

Capability Management Process and Organizational Performance of Selected Telecommunication Firms in Delta State

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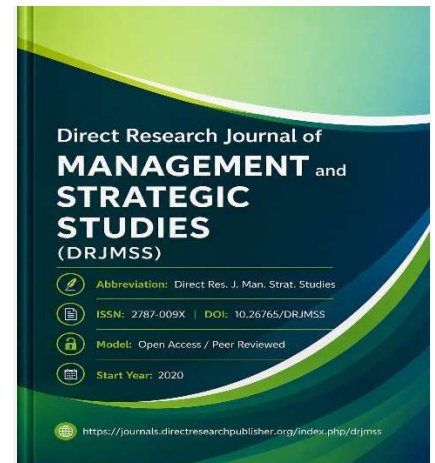
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ABSTRACT

The study examined the effect of capability management processes on the organisational performance of selected telecommunication firms in Delta State, Nigeria. Specifically, it assessed the effects of innovation capability, strategic agility, process optimisation, and knowledge management on organisational performance. A descriptive survey design was adopted, using primary data collected through a structured questionnaire. The study population comprised 197 respondents based on data obtained from the Nigerian Communications Commission (NCC, 2023), while stratified sampling was employed for respondent selection. Data were analysed and the hypotheses tested using Spearman Rank Order Correlation Coefficient. Findings revealed that capability management processes significantly and positively affect organisational performance. Specifically, innovation capability, strategic agility, process optimisation, and knowledge management significantly contribute to improved organisational performance. The study concluded that effective capability management enhances customer retention, market share, operational effectiveness, and long-term sustainability. It recommended increased investment in innovation infrastructure and employee development, flexible organisational structures and responsive leadership, continuous process improvement, and robust knowledge management systems to enhance the performance of telecommunication firms in Delta State.

Keywords: Capability Management, Innovation Capability, Strategic Agility, Process Optimisation, Organisational Performance



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INTRODUCTION

In today's highly dynamic and competitive business environment, organisations are required to continuously develop, integrate, and reconfigure their capabilities to sustain organisational performance and competitive advantage. The dynamic capabilities perspective emphasises that firms operating in environments

characterised by rapid technological change must continually adapt their organisational, technological, and managerial processes in order to respond effectively to changing market conditions (Teece et al., 1997). Empirical evidence further indicates that dynamic capabilities are positively associated with organisational performance,

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with the effective development and deployment of higher-order capabilities providing an important basis for firms to adapt their resource base and respond to environmental changes (Fainshmidt et al., 2016).

The telecommunications sector is particularly exposed to these environmental pressures because of the rapid pace of technological development, intense competition, changing customer requirements, and the continuous emergence of new products and services. In this context, telecommunications firms must continually develop and deploy organisational capabilities that enable them to respond to technological and market changes while maintaining operational efficiency and competitive performance. Evidence from telecommunications firms demonstrates that the interaction between competitive strategy and dynamic capabilities contributes to value creation, particularly through mechanisms associated with efficiency, innovation, complementarities, and organisational adaptation (Rashidirad et al., 2017). Similarly, empirical evidence from the Nigerian telecommunications industry indicates that dynamic capabilities, innovation, organisational agility, and knowledge management are important factors associated with competitive performance in a turbulent and highly competitive business environment (Gyemang & Emeagwali, 2020).

Consequently, capability management constitutes an important strategic process through which telecommunications firms can identify, develop, integrate, deploy, and reconfigure organisational resources and competencies in response to changing environmental conditions. Effective capability management enables firms to align their resources with strategic requirements, improve organisational agility, facilitate innovation, enhance service delivery, and strengthen their capacity to respond to competitive pressures. This is consistent with the dynamic capabilities literature, which conceptualises organisational capabilities not merely as existing resources but as mechanisms through which firms can coordinate, combine, build, and reconfigure resources and competencies in response to changes in their operating environment (Teece et al., 1997). Therefore, in the telecommunications sector, the capability management process can be regarded as a strategically important mechanism for enhancing organisational adaptability, innovation, operational effectiveness, value creation, and sustained organisational performance (Fainshmidt et al., 2016; Rashidirad et al., 2017; Gyemang & Emeagwali, 2020).

Capability management refers to the systematic approach organizations use to develop, integrate, and leverage their resources, skills, and processes to achieve sustained competitive advantage and improved performance. It encompasses the identification, acquisition, utilization, and continuous improvement of both tangible and intangible resources, ensuring that an

organization remains responsive to environmental changes (Barney, 2020; Navarro-García et al., 2024). Recent bibliometric evidence reinforces this view, showing that strategic capabilities research links firm performance to a cluster of enabling factors including supply chain management, human resource management, IT, and organizational learning competencies (Journal of the Knowledge Economy, 2025). Similarly, systematic reviews of organizational capacity-building highlight innovation, human resource management, knowledge management, sustainability, and technology adoption as the key drivers through which capability development translates into improved organizational performance (Shiferaw et al., 2024).

Capability management is particularly vital in the telecommunication industry, where firms must consistently upgrade their technologies, workforce competencies, and operational strategies to remain relevant in an increasingly digitalized market. Effective capability management processes encompassing dynamic capabilities, innovation, organizational agility, and knowledge management are essential for telecommunication firms aiming to improve their competitive performance (Gyemang & Emeagwali, 2020). This is echoed in more recent telecom-focused research: Koomson (2026) found that strategic agility strengthens innovation performance in Ghana's telecommunication industry, but that this relationship is conditioned by total quality management practices and industry pressures such as competitiveness, regulation, and technological turbulence. Likewise, Arisar, Lian-Ju, and Jokhio (2024) examined the business approaches telecommunication firms use to capture strategic market position, underscoring that capability-building remains central to competitiveness in the sector. At the firm level, dynamic capabilities continue to show a measurable link to performance outcomes more broadly (Saeed et al., 2023; Heubeck, 2024) demonstrated that big-data-analytics-enabled dynamic capabilities improve firm performance through marketing ambidexterity, particularly under conditions of environmental dynamism, a finding with clear relevance to telecom firms operating in volatile, technology-driven markets.

Organizational performance in the telecommunication industry is typically assessed based on key performance indicators such as financial performance (profitability and revenue growth), operational efficiency, customer satisfaction, market share, and innovation capability (Barney, 2020). The capability management process directly influences these performance indicators by enhancing the firm's ability to develop innovative services, improve customer relations, streamline operations, and effectively allocate resources. According to, Adeleke (2021), firms that successfully manage their technological capabilities can provide faster and more reliable network services, leading to increased customer retention and market competitiveness. Similarly, firms that invest in

human capital development can enhance employee productivity and service delivery. By identifying the key dimensions of capability management such as innovation capability, strategic agility, process optimization, and knowledge management. This study will provide valuable insights into how firms can effectively leverage their internal resources to gain competitive advantage. The findings will not only contribute to the existing body of knowledge on capability management but will also offer practical recommendations for telecommunication firms seeking to enhance their operational efficiency and market competitiveness in Delta State and beyond.

