, and support its change or innovation goals. (Lee, 2017; Johnson et al, 2008; Grant, 2016).

Strategy Content

The content of strategy implementation or change implies or relates to the type or nature of change or strategy that is to be implemented. The content focus examines the extent to which the strategy involves transformations in the design or structuring of the organization, if it would impact on the functions or roles of employees, if it would affect the technology of the organization or its products and services (Carter & Greer, 2013; Delery & Roumpi, 2017).

Strategy content according to Durmaz and Ihan (2015) suggests the organizations need to address existing gaps or deficiencies in its features and behavior, advancing improved functions, quality services and ensuring the organization increases its value and relevance within its environment or market. This follows Homkes et al (2015) observation that strategy content is defined by the organizations' core concern and in most cases, relates directly to the organizations' business focus.

Strategic Process

The strategy process refers to the methods or pattern in which the organization structures and approaches the implementation of its strategy (Lev, 2017; Menon, 2015; Rumelt, 2012). The process details the related mediums, channels, formats and even models to be applied. It suggests even the style of leadership (inclusive or non-participative) and clarifies on the extent to which the members or stakeholders of the organization are actively involved or simply briefed on the actions of the organization.

Strategy process also details the time-line and various stages across which the strategy of the organization will be manifested within the context of the organization. This aligns with David (2011) observation that organizations clear stipulation and control of the strategy process enables consistency in terms of the organization's plans and the outcome of such plans.

Organizational Dynamic Capabilities

Dynamic capabilities reflect the organization's capacity and expression of competence with regard to changing or adjusting its features, behavior and abilities to match or align with the changes or dynamic nature of its environment. According to Baretto (2010), it is the organizations' ability to reconfigure, reshape and redesign itself in ways that ensure or enable its functionality within highly changing or rapidly developing contexts. The development of dynamic capabilities is hinged on the organization's learning capacity. According to Ambrosini and Bowman (2009) organizations must first learn and understand their environments or contexts for them to be able to effectively impact the required restructuring for their

success. Eisenhardt and Martin (2000) noted that the survival and performance of organizations are fundamentally linked to their level of embeddedness and integration within their context or environment. This suggests that they are trusted, validated and considered as relevant within their various networks, and as resonated by the social capital theory, they have access to information and support systems that aid their effective change or dynamic behavior.

Literature on organizational dynamic capabilities has focused primarily on the development of the competencies, structures and the strengthening of organizational ties and networks. However, as Li and Liu (2014) suggested, a great deal of the organization's success stems from its approach or framework for implementing or applying its strategies and plans.

Moreso, because the implementation of strategy provides for actions geared toward identifying constraints or setbacks and also ensuring a harmonization of organizational systems in the advancement of the organisation's plan and the attainment of its objectives. Aminu and Mahmoud (2015) argued that dynamic capabilities must emerge and be anchored within the environment of the organization, thus suggesting context based focus, and the adoption of forms or organizational practices that mirror the values of its environment. Similarly, Pitelis and Wagner (2018) stated that the interaction between the organization and its environment is such that enriches its networks and strengthens its level of embeddedness.

Adaptive Capabilities

Adaptive capabilities describe those capacities or features of the organization that support and allow for its effective restructuring. Baretto (2010) opined that by adaptive, one refers to not only to the organizations' capacity to change or modify itself in terms of structures and design, but also its capacity to adopt alternative approaches due to its extensive social and business ties, relationships and support from both partners and stakeholders.

Adaptive capabilities are therefore such that involve the organizations' emphatics on behavioral, process and functional reconfiguration as well as their flexibility and connectedness to significant others such that create a pool of options and alternatives for the organization (Aminu & Mahmood, 2015).

Innovative Capabilities

To be innovative implies the demonstration of creative tendencies and features. This goes to suggest that the organization is able to create and has the capacity for invention. Camison & Villar-Lopez (2014) noted that such features draw from the competencies, resourcefulness and creative content of the organizations human resource. It also reflects the level of creativity expressed in the collaborative processes and actions of the organization.

Lee and Chu (2013) further noted that innovative capabilities indicate that the organization understands the gaps and evident lags manifested within its markets or contexts, and is able to advance unique and highly valued or quality products or services targeted as addressing and satisfying the needs and demands of its market.

Research Methodology

Research Design The design for this research is the correlation design, because it suited the research concerned with addressing the relationship between two or more variables in a way that it enabled the assessment of their properties and relationships.

Population for the study- The population for this research is the 4 Global Systems for Mobile (GSM) telecommunication firms (MTN, Globacom, Airtel and 9mobile) operational within the context of Rivers State, Nigeria as sourced from the Nigerian Communications Commission (NCC) listing 2022.

