ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

INFLUENCE OF STRATEGIC REPOSITIONING CAPABILITIES ON SUSTAINABLE COMPETITIVE ADVANTAGE IN FINANCIAL INSTITUTIONS IN KAKAMEGA COUNTY

Joseph Muyekho Wasike[1]*, Dr. Josephat Kwasira[2]

The Corresponding Author is a Master of Business Administration Degree in Strategic Management Student at the Jomo Kenyatta University of Agriculture and Technology

muyejo@gmail.com

Dr Josephat Kwasira is a Lecturer at Jomo Kenyatta University of Agriculture and Technology

Abstract: **Organizations turn to any standard procedure to gain competitive advantage. Sustainable competitive advantage can bring about benefit to the organization. Strategic repositioning is driven by a growing chasm between the needs of the market and capabilities of the enterprise. Study of strategic repositioning capabilities is a need in the twenty first century. Financial institutions have experienced increased competition over the last few years. New entrants and increased innovation among players in the market has raised competitions. The main aim of this study was to determine the influence of strategic repositioning capabilities on sustainable competitive advantage in financial institutions in Kakamega County. Specifically, it was set to determine the influence of agency banking, branchless banking, customer experience and ergonomics on sustainable competitive advantage. The study was anchored on Resource Based View Theory, Dynamic Capabilities Theory and Porter's five forces model. To achieve the objectives of the study descriptive survey research design was used on twenty-one financial institutions as per CBK and SASRA twenty eighteen. Target population was one hundred and eleven top management employees of licensed financial institutions in Kakamega County based on the length of establishment. Instrument for data collection was a questionnaire. A five-point Likert scale was adopted. Pilot study was conducted on financial institutions in Bungoma County to test validity of the constructs of the questionnaire. Data was analyzed using regression and correlation models to obtain the strength and relation between the variables. Data was represented using frequency tables and graphs. Agency banking, Branchless banking, customer experience and ergonomics were important in predicting of sustainable competitive advantage in financial institutions as indicated by p-values that were all less than significance level of zero point zero five. The study findings will assist financial institutions to be receptive to the changes in the business environment, compete in the market for a longer period of time and reposition themselves in order to remain relevant in dynamic and turbulent environment. The study therefore recommends that for organizations to be more competitive so as to cope with more highly dynamic environments there is need to be keener in enhancing their strategic repositioning capabilities. To achieve a competitive advantage in a dynamic business environment, the study recommends that firms should streamline with all parties in strategic repositioning capabilities in order to improve competitive advantage. In growing technological advances and the emergence of the global information organization therefore need to embrace technology in helping gain sustainable competitive advantage.**

Keywords: **Strategic Repositioning Financial Institutions, Sustainable Competitive Advantage Agency Banking on Sustainable Competitive Advantage in Financial Institutions.**

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

1. INTRODUCTION

Background of the Study

In today's complex and hypercompetitive market environment in the financial institutions, traditional sources of sustainable competitive are rare. Nikoo (2017) argues that the business environment is quickly changing and difficult to predict. Reduction in product life cycles and changing needs of customers has made business environment uncertain. Long time ago, in about ten years back you would set your vision and strategy and then start following that does not work anymore. Carr (2012) in her study noted that the major challenges in business and industry observed today is firm's inability to sustain their growth, profitability, performance and competitive advantage.

Nzewi (2016) noted that in the 21st century the financial institutions have experienced tough competition. Looking around there is increased innovation among players and new entrants into the market. In another study done by Mohammad (2015) pointed out that advancement in IT, Technology, production methods and customer power are among characteristics of today`s business environment. These are associated with the dynamics and complexity of the markets.

Kariuki (2017) outlined that turbulent business environment, coupled with volatile market environment, leaves firms with no option but to rethink on how to strategically reposition themselves. Any effective strategy in today's business environment requires the ability to foresee the need for change and a willingness to change direction(Oosterhout,2010). It leads organizations to survive and succeed in their business operations. Sustainable competitive advantage is therefore the ultimate determinant of success and failure in the firm's search for value(Gopal,2014).

Financial Institutions in Kenya

Financial institutions in Kenya comprises of deposits-taking institutions (commercial banks and mortgage finance companies, microfinance banks and deposit taking Savings and Credit Co-operatives (Saccos)), non-deposits taking institutions such as insurance industry, pensions industry, capital markets industry and financial markets infrastructure providers. Financial institutions are regulated and supervised by five main regulators responsible for different segments, namely the Capital Markets Authority (CMA); Central Bank of Kenya (CBK); Insurance Regulatory Authority (IRA); Retirement Benefits Authority (RBA); and the Sacco Societies Regulatory Authority (SASRA).

The banking subsector, which comprises of commercial banks, mortgage finance companies and microfinance banks accounts for more than 60 percent of total assets in the sector. According to Financial Sector Regulators Forum (2017) a vibrant and well-functioning sound, efficient and stable financial system is a catalyst for broad based sustainable economic growth and development. It mobilizes savings and channels them to investors facing shortage of investible funds to support Kenya's development aspirations outlined in the Kenya Vision 2030. It also facilitates settlement of claims and provides a platform for risk sharing. Increased investment in productive sectors, not only contributes to growth, but also enhances welfare through wealth and employment creation (Financial Sector Regulators Forum, 2017).

Statement of the Problem

The financial institutions in Kenya have witnessed increased competition in the recent past. The management has been pushed to the drawing board. This enables them seek new ways of expanding their businesses and reach new markets more exhaustively. One of the major challenges in business and industry observed today is firms' inability to sustain their performance and competitive advantage when technologies or markets change. According to Mumassabba (2015) business environment is turbulent and chaotic in nature. Rapid response strategies are required to ensure sustainability of the business in the competitive environment. Sustainable competitive advantage enables a firm`s competitive advantage resists erosion by its competitors. In Kenyan setup the financial institutions are faced with stiff competition among the players each trying to be a head of the rest. The financial institutions posted the slowest growth in a decade as the economy was starved of credit in reaction to interest capping laws which decelerated significantly' to 3.1 per cent in 2017 from 6.7 per cent recorded the previous year. Mwangi (2017) argues that this was mainly accredited to weak performance of the economy, tightening of lending due to interest rate cap, and increased use of alternative funding. The introduction of Kenya's Banking (Amendment) Act, 2016 on interest rates control assented to in August, 2016 that came into force in September, 2016 may in one way or another affected the sector (CBK, 2016). Even when the attempt to imitation does not take place, the rapid change in the technological evolution tends to shorten the lifespan of the technological resources and technological know-how. For survival and sustainability in the market place these companies require adopting a

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

competitive strategy. Ndung'u (2017) noted that companies' ability to quickly adapt and respond to these environmental changes is considered to be one of the most critical capabilities for achieving sustainable competitive advantage. Studies on strategic repositioning and sustainable competitive in county governments financial institution are scarce and therefore this study will add more knowledge into the gap on how strategic repositioning capabilities influence sustainable competitive advantage. Therefore, the need to study the influence of strategic repositioning capabilities on sustainable competitive advantage in Kakamega County is the main focus of the study

Research Objective

i) To assess the influence of agency banking on sustainable competitive advantage in financial institutions in Kakamega County.