Statement of the Problem

The Nigerian telecommunication industry has witnessed remarkable expansion since its deregulation in 2001, following the entry of private telecommunication service providers. This expansion has led to improved network infrastructure, increased mobile and internet penetration, and enhanced service delivery (NCC, 2023). Despite these advancements, telecommunication firms in Nigeria, particularly in Delta State, face numerous challenges, including high operational costs, infrastructure deficits, regulatory constraints, and fluctuating consumer demands. These challenges underscore the importance of capability management in optimizing resources and ensuring firms remain competitive. Given the increasing competition among telecommunication firms in the region, there is a need to investigate how capability management processes influence their ability to achieve sustained growth and competitiveness. This study aims to bridge this knowledge gap by examining the relationship between capability management processes and the organizational performance of selected telecommunication firms in Delta State.

Research Questions

The study was guided by the following research questions:

- i. To what extent does innovation capability affect organizational performance of selected telecommunication firms in Delta State?
- ii. How does strategic agility affect the organizational performance of selected telecommunication firms in Delta State?
- iii. What is the impact of process optimization on organizational performance of selected telecommunication firms in Delta State?
- iv. What is the effect of knowledge management on organizational performance of selected telecommunication firms in Delta State?

Objective of the Study

The general objective of this study is to examine capability

management process and organizational performance of selected telecommunication firms in Delta State.

The specific objectives of the study are to:

- i. Examine the effect of innovation capability on organizational performance of selected telecommunication firms in Delta State.
- ii. Assess the effect of strategic agility on organizational performance of selected telecommunication firms in Delta State.
- iii. Ascertain the effect of process optimization on organizational performance of selected telecommunication firms in Delta State.
- iv. Determine the effect of knowledge management on organizational performance of selected telecommunication firms in Delta State.

Hypotheses of the Study

HO1: Innovation capability has no significant effect on organizational performance of selected telecommunication firms in Delta State.

HO2: There is no significant effect on strategic agility and organizational performance of selected telecommunication firms in Delta State.

HO3: Process optimization has no significant effect on organizational performance of selected telecommunication firms in Delta State.

HO4: Knowledge management has no significant effect on organizational performance of selected telecommunication firms in Delta State.

LITERATURE REVIEW

Capability Management Process

The capability management process is a strategic approach that organizations use to develop, optimize, and align their core capabilities with business objectives to achieve sustainable competitive advantage (Teece, 2018). Capability management involves a structured approach to assessing, developing, and refining these core competencies to enhance efficiency and adaptability in a rapidly evolving market (Grant, 2019). It is a strategic approach that enables organizations to develop, coordinate, and optimize their resources, competencies, and processes to achieve business objectives and maintain a competitive advantage (Smith & Bititci, 2017). It involves identifying, assessing, planning, implementing, and monitoring organizational capabilities to ensure they align with changing market demands and long-term strategic goals (Tolk & Diallo, 2020). According to Hafeez, Zhang, and Malak (2019), capability management is a continuous process that ensures organizations can adapt to dynamic environments by leveraging internal strengths

and external opportunities. This process is essential for sustaining performance, improving efficiency, and fostering innovation in businesses and public sector organizations alike. The concept of capability management is deeply rooted in the resource-based view (RBV) of the firm, which posits, according to Wernerfelt (1984) as in Okogba et al. (2025), that an organization's competitive advantage is derived from its ability to effectively manage and leverage its unique resources and capabilities. Resources, according to Maxwell et al. (2014), are "all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by a firm that enables the firm to conceive of and implement strategies that bestow on the firm a competitive advantage (Maxwell et al., 2014; Didia & Idenedo, 2017; Idenedo & Eбенуwa, 2022; Frank & Idenedo, 2023). In this context, telecommunications companies rely on capabilities such as network infrastructure management, digital service delivery, cybersecurity, and customer relationship management to remain competitive. The capability management process is essential for organizations, particularly in the telecommunications industry, to remain competitive in an increasingly dynamic and technology-driven environment.

Innovation Capability

Innovation capability refers to an organization's ability to continuously develop and implement new ideas, products, services, or processes to enhance performance and maintain competitiveness (Lawson & Samson, 2001). It involves the integration of resources, skills, and knowledge that enable firms to create and sustain innovation. Innovation capability is critical for organizations operating in dynamic environments, as it enhances adaptability and long-term sustainability (Teece, 2018). According to Saunila (2020), innovation capability encompasses various dimensions, including product innovation, process innovation, managerial innovation, and technological innovation. These dimensions enable organizations to respond effectively to market changes and customer demands. Moreover, the concept is closely linked to an organization's absorptive capacity the ability to recognize, assimilate, and apply external knowledge for innovative purposes (Cohen & Levinthal, 1990).

Damanpour and Aravind (2012) emphasize that innovation capability is not merely about generating new ideas but also about successfully implementing them to create value. This capability is influenced by several factors, such as leadership commitment, organizational culture, research and development (R&D) investment, and collaboration with external stakeholders (Zawislak et al., 2013). Furthermore, innovation capability plays a crucial role in enhancing firm performance. Research by Calantone et al. (2002) suggests that firms with strong innovation capabilities tend to achieve higher growth,

profitability, and market share. In today's competitive business environment, developing innovation capability is essential for firms seeking to maintain a sustainable competitive advantage (Tidd & Bessant, 2018). Innovation capability is a multidimensional construct that reflects an organization's ability to generate, assimilate, and implement new ideas effectively. It is influenced by various internal and external factors and has a significant impact on organizational performance and sustainability (Figure 1).

