

**STRATEGIC POSITIONING AND SUSTAINABLE COMPETITIVE
ADVANTAGE AT POSTAL CORPORATION OF KENYA, NAIROBI CITY
COUNTY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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ABSTRACT

Postal Corporation of Kenya (PCK) operates within a rapidly evolving business landscape shaped by technological advancements, changing consumer demands, and global disruptions such as the COVID-19 pandemic. It faced challenges, including the decline in traditional mail volumes, financial losses that limited infrastructure investment, outdated infrastructure leading to inefficiencies and frequent customer complaints, regulatory issues, and workforce losses. The primary objective of this research was to evaluate how strategic market placement tactics affected the enduring competitive edge of the Postal Corporation of Kenya (PCK) within Nairobi City County. Specifically, it examined three key positioning strategies: the effects of information and communication technology (ICT) integration, digital commerce, and mixed work arrangements on long-term competitive superiority. The study's theoretical foundation rested on the Competitive Advantage Theory, the Resource-Based Perspective, the Adaptable Business Framework, and the Technology Adoption Paradigm. A descriptive survey methodology was utilized, with a focus on managerial personnel at PCK's central office in Nairobi City County. The total population was 61, and due to its limited size, a comprehensive census was conducted, making the sample identical to the entire population. Data was collected through both digital and paper-based surveys and analyzed using correlational and multivariate regression methods. A preliminary survey, involving six PCK central office employees, was carried out to ascertain the tool's accuracy and consistency. Content and surface validity were assessed, and internal reliability was measured, with outcomes benchmarked against the Cronbach's alpha standard of 0.7 for an optimal instrument. The acquired data was interpreted using both descriptive and inferential statistics, and results were presented via visuals, including graphs, diagrams, and tables. The outcomes demonstrated the significance of strategic market positioning in fostering durable competitive advantage. The researcher offered recommendations to PCK and other entities aiming to strengthen their market stance in the digital age, emphasizing the importance of informed positioning approaches for sustained longevity and relevance in contemporary markets. Ultimately, the study concluded that the incorporation of ICT, electronic trade, and flexible work structures significantly contributes to PCK's competitive advantage. ICT improves operational efficiency, e-commerce expands market reach, and hybrid work boosts productivity and cost management. While digital transformation is essential, challenges in e-commerce adoption persist. The study recommends investing in ICT infrastructure, expanding e-commerce capabilities, adopting innovative payment solutions, and optimizing hybrid work models to strengthen competitiveness and ensure long-term sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Aldaibat (2012) contends that technological advances, competition for delivering advanced products and services, changes in public demand and privatization and globalization are some of the forces of the ever-shifting macro environment that determine how businesses function. Ideas and strategies that will help firms in the public and private sectors to conceptualize and execute them will help counter these challenges and are required by firms both in public and private sectors for them to function effectively and perform well within this macro environment (Zwain, 2012). Moreover, the COVID-19 pandemic shifted the traditional way of doing transactions and demanded automation and implementation of digital models at the workplace to remain competitive. According to Ozatay and Sak (2020), many innovation obstacles were eliminated by the pandemic with the only establishments left behind being those grounded on institutional operating culture. As a result, establishments have been trailing strategies to improve their effectiveness by strategically positioning themselves in the markets they operate to compete effectively.

Locally, speedy advancement and embracing of information communication technologies (ICT) has witnessed a rise in the amount of work being delivered online by both public and private sector enterprises. This is demonstrated by the fact that the country's fourth generation (4G) network coverage has increased by 42% to 25,191 transceivers. In 2020, the number of licensed Internet service providers (ISPs) climbed by 21.2 percent to 366, while the total number of fixed and wireless internet subscriptions rose by 11.7% to 44.4 million. It is noteworthy that, in part because of

COVID-19 extenuation methods that exhilarated ICT adoption, E-commerce and hybrid working arrangements, Residential fiber optic internet connections experienced a substantial surge, climbing 67.6% to reach 340,271 subscribers, whereas business-oriented fiber optic connections saw a decrease of 8.6%, settling at 60,079 (Economic Survey, 2021). Such statistics indicate a drift where company stakeholders including suppliers, customers and employees, have become familiar with the online delivery of work and access. The Federation of Kenya Employers (2022) reported that the interferences resulting from the pandemic noticeably hindered the functions, employees and workplace activities of several establishments. This has pushed businesses to espouse approaches that position the businesses at a competitive advantage leading to business continuity.

The PCK is a Public Entity that functions based on the Postal Corporation of Kenya Act, of 1998. As the Public Postal Licensee, it has the mandate of providing its services to all regions of Kenya as accessible, less costly and dependable postal services. Its mission is about delivering new superior communication, distribution and payment solutions to customers with a view to being a value creating organization to stakeholders. The Postal Corporation of Kenya has put in place strategies to position itself so as to heighten its competitive advantage in the dynamic marketplace in which it operates. For instance, PCK now works with other postal service providers in East Africa to provide Postal Money Transfers by utilizing UPU's IFS which facilitates electronic transactions. It also utilizes the International Postal System (IPS) for mail and EMS in Universal Postal Union (UPU) member states as well. Statistics from the Postal Corporation of Kenya (2022) report reveals that Nairobi is utilized as a point of transit for global mailing and regional postal corporations use it to transit globally-

bound mails. Following this development, the PCK plans to mount a modernized International Mails Transit Centre at the JKIA, Nairobi.

PCK faces challenges despite its efforts attributed to intense competition from digital communication services, which has led to a decline in traditional mail volumes (Njuguna, 2022). Financial difficulties further exacerbate the situation, as the corporation has reported operational losses that restrict its ability to invest in necessary infrastructure modernization (Business Daily, 2021). Additionally, much of its existing infrastructure is outdated, resulting in inefficiencies in service delivery (World Bank, 2020). This has contributed to frequent customer complaints about delays and poor service quality, undermining customer trust (CAK, 2022). In addition, regulatory challenges and the loss of skilled workforce to the private sector pose further obstacles to PCK's ability to adapt and thrive in a rapidly changing market (KNBS, 2021). Despite the growing recognition of the importance strategic positioning strategies such as ICT, e-Commerce, and hybrid working arrangements, there is limited empirical research on their effects within the PCK. So far, research remains scarce on how these strategic tools impact the sustainability on a firm. This investigation aims to fill these gaps by investigating how these strategic initiatives enhance PCK's competitive positioning and long-term sustainability.