Research Hypothesis

H_{O1}: Agency banking has no significant relationship with sustainable competitive advantage in financial institutions in Kakamega County.

Significance of the Study

Sustainable competitive advantages are required for a company to thrive in today's global environment more so the financial institutions on being receptive to the changes in the environment, remain in the market for a longer period of time and acquire a position in the market. Strategic repositioning Capabilities will enable financial institutions to re-focus on areas that give them a competitive edge in the market and dedicate their energies and resources to them. The study will be of value to a number of beneficiaries.

To the financial institutions during these turbulent economic times coupled with increased competition in the financial industry and government regulations such as interest capping, non- performing loans disclosure requirements, increased capital requirements that affect the survival of the industry, understanding of the influence of strategic repositioning Capabilities on sustainable competitive advantage will enable the management to develop competitive strategies, identify core competences and Capabilities and implement the required strategies. This will eventually lead to the banks attaining a position a head of others.

The study will also add value to the practitioners as they are aware of the competitive edges but they do not know the reasons some organizations fail to achieve their desired leading positions. It will enable understanding of the competitive advantage concept which leads to performance and survival. The findings will be important to the regulators such as the government and CBK, as it will provide guidance on how to develop suitable policies and engage the financial institutions so that they can concentrate on core competencies and Capability. This will go long way in improving the overall performance of the financial institutions, regulatory environment in the country and reduce failure of financial institutions

Scope of the Study

Target population focused on employees of financial institutions in Kakamega County. The 111 officers in top management were the major target. The study took a period of six months, June 2019 to November 2019. The total proposed budget included and not limited to proposal writing and presentation, pilot testing, production of field tools, field work including data collection, transport, data entry and analyzing. This was an estimation cost of about ksh 115,000.

Limitation of the Study

There were various challenges encountered during the study. The questionnaire contained closed ended questions which limited the respondents' opinion regarding the study variables however this was addressed by ensuring that the questions captured in the questionnaire were able to facilitate collection of data that is comprehensively and objectively addressed all the study variables. The study experienced respondents withholding vital information in one way or another therefore the researcher had to assure the participants the confidentiality so that they could freely share the information more so the formal letter obtained from the University supported the idea too hence it reduced the aspect of being victimised after the study. The other challenge was questions were raised by the respondents how the study would be important to them the researcher had to assure them that he was ready to share the findings with the organization so that it may help in implementing policies that would see the organization improve the performance hence it brings sustainability in employment.

2. LITERATURE REVIEW

Theoretical Review

A theoretical review consists of concepts, existing theories and models that are used for a particular study. The theoretical framework demonstrates the understanding of the theories and concepts that are relevant to the study and usually relate to the broader fields of knowledge in the topic under research (Karanja, 2013). This study was based on resource based view, dynamic capabilities, service quality and Porter five forces theory. These theories and the model were used to discuss the influence of strategic repositioning Capabilities on sustainable competitive advantage in the financial institutions in Kakamega County**.**

Resource Based View Theory

Resource based view theory provides an effective management of firm's resources, productive opportunities, and diversification strategy. Specifically, Penrose (1959) provides an explanatory logic to resolve causal links among resources, Capability, and competitive advantage. It provides at least three key arguments concerning linkages among firm's resources, productive opportunities, and profitable firm growth (Edith Penrose,2004). First, Penrose maintains that firms can create economic value not due to simple possession of resources, but due to effective and innovative management of resources (Wiley Online Library, 2019). According Owotsi (2019) resources can be put into a firm's production process. Resources are classified into three categories as; physical capital, human capital and organizational capital. (Owotsi,2019). The resource-based view (RBV) of Wernerfelt (2004) suggests that competitiveness can be achieved by innovatively delivering superior value to customers.

Organizations focus on the strategic identification and use of resources that develop sustained competitive advantage which provides fundamental links between the resources and the creation of productive opportunities for growth and innovation (Penrose,2004, Barney,2011&Owotsi, 2019). It should also be noted that Manager's experience with each other and other resources in the firm affects their image and function as pivot in the conversion of firm's resources into firm Capability and new product applications (Edith Penrose,2004 &Wiley Online Library, 2019). In his research Mahoney(1995) puts it clear that in the spirit of the vibrant Capability, novel combinations of resources lead to economic value creation.

Thirdly, Penrose explains the drivers of the rate and direction of firm growth. The availability of top managerial and technical talent serves as the bottleneck for a firm's growth rate. The underutilized resources and current knowledge base of the firm determines the direction of the firms' growth. Kamande (2015) not only articulates why and how these drivers shape the rate and direction of growth, but also argues that ignorance of these limiting factors results in inefficiencies and loss of competitive advantage. Penrose provides a comprehensive explanation of the link between resource-based relatedness and firm-level performance (Penrose,2004&Wiley Online Library, 2019). Barney and Hesterly (2012) agree that resource-based logic proposes that firms possess valuable resources that other firms find it too costly or difficult to imitate. The firms controlling these resources are likely to generate sustainable competitive Advantage. It results only if resources are simultaneously valuable, rare, imperfectly imitable, and exploitable by the firm's organization. Firms can use resources to reposition themselves in the market place. Resources can assist in adapting to changing industrial forces and therefore acquire sustainable competitive advantage

Empirical Review

This study conceptualized that sustainable competitive advantage depends on strategic repositioning capabilities: branchless banking, agency banking, customer experience and ergonomics

Agency Banking

In this era of dynamic and turbulent market environment every organization is striving to achieve sustainable competitive advantage. Market changes present both opportunities and challenges (Chiteli, 2013). Agency banking occurs when a financial institution offers a chance to a mobile network operator to transact financial activities on its behalf (Mbugua,2017). Individual or retailer outlets conducts the financial transitions. Through such arrangements customers are allowed to make to make deposits, withdraw and transfer of funds. The customers can as well receive payments and benefits from the government. Water and electricity bills can also be paid. In Kenya basically it may occur in

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

supermarkets, selected retailer shop agents and other chosen banks. Kumar, Anjali and Eduardo (2010) argue that in other countries such as brazil banks contract retail agents which includes small supermarkets, pharmacies and lottery kiosks. Outside Kenya agency banking is referred to as banking corresponds. Kitenga (2014) argued that agency banking enables a bank to develop specific products and services which the contracted retailer is allowed to transact to its clients. Innovation in technology and information has prompted the quick and growth of agency banking(Chiteli,2013).