Strategic Agility

Strategic agility refers to an organization's ability to swiftly sense, respond to, and adapt to dynamic environmental changes while maintaining a competitive advantage. It is a multidimensional capability that enables firms to balance stability and flexibility in a rapidly evolving business landscape (Doz & Kosonen, 2010). Organizations with strategic agility proactively identify emerging opportunities, reconfigure resources efficiently, and pivot their strategies to meet market demands (Weber & Tarba, 2014). According to Doz and Kosonen (2008), strategic agility is underpinned by three key dimensions: strategic sensitivity, resource fluidity, and collective commitment. Strategic sensitivity refers to an organization's ability to detect weak signals, interpret trends, and anticipate future market shifts. Resource fluidity involves the ability to redeploy assets and capabilities quickly to seize emerging opportunities. Collective commitment ensures that leadership teams remain aligned and cohesive in executing strategic pivots despite uncertainty and resistance to change (Figure 1). Strategic agility is particularly crucial in dynamic industries such as technology, telecommunications, and manufacturing, where rapid innovation and shifting customer preferences necessitate continuous adaptation (Teece, Peteraf, & Leih, 2016). For instance, firms like Amazon and Tesla exemplify strategic agility by frequently reconfiguring their business models, investing in disruptive technologies, and capitalizing on emerging trends before competitors (Zahra, 2021).

Process Optimization

Process optimization is the systematic approach of improving operational efficiency, effectiveness, and productivity within an organization by refining and enhancing various processes (Debela & Hagos, 2011). It involves the application of different methodologies, tools, and techniques to achieve maximum output with minimal input while maintaining or improving quality, reducing waste, and enhancing overall performance (Dewangan & Godse, 2014). Optimization can be applied to various domains, including manufacturing, supply chain management, service delivery, and administrative

processes. According to Jeston and Nelis (2018), process optimization is a crucial aspect of business process management (BPM), where organizations continuously assess and refine their workflows to achieve strategic objectives (Figure 1).

Process optimization is a systematic approach aimed at enhancing the efficiency, effectiveness, and overall performance of business operations by refining workflows, reducing waste, and improving resource utilization (Jeston & Nelis, 2018). It is widely used across industries to increase productivity, reduce costs, and ensure high-quality outcomes. Organizations must continuously improve their processes in an increasingly competitive business environment to maintain operational excellence and customer satisfaction (Harmon, 2019). According to Davenport and Ronanki (2018), it is the application of analytical and strategic approaches to refine business operations, ensuring that they function at peak efficiency. It involves eliminating inefficiencies, streamlining workflows, and integrating technology to maximize productivity and performance. Hammer and Champy (2009) considered process optimization as a crucial element of business process reengineering (BPR), which seeks to fundamentally rethink and redesign processes to achieve dramatic performance improvements (Figure 1).

Knowledge Management

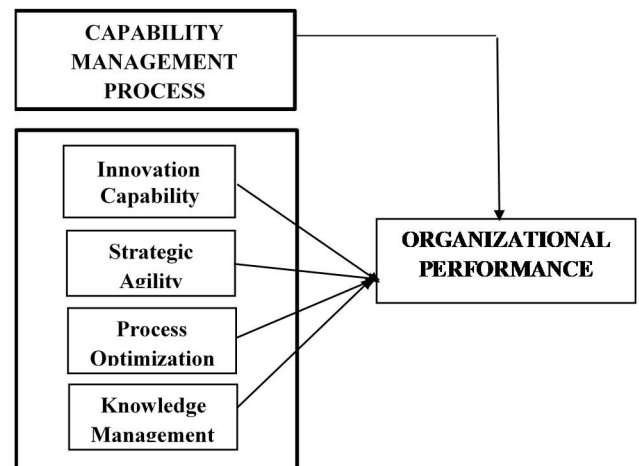
Knowledge management (KM) refers to the systematic process of capturing, organizing, sharing, and utilizing an organization's knowledge assets to enhance efficiency, innovation, and decision-making (Yassmin, 2021). It involves a structured approach to creating, storing, retrieving, and disseminating knowledge to ensure that valuable insights and expertise are leveraged effectively across an organization (Figure 1). The goal of KM is to improve performance, encourage innovation, and maintain a competitive advantage in a dynamic business environment (Dalkir, 2017). KM is often categorized into three key components: knowledge creation, knowledge sharing, and knowledge application. Knowledge creation refers to the process of generating new insights or expertise through research, collaboration, and learning (Nonaka, 2024). Knowledge sharing involves disseminating acquired knowledge across an organization to facilitate learning and innovation (Chowdhury, 2016). Finally, knowledge application ensures that knowledge is effectively used in decision-making and operational processes to improve productivity and outcomes (Alavi & Leidner, 2021).

Organizational Performance

Performance, according to Richard (2019), is the accomplishment of particular objectives as judged by

preset criteria. Two perspectives or aspects can be used to assess performance (Bhatti et al., 2023). Financial and market-based metrics, such as market share, profitability, and capacity utilization, can be used to objectively assess performance. Subjective performance, the second kind of performance evaluation, considers indicators based on employees and customers, such as customer satisfaction and service quality. The latter assesses critical profitability factors and recommends that a company should focus on customer and staff satisfaction as well as service quality to achieve successful objective performance (Bhatti et al., 2023).

However, rapid changes such as increased global migration, improved product quality, and accelerated technological advancements have led to a tendency for firms to be multi-cultural, making the financial performance roles that organizations employ insufficient (Moers, 2020). In light of this, this study looked at performance from the standpoint of leadership approaches that are not monetary. Organizational performance is assessed based on how well a stakeholder leads. As a result, the success of the business will be greatly impacted by a leader's capacity to persuade his team members to accomplish preset goals and objectives. Performance is the result of a strategic decision and is the execution or completion of labor, tasks, or goals to a certain degree of intended satisfaction. Performance is the ability of an organization to use one or more strategic choices to meet the expectations of its employees (Figure 1).



Source: (Researchers' Conceptualization 2025)

Figure 1: Conceptual Framework of Capability Management Process and Organizational Performance.

Theoretical Review

This study is anchored on the absorptive capacity theory (Cohen & Levinthal, 1990); the dynamic capabilities theory (Teece, Pisano, & Shuen, 1997; Teece & Pisano, 1994)

and the theory of distinctive competences (Stevenson, 1976; Andrews, 1971; Selznick, 1957).

The Absorptive Capacity Theory

The absorptive capacity theory (Cohen & Levinthal, 1990) postulates that firms' ability to understand the value of new business intelligence, incorporate it into its operational processes and utilize it toward achieving set objectives improves their competitiveness. The theory assumes that a firm can become more innovative, adaptive and perform better if it incorporates new knowledge in its operational practices and processes. Implicit in this proposition is that, a firm with expertise in the identification, assimilation and application of new knowledge will achieve competitive edge over firms that do not possess such competences. The absorptive capacity theory is built on the premise that the assimilation and utilization of new knowledge requires firms to develop a knowledge base in any of the following ways: (1) conducting own research and development; (2) deriving new knowledge from its own current operations; (3) borrowing new knowledge from other organizations or research institutions; (4) acquiring new knowledge by purchasing new equipment, hiring new talents, or training current employees in the use of a new method. The possession of absorptive capacity is helpful to firms because it creating an absorptive capacity for new knowledge in one period helps the absorption of new knowledge in the another period; and the successful application of new knowledge is self-reinforcing and motivates firms to continue to absorb new knowledge indefinitely (Miles, 2012).