1.1.1 Strategic Positioning

Porter (1979) described strategy as the process of building barricades alongside the modest forces or locating niches in the sector where the forces seem feeblest. He further termed positioning as an action by a firm that enables it to employ its capabilities to a level that can provide maximum defense against the forces of competition (Porter, 1979). In other words, strategic positioning can be viewed as a

strategic action that seeks to identify the best combination of strategies to thwart the existence of contending forces in a specific sector.

Strategic positioning is a professional approach where a firm distinguishes itself from rivals by generating superior value for its clientele. This approach helps companies develop a competitive advantage and, ultimately, enhance profitability (Porter, 1985). Strategic positioning can effectively complement traditional sales strategies, such as improving product quality and streamlining processes to be more time-efficient (Kotler & Keller, 2016). By integrating these elements, businesses can strengthen their market position and achieve long-term success. Strategic positioning forces a firm to ground itself on very competitive firm foundations: either serving the little desires of numerous clienteles, addressing the comprehensive desires of limited clients, or addressing the broad requests of numerous clients in a narrow market (Porter, 1985).

An organization should assess the outside setting in light of its inner strengths and flaws before attempting appropriate strategic setting. In addition to having a vision and mission, organizations should also foresee competition and strategically position themselves or their products in the market. A competitive edge is provided by appropriate positioning (Porter 2001). Hakansson & Snehota (1995) contend that organizations use a variety of tactics to position themselves in business settings. Some will build business networks by establishing connections with other people, such as suppliers or customers. Others will do so by employing loftier market penetration tactics, all of which are intended to improve market position and, consequently, strategic competitive advantage (Barakova, 2010; Cockburn et al., 2000). According to Porter (2001), businesses must position themselves to gain a competitive edge themselves in operationally lucrative sectors and tactical assemblages. He emphasizes that operational effectiveness or strategic positioning, which involves providing

customers with unique value by acting differently from their rivals, is the source of strategic competitive advantage.

Strategic positioning is critical for achieving sustainable competitive advantage, as it leverages exclusive possessions and aptitudes that are tough for competitors to replicate (Barney, 2020). The PCK, in its strategic plan for 2022-2025, recognizes the importance of various strategic positioning tools including Information and Communication Technology (ICT) espousing, hybrid working arrangements, and ecommerce initiatives, to boost its market position. These are likely to be assessed in the milieu of their influence on sustainable competitive advantage. The factors of ICT adoption, ecommerce and hybrid working arrangements as strategic positioning tools are discussed below.

1.1.1.1 ICT Adoption

Adoption of ICT is a major component of strategic positioning, facilitating seamless communication and collaboration while enhancing operational efficiency (Njenga, 2016). Deloitte (2020) defines ICT adoption as the practice of integrating ICT facilities, systems, and procedures into an establishment's functions, procedures, and strategies. To improve productivity, efficiency, communication, and decision-making inside the company, this entails putting different ICT resources such as electronics, software, channels, and digital platforms into practice and using them. By altering the way that customers, companies, suppliers, and even entire industries interact, the emergence of technology has brought about both opportunities and challenges for organizations as Kabuba (2014) notes. According to Wunderlich, Grobler, Zimmermann and Vennix (2014), a numerous factors impact the espousal of new technology services. These elements may include organizational, social, technological, environmental, and economic aspects.

Before COVID-19, people mainly communicated through email and physical meetings. However, the onset of the pandemic saw a shift in workplaces to using Zoom video meetings and direct messaging for collaboration on projects (Yang, Kim, & Hong, 2021). These tools enabled real-time communication, which improved workflow (Elrhim & Elsayed, 2020). As a result, platforms like Microsoft Teams and Slack became more popular (Woz, 2022). Such tools help firms reorganise activities among various units, host actual virtual meet ups, and create chatrooms dictated by them, keeping each work knowledgeable. Additionally, Narayanamurthy and Tortorella (2021) argue that apps such as Google Workspace and Microsoft Office 365 enable establishments to replicate their work environments in a simulated setting. Automation is made possible by cloud based technology that helps us to overcome notable precarious trials of automation – somatic security, cybersecurity and constraints in getting admittance to vital files. Now with an internet connectivity and a gadget, one can work from home and the different data distribution platforms enable staffs in diverse locations to conduct their duties in tandem (Woz, 2022). Allen, Golden, and Shockley (2015) described that staffs tend to predominantly use technology for communication and collaboration with key internal and external stakeholders that work for a number of hours from a few hours to virtually full time at several locations. Telecommuting (telework) is frequently defined as employing hi-tech to interrelate with people as is necessary to perform job errands even when not in the central workplace (Allen et al., 2015). Here, we attempt to investigate impact of ICT adoption on competitive advantage. The ICT is explored to provide an informed basis on how ICT aids collaboration and communication, and its impact on operative efficacy and cost reduction.

1.1.1.2 E-commerce

E-commerce has now turned out to be the quickest means of conducting business undertakings and has also served as one means of making the entire world a global village. A majority of these transactions are undertaken through electronic means as per a WTO (2013) report. Some of the E-commerce undertakings comprise electronic selling, online payments, banking electronically, online buying, and making reservations electronically. There are several changes in the manner of running organizations as a result of the introduction of E-commerce. Some challenges though include positive or negative impacts on the ethical framework of various firms.