These enables quick, reliable and cheap communication over large distances. In rural areas many poor people have access to low cost mobile phones and prepaid airtime dealers. For banks, agent banking is used to reduce the cost of delivering financial services, relieve crowds in bank branches and establish presence in new areas (Chiteli, 2013). In this turbulent business environment institution which employ agent banking may be ahead and occupy certain position in the market segment. Chaia (2011) noted that agency banking is powerful strategy in uncertain and emerging business and market environment.

The poor are able to receive financial services within their own communities. Agents being in their communities are reached and develop more relationships with clients. Chiteli (2013) noted that it is not easy to carry out agency banking strategies. Customer needs and preferences for a range of services are still uncertain. Agency banking strategy is relatively new for financial service providers. It so difficulty to know exactly the preferences of clients in various market areas. Mwangi (2012) found out that agent banking is extremely useful as a diversifying strategy among banks as they use agent banks to expand geographical coverage and promote their products and services since they provide timely savings and they are more efficient than branches.

Sustainable Competitive Advantage

According to Mohammad and Masoud (2015) researchers have offered different definitions on what sustainable competitive advantage is all about. Sustainable competitive advantage as the unique position that is not easily duplicable by the competitors. A firm possesses a sustainable competitive advantage when it has value-creating products, processes and services for their customers that cannot be duplicated or imitated by its competitors (Chiteli, 2013). Oluwole (2010) argued that sustainable competitive advantage is the unique position that an organization develops in relation to competitors that allows it to outperform them consistently. In his arguments he agreed with Barney's research in early 90's and maintained that a firm will obtain sustainable competitive advantages over her competitors by implementing strategies that exploit their internal strengths, only if they can response to environmental opportunities and at the same time neutralizing external threats and avoiding internal weaknesses (Satu, 2015). Gowrie (2014) argued that the fundamental way of creation of sustainable competitive advantage is thus, the ability to predict the forthcoming action of others in the industry via matching the organization's resources to the gaps and voids that exist in the industry. Other researchers have argued that sustainable competitive advantage means superior performance over competitors.

Sustainable competitive advantage is increasingly important for businesses operating in the twenty-first century because of the rapid changes affecting businesses in organizations since the 1980's and therefore strategic repositioning is key in sustaining competitive advantage. Sweta (2014) conducted a study on sustainable competitive advantage through integration of HRM with business strategies where he found out that integration of HRM result in enhanced competence, congruence and cost effectiveness. People are the core determinant of a business enterprise.

The key to sustaining competitive advantage is the productivity of the workforce that depends on their competences. Dobre (2011) did research on strategies for sustainable competitive advantage in real estate industry. He found out that knowledge, human capital and creating a learning organization greatly influences sustainable competitive advantage. Heene (2010) conducted a research on relationship between IT –enabled organizational agility and sustainable competitive advantage and found out that operational innovation and excellence Capability are critical to a firm`s agile movements, either entrepreneurial or adaptive in ensuring sustainable competitive advantage. In a study on Competitive Strategies and Performance of Commercial Banks in Kenya, found out that the challenges that impact the banks include competition from other banks, increase in capital requirements by the regulators and cost of operations. The source of competitiveness for the banks included a differentiated product range, a competent work force and internal resources owned by the banks. The areas in which the competitive strategies had most influence were increased level of competitiveness and increased market share and revenues (Lee,2010). The current challenges that the banks face include

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

lack of skilled manpower to implement effectively the bank strategies, lack of top management support to implement the strategies and frequent changes by the regulators.

Further, the findings showed that despite existence of several opportunities, the banks need to re-examine their employee training needs with an aim of equipping them with relevant and appropriate skills to guide the organization to fully automate its services. The study concluded that sustainable competitiveness of a firm is crucial to the banks performance. The use of the various competitive strategies by the banks to deal with threats resulting from the rivalry of existing competitors and powers of the suppliers indicates the banks willingness to ensure that they protect their business territory and survive in the dynamic and challenging environment (Kaiba, 2016).

In another study done by Mnjala (2015) on challenges of creating sustainable competitive advantage banking industry in Kenya. He argued that sustainability of a competitive advantage does not last forever but instead it implies that it will not be lost through duplication efforts of others. Companies need to exploit all sources of competitive advantage and create a unique strategic position and since competitive advantage do have a life cycle, it is important to have a well-planned selection and allocation of resources (Abigael,2017). Karuoya (2014) did a study on factors affecting sustainable competitive among cut flowers companies in Kenya. The study found out that infrastructure, location, human resource and horticulture clusters influence sustainable competitive advantage. In another research carried out by Nderitu (2016) on strategies for sustainable competitive advantage among Christian universities, it was established that Christian universities can adopt relevant strategies to ensure that they have achieved a sustainable competitive advantage. Universities can exploit different ways to gain competitive advantages, for example, through innovating, differentiating, and adding unique value creation for the students will ensure that the university has a competitive edge.

Mumassabba (2015) did a study on factors influencing competitive advantage among supermarkets in Kenya. The study revealed that product innovation, information technology, managerial capacity and relationship with the suppliers have a direct positive influence on competitive advantage. In a study on strategies for gaining competitive advantage among commercial banks in Kenya where he concluded that differentiation; strategic alliances and joint venture were used by commercial banks in gaining competitive advantage (Kaiba Salome, 2016).