The absorptive capacity theory is adopted as befitting baseline theory for the current study in lieu of its anchorage on the necessity for firm to identify, incorporate and make use of new knowledge in their operational practices and processes geared towards achieving set objectives. In essence, possessing the ability to sense new knowledge, as well as incorporating and using the new knowledge help firms to build strong knowledge base; set up a knowledge culture in which everyone sees the importance of learning about and using new knowledge to reach goals; monitor the environment to identify better and newer ways of doing things; select knowledgeable people who can adapt and modify new knowledge for the firm; create teams that promote the acceptance and use of new knowledge; and monitor the progress of new knowledge, keep track of successes and failures, and use that intelligence to keep the cycle.

Dynamic Capabilities Theory (DCT)

Dynamic capabilities theory (Teece et al, 1997; Teece & Pisano, 1994) is a theory of competitive advantage in a volatile business-scape. The theory emerged as an extension of the resource-based view (Barney, 2021), and seeks to explain the complexities in firms wellness and

market position in relation to competitors (Teece, 2022) as the operating milieu becomes more plastic, fluid and intensely competitive. "A capability is a set of learned processes and activities that enable a company to produce a particular outcome while dynamic capabilities are idiosyncratic and unique to each company and rooted in the company's history" (Teece, 2022). Dynamic capabilities thus represent firms' ability to "integrate, build, and reconfigure internal and external competencies to address rapidly changing environments" (Teece et al., 2017).

The DCT is adopted as a baseline theory for this study based on its emphasis on learning and adapting company operations to emerging circumstances. Since this study intends to examine the predictive power of capability management process on organizational performance, it is only proper to anchor it on the DCT whose underlying argument is that firms can build long-term competitive advantage by using their core competencies to modify short-term competitive positions (Helfat et al., 2017) and by rapidly learning about environmental vagaries and building and integrating new strategic assets while reconfiguring or refocusing existing ones.

Theory of Distinctive Competences (TDC)

The theory of distinctive competences (Selznick, 1957) is a benchmark theory of strategy and competitiveness which holds that firms own or have access to "a set of unique capabilities" which allows them to enter markets of interest and gain advantage over competitors. Distinctive competences may be tangible or intangible "resources comprising financial, physical, human, technology, reputational and relational which a firm owns or has access to" (Graig & Grant, 2023). "The strengths of a firm's which cannot be easily matched or imitated by competitors, and which builds competitive advantages for the firm may be seen as its distinctive competence" (David, 2015) cited in Abdullah, Sabah, and Shawqi (2017). Nguyen (2008) in Abdullah et al. (2017) therefore, views distinctive competences as the "aggregate of multiple activities that firms do to perform better than rivals in an industry. Mooney (2017) also define it as "a unique firm-specific strength that allows a company to better differentiate its products and achieve competitive advantage." The theory of distinctive competence presupposes that firms could develop competences in specific areas such as environmental scanning and cross-functional responsiveness or in general areas by developing expertise in such areas as marketing, procurement, production etc. which are noticeable by rivals and customer. This study therefore adopts the theory of distinctive competences as a baseline theory on the premise that it is a viable theory to explain how organizations can develop expertise in capability management process and thus enhance their performance in their operating environment.

Empirical Review

The empirical literature on organizational performance in Nigeria demonstrates a coherent trajectory in which dynamic capabilities, strategic practices, and knowledge management emerge as the most salient determinants of both employee and firm-level outcomes. Bature and Ibietan (2023), through a cross-sectional survey of employees in MTN, Airtel, and Glo, established that learning, sensing, and integrating capabilities significantly enhance employee performance. This conclusion is reinforced by Oladimeji and Eke (2023), who demonstrated that dynamic capabilities foster organizational competitiveness in Rivers State, and by Uzonwanne and Mohammed (2023), who found that dynamic capabilities, organizational agility, and knowledge management predict competitive performance across telecom firms, even though innovation was statistically insignificant. These studies collectively underscore dynamic capabilities as a cornerstone of organizational resilience and adaptability in turbulent environments.

The literature also highlights the transformative role of technology adoption and digitalization. Egharevba (2023) reported that technology innovation and IT infrastructure significantly improve organizational performance in Airtel Nigeria, while Oghene and Akpor-Robaro (2024) demonstrated that digital transformation enhances firm performance in commercial banks, with organizational learning serving as a mediating mechanism. These findings suggest that technological adoption is not merely infrastructural but is deeply intertwined with absorptive capacity, positioning organizational learning as indispensable for optimizing digital transformation outcomes.

Human capital strategies further reinforce performance outcomes. Ogbari and Onokala (2022) showed that talent management practices, including retention strategies and leadership involvement, significantly enhance employee performance in the public sector. Similarly, Chukwudi and Ifeanyi (2022) established that knowledge management practices acquisition, storage, and sharing significantly improve employee retention in telecom firms. These findings converge to emphasize talent and knowledge management as dual levers for workforce stability and sustained organizational performance, reinforcing the strategic imperative of human capital development.

Institutionalized evaluation mechanisms also play a critical role in shaping performance culture. Okoro and Emeka (2023) demonstrated that performance evaluation systems anchored on standards and feedback positively affect employee performance in local government administration. This underscores the importance of accountability structures in bureaucratic contexts, where performance culture is often undermined by weak institutional frameworks.

Strategic cognition and deliberate management practices are equally pivotal. Eze and Ekwueme (2023)

found that strategic thinking significantly enhances organizational performance, productivity, and efficiency in manufacturing firms, while Agu and Akpor-Robaro (2023) confirmed that strategic management practices, including grand strategies and alliances, positively influence SME growth and development. These findings highlight the indispensability of strategic foresight and deliberate managerial practices for long-term sustainability, particularly in resource-constrained environments.

Synthesizing across these studies, it becomes evident that organizational performance in Nigeria is contingent upon the interplay of dynamic capabilities, technological adoption, strategic practices, and knowledge-based mechanisms. Across sectors, these factors consistently predict both employee-level and firm-level outcomes, with organizational learning and knowledge management frequently mediating the relationship between strategic inputs and performance outputs. The convergence of evidence points toward a unified theoretical model in which adaptive capabilities, mediated by organizational learning, drive resilience, competitiveness, and growth. For doctoral-level inquiry, this synthesis underscores the need for longitudinal and multi-sectoral studies that can unpack causal pathways, explore sectoral variations, and broaden the generalizability of findings. Such research would not only deepen theoretical understanding but also provide actionable insights for policy and practice in Nigeria's evolving organizational landscape.