UNCTAD (2007) and Tiwari & Buse (2007) emphasize that e-commerce is the use of electronic gadgets to carry out commercial activities. As a portion of electronic trade, e-commerce is essential to mobile business and electronic commerce. Electronic customer relations management (e-CRM) uses electronic commerce to electronically attract as well as hold clients (Romano & Fjermestad, 2002; Adelaar, Bouwman, & Steinfield, 2004). Institutions in the Telecommunications industry in Kenya are espousing electronic systems, for example, Safaricom launched the My Safaricom App to facilitate online transactional activity for corporations and regular customers. Globally, electronic commerce has emerged as a contemporary method of conducting business and has changed how businesses operate. E-commerce has affected corporate governance and ethics in both positive and negative ways (Kabongo & Asa, 2006). In Kenya, E-commerce has proven to be up on an upward trajectory with such advancement being witnessed primarily in the utilization of e-payments, e-banking, and m-payments among others. This study will explore the E-commerce areas of online buying and selling with an aim to understand their effect on sustainable

competitive advantage at PCK. This focus will offer intuitions into the effectiveness of E-commerce as a strategic positioning tool.

1.1.1.3 Hybrid Working Arrangements

Administrations all over the world have since 2008 initiated fresh working dispositions, radically changed work settings and introduced redundancies and severance schemes to cut costs or improve productivity (Natrajan, Sanjeev, Singh, 2019). This has also motivated the utilization of fresh working models like hybrid working scheme to enhance efficacy and continuity of organizations. The term 'hybrid working' refers to a flexible work scheme where both remote and office work are combined in a mixed tactic. Such disposition provides staff the flexibility to perform work from either the office, or from a remote place like their houses. This works to grant employees the flexibility to choose a combination of in office or remote work depending on their situation and roles (Putri & Amran, 2021).

Hybrid working dispositions are explained through policies and practices of private sector introduced in public to ensure continuity of product supply to final consumers (Radonić, Vukmirović & Milosavljević, 2021). ICT companies were first to record and mark this as global best practice in this new form of work, by offering work from home, being safe and flexible at the same time with secluded duties and malleable hours of working (Radonić et. al., 2021). Making the claim that top firms Twitter, Apple, Spotify, Microsoft, Quora, and companies like Zoom have adopted hybrid working dispositions as a strategy for maximizing value from employment they could also meet customer and interest needs of stakeholders; Coann (2021) argues. In May 2020, Tobi Lutke, Shopify's CEO expressed that the firm will be apply a combination of remote and hybrid arrangement. Lutke said a greater percentage of staffs will be working from home, but—and you know how this goes— they will be working out of

the firm's bureaus in Ireland and Canada (Coann, 2021). At the local level, acceptance of numerous digital services improved as actions to combat the spread of COVID, according to the Kenya Economic Survey (2021). With the country beginning to see studies, online video streaming, e-commerce, online learning, and teleworking all begun to rise, so did digital tool use. Internet based and bandwidth starving events also augmented the necessity for enhanced connectivity and alphanumeric reinforcement of an all-encompassing tactic to addressing the digital split (Kenya Economic Survey 2021). According to the ILO & FKE (2022), by the end of the pandemic there was an average only 29% of employees working from home in Kenya which influenced how the public service connected with their customers and intensified the necessity for hybrid working dispositions.

Griffis (2021) explains, every establishment adopts a hybrid model suitable to its desires and the comforts of its employees. A key element which makes hybrid working possible is ICT adoption. Moreover, work design and worker discernment about espousing the same work-life balance allows them to have hybrid working dispositions. A number of studies have shown that teleworking and flexible work hours may continue to be workers' choice of waged exercises post COVID-19 pandemic (Contreras, Baykal & Abid, 2020). Feeney & Stritch (2019) believe that the creation of a supple and family-friendly working setup could aid in improving the workers' comfort. This study will explore the hybrid working arrangement variables of career satisfaction and work stress management. Effective work stress control is vital for sustaining staff well-being and efficacy in a hybrid model (Gordon et al., 2020). Similarly, career satisfaction is essential for employee retention and motivation, as both factors significantly influence overall organizational performance

(Lockwood, 2007). By examining these, the research aims to assess how hybrid working arrangements enhance sustainable competitive advantage within the PCK.

1.1.2 Sustainable Competitive Advantage

Davidow & Uttal (2005) contend that sustainable competitive advantage arises when an association obtains a feature or amalgamation of qualities permitting it to outperform its rivals. Most business strategies are aimed at attaining such an advantage by leveraging a deep understanding of both markets and customers, as well as the unique competencies that the organization possesses (Porter, 1985). A company gains a market advantage by either providing similar value to its competition for less, or by offering distinctive value that exceeds the offerings of its rivals. With this ability, a business can provide greater value to its clients and increase its own profits. Porter (1985) noted that differentiation and cost recompenes are referred to as positional advantages, highlighting a firm's leadership position within the industry regarding cost or disparity. By effectively utilizing its capitals and aptitudes, a firm can craft a competitive benefit that leads to enhanced value creation.

The framework for understanding sustainable competitive advantage utilizes concepts from microeconomics to come up with five forces that regulate market appeal (Barney & Hesterly, 2019). Such forces, which encompass the haggling power of dealers, the buyer's haggling power, the risk of auxiliary products, and the risk of new contestants, collectively influence the competitive landscape of an industry. Changes in any of these forces necessitate a reassessment of the marketplace by firms. A sustainable competitive advantage is critical for a firm's long-term achievement in the market. Without this edge, businesses are more vulnerable to shifting demands and face increased competition from new entrants (Porter, 1985). To secure and maintain such an advantage, a company's strategy must effectively leverage its distinctive

capabilities, allowing it to occupy a unique market position, deliver exceptional customer value, and enhance profitability (Barney, 2021; Kotler & Keller, 2021). By focusing on core strengths and adapting to market dynamics, a company can ensure resilience and sustained growth.

Maintaining a sustainable competitive advantage offers substantial benefits that significantly impact the long-term success of an organization by increasing its profitability. Through differentiation and a focus on unique value propositions, organizations can command higher prices (Porter, 1985). This differentiation not only enhances market appeal but also drives higher profits over time (Kotler & Keller, 2021). Furthermore, companies with a sustainable competitive advantage can leverage their unique positioning to achieve superior financial performance and long-term stability (Grant, 2021).

A well-established sustainable competitive advantage creates significant barriers for new entrants, thereby reducing competition (Barney, 2021). By establishing robust competitive barriers, organizations can better safeguard against potential rivals and contribute to greater resilience during economic fluctuations ensuring that companies can weather economic uncertainties more effectively, as demonstrated by firms that adapt and thrive in volatile environments (Teece, 2020).