Asava (2010) did a study on knowledge management for competitive advantage within commercial banks in Kenya, in which it was concluded that knowledge management, technology and business intelligence tools are most important in achieving company`s goals. These studies have helped prove that firms in different industries adopt different competitive strategies. However, despite this literature no study has been conducted on the influence of strategic repositioning Capabilities on sustainable competitive advantage in the financial institutions in Kakamega County thus this study set to analyze the influence of strategic repositioning Capabilities on sustainable competitive

Conceptual Framework

Orodho (2010) defines a conceptual framework as a model of presentation where a researcher represents a relationship between variables in the study and shows the relationship graphically and diagrammatically. Independent variable agency banking and dependent variable sustainable competitive advantage.

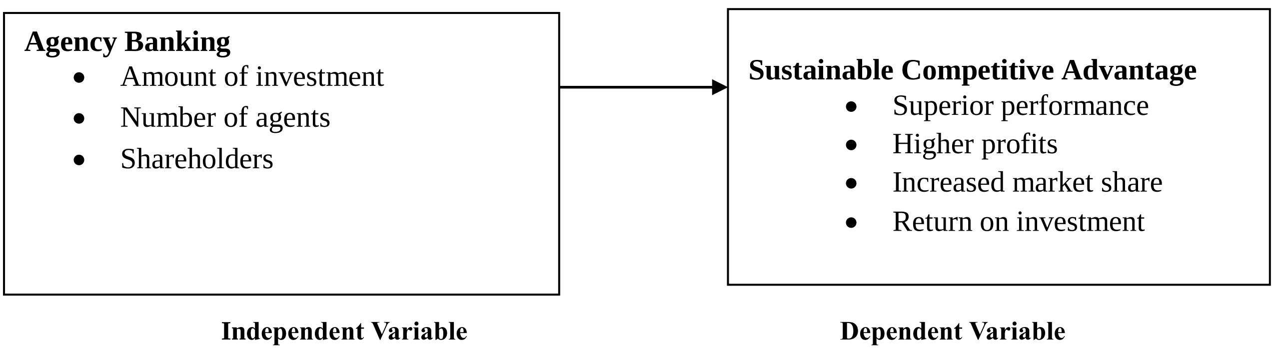

Figure 2.1: Conceptual Framework.

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

Critique of the Existing Literature relevant to the Study

Sweta (2014) did a study on sustainable competitive advantage through integration of HRM with business strategies. He found out that integration of HRM with business strategies result in enhanced competence, congruence and cost effectiveness. People are the core determinant of a business enterprise. The key to sustaining competitive advantage is the productivity of the workforce that depends on their competences. In a research carried out Bitok (2015) on strategies used to achieve sustainable competitive advantage among commercial banks in Kenya, it was concluded that the challenges experienced by commercial banks in their operations are due to increased number of competitors in the industry.

The competitors make it difficult to achieve sustainable competitive advantage because they imitate the services, products, and huge financial requirements. In this same study, it's argued that sustainability of a competitive advantage does not last forever but instead it implies that it will not be lost through duplication efforts of others. Companies need to exploit all sources of competitive advantage and create a unique strategic position. Since competitive advantage do have a life cycle, it is important to have a well-planned selection and allocation of resources (Kaiba , 2016).

Karuoya, (2014) did a study on factors affecting sustainable competitive among cut flowers in Kenya. The study found out that infrastructure, location, human resource and horticulture clusters influences sustainable competitive advantage. In another research carried out on strategies for sustainable competitive advantage among Christian universities. The study established that Christian universities can adopt relevant strategies to ensure that they have achieved a sustainable competitive advantage such as innovation, differention and unique value creation to students to enhance its competitive edge (Nderitu, 2016).

3. RESEARCH METHODOLOGY

Research design

Grove (2003) defines a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. The study adopted a descriptive survey research design since it explains the relationship between variables (Kaiba, 2016). Research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information. Polit and Beck (2004), and Wood and Haber (1998) indicated that selecting a good research design should be guided by an overarching consideration, namely whether the design does the best possible job of providing trustworthy answers to the research question.

Descriptive survey research design should guide the choice of population, sampling procedures, method of measurement and plan for data collection and analysis (Sekaran,2010 &Wilson,2016). Greswell (2003) puts it clear that descriptive survey research makes use of structured questionnaire in collecting data from respondents. According to Cooper and Schindler (2014) descriptive design involves finding out what, who, where, when and occasionally how of the study variables. It is designed to provide further insight into the research problem by describing the variables of interest. This design is therefore relevant to this study.

Target Population

Cooper and Schindler (2014) defined Population as the collection of total elements that we wish to study and make inferences on. In this study target population was 21 licensed financial institutions in Kakamega County. The respondents comprised of 111 top management staff of the financial institutions within the County. This included the branch managers, operations managers, service managers, finance managers, credit manager and chief executive officers, audit and risk managers, marketing Managers, human resource manager and communications managers.

Sampling Frame

Saunders, Lewis, and Thornhill (2012) defined sampling frame as the complete list of population elements from which the sample is selected. Sampling frame for this study was licensed financial institutions in Kakamega County. Specifically, the deposits-taking institutions: commercial banks, microfinance institutions and Savings and Credit Co-operatives (Sacco's).

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

Sample Size and Sampling technique

Sample size is the representative number of elements or respondents chosen from a total population that will be studied. According to Nalzaro (2012) sample refers to a small group of individuals, elements or characters drawn from a small group. Cochran (1963) stated that if population is small then sample size can be reduced slightly since a given sample size provide proportionality more information for a small population. In this study Cochran's formular for finite population was adopted.

$$n = \frac{n_o}{1 + \frac{n_o - 1}{N}}$$

Where;

n = sample size

n_o = Cochran's sample size recommendation

= finite population correction for proportion

= 385

N = Target population

Applying

$$n = \frac{385}{1 + \frac{385 - 1}{111}}$$

$$= \frac{385}{1 + \frac{384}{111}}$$

$$= 86.3333$$

$$\approx 87$$

Study used 95% confidence interval, so acceptable sampling error will be 5%, therefore

Research Instruments

The study used primary data. Primary data was collected by means of a structured questionnaire which was well suited for data collection from a large number of respondents in a standard manner and at a relatively efficient manner. According to Thornhill (2012) a questionnaire is a general term that denotes all data collection instruments that require respondents to answer the same set of questions asked in a predetermined manner. The questionnaire used both open and closed questions that examined the influence of strategic repositioning capabilities on sustainable competitive advantage. The questionnaire had a five response Likert scale from strongly agree to strongly disagree.