METHODOLOGY

Research Design

A research design is a formation or a plan that is used as a guide in gathering and analyzing the data for the study. It is a model for attestation that allows the researchers to draw deductions as to the causal relations between variables under research. According to Okwandu (2004), research design is "the plan, structure and strategy for investigation conceived so as to obtain answers to research questions and to control variance." This research adopted a survey research design method. The reason for the adoption of this method is because of the variables used in management sciences, which are not absolutely under the control of the researchers. This is as a result of its lack of definite and defined features of laboratory experiments.

Population of the Study

This study investigated capability management process and organizational performance of selected telecommunication firms in Delta State. Thus, the major telecommunication firms; MTN with 72 staff, GLOBACOM with 53 staff, AIRTEL with 48 staff and 9 Mobile with 24

staff, based on information obtained from the Nigeria Communication Commission (NCC, 2023), constitute the population of the study. Therefore, the total population is 197.

Sample Size

A sample is said to be representative of the population from which it is drawn if the aggregate characteristic of the sample closely approximate those same aggregate characteristics of the population (Agbonifoh and Yomere, 1999). Baridam (2001) states that there is no best method of drawing a sample from the population of interest, the nature and purpose of the study should determine the sampling method to be used. The study's sample size is 197 staff as shown in the (Table 1).

Table 1: Sample size use in the study.

Telecommunication Firms	Population/Sample Size
MTN	72
GLOBACOM	53
Airtel	48
9Mobile	24
Total	197

Sampling Technique

The stratified random sampling method technique was used,. It is a sampling technique that gives every member of the population an equal chance of participation. Olannye (2017) noted that stratified random sampling technique is a probabilistic sampling method which ensures that the resultant sample is representative enough of the entire population. The justification for this choice is due to the fact that it produced a smaller error of estimation than would be produced by other sampling techniques especially if the measurements are very homogeneous.

Research Instrument

The structured questionnaire was the main instrument for gathering data for this study. A questionnaire is a form of data collection instrument that contains a standard set of questions about the study variables. The structured questionnaire used for the study consisted of two sections (A and B). Questions in section A captured the general bio-data of each respondent or the demographic characteristic, while section B aimed to cover the data requirements for each hypothesis formulated. Questions were scaled on a five (5) point adjusted Likert scale. To answer the survey questions, the respondents choose an answer using the following scales; ranging from 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree. The five (5) point Likert scale questionnaire is okay for this study because it is mainly

“suitable for measuring behavior and attitudes towards an object or for obtaining the response evaluation of an object” (Yomere & Agbonifoh, 1999; Mark et al., 2009; Olannye, 2017).

Validation of the Research Instrument

Validity is concerned with what the test is actually measuring Olannye (2017). Content validity was used to test if the content of the questionnaire has really addressed what it is supposed to measure. Content validity was done by giving the questionnaire to some team of experts in the field of management sciences to assess the content of the questionnaire so as to determine whether the questions contained in the questionnaire were adequate to collect relevant information that relate to the objectives of the study.

Reliability of the Instrument

Reliability demonstrates the consistent of the measuring scale. Cronbach's Alpha based test was used to test for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003).

Analysis of Reliability

To accept the data gathered from the questionnaire, reliability measures were first used to measure the concepts looked at in the research study. The reliability analysis revealed that the variables in (Table 2) had a Cronbach's alpha value of ≥ 0.8 , which is regarded as a reliable measure. Therefore, it is appropriate to state that the variables of the study were measured by the research instrument.

Data Collection Method

The study is a survey research; hence the researchers relied mainly on primary data. Questionnaires will be administered to management staff each of the telecommunication firms in the Asaba metropolis.

Method of Data Analysis

In this study, descriptive tools like tables, simple percentages, means scores, standard deviation, bar and pie chart will be used. An inferential tool like a Spearman rank order of correlation will be used to ascertain the extent and direction of an association between the variables and the hypotheses. The Statistical Packages for Social Science (SPSS Version 25.0), software was used to aid the analysis.

Table 2: Result of Reliability Analysis.

Variable	Cronbach's Alpha
Innovation Capability	0.857
Strategic Agility	0.883
Process Optimization	0.855
Knowledge Management	0.910
Organizational Performance	0.875

Source: SPSS 20.0 Output (based on 2025 field survey data)

RESULTS

Questionnaire Administration and Response Rate

A total of 197 questionnaires were administered to respondents drawn from the selected telecommunications firms in Delta State. Of these, 154 questionnaires were properly completed and returned, representing a response rate of 78.2%, while 43 questionnaires, representing 21.8%, were not returned. The analysis presented in this study is therefore based on the questionnaires that were successfully retrieved and considered usable for analysis. The response rate of 78.2% provides a substantial empirical basis for examining the relationships among the dimensions of capability management process and organisational performance within the selected telecommunications firms (Table 3).

Table 3: Questionnaire Distribution

Numbers	Questionnaire	Percentage (%)
No. Sent out	197	100%
No. Returned	154	78.2%
No. Not Returned	43	21.8%

Source: field survey, 2025.

The distribution of the study population indicates that MTN accounted for 72 respondents, representing the largest proportion of the selected firms, followed by Globacom with 53 respondents, Airtel with 48 respondents, and 9Mobile with 24 respondents, giving a total study population of 197. The distribution provided representation across the selected telecommunications firms and therefore permitted the investigation of capability management practices within the sector.

Reliability Analysis

The reliability analysis indicates satisfactory to very high internal consistency across all the study constructs. Innovation capability recorded a Cronbach's alpha coefficient of 0.857, strategic agility recorded 0.883, process optimisation recorded 0.855, and knowledge management recorded 0.910, while organisational performance recorded 0.875. The coefficients are all above the commonly accepted threshold of 0.70 for

research instruments, indicating that the measurement items associated with each construct demonstrate satisfactory internal consistency. Particularly, the coefficient of 0.910 for knowledge management indicates a very high level of internal consistency among the items measuring the construct. The reliability results therefore provide empirical support for the consistency of the instrument used to measure the dimensions of capability management process and organisational performance.

Descriptive Analysis of the Study Variables

The descriptive statistics provide an overview of respondents' assessments of innovation capability, strategic agility, process optimisation, knowledge management, organisational performance, and the aggregate capability management process (Table 4). Innovation capability recorded a mean score of 4.1781 and a standard deviation of 0.92373. The relatively high mean indicates that respondents generally expressed favourable perceptions concerning the innovation capability of the selected telecommunications firms. This suggests that the firms demonstrate considerable attention to innovation-related activities, including the development and application of new ideas, technologies, services, and operational approaches.