The level of analysis for this research was the organization, suggesting a focus on the managerial cadre of the telecommunication firms. For this purpose, the units of measurement for this research comprised of 10 managerial and supervisory staff each from all the four GSM telecommunication firms, giving a total of 40 target participants for the research.

Sample Size Determination

Since the size of the population, including the units of measurement of the research were considered as small, the research was conducted as a census study, where all specified units of the population were involved in the investigation.

Sampling Technique

The sampling technique adopted in this research was the purposive sampling technique. This involved the specific selection of the management cadre in each organization based on their experiences, decision making position, and capacity to offer relevant and useful information on the manifestations of the variables within the context of interest.

Source of Data Collection

The source for data for this research was the primary data source. This is as the research focused on the target participants, thus data for the study was generated from the specified group. The primary source was obtained using the structured questionnaire. The choice of the questionnaire was because it offers a more control and consistent approach which allows for the scaling and measurement of variable properties in line with ensuring valid outcomes.

Questionnaire Distribution

The questionnaire distribution for the research was through established personnel contacts within the head branches of each of the telecommunication firms, given their geographical proximity in Rivers State. Hence, contact personnel within each of the firms served as research assistants in the distribution or administration of the questionnaire.

Data Analysis Technique

Data analysis for this research involves the use of both descriptive and inferential statistical tools. Descriptive statistics (e.g., mode and frequency distributions) was used to assess the distribution for the variable characteristics i.e strategy implementation and organizational dynamic properties.

Inferential statistical tools (e.g., Pearson's Product Moment Correlation Coefficient) was utilized in the test for the hypotheses of the research, with the decision criterion set at a 0.05 level of significance given the adoption of the 95% confidence interval in the statement of the hypotheses.

Data Results

In this section of the research, the results for the analysis on the distribution and relationship between strategy

implementation and organizational dynamic capabilities were addressed. Results are presented in two main sections, (a) the primary level of analysis where summary descriptive analysis was carried out on the variables, and (b) the secondary level of analysis where the test for the hypotheses of the study was carried out.

Primary level of analysis

Table 1: Univariate distribution for the variables

		Strategic Context	Strategic Content	Strategic Process	Adaptability	Innovativeness
N	Valid	40	40	40	40	40
	Missing	0	0	0	0	0
Mean		3.4050	3.2450	3.4500	3.6900	3.2800
Std. Deviation		.99278	.83203	1.02757	1.08505	.95842
Skewness		-1.095	-1.481	-.844	-1.189	-.546
Std. Error of Skewness		.374	.374	.374	.374	.374
Kurtosis		.385	1.132	.145	.180	-.023
Std. Error of Kurtosis		.733	.733	.733	.733	.733

Source: Research Survey, 2022

The descriptive analysis on the distribution for the variables as shown on table 1 indicates that all of the variables are substantially reflected within the context of the telecommunication firms. The results show that there is an evident manifestation of behaviour which can be described as strategy implementation in line with context (x 3.4050), content (x = 3.2450) and process (x = 3.4500) – The organization also expresses features such as adaptability (x = 3.6900) and innovativeness (x = 3.2800).

Secondary level of analysis

Table 2: Hypotheses Testing

		1	2	3	4	5
Strategic Context	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
Strategic Content	Pearson Correlation	.823**	1			
	Sig. (2-tailed)	.000				
	N	40	40			
Strategic Process	Pearson Correlation	.771**	.740**	1		
	Sig. (2-tailed)	.000	.000			
	N	40	40	40		
Adaptability	Pearson Correlation	.876**	.904**	.745**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	40	40	40	40	
Innovativeness	Pearson Correlation	.667**	.615**	.822**	.705**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

Source: Research Survey, 2022

Strategic context and organizational dynamic capabilities: The relationship between strategic context and the measures of organizational dynamic capabilities is revealed to be significant in both instances where strategic context is revealed to significantly contribute toward adaptability (r = 0.876 and Pv = 0.000) and innovativeness (r = 0.667 and Pv = 0.000). This indicates that strategic context contributes positively toward outcomes of organizational dynamic capabilities of the telecommunication firms.

Strategic content and organizational dynamic capabilities: Evidence shows that strategic content contributes significantly toward the measures of organizational dynamic capabilities. The evidence shows that strategic content significantly enhances

adaptability (r = 0.904 and Pv = 0.000) and innovativeness (r = 0.615 and Pv = 0.000). This indicates that strategic content contributes positively toward outcomes of organizational dynamic capabilities of the telecommunication firms.