Sustainable competitive advantage can be viewed through several key indicators, including market share, superior performance, and job efficiency. Market share reflects the proportion of a market that a company controls relative to its competitors, serving as a crucial indicator of competitive strength and growth potential (Geroski & Buse, 2021). Higher market share often correlates with increased visibility and customer trust. Superior performance is another critical indicator, representing an

organization's ability to achieve better financial results and operational outcomes than its rivals, driven by effective strategies and resource management (Barney, 2020). Additionally, job efficiency is vital for enhancing overall productivity; organizations that streamline processes and empower employees tend to see improvements in both performance and profitability (Schmidt & Hunter, 2022). By referencing these indicators, organisations can develop strategies that enhance their competitive position and contribute to long-term success. The focus of this study is the PCK which has the vital role nationally for connecting communities and driving economic development while internationally it facilitates global trade and communication, enhancing Kenya's role in the global economy.

1.1.3 The Postal Corporation of Kenya

The PCK is a Public Commercial Enterprise functioning under the PCK Act, of 1998. As the Public Postal Licensee, the Corporation's mandate includes providing dependable, reasonably priced, and easily accessible postal services throughout Kenya. This is consistent with the 1948 United Nations Charter on Universal Human Rights, which requires governments to guarantee all citizens unrestricted access to communication. The PCK service for the Administration and private sector includes Postal and Courier services, Clearing and Forwarding Services, Financial and Agency services. This is delivered as letter post mail services, parcels which accommodate the processing of online purchases, and payment services through agency services serving the local and global markets. PCK uses its assets and resources to make profit, the profit may be re-invested in the business or paid as dividends to its major stakeholder – The Kenya Government. The products and services presented by the Kenya Postal Corporation are as follows: letter post; Postal financial services; parcel and post cargo; EMS courier; deposit and payment agency services; and philatelic materials. PCK in

the fulfilment to of its mandate has more than 5,000 Stamp Vendor Licenses over 768 posts across the country. Among other things, PCK offers universal services obligations to provide affordable and reliable and accessible postal services to Kenyan citizens while also offering community service duty. The Kenyan government appoints the board of directors of PCK. The chairman is one of the key organs of decision-making and of alterations initiated towards the meeting of the vision and mission of the association. The corporation is led by a CEO christened “Postmaster General”, who reports to the board.

The organisation's primary activities encompass mail services, financial services, and courier services. Its organisational structure is structured around key departments such as logistics and facilities management, marketing and customer service, legal services, finance and strategy, corporate communication, human resource management, procurement, audit and investigation, research and development, information communication and technology, and change management (Kioko, 2014).

The PCK continues to scrutinise the relative environment in which it functions, exploring the issues and inclinations that influence the way it carries out its purposes, attempting to fulfil its mandate, mission and vision; defining peculiar issues that need to be addressed; and developing and putting into action plans that address the relevant matters. The present objective of PCK centers on achieving autonomy and transforming into a contemporary, nationwide and transnational digital trade and supply chain nexus, catering to all industry participants (PCK Strategic Plan 2022-2025). PCK was chosen as the focus of this study because there has not been any research conducted on the institution since the adoption of its strategic plan. This creates a necessity to pursue lucidity on whether the implemented strategies are having undesirable or constructive impacts on its competitiveness. The positioning

tools to be examined in this study include ICT adoption, e-commerce initiatives, and hybrid working arrangements. By exploring these factors, the investigator aims to offer intuitions into how these strategic positioning approaches influence PCK's sustainable competitive advantage in the logistics and communication sector.

1.2 Statement of the Problem

Globalization, market deregulation, ongoing technological advancements, and government-initiated reforms have all made it more difficult for the postal industry to predict its future (Gaga, 2015). The emerging issues in the economic, social, political and technology frontiers have exposed deficiencies and many organizations including PCK are forced to move fast towards digital transformation. For instance, the COVID-19 pandemic compelled numerous businesses to change their business models, moving from office-based settings to shared economy, e-commerce, and online procedures (Elrhim & Elsayed, 2020). Additionally, as the number of competitors and options to postal industry services has grown, the sector's scramble for clients has intensified dramatically. This is evident in the low customer turnout at major post offices located throughout Kenya. The PCK faces several important challenges that affect its operations. One major issue is the declining mail volume, as more people are using digital communication instead of traditional mail, which has hurt revenue (Kabuba, 2014). PCK also struggles to modernize its infrastructure and technology to meet customer needs and global standards (PCK Annual Report, 2022). Additionally, it faces increased competition from private courier services, making it hard to keep its market share (Wambua, 2021). Financially, PCK deals with sustainability issues, as rising operational costs and falling revenues create pressure (Muriuki, 2020). Customer service is another challenge, with some major post offices seeing low

customer turnout (Ng'ang'a, 2021). Moreover, regulatory challenges make it difficult to introduce new services (Karanja, 2021).

In November 2022, the Information, Communications and the Digital Economy Cabinet Secretary said the corporation has often wasted the chance to harness the reimbursements of the current fourth industrial insurrection as envisaged in its seventh strategic plan and to weight the same for progress and broader significance, as a crucial player in the communication sector and in the broader state economy. According to the PCK Annual Report (2023) the organization was set to lay off 504 employees and slash salaries from 122 million to 70 million that was attributed to revenue decline and losses. The PCK Postmaster General stated the need for an accelerated migration to digital communication platforms as a way of sustaining the organisation. The PCK Strategic plan points out the deficiencies that the organization is currently facing due to the rapid technological changes in the telecommunications industry. The COVID-19 crisis exposed deficiencies and presented opportunities towards digital transformation to meet customers where they are through innovative digital models and simplified customer experience bringing about the need to prioritize digital investment, to mature the technical architecture for a more resilient postal infrastructure. E-commerce has significantly impacted consumer behaviour characterised by an increase in shopping options and customers have more convenient options. There is need to focus on customer delight actions by repositioning a trusted brand that serves both physical and virtual consumers. In addition, the outbreak of COVID-19 has redefined human capital management with possibilities of certain functions being undertaken remotely or through hybrid models which strengthen employee engagement (PCK Strategic Plan 2022-2025).