Strategic agility recorded a mean of 4.0272 and a standard deviation of 0.93319. The result indicates a generally favourable assessment of the ability of the selected firms to respond to changing business and technological conditions. Strategic agility is particularly relevant in telecommunications because firms operate within an environment characterised by technological disruption, changing customer expectations, competitive pressure, and continuous digital transformation. Process optimisation recorded a mean of 4.0395 and a standard deviation of 0.85708. This relatively high mean suggests that respondents generally perceived the selected firms as placing considerable emphasis on improving operational processes. The comparatively lower standard deviation indicates relatively limited dispersion in respondents' assessments, suggesting a reasonable degree of consistency in perceptions concerning process optimisation.

Table 4: Descriptive Statistics (All Variables of the Study).

		Innovation Capability	Strategic Agility	Process Optimization	Knowledge Management	Organizational Performance	Capability Management Process
N	Valid Missing	360 0	360 0	360 0	360 0	360 0	360 0
Mean		4.1781	4.0272	4.0395	3.9898	4.1788	4.0273
Std. Deviation		0.92373	0.93319	0.85708	0.97774	0.92377	0.93318
Sum		1587.67	1530.33	1535.00	1516.11	1587.65	1530.91

Source: SPSS 22.0 Output (based on 2025 field survey data)

Knowledge management recorded a mean of 3.9898 and a standard deviation of 0.97774. Although this was the lowest mean among the four capability management dimensions, it remained substantially above the neutral midpoint of 3.00 on the five-point Likert scale. This indicates that respondents generally perceived knowledge acquisition, sharing, utilisation, and retention practices within the selected firms positively, although perceptions were somewhat more dispersed than those associated with process optimisation. Organisational performance recorded a mean of 4.1788 and a standard deviation of 0.92377. This was the highest mean among the principal variables, indicating that respondents generally assessed the performance of the selected telecommunications firms favourably. The result suggests positive perceptions of organisational outcomes associated with the firms' operational and strategic activities (Table 4).

The aggregate capability management process recorded a mean of 4.0273 and a standard deviation of 0.93318. Since the midpoint of the five-point Likert scale is 3.00, the observed mean indicates that respondents generally perceived capability management practices within the selected telecommunications firms as being implemented at a relatively favourable level. The descriptive evidence suggests that innovation capability, strategic agility, process optimisation, and knowledge management constitute observable components of capability management within the firms investigated. It is important, however, to distinguish between a high descriptive mean and empirical evidence of organisational impact. The descriptive statistics establish the direction and central tendency of respondents' perceptions but do not, by themselves, establish that capability management causes higher organisational performance. The relationship between the constructs is therefore examined subsequently through Spearman's rank-order correlation analysis.

Bivariate Analysis

Spearman's rank-order correlation coefficient (ρ) was employed to examine the relationships between the

dimensions of capability management process and organisational performance. Spearman's ρ is appropriate where the objective is to determine the direction and strength of association between ranked or ordinal variables. For interpretation, the study adopted the following classification: coefficients of 0.00–0.19 indicate a very weak relationship; 0.20–0.39 indicate a weak relationship; 0.40–0.59 indicate a moderate relationship; 0.60–0.79 indicate a strong relationship; and 0.80–1.00 indicate a very strong relationship. Positive coefficients indicate that higher values of one variable are associated with higher values of the other variable, whereas negative coefficients indicate an inverse association. The hypotheses were tested at the 5% level of significance. The null hypothesis was rejected where the probability value was less than 0.05. Where the probability value exceeded 0.05, the null hypothesis was retained.

Innovation Capability and Organisational Performance

HO1: Innovation capability has no significant effect on organizational performance of selected telecommunication firms in Delta State.

Table 5 indicates a Spearman's ρ correlation coefficient of 0.786 between innovation capability and organisational performance, with a two-tailed significance value of $p < .001$. The coefficient falls within the 0.60–0.79 range and therefore represents a strong positive association. The finding indicates that higher levels of innovation capability are associated with higher levels of organisational performance among the selected telecommunications firms. In practical terms, firms characterised by stronger innovation capabilities tend to report more favourable organisational performance outcomes. The magnitude of the coefficient suggests that the relationship is not merely marginal but represents a substantial positive association within the observed data.

The statistical significance of the relationship provides sufficient evidence to reject the null hypothesis that innovation capability has no significant relationship with

Table 5: Correlation Analysis of Innovation Capability and Organizational Performance,

			Innovation Capability	Organizational Performance
Spearman's rho	Innovation Capability	Correlation Coefficient	1.000	0.786**
		Sig. (2-tailed)		0.000
		N	360	360
	Organizational Performance	Correlation Coefficient	0.786**	1.000
		Sig. (2-tailed)	0.000	
		N	360	360

**Correlation is significant at the 0.01 level (2-tailed). Source: SPSS 22.0 Output (based on 2025 field survey data)

Table 6: Correlation Analysis of Strategic Agility and Organizational Performance.

			Strategic Agility	Organizational Performance
Spearman's rho	Strategic Agility	Correlation Coefficient	1.000	0.749**
		Sig. (2-tailed)		0.000
		N	360	360
	Organizational Performance	Correlation Coefficient	0.749**	1.000
		Sig. (2-tailed)	0.000	
		N	360	360

**Correlation is significant at the 0.01 level (2-tailed). Source: SPSS 22.0 Output (based on 2025 field survey data)

organisational performance. However, because the analysis is correlational, the result should not be interpreted as establishing that innovation capability independently causes organisational performance. Rather, the evidence demonstrates a statistically significant positive association between the two constructs. The finding is consistent with Calantone et al. (2002), who established an association between learning orientation, innovation capability, and firm performance. It is also consistent with the dynamic capabilities perspective, which argues that organisations operating in changing environments need to develop and reconfigure capabilities to respond effectively to environmental demands (Teece et al., 1997). More recent empirical evidence similarly indicates that dynamic capabilities are positively associated with organisational performance (Fainshmidt et al., 2016).

The telecommunications context provides a particularly relevant explanation for this finding. Telecommunications firms compete through technological development, digital services, network innovation, product differentiation, and improvements in customer experience. Consequently, the capacity to generate, adopt, and implement innovations may be associated with improved organisational outcomes. The result is also consistent with Gyemang and Emeagwali (2020), whose study of the telecommunications industry identified dynamic capabilities and innovation as important factors associated with competitive performance.