The questionnaire had five sections; background information from respondents, strategic repositioning of financial sector, influence of agency and Branchless banking, Customer experience and Ergonomics on sustainable competitive advantage. Okello (2015) states that the advantage of questionnaire is the use at which it accords the study during analysis. According to Festing (2017) the information obtained from question should be free from bias of researcher's influence, accurate and gather valid data Secondary data was an ongoing process until when the study was completed. Mugenda and Mugenda (2003) noted that Likert scale assists in converting the qualitative responses into qualitative values. Data was obtained from journals, reports and online publications.

Data Collection Procedure

Bryman and Bell (2011) argued that data collection procedure is the process followed by the researcher in conducting the study of interest. Primary data was collected through the administration of questionnaires to respondents. An introduction letter from the school of post graduate studies Jomo Kenyatta University was obtained to be taken to Branch Managers to seek permission for carrying out the study. The researcher then visited each of the financial institutions and administers the questionnaires attached with forwarding letter from the University.

Saunders, Lewis and Thornhill (2009) describe primary data as data collected by the researcher himself as opposed to secondary data which is collected from other sources. The respondents were given instructions and assured of confidentiality after which they were given enough time to fill in the questionnaires. After which the researcher collected the filled-in questionnaires. An initial follows up via telephone a week after dropping the questionnaires was done. Follow ups were made and the fully completed questionnaires were later picked from the respondents in a period of two weeks.

Pilot test

The data collection instrument was first pre-tested to ensure the effectiveness and comprehensibility and vagueness of the questions contained. This ensured that the time taken to answer the questions was determined and kept short so as to encourage better response rates. In order to ensure adequate representation of the population, questionnaires were distributed as per the sample size. Pilot test was used to test the validity and reliability of the instrument in gathering the data required for purposes of the study. It was a trial run, done in preparation for a main study. Dawson (2002) states that pilot testing helps researchers to see if the questionnaire will obtain the expected results. Nine questionnaires which were piloted with randomly selected financial institutions in Bungoma County which was not part of the population under study. This was meant to avoid response bias in case they happen to complete the same questionnaire in the main study. According to Cooper and Schindler(2011) 10% of the target sample should constitute the pilot test. According to Okello (2015) the main aim of pilot study is to show the validity and reliability of the study

Reliability

Reliability of an instrument being the consistency of an instrument in measuring what it is intended to measure was established by first ensuring internal consistency approach followed by carrying out a pilot study. A questionnaire is considered reliable if the Cronbach's Alpha coefficient is greater than 0.70 (Katou, 2008). The four independent variables and the dependent variable were subjected to reliability test using SPSS and the results obtained are shown in Table 4.1. The results indicated that all the variables obtained had Cronbach's Alpha greater than 0.7 thereby achieving the recommended 0.7 for internal consistence of data as indicated in Table 4.1 (Mugenda & Mugenda, 2008).

Table 4.1 Reliability test

Variable	Cronbach alpha
Sustainable Competitive Advantage	**.852**
Agency banking	**.769**
Branchless banking	**.886**
Customer experience	**.819**
Ergonomics	**.872**

Validity

According to Mugenda and Mugenda (1999) validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results. It's the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Validity of the research results was increased by applying more than one method. The pilot study help improves face validity and content of the instruments

Data processing and analysis

According to Kothari (2004) data gathered from the questionnaires is edited, coded, classified and finally tabulated to facilitate analysis. The quantitative data collected was analyzed by SPSS where descriptive statistics were computed to help in describing and interpreting data. Editing involved examining the collected data in order to detect errors, scrutinize the questionnaire to ensure details accurate, consistent and uniformly entered, complete and well arranged to facilitate coding.

Descriptive statistics was the first step of analyzing data in which the information was summarized, usually in the form of tables, to be able to show trends in the data through measures of central tendency and dispersion like means, standard

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

deviations, frequencies and percentages. Cooper & Schindler (2014) argues that good study utilizes correlation analysis, regression analysis and descriptive statistics of modes, means and standard deviations. Analyzed data was presented in form of tables and figures ensuring that collected data was reduced to a manageable size, summarized, presented and interpreted using statistical techniques. Multiple linear regression is used where independent variables are more than one.

The multiple regression equation used

$$\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon}$$

Where:

Y = Sustainable Competitive Advantage

B_0 - intercept coefficient

X_1 –Agency Banking;

X_2 – Branchless Banking;

X_3 – Customer Experience

X_4 –Ergonomics

ε – Error term

β_1, β2, β_3 andβ_4 =regression coefficients.

Assumptions of this multiple linear regression analysis include there must be linear relationship between the outcome variable and independent variable, independent variables are not highly correlated with each other (no multicollinearity) and this can be tested using variance inflation factor. Variance of error terms are similar across the values of independent variables.

4. RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

In this study, out of a total of 87 questionnaires that were distributed to the sampled respondents, 84 of them were filled and returned. Therefore, 84 were correctly filled and these were the ones used for the analysis, which made up a response rate of 96.6% as shown in Table 4.1

Table 4.1: Questionnaire Return Rate

	Frequency	Percent
Correctly filled and Returned	84	96.6
Not Returned	3	3.4
Total	**87**	**100.0**

The study established that the researcher employed various strategic techniques that were attributed to the high response rate with the help of key informants.

Background Information

This section contains the analysis of information on respondent's years of service in the organization, and gender. The main purpose of this was to find out any trend from the respondent's background information that was directly linked to the variables of the study

Gender of the respondents

The study sought to establish the gender of the respondents in the study, Table 4.2 shows the distribution of the respondents according to their gender.

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent
Female	**33**	**39.3**
Male	**51**	**60.7**
Total	**84**	**100**

According to the study findings, majority of the respondents were male 60.7% while female respondents were 39.3% with a deviation of 0.782. The study attributed this to the existing gender gap in the employment in the public sector in Kenya which is predominantly dominated by the male gender.

Distribution of Respondents Years of Service in the Organization

The study also sought to establish the working experience of the respondents. This was very important because previous studies indicated that there was strong relationship between experience and sustainable competitive advantage. Table 4.3 shows the findings.