Porter (2001) noted that since a firm is an industry leader now does not mean that it will be forever. A company must position itself in the market to sustain its competitive edge. It is, thus, paramount for PCK to ascertain the foundation that accompanies effective tactical instructions by creating rudiments founded on tactical positioning. This could make it easier for PCK to advocate for the right tactical decisions and, consequently, implement pertinent strategic measures to guarantee a fair market share.

Researchers have frequently analysed issues related to strategic activities in specific industries. The literature on strategic positioning is extensive, both domestically and globally. An investigation into Safaricom Limited's application of strategic placement for enduring market superiority was executed within the region (Kasyoka, 2011). Separately, research explored the strategic orientation of newly established state-run universities in Kenya (Kosgey, 2013) and Simiyu (2017) researched strategic positioning and sustainable modest lead at G4S Kenya. Empirical investigations such as those instigated by Njenga (2016) have stressed the importance of Quality Management Principles in fostering effective strategic positioning. However, Njenga's research does not explain how these principles can directly contribute to enhanced performance. Similarly, Farhiya (2016) calls for organizations to document their strategic capabilities but lacks specific guidance on practical implementations for achieving a sustainable edge, such as job efficiency and market share. Muiruri (2021) further points out that while technological innovations markedly improve performance in multinational firms, this knowledge has yet to be extended to public sector organizations, such as the PCK, underscoring a significant gap in understanding technology's impact across different sectors.

The COVID-19 pandemic has dramatically fast-tracked the espousal of know-how within organizations, prompting a shift toward technology-driven transformations

(Junglas et al., 2022). As remote job gains momentum, employees are relying on various consumer IT tools, often bypassing traditional IT controls. However, empirical support for the operational efficiency of these tools remains limited. Studies like that of Lakhwani et al. (2020) have assessed technology adoption in the milieu of organizational productivity within IT companies, revealing a positive impact of IT infrastructure on productivity. In contrast, the current study aims to explore ICT adoption from a strategic perspective, investigating its effects on communication, collaboration, and organizational investment.

In the realm of e-commerce, Zhao and Zhang (2023) highlight how enterprises utilize online buying platforms to enhance procurement efficiency, yet fail to tackle the exact trials faced by public sector entities in managing supplier relationships. This research gap suggests a need for further investigation into how public commercial enterprises, like the PCK, can optimize online buying processes while ensuring compliance with public sector regulations.

Hybrid working arrangements also present a crucial area for exploration. Trivedi and Patel (2022) found that public sentiment towards hybrid work models is predominantly positive, indicating potential benefits for career satisfaction. However, studies such as those conducted by Harunavamwe and Kanengoni (2023) primarily focus on work engagement rather than the broader implications of hybrid work as a strategic positioning tool. The current research intends to fill this void by examining how hybrid arrangements can serve as a tactical tool for achieving competitive advantage in a public sector context. The proposed investigation will tackle the role of strategic positioning in the areas of ICT adoption, E-commerce and hybrid working arrangements at the PCK. It will explore how these strategic choices contribute to the positioning of the organisation at a superior position over its competitors. This

investigation will, therefore, seek to ascertain the role of strategic positioning in sustainable competitive advantage at PCK.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to establish the influence of strategic positioning on sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County.

1.3.2 Specific Objectives

- i. To examine the effect of ICT adoption as a strategic positioning tool for sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County.
- ii. To assess the influence of E-commerce as a strategic positioning tool for sustainable competitive advantage at the Postal Corporation of Kenya, Nairobi City County.
- iii. To determine the influence of hybrid working arrangements as a strategic positioning tool for sustainable competitive advantage at the Postal Corporation of Kenya, Nairobi City County

1.4 Research Questions

The ensuing research questions outlined this investigation:

- i. What is the effect of ICT Adoption as a strategic positioning tool on the sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County?

- ii. What is the influence of E-commerce as a strategic positioning tool on sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County?
- iii. What is the influence of hybrid working arrangements as a strategic positioning tool on sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County?

1.5 Significance of the Study

Global enterprises navigated shifts in their operational landscapes, spurred by technological innovations and the implementation of novel regulations. Business leaders persistently explored fresh operational methodologies to bolster their market dominance, aiming to outpace rivals. Consequently, this inquiry held significant value for the Postal Corporation of Kenya and other entities within the telecommunications sector, offering perspectives on strategic placement and its impact on attaining market superiority. The study's outcomes proved applicable to professionals across both governmental and commercial domains, who aimed to optimize organizational efficacy and competitive edge via strategic transformation techniques, functioning as an informational resource. This research endeavored to illuminate strategic positioning tactics that organizations could employ to sustain their competitive edge, laying the groundwork for policy development. Ultimately, this examination enriched the established body of knowledge in strategic governance, acting as a benchmark for subsequent researchers, scholars, and academics undertaking further investigations.

1.6 Scope of the Study

The researcher highlighted the importance of tactical placement and market superiority at PCK. Though a variety of tactical placement approaches existed, this

analysis centered on digital technology integration, online sales methods, and flexible work models at PCK. Surveys were administered to senior, intermediate, and operational leaders within PCK to gather information. The research took place in Nairobi, the location of PCK's primary administrative center.

1.7 Limitations of the Study

There was difficulty in collecting data from various respondents as some were unwilling to provide information related to them or other aspects. The investigator briefed the respondents comprehensively, assuring them that the data gathered would be handled with the utmost discretion and used solely for educational purposes. Additionally, to address the limitation of funds allocated for the research, the researcher utilized the university's resources, such as the Internet, Kenyatta University's Kusoma Website, and the university's library resources. Furthermore, since the time allocated for the research was limited, the researcher created a schedule to ensure effective time management.