Decision: The null hypothesis is rejected. There is a statistically significant and strong positive association between innovation capability and organisational performance among the selected telecommunications firms in Delta State.

Strategic Agility and Organisational Performance

HO2: There is no significant effect on strategic agility and organizational performance of selected telecommunication firms in Delta State.

Table 6 reports a Spearman's rho coefficient of 0.749 between strategic agility and organisational performance, with $p < .001$. The coefficient falls within the strong relationship category adopted for this study. The result demonstrates that strategic agility is positively and significantly associated with organisational performance. Thus, respondents who reported higher levels of strategic agility also tended to report higher levels of organisational performance. The finding suggests that the ability of telecommunications firms to recognise changes in their operating environment, make timely strategic adjustments, and reconfigure organisational resources is associated with more favourable performance outcomes. The relationship is theoretically consistent with the dynamic capabilities perspective. In highly dynamic environments, competitive advantage depends not only on the possession of valuable resources but also on an organisation's ability to adapt those resources and capabilities as environmental conditions change (Teece et al., 1997). Teece, Peteraf, and Leih (2016) similarly associate dynamic capabilities with organisational agility in environments characterised by uncertainty and rapid innovation.

The finding also supports the strategic agility literature, which emphasises the importance of strategic flexibility, rapid decision-making, and organisational responsiveness in turbulent environments. Doz and Kosonen (2010) argue that strategic agility enables organisations to respond to

environmental change through strategic sensitivity, collective commitment, and resource fluidity. In telecommunications, where technological developments and customer expectations can change rapidly, these characteristics can be particularly relevant to organisational performance.

The finding is also consistent with Gyemang and Emeagwali (2020), who reported significant relationships involving dynamic capabilities, organisational agility, innovation, knowledge management, and competitive performance in the telecommunications industry. The present finding therefore provides empirical support for the proposition that strategic agility constitutes an important component of capability management in telecommunications firms.

Decision: The null hypothesis is rejected. There is a statistically significant and strong positive association between strategic agility and organisational performance among the selected telecommunications firms in Delta State.

Process Optimisation and Organisational Performance

H03: Process optimization has no significant effect on organizational performance of selected telecommunication firms in Delta State.

The correlation analysis in (Table 7) indicates a Spearman's rho coefficient of 0.645 between process optimisation and organisational performance, with $p < .001$.

Table 7: Correlation Analysis of Process Optimization and Organizational Performance.

Correlations			Process Optimization	Organizational Performance
Spearman's rho	Process Optimization	Correlation Coefficient	1.000	0.645**
		Sig. (2-tailed)		0.000
		N	360	360
	Organizational Performance	Correlation Coefficient	0.645**	1.000
		Sig. (2-tailed)	0.000	
		N	360	360

**Correlation is significant at the 0.01 level (2-tailed). Source: SPSS 22.0 Output (based on 2025 field survey data)

The coefficient represents a strong positive association according to the classification adopted in this study. The result indicates that firms with higher reported levels of process optimisation also tend to report higher levels of organisational performance. Process optimisation encompasses the systematic improvement of organisational workflows, resource utilisation, operational procedures, and service-delivery processes. In telecommunications, effective process management can be particularly important because service quality depends

on the coordination of technological infrastructure, human resources, customer-service systems, billing processes, network operations, and other interdependent organisational activities.

The coefficient of 0.645 is lower than those observed for innovation capability, strategic agility, and knowledge management. This does not mean that process optimisation is unimportant. Rather, within the observed sample, the strength of its bivariate association with organisational performance is comparatively lower than the corresponding associations for the other capability dimensions. Nevertheless, the relationship remains statistically significant and falls within the strong category specified by the study.

The result is consistent with the broader business process management literature, which regards process improvement as an important mechanism for enhancing operational efficiency, reducing process deficiencies, and aligning organisational activities with strategic objectives. It also complements the dynamic capabilities perspective because process optimisation can contribute to an organisation's ability to renew and improve its operational routines in response to environmental requirements (Teece et al., 1997).

The telecommunications industry provides a strong contextual basis for this finding. As telecommunications services involve complex technological and operational processes, inefficiencies in service provisioning, customer support, network management, billing, or internal coordination can affect organisational outcomes. Continuous process improvement can therefore contribute to operational consistency and service effectiveness.

Decision: The null hypothesis is rejected. There is a statistically significant and strong positive association between process optimisation and organisational performance among the selected telecommunications firms in Delta State.

Knowledge Management and Organisational Performance

H04: Knowledge management has no significant effect on organizational performance of selected telecommunication firms in Delta State.

Table 8 shows a Spearman's rho coefficient of 0.777 between knowledge management and organisational performance, with $p < .001$. The coefficient indicates a strong positive association between the two constructs. The finding implies that higher levels of knowledge management are associated with higher levels of organisational performance among the selected telecommunications firms. Knowledge management involves processes through which organisational knowledge is created, acquired, documented, shared, retained, and applied. In knowledge-intensive sectors such

Table 8: Correlation Analysis of Knowledge Management and Organizational Performance.

Correlations		Knowledge Management	Organizational Performance
Spearman's rho Knowledge Management	Correlation Coefficient	1.000	0.777**
	Sig. (2-tailed)		0.000
	N	360	360
Organizational Performance	Correlation Coefficient	0.777**	1.000
	Sig. (2-tailed)	0.000	
	N	360	360

**Correlation is significant at the 0.01 level (2-tailed). Source: SPSS 22.0 Output (based on 2025 field survey data)

as telecommunications, these processes can be particularly important because organisational performance depends substantially on the effective use of technical knowledge, employee expertise, customer information, operational experience, and organisational learning. The strength of the observed relationship is noteworthy because knowledge management recorded the lowest descriptive mean among the four capability management dimensions, yet it demonstrated one of the strongest relationships with organisational performance. This suggests that although respondents' overall assessment of knowledge management was slightly lower than their assessments of innovation capability, strategic agility, and process optimisation, variations in knowledge management were strongly associated with variations in organisational performance.

The finding is theoretically consistent with the knowledge-based view of the firm, which regards knowledge as an important strategic resource for organisational value creation. It is also consistent with the dynamic capabilities perspective because knowledge acquisition, integration, sharing, and application can contribute to the organisation's capacity to sense environmental changes and reconfigure its resources.

The result further corresponds with Gyemang and Emeagwali (2020), who found significant relationships among knowledge management, dynamic capabilities, organisational agility, innovation, and competitive performance in the telecommunications industry. Chukwudi and Ifeanyi (2022) also examined knowledge management within the telecommunications sector, reinforcing the relevance of knowledge-related organisational practices to employee and organisational outcomes.