Table 4.3: Years of Service in the Organization

Age	Frequency	Percent
Less than 3 years	**10**	**12.0**
4-5 years	**36**	**43.2**
6-10 years	**24**	**28.0**
10 years and above	**14**	**16.2**
Total	**84**	**100**

According to the findings in Table 4.3, majority of the respondents 43.2% had worked in the organization for between 4-5 years. Ideally when combined, more than 77.4% had worked for the organization for more than three years and only 12.0 % had worked with the organization for less than three years. From the findings, the researcher concluded that majority of the respondents had enough experience with the organizations' sustainable competitive advantage in the financial market and hence would provide valid and credible information.

Descriptive Statistics of the Variables

The study used the parameters where: 1= Strongly Disagree (SD), 2 = Disagree (D), 3=Neutral (Ne), 4 = Agree (A) and 5= Strongly agree (SA). A summary of the findings is as shown in Table 4.4.

Table 4.4: Agency Banking

		N	SA (%)	A (%)	Ne (%)	D (%)	SD(%)	Min	Max	Mean	Std. Dev.
1.	Agency banking has increased the number of customers	84	36 (42.9)	30 (35.7)	6 (7.1)	6 (7.1)	6 (7.1)	1	5	4.00	1.202
2.	There is a number of agency banking in County	84	6 (7.1)	59 (70.2)	2 (2.4)	2 (2.4)	6 (7.1)	1	5	4.21	1.045
3.	Customers appreciates services being offered by agents	84	24 (28.6)	42 (50.0)	6 (7.1)	6 (7.1)	6 (7.1)	1	5	4.16	1.132
4.	Agency banking reduce the cost of delivering financial services	84	39 (46.4)	27 (32.1)	6 (7.1)	6 (7.1)	6 (7.1)	1	5	4.02	1.217
5.	Reduce crowds in banking hall	84	39 (46.4)	27 (32.1)	6 (7.1)	21 (25.0)	6 (7.1)	1	5	4.14	1.217
6.	Amount invested in agency banking increases each year	84	21 (25.0)	30 (35.7)	21 (25.0)	15 (17.9)	6 (7.1)	1	5	4.04	1.147
7.	Agent banking is used to expand geographical coverage	84	21 (25.0)	36 (42.9)	15 (17.9)	36 (42.9)	21 (25.0)	1	1.136	4.11	1.136

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

The results as illustrated in Table 4.4 indicated that Agency banking has increased the number of customers (mean =4.00; std dev. = 1.202). There is a number of agency banking in County (mean =4.21; std dev. = 1.048). Customers appreciates services being offered by agents (mean =4.16; std dev. = 1.132). Agency banking reduce the cost of delivering financial services (mean =4.02; std dev. = 1.217). Reduce crowds in banking hall (mean =4.14; std dev. = 1.217). Amount invested in agency banking increases each year (mean =4.04; std dev. = 1.147). Agent banking is used to expand geographical coverage (mean =4.11; std dev. = 1.136). The study used the parameters where: 1= Strongly Disagree (SD), 2 = Disagree (D), 3=Neutral (Ne), 4 = Agree (A) and 5= Strongly agree (SA)

Sustainable Competitive Advantage

The study further inquired on the influence of strategic repositioning capabilities on sustainable competitive advantage. The results are presented in Table 4.5

Table 4.5

	N	SA (%)	A (%)	Ne (%)	D (%)	SD (%)	Min	Max	Mean	Std. Dev.
1. Resources/capabilities enable the organization acquire certain position in the market	84	45 (53.6)	21 (25.0)	12 (14.3)	0 (0.0)	6 (7.1)	1	5	4.18	1.142
2. Resources are difficult and costly to imitate	84	6 (7.1)	30 (35.7)	24 (28.6)	18 (21.4)	6 (7.1)	1	5	4.03	1.066
3. There are readily available substitutes for resources	84	0 (0.0)	36 (42.9)	30 (35.7)	6 (7.1)	12 (14.3)	1	5	4.07	1.039
4. Resources enhance superior performance	84	21 (25.0)	45 (53.6)	6 (7.1)	12 (14.3)	0 (0.0)	1	5	4.12	0.944
5. Unique resources enable organization earn higher profits	84	27 (32.1)	21 (25.0)	36 (42.9)	0 (0.0)	0 (0.0)	1	5	4.01	0.865

The results indicated in Table 4.5 show that to gain sustainable competitive advantage is through resources/capabilities enable the organization acquire certain position in the market (mean =4.18; std dev. = 1.142). Resources are difficult and costly to imitate (mean =4.03; std dev. = 1.066). There are readily available substitutes for resources (mean =4.07; std dev. = 1.039). Resources enhance superior performance (mean =4.12; std dev. = 0.944). Unique resources enable organization earn higher profits (mean =4.01; std dev. = 0.865).

Inferential Statistics Analysis

The study further put into perspective the relationship between agency banking and sustainable competitive advantage in financial institutions in Kakamega. This was achieved through both Spearman rank correlation analysis and regression analysis.

Correlation between Agency Banking and Sustainable Competitive Advantage.

The study aimed to find the correlation between agency banking and sustainable competitive advantage with the object of determining the degree of importance where spearman rank correlation analysis was employed and the results are as shown in Table 4.6

Model Summary table 4.7

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	$.910^a$	.829	.827	1.70112

From the study findings in Table 4.7, the value of R-square is 0.829. This implies that, 82.9% of variation of sustainable competitive advantage in financial institutions in Kakamega County were explained by agency banking

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

ANOVA Test on Agency Banking table 4.8

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1149.030	1	1149.030	397.067	.002[b]
	Residual	237.291	82	2.894		
	Total	1386.321	83			

a.Dependent Variable: Sustainable Competitive advantage

b. Predictors: (Constant), agency banking

From the findings in Table 4.8, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; agency banking is important in predicting of sustainable competitive advantage in financial institutions in Kakamega County as indicated by significance value=0.002 which is less than 0.05 level of significance (p=0.002 < 0.05).

Table 4.9 Model coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.522	.501		5.038	.000
	Agency banking	.315	.078	.473	4.045	.040
	Branchless banking	.200	.053	.239	3.779	.007
	Customer experience	.731	.173	.857	4.226	.000
	Ergonomics	.328	.109	.585	3.019	.003

Letting Y be Sustainable competitive advantage, X_1 be agency banking, X_2 be branchless banking, X_3 customer experience, and X_4 be ergonomics, using the regression coefficients in Table 4.27, we have;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 2.522 + 0.315 * X_1 + 0.200 * X_2 + 0.731 * X_3 + 0.328 * X_4$$

From the equation above when agency banking is increased by one-unit sustainable competitive advantage will increase by 0.315, a unit increase in branchless banking will result to 0.200 increase in competitive advantage, a unit increase in customer experience will result to 0.731 increase in competitive advantage, and finally a unit increase in ergonomics will result to 0.328 increase in competitive advantage.