Strategic process and organizational dynamic capabilities: The results from the analysis show that strategic process contributes significantly toward the measures of organizational dynamic capabilities. The evidence indicates that strategic process thus impacts on measures such as adaptability (r = 0.904 and Pv = 0.000) and innovativeness (r = 0.615 and Pv = 0.000). This indicates that strategic process contributes positively toward outcomes of organizational dynamic capabilities of the telecommunication firms
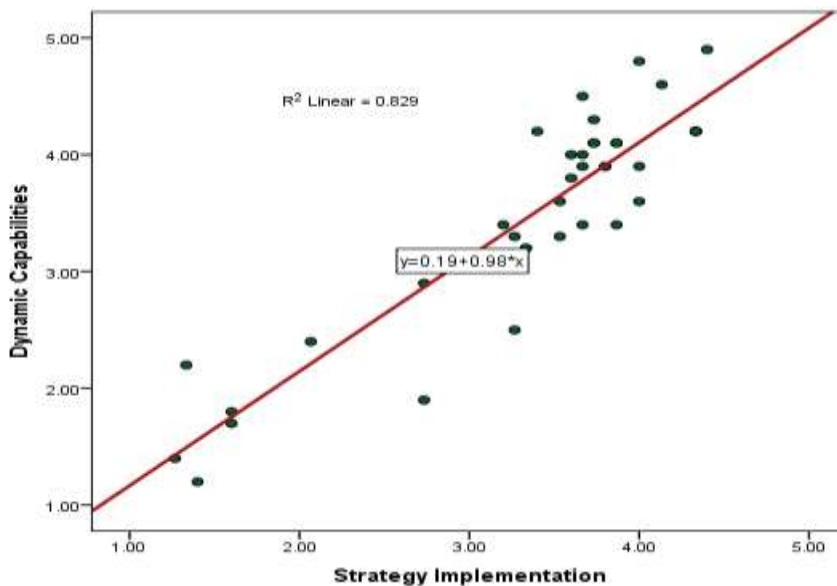

Figure 1: Scatter diagram for Strategy Implementation and Dynamic Capabilities

The scatter diagram (figure 1) demonstrates the relationship between strategy implementation and organizational dynamic capabilities to be significant at an R^2 = 0.829. Evidence suggests that changes in strategy implementation can be considered

as responsible for 83% of the changes in the dynamic capabilities of the telecommunication firms.

Discussion of the Findings

The observed relationship between strategy implementation and dynamic capabilities points to the imperatives of the

organizations' networks, learning capacity, interaction with the environment in advancing strategic features and decisions that are context based and also effective in addressing the gaps or challenges of the organization. The findings of this research thus agree and corroborate the view of Afonina (2015) who affirmed to the need for firms to focus on developing partnerships with their suppliers and other stakeholders. According to Afonina (2015) such partnerships strengthen the organizations' network, advancing its strategic position and value within its context.

Related studies (Purce, 2014; David, 2011) also suggest that effective strategy implementation builds on the existing theories such as the resource-based view theory, and the institutional theory. This aligns with the observations of this research as it demonstrates the importance of internal focus on the organizations' resources and capacities, and also identifies the imperatives of strategic repositioning and reconfiguration in driving the dynamic outcomes of the organization. Thus, the evidence generated herein, validates both resource-based view theory and the institutional theory. David (2011) noted that strategies not only connect the organization to its goals, it is also the means through which the organization engages its environment, harnessing and uniquely applying itself in a more adaptive and innovative manner.

Conclusion

The content, context and process of strategy impact on the successful implementation of strategy enables a structuring of strategy in line with the unique features and factors that characterize the environment of the organization.

The congruence demonstrated through the review of literature and test of hypotheses, appears to credit strategy implementation as necessitating and accounting for outcomes of organizational dynamic capabilities, but particularly when such implementation (in its specification of content, context and process) is cognizant and considerate of the distinct attributes of that which defines the organizations' environment.

This research therefore asserts in conclusion, that by emphasizing on strategy content, context and processes that are hinged on the unique challenges, deficiencies, gaps and pace of change in the environment of the organization, strategy implementation can effectively enrich and substantially enhance outcomes such as adaptive and innovative dynamic capabilities.

Recommendations

The following recommendations are therefore put forward:

1. The management of Telecommunication firms in Rivers State should implement context, content and process strategies in order to address dynamic capability.

2. The management of Telecommunication firms should embrace context, content, and process strategies as means of connecting itself to the environment and achieving a more adaptive and innovative manners.

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