Decision: The null hypothesis is rejected. There is a statistically significant and strong positive association between knowledge management and organisational performance among the selected telecommunications firms in Delta State.

DISCUSSION

The findings collectively demonstrate a consistent pattern: all four dimensions of capability management examined in

the study exhibit statistically significant positive associations with organisational performance. Innovation capability produced the strongest observed correlation ($p = .786$), followed closely by knowledge management ($p = .777$), strategic agility ($p = .749$), and process optimisation ($p = .645$). Although these coefficients should not be interpreted as causal effects or as evidence that one capability is objectively more important than another, the results demonstrate that each dimension is meaningfully associated with organisational performance in the observed data. The finding concerning innovation capability suggests that the capacity of telecommunications firms to develop and apply new ideas, technologies, products, and services is closely associated with organisational performance. This is consistent with the argument that innovation capability enables organisations to respond to technological and market changes and to develop new sources of value. Calantone et al. (2002) similarly established a positive relationship involving innovation capability and firm performance, while Teece et al. (1997) provide the theoretical foundation for understanding capability development as a means of adapting to changing environments. The finding concerning strategic agility demonstrates the importance of organisational responsiveness. Telecommunications firms operate in a sector where technological change, competitive actions, regulatory developments, and changing customer expectations require rapid strategic responses. The observed correlation of 0.749 indicates that respondents who perceived stronger strategic agility also tended to perceive stronger organisational performance. This supports the theoretical position that organisational agility can enable firms to respond more effectively to environmental uncertainty and technological dynamism (Teece et al., 2016; Doz & Kosonen, 2010).

The significant relationship between process optimisation and organisational performance indicates that operational capabilities remain relevant even in highly technology-driven industries. Digital transformation does not eliminate the need for efficient organisational processes; rather, it increases the importance of coordinating complex technological and human activities. The observed correlation of 0.645 therefore suggests that firms with stronger process optimisation practices tend to exhibit more favourable performance outcomes.

Knowledge management also demonstrated a strong positive association with organisational performance ($p = .777$). This finding is particularly significant in a telecommunications environment in which technological expertise, customer information, operational knowledge, and employee competencies constitute important organisational resources. Effective knowledge management can facilitate knowledge sharing, organisational learning, problem-solving, innovation, and informed decision-making. The finding therefore reinforces the proposition that knowledge-related capabilities form an important component of organisational capability management.

The findings support the broader dynamic capabilities perspective. Teece et al. (1997) conceptualise dynamic capabilities in terms of the firm's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments. Fainshmidt et al. (2016), based on a meta-analytic evaluation, provide broader empirical evidence that dynamic capabilities are positively associated with organisational performance. The present findings extend this theoretical perspective to the telecommunications context in Delta State by demonstrating significant positive associations between specific capability dimensions innovation capability, strategic agility, process optimisation, and knowledge management and organisational performance.

The results also have contextual significance because the telecommunications sector is characterised by high technological intensity and rapid environmental change. Gyemang and Emeagwali (2020), in their study of the telecommunications industry, found that dynamic capabilities, innovation, organisational agility, and knowledge management are associated with competitive performance. The consistency between that evidence and the present findings strengthens the argument that capability-oriented organisational practices are relevant to telecommunications firms.

However, the results should be interpreted within the methodological boundaries of the analysis. Spearman's rho establishes the strength and direction of association between variables but does not establish temporal precedence or causality. Consequently, the findings should not be expressed as demonstrating that innovation capability, strategic agility, process optimisation, or knowledge management independently "caused" organisational performance. Rather, they demonstrate statistically significant positive associations between these dimensions of capability management and organisational performance.

Summary of Findings

The study found that the four examined dimensions of capability management are positively and significantly

associated with organisational performance among the selected telecommunications firms in Delta State.

First, innovation capability demonstrated a strong positive and statistically significant association with organisational performance ($p = .786$, $p < .001$).

Second, strategic agility demonstrated a strong positive and statistically significant association with organisational performance ($p = .749$, $p < .001$).

Third, process optimisation demonstrated a strong positive and statistically significant association with organisational performance ($p = .645$, $p < .001$).

Fourth, knowledge management demonstrated a strong positive and statistically significant association with organisational performance ($p = .777$, $p < .001$).

Conclusion

The empirical evidence indicates that capability management is significantly associated with organisational performance among the selected telecommunications firms in Delta State. Each of the four dimensions examined innovation capability, strategic agility, process optimisation, and knowledge management recorded statistically significant positive relationships with organisational performance. The findings therefore provide support for the proposition that organisational capabilities constitute important strategic resources within the telecommunications sector. In an environment characterised by technological dynamism, competitive pressure, and changing customer expectations, firms require capabilities that enable them to innovate, adapt, optimise processes, and utilise organisational knowledge effectively. Nevertheless, the findings should be interpreted as evidence of association rather than definitive evidence of causation because the study employed bivariate Spearman correlation analysis. Further analysis using multivariate techniques such as multiple regression or structural equation modelling could provide stronger evidence regarding the relative contribution and combined explanatory power of the capability management dimensions.

Recommendations

Based on the empirical findings, the following recommendations are proposed:

1. Strengthening innovation capability: Telecommunications firms should establish and sustain systematic innovation programmes involving research and development, digital-service development, employee

training, technology experimentation, and mechanisms for converting innovative ideas into commercially viable services.

2. Enhancing strategic agility: Management should develop organisational structures and decision-making processes that permit timely responses to technological, competitive, regulatory, and customer-related changes. Greater use of real-time market intelligence and data-driven decision-making can support organisational responsiveness.

3. Improving process optimisation: Telecommunications firms should continuously evaluate and redesign operational processes to minimise unnecessary activities, improve resource utilisation, reduce service-delivery delays, and enhance operational consistency. Process improvement methodologies can be incorporated into continuous improvement programmes.

4. Strengthening knowledge management: Firms should develop systematic mechanisms for capturing, storing, sharing, and applying organisational knowledge. This may include knowledge repositories, mentoring systems, communities of practice, employee learning programmes, and structured knowledge-transfer mechanisms.

5. Integrating capability management: The four dimensions should not be managed as completely isolated organisational activities. Management should seek to integrate innovation, strategic agility, process optimisation, and knowledge management into a coherent capability-management framework aligned with the strategic objectives of the organisation.

6. Continuous capability assessment: Telecommunications firms should periodically evaluate existing capabilities, identify capability gaps, and develop targeted interventions for capability renewal. Such an approach is consistent with the dynamic capabilities perspective, which emphasises the continuous adaptation and reconfiguration of organisational resources and competencies in changing environments.

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