1.8 Organization of the Study

The initial section laid the foundation for this investigation, detailing the context, the central issue, the aims, the inquiries, the importance, and the boundaries of the analysis. The subsequent part delved into a synthesis of theoretical frameworks and practical investigations concerning strategic placement and market superiority. The third section delineated the procedural framework, encompassing the investigative blueprint, the intended group, the sampling procedures and selection process, the techniques for gathering information, and the strategies employed for data interpretation. Chapter Four presented the analysis and interpretation of data, while Chapter Five provided a summary of the study, along with conclusions, recommendations, and areas for further investigation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter evaluated the literature on the factors of strategic positioning in relation to their contribution to sustainable competitive advantage. Specifically, it documented a theoretical and empirical review of existing literature, identified acknowledged research gaps, and presented the conceptual framework for the study.

2.2. Theoretical Review

This study was anchored on the arguments presented in the Competitive Advantage Theory, Resource-Based Theory, Flexible-Firm Model, and Technology Acceptance Model.

2.2.1 Competitive Advantage Theory

The CAT was propounded by Porter (1985) and argues that a company needs both an appealing industry structure and an appealing relative position in order to succeed. Generic strategies are necessary in order to achieve both economic profit and competitive edge. Therefore, a company must either lower its costs below those of its competitors or raise its prices above those of its competitors in order to increase profit. Cost leadership is a component of the former, while differentiation serves as the foundation for approaches in the latter. He also examines cost leadership, which states that higher profits can be made if a good or service is of average standard but has costs that are much lesser than the normal in the industry. Contrastingly, where a merchandise is regarded of low quality by the purchaser, price reduction might be crucial so as to sell leading to probable superior returns get lost. According to differentiation economics, premium prices can be charged when customers value a

product or service because of its uniqueness, which increases profitability as long as costs are kept under control.

Porter further emphasizes key indicators of competitive advantage, including market share, job efficiency, and superior performance. Market share serves as a significant pointer of the administration's ability to capture and retain customers relative to competitors. A higher market share is generally associated with increased visibility and trust among consumers, thereby strengthening the firm's competitive stance. Job efficiency pertains to how effectively an organization utilizes its resources to achieve operational goals. Companies that streamline processes and empower employees to work efficiently tend to experience improved productivity and reduced costs (Schmidt & Hunter, 2022). Enhanced job efficiency allows organizations to quickly adapt to market changes, maintaining agility in a competitive environment (Hitt, Ireland, & Hoskisson, 2016). Superior performance reflects an organization's ability to achieve better financial results and operational metrics compared to its rivals. This involves effective resource management and successful implementation of strategies that drive organizational success. Firms that excel in superior performance often enjoy higher profit margins and an enhanced reputation, further solidifying their competitive advantage (Teece, 2018).

Porter's Competitive Advantage Theory underscores that achieving competitive advantage is not merely about outperforming rivals in terms of price or quality; it also necessitates an in-depth comprehension of the establishment's unique strengths and capabilities. By strategically positioning themselves in the market, organizations can create sustainable competitive advantages that enhance their long-term viability and success.

This study is of interest because the competitive advantage theory suggest that an establishment has a modest edge over its rivals in the business setting through the unique feature of a firm which leads to better performance. The result is that well executed strategies help put a firm in a position to surpass present or potential opponents, thereby giving the firm a competitive advantage. This principle presented a robust structure for analysing how the PCK can enhance its competitive position through strategic initiatives for long term sustainability.

2.2.2 Resource-Based View

The most popular theory explaining the primary sources of competitive advantage is the RBV Theory, which was put forth by Wernerfelt in 1984. The importance of a firm's distinctive resources that give it a competitive edge was first highlighted by the RBV theory. The theory posits that a company's strategy is contingent upon its available resources. These resources affect how well that business performs its operations and outperforms its rivals, both present and prospective. Better means and loftier skills are the main sources of viable competitive edge, according to a framework put forth by Day and Wensley (1988) that links the cradles of leads and recital outcomes. The integration of e-commerce within an organisation can be intricately linked to the Resource-Based View (RBV) theory, particularly when considering online buying and selling dynamics. RBV posits that a business's sustainable competitive edge arises from the distinctive resource bundle and competencies it enjoys (Barney, 1991).

Firstly, the adoption of e-commerce facilitates online buying and selling, providing the organisation with a digital marketplace to reach a wider customer base and streamline transactions (Porter, 2001). Through the utilization of e-commerce

platforms, the organisation can leverage its resources to develop an online presence, establish brand visibility, and attract customers.

Secondly, the RBV perspective highlights the tactical importance of capitals that are VRIN (Barney, 1991). In the case of e-commerce adoption, unique technological capabilities, such as proprietary online payment systems or advanced data analytics tools, can confer a competitive advantage by enabling the organisation to offer superior online shopping experiences, personalized recommendations, and efficient order fulfilment processes. Moreover, the organisation's internal resources, such as skilled IT personnel or a robust supply chain management system, play a crucial role in supporting e-commerce operations (Teece et al., 1997). These means back the building of a viable competitive edge by enhancing the organisation's capability to acclimatize to high-tech advancements, innovate in online sales strategies, and optimize resource allocation for online transactions.

Furthermore, e-commerce adoption aligns with the RBV principle of resource complementarity, whereby different resources within the organisation synergize to create value bigger than a summation of their shares (Wernerfelt, 1984). For instance, integrating client relationship management (CRM) systems with e-commerce podia permits the organisation to gather and analyse customer data effectively, leading to targeted marketing campaigns and personalized shopping experiences that enhance customer loyalty and drive sales. The adoption of e-commerce within an organisation can be observed by the part of the Resource-Based View theory, as it involves the strategic deployment of assets and aptitudes to create and withstand a competitive edge in online buying and selling environments (Barney, 1991). By leveraging its unique resources effectively, such as technological infrastructure and digital expertise,

the organisation can capitalize on the opportunities presented by e-commerce to drive growth, profitability, and market leadership.