Hypotheses Testing

Table 4.9: Coefficients Model of Agency Banking

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.476	.712		6.285	.000
	Agency Banking	.510	.026	.910	19.927	.002

a. Dependent Variable: Sustainable Competitive advantage

From Table 4.9, the study findings revealed that agency banking had significant influence on sustainable competitive advantage in financial institutions in Kakamega County (t-statistic=19.927, p-value=0.002< 0.05). Therefore, at 5% level of significance the null hypothesis was rejected, indicating that Agency banking have significant relationship with sustainable competitive advantage in financial institutions in Kakamega County. Thus, for every unit increase in agency banking there was a corresponding increase on sustainable competitive advantage in financial institutions in Kakamega County by 0.510. this agrees with Chaia(2011) who argued that agency banking influences sustainable competitive advantage. It concurred with Chiteli (2013) who found that agency banking is a powerful strategy to achieve sustainable competitive advantage.

ISSN 2349-7831

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

Discussion of the Results

The main purpose of the study was the influence of strategic repositioning Capabilities on sustainable competitive advantage in financial institutions in Kakamega County.Organization can only attain sustainable competitive advantage by improving strategic repositioning capabilities. This is underpinned by the findings of this study. The first objective was to find out agency banking on sustainable competitive advantage in financial institutions in Kakamega . It is important for managers to understand the relationship between strategic repositioning Capabilities on sustainable competitive advantage. Regression analysis showed that the model agency banking is increased by one-unit sustainable competitive advantage will increase by 0.315, a unit increase in branchless banking will result to 0.200 increase in competitive advantage, a unit increase in customer experience will result to 0.731 increase in competitive advantage, and finally a unit increase in ergonomics will result to 0.328 increase in competitive advantage. The study findings revealed that agency banking had significant influence on sustainable competitive advantage in financial institutions in Kakamega County (t-statistic=19.927, p-value=0.002< 0.05). The finding is in consistent with a study carried out by

this agrees with Chaia(2011) who argued that agency banking influences sustainable competitive advantage. It concurred with Chiteli (2013) who found that agency banking is a powerful strategy to achieve sustainable competitive advantage. This implies that financial institutions in Kakamega county should be committed to agency banking as this can help foster sustainable competitive advantage.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main objective of the research was to find out the influence of strategic repositioning Capabilities on sustainable competitive advantage in financial institutions in Kakamega County.

Summary of the Findings

This section presents a summary of both descriptive and inferential statistical findings. The summary captures the key results and interpretations on influence of strategic repositioning Capabilities on sustainable competitive advantage in financial institutions in Kakamega County.

Influence of Agency Banking on Sustainable Competitive Advantage

In view of statistical results, agency banking was found the value of R-square of zero point eight two nine. This implies that, eighty-two point nine percent of variation of sustainable competitive advantage in financial institutions were explained by agency banking. From the findings at five percent level of significance the ANOVA test indicated that in this model the independent variable namely; agency banking is important in predicting of sustainable competitive advantage in financial institutions in Kakamega County as indicated by significance p-value which is less than level of significance.

Conclusions of the study

Strategic repositioning capabilities on sustainable competitive advantage in financial institutions was studied in terms of agency banking, branchless banking, customer experience, ergonomics and their influence. The study has made a number of important contributions into sustainable competitive advantage. The findings of the study resulted in an understanding that among the strategic repositioning capabilities, agency banking, branchless banking, customer experience and ergonomics respectively have influence on sustainable competitive advantage.

The intention of this study is to produce relevant results which are practical for organizations. The findings of the study indicate strategic repositioning capabilities are important drivers to increase performance. In particular, organizations need to enhance and manage their strategic repositioning capabilities for them to survive. Although some organizations have realized the importance of implementing strategic repositioning capabilities, often they exactly not understand what to implement for long-term benefits. This is due to lack of understanding of what constitutes a comprehensive set of strategic repositioning capabilities.

Recommendations

In today’s changing market environments, performance is perceived to be a significant competitive weapon. The study therefore recommends that for organizations to be more competitive so as to cope with more highly dynamic environments there is need to be keener in to enhancing their strategic repositioning capabilities. To achieve a competitive advantage in a dynamic business environment, the study recommends that firms should streamline with all parties in strategic repositioning capabilities in order to improve competitive advantage. In growing technological advances and the emergence of the global information organization therefore need to embrace technology in helping gain sustainable competitive advantage. Hence a more in-depth analysis is required to further the findings about the strategic repositioning capabilities, therefore further research is recommended to confirm the findings of the study in developing economy. Based on the findings, financial institutions should focus on strategic repositioning capabilities particularly important in the decision making process and as a key element of sustainable competitive advantage.

Recommendations for future studies

The current research focused on financial institutions in Kakamega County in Kenya so it can also be done on a wider perspective to include all regions. The relationship between management capabilities and organizational performance of financial institutions in Kenya.Across-boundary research on other financial institutions other than what was mentioned. In future studies should collect data from a larger population and compare with other firms to further validate or extend theories and variables identified in this study. Finally, Current study focused on financial institutions, another study can be done on strategic repositioning capabilities on SACCO's which are rapidly coming up in the dynamic market environment.

REFERENCES

[1] Ambrosini, V., Bowman,C., & Collier, N. (2010). What are dynamic capitalization and are they a useful construct in strategic management. *International journal of Reviews. 11*(11), 29-49.

[2] Asava, L.K. (2010). *Knowledge Management for Competitive Advantage within commercial Banks in Kenya*, Masters of Business Administration, University of Nairobi.

[3] Barney, J.B. (1991).Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99-120.

[4] Bryman, A., & Bell, E. (2011). *Business Research Methods*, USA: Oxford University Press.

[5] Bitok, M.K. (2015).*Competitive strategies Adopted by Equity Bank (Kenya) Limited to achieve sustainable competitive advantage* .Masters of Business Administration Thesis, Department of Business, University of Nairobi.

[6] Carr, A. (2012) Strategic Repositioning of the service chain. *Organisation Development Journal, 30*(1), 63-78.

[7] Chiteli, N. (2013).Agent banking Operations as a competitive strategy of commercial Banks in Kisumu city. *International journal of Business and social science, 4*(13), 306-324.

[8] Costa, L., Cool. A. K., &Dievickx, I. (2013). The Competitive Implication of the Repayment of unique resources. *Strategic management Journal, 34(4):445-463.*

[9] Cooper, D., & Schindler, P. (2014). *Business Research method*s. Boston, GrawHill/vwin

[10] Dawson, C. (2009). *Introduction to Research Methods: A Practical Guide for Anyone Undertaking a Research Project* , United Kingdom. How To Books Ltd.

[11] De gruote, S. (2011). *An empirical investigation of the impact of information technology on supply chain agility and firm performance among U.S manufacturers*. Thesis, Lawrence technological university, college of management.

[12] Dodre, O. (2011). Strategies for sustainable competitive advantage in real estate industry. *Cactus Tourism journal, 2*(2), 65-72.

[13] Ewur, G.D. (2014).Quality customers services as a competitive Advantage in the Telecommunication industry in the Western Region of Ghana. *Journal of Education and Practice 5*(5), 20-30.

[14] Faure, A.P. (2012).*Banking .An introduction.* 1st ed. Quoin Institute (Pty) Limited, Newyork; John Wiley and sons.

[15] Gitonga, M.K. (2014).*Strategies for gaining competitive Advantage of Commercial Banks in Kenya*. Masters of business administration thesis, Department of business, University of Nairobi.

[16] Gowrie,V. (2012).Critical Success Factors of Sustainable Competitive Advantage: A study in Malaysian Manufacturing industries. *International journal of business and management: 7*(22), 29-45.

[17] Gopal, R. (2014).Sustainable competitive Advantage the key weapon to enhance Economic competitiveness' of a firm. *Internal Journal of Business Management and Research, 4*(1), 5-14.

[18] Hakkak, M. (2015).Development of a Sustainable Competitive Advantage Model Based on Balance Scorecard. *International Journal of Asian Social Science, 5*(5), 298-308.

[19] Heene, A., & Sanchez, R. (2010).*Enhancing completion for competitive Advantage. Advances in Applied Business strategy (12),* Wagon lane: Emerald Group Publishing Limited.

[20] Kaiba, M.K. (2016).*Competitive strategies and performance of commercial banks in Kenya* .Masters of Business Administration Thesis, Department of business, University of Nairobi.

[21] Karuoya, L.N. (2014).Factors influencing sustainable competitive Advantage among cut flowers companies. *International journal of current Business and social sciences, 1*(1), 1-17.

[22] Kitenga, G.M. (2014). Theoretical underpinning of Dynamic capabilities. *European journal of Business and social sciences*, *3*(9), 181-190.

[23] Khalid, M.W., Imtaz, A.W., &Mohammad, A. (2013) .Achieving Competitive Advantage through Service Quality: An Analysis of Pakistan Telecom Sector. *Global Journal of Management and Business Research, 13*(2), 38-45.

[24] Kruasom, T., &Krittapha, S. (2014*). Achievement of sustainable competitive Advantage on the Integration of RESOURCE-Based View and Dynamic Capacity*: 91-98.

[25] Maingi, J.P., &Kilika, J.M. (2017).The Effect of Branchless Banking Strategy the Financial Performance of commercial Banks in Kenya. *International Journal of Financial Research, 8*(4), 167-183.

[26] Mbugua, I. N., &Omagwa, J. (2017). Agency banking and financial performance of Commercial banks in Embu County, Kenya. *International Academic Journal of Economics and Finance, 2*(3), 348-367.

[27] Mnjala, M.D. (2014).The challenge of creating sustainable competitive Advantage in the banking industry in Kenya *.Journal of Business and management, 16*(4), 82-87.

[28] Mumassabba, J. (2015).Factors influencing competitive advantage among supermarkets in Kenya. A case of Nakumatt Holdings Limited. *International journal of Novel Research in Humanity and Social sciences: 2* (3), 63-77.

[29] Mwangi, L. (2012). *Agent banking as a Diversification strategy by commercial Banks in Kenya*. Masters of Business administration. University of Nairobi; Kenya.

[30] Neumann, P.K. (2016).Ergonomics for company strategies. *Journal of applied Ergonomics, 10* (3).

[31] Ndanu, R.K. (2014).*Determination of competitive advantage among private universities in Kenya*. Masters of business administration thesis, department of business, university of Nairobi.

[32] Nikoo, T.K., &Sisa, N. (2017). Strategic Agility and its impact on the competitive capabilities in Iranian private Banks. *International journal of Business management 12*(2).

[33] Nzewi, N.H., &Moneme, P. (2016).Business Agility and Competitive Advantage of selected commercial Banks in Anambra state, Nigeria. *Pyrex journal of business and Finance management Research, 2* (8), 81-88.

[34] Oluwole,I. (2010).*Sustainability of competitive Advantage .A must for every firm* .College of Business and Social Studies (Marketing), Covenant University, Ota Ogun state.

[35] Oosterhout, M. (2010). *Business agility and information technology in service organisations*. PHD, Thesis Erasmus University Rolterdam.

[36] Oyedijo, A. (2012). Strategic Agility and competitive performance in the Nigerian Telecommunication Industry: An Empirical investigation. *American international Journal of contemporary Research*, *2*(3), 30-37.

International Journal of Recent Research in Social Sciences and Humanities (IJRRSSH)
Vol. 7, Issue 2, pp: (97-113), Month: April - June 2020, Available at: www.paperpublications.org

[37] Pulat, B.M., & Alexander, D.C. (eds). (1991), *Industrial Ergonomics: Case Studies*. Industrial Engineering and Management Press. USA. 3-6.

[38] Saunders, M., Lewis, P. &Thomhill, A. (2012).*Research Methods for Business Students* 5thed. Harlow: Prentice Hall.

[39] Sweta,K. (2014).Sustainable competitive advantage through strategic integration of HRM with Business strategies. *International Journal of English language, Literature and Humanities, 2*(4).

[40] Uma Sekaran., &Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach*. New Jersey: John Wiley & Sons.

[41] Wang, H. (2014). *Theories for competitive advantage in Hassan (Eds.), Being Practical with Theory:* A Window into Business Research (33-44).Wollongog, Australia

[42] Yamane, T. (1967). *Statistics: An introduction Analysis* 2nded. New York, HIPER & Row.