2.2.3 Flexible-Firm Model

The theory was proposed by John Atkinson in 1984. It proliferates that firm structures need increased pliability in a fluctuating market and impulsive and competitive business atmosphere such as implementing flexible working arrangements. Atkinson believed that the solution to the volatilities experienced in the market setup was for firms to implement flexible staffing arrangements that would enhance the capability of workers to work from their homes and also in their offices. However, he advised that in doing so, the managers ought to distinguish the levels of importance of some teams of workers to a firm. They also will need to generate workforce flexibility that spells out a clear pyramid of significance (Wilton, 2010). This theory advocates for malleable working arrangements that permit staffs to work both from home and in the office, which is particularly relevant in today's work environment. Flexible work options empower workers to adapt their job environments to meet their individual and professional needs, leading to higher career satisfaction (Atkinson, 1984). When employees have the autonomy to manage their work-life balance effectively, they often experience increased motivation and engagement, which contribute positively to workplace culture. Additionally, the model suggests that flexible arrangements can enhance job efficiency. Employees allowed to choose their optimal working conditions whether in a quiet home office or a collaborative office space are more likely to perform at their best (Dettmers, Kaiser, & Jebsen, 2013). This increased job efficiency can result in improved operational outcomes and greater overall productivity for organizations.

Critics of the theory argue that the theory advocates for workplace flexibility that sometimes can be very risky. They also argue that implementation of the theory might sometimes be unnecessary because can discriminate against low-skilled or peripheral workers (Dettmers et al., 2013).

2.2.4 Technology Acceptance Model (TAM)

The theory was advanced in 1989 by Fred Davis to address the shortcomings of the TRA. TAM's main objective was to illuminate the processes sustaining the espousing of technology to predict the conduct of as well as provide a theoretical explanation for the espousing of technology for a firm (Davis, 1986; Davis & Granić, 2024). This theory will be instrumental in assessing the impact of ICT adoption on sustainable competitive advantage. Lopez-Leon, Forero, and Ruiz-Díaz (2020) note that technology facilitates key aspects such as communication and collaboration within organizations, which are critical for enhancing operational efficiency.

The Technology Acceptance Model denotes that if an application is anticipated to be easy to apply, the more probable it is that it will be regarded as useful for the user and the more probable it is that this will arouse the reception of the technology. This theory was tested by various scholars who found out that it had a significant contribution in explaining how firms embrace technology in their operations. It was also found to have refined the indulgent of the aspects that impacted the adoption of technology by various firms in contemporary society (Davis, 1986; Davis & Granić, 2024). By utilizing this framework, the research aims to explore how elements of ICT adoption contribute to the Postal Corporation of Kenya's sustainable competitive advantage and overall performance.

2.3. Empirical Review

This section centres on the innumerable research investigations that have been instigated on the themes of this investigation. The evaluation of the existing literature will aid in ascertaining the several gaps that this study will be attempting to unravel.

2.3.1 Strategic Positioning and Sustainable Competitive Advantage

Effective strategic positioning requires continuous improvement and the adoption of Quality Management Principles including customer focus, employee involvement, top management support, informed decision-making, and an organization-wide process approach (Njenga, 2016). These principles, alongside resource and institutional capital, are crucial for achieving sustainable competitive positioning. While these aspects are essential, Njenga's study does not fully address how these elements translate into a superior performance thus enabling long-term sustainable competitive advantage.

Farhiya (2016) conducted a study focusing on strategic positioning as a foundation of defensible Competitive advantage at the Dolo Ado- Ethiopian Norwegian refugee Council. The investigation revealed that positioning approaches espoused by the organisation provide a structure upon which to base and synchronize the attainment of the NGOs obligation. The organisations capacity to placing itself speedily were acknowledged has having contributed to the premeditated process. This study, however, only considered the non-governmental sector and not public sector presenting a contextual gap.

Simiyu (2017) concentrated on G4S Kenya, highlighting how strategic positioning can significantly enhance organizational performance. The investigator inspected various tactics that the enterprise employed to improve its market presence and

operational efficiency. However, it did not extend its findings to other sectors, particularly the public sector, which operates under different dynamics and regulatory frameworks. This creates a vacuum in the studies concerning the application of strategic positioning strategies in public establishments like the Postal Corporation of Kenya, suggesting a need for further research to understand how these strategies can be effectively implemented to enhance performance in that context.

Kosgey (2013) investigated the tactical positioning of freshly Kenyan chartered public universities, examining how these institutions aimed to establish their market presence and enhance their competitive advantage. The study focused on factors such as academic reputation and stakeholder engagement. However, it primarily addressed the education sector, leaving a gap in understanding how similar strategic positioning strategies could be applied to public sector and did not consider how other strategic positioning tools of ICT adoption, ecommerce and hybrid working arrangements, can be adapted to improve performance and long-term competitiveness within public entities.

2.3.2 ICT Adoption and Sustainable Competitive Advantage

Lakhwani, Dastane, Satar, and Johari (2020) looked into the effect of technology embracing and firm efficacy in top IT firms in Malaysia. A self-administered questionnaire was employed to gather info of a quantitative research method, which is an explanatory research design. The snowball sampling was used for sampling 300 IT managers and senior level corporate executives. The research results indicate how technological change and IT infrastructure are positive and significant contributions to organizational productivity as well as negative and significant contribution of IT knowledge management to organizational productivity of IT firms in Malaysia. In contrast to this research which is restricted to technology espousing impact on

organizational efficiency, this research takes ICT approval from the strategic stand point.

Tusiimemukama (2019) explored the impact of technology adoption on job performance within Uganda's beverage sector. Utilizing a quantitative tactic and a cross-sectional design, the study accumulated info from two hundred and forty respondents and analysed it using SPSS. The findings revealed a noteworthy positive association amid technology espousal and apparent productivity at work. However, the study's model explained only 17.4% of the variance, highlighting a considerable gap in understanding the full impact of technology adoption. This gap indicates a need for further research to identify additional factors influencing this relationship, particularly those that contribute to sustainable competitive advantage. Therefore, the present investigation extends this research by investigating ICT adoption not only in terms of job performance but also through its effects on strategic aspects such as communication and collaboration, operational efficiency, ICT training, and organizational investment in technology infrastructure. This approach aims to address how technology adoption can be leveraged to achieve and sustain a competitive edge.

Muiruri (2021) investigated the impact of technical inventions on the productivity of the top bookkeeping establishments in Kenya. They found that the approval of high-tech auditing techniques significantly enhances performance by facilitating faster data analysis and improving forensic audit insights. This technological advancement has not only optimized fraud recovery processes but also strengthened client relationships and boosted employee productivity. Despite these findings, the research primarily focused on multinational accounting firms with an emphasis on client relations, leaving a gap in understanding how technology adoption influences sustainable competitive advantage across different organizational contexts. To address this gap,

the current study shifts focus to a Public Commercial Enterprise operating under the Postal Corporation of Kenya Act, 1998. This enterprise presents a distinct management structure and ICT framework, offering a new perspective on how ICT adoption can be strategically leveraged to achieve and sustain a competitive edge in a public sector context.

Junglas, Goel, Rehm, and Ives (2022) discuss how the COVID-19 pandemic has hastened the embracing of hitech-driven organizational transformations. For instance, as remote work has become more prevalent, employees increasingly rely on devices such as smartphones, notebooks, and tablets, along with a variety of applications like Google Apps and Dropbox. This shift often circumvents traditional IT department controls and organizational policies. While there is speculation that the increased use of ICT could enhance operational efficiency, empirical evidence supporting these benefits is still lacking (Junglas et al., 2022).

2.3.3 Ecommerce and Sustainable Competitive Advantage

A study by Zhao and Zhang (2023) explored how enterprises utilize online buying platforms to streamline procurement processes and enhance operational efficiency. While their findings showed improvements in procurement speed and cost reduction, the research did not address the unique challenges faced by Public commercial enterprises such as the Postal Corporation of Kenya in managing supplier relationships and ensuring compliance with public sector regulations. This study focuses on how public commercial enterprises can optimize online buying processes.

In terms of online selling, Patel and Kumar (2022) investigated the adoption of digital sales channels by enterprises. They found that these enterprises could achieve better market reach and customer engagement through online platforms. However, their study did not consider the impact of digital sales strategies on achieving a strategic

competitive advantage in the public sector. Online buying trends within public commercial enterprises reveal that while these enterprises are adapting to new digital trends, there is limited understanding of how these trends affect long-term sustainability (Thompson and Nguyen, 2021). This research explores online buying as a way that supports long-term strategic goals and ensures competitive sustainability.

2.3.4 Hybrid Working Arrangements and Sustainable competitive advantage

Using Twitter API and the Robustly Optimized BERT Pretraining Approach (RoBERTa), Trivedi and Patel (2022) analysed the public sentiments on a hybrid work model being positive, negative or neutral. From a total of a thousand tweets with the term “hybrid work”, 4.2 percent, 33.3 percent and 62.5 percent were termed as adverse, neutral, and positive respectively. They also likened the communal feelings of hybrid job with that of home jobs. RoBERTa categorised 1.6 percent, 85.9 percent, and 12.5 percent tweets as adverse, neutral, and affirmative, respectively. The outcomes indicated that the mainstream people were positive about the hybrid work disposition. The investigation also found that hybrid job can help increase career satisfaction. This study, however, sought public opinion on general attitude towards the hybrid work arrangement per se, while the current study is more about how hybrid working arrangement affects the strategic advantage a Public Commercial Enterprise has.

Yang, Kim and Hong (2021) made an attempt to comprehend how COVID-19 changed the knowledge workers’ opinions on physical job areas and performing from houses tactics. For this investigation, an appraisal was sent out to workers in the USA who volunteered, sourced on Amazon Mechanical Turk. 1,651 retorts were obtained and 648 were employed in the assessment. During the pandemic, we compared the

professed work-life balance with the one before the pandemic, and the somatic limitations amid work and home reduced. Productivity, gratification with functioning while at home and work stress management during the pandemic are positively associated with office suppleness, the ecological circumstances of home offices and administrative effort. The investigation found that the participants managed to enjoy a favourable work-life balance with the hybrid structure and were able to achieve employee productivity.

Flexible work practices, such as flexible working hours and the utilization of knowhow such as internet and mobile phones, were studied in a global courier distribution services firm in Kenya by Opuko and Munjuri (2017). The info was congregated using questionnaires from all the ninety workers of the firm positioned in Mombasa and Nairobi offices according to the descriptive research design. The outcomes of the investigation revealed a robust and affirmative correlation amid stretchy work practices and productivity. The eight independent variables in the study explained 98.7 percent of the variations of business efficacy. It was discovered that flexible work practices have a noteworthy effect on work efficacy. The results of investigation indicate that malleable work tactics have positive impact on the work efficacy. This investigation looks at hybrid work dispositions from a mode of delivery and type of model perspective; however, this study looks at hybrid work arrangements from a strategic competitive advantage perspective.

2.4 Summary of Literature Review and Research Gaps

The existing research on strategic positioning and organizational performance provides valuable insights but also highlights several important gaps. Studies by Kosgey (2013) and Simiyu (2017) show that factors like academic reputation and market strategies are crucial for improving performance in education and private

sectors. However, these studies do not explore how new tools such as ICT adoption, e-commerce, and hybrid working arrangements can help public organizations become more competitive. Similarly, Njenga (2016) and Farhiya (2016) stress the importance of strategic principles but fail to examine their direct impact on sustainable competitive advantage in public institutions. This indicates an empirical gap and a theoretical gap.

Moreover, research on hybrid working arrangements by Opuko and Munjuri (2017) and Yang et al. (2021) often focuses on immediate job performance, overlooking broader strategic implications. Additionally, studies like Tusiimemukama (2019) and Zhao and Zhang (2023) point out a methodological gap and a contextual gap regarding the effects of technology and e-commerce in public commercial enterprises. These gaps present a significant opportunity for further research within PCK, where the combination of strategic tools and public sector dynamics deserves are at play. Table 2.1 summarizes the identified gaps and outlines how the current study aims to address them.

Table 2.1: Summary of the Literature, Findings & Research Gaps

Researcher	Study Area	Key Findings	Gap	Focus of current study
Kosgey (2013)	strategic positioning of newly chartered public universities in Kenya	The study highlighted factors such as academic reputation and stakeholder engagement as crucial for improving market positioning	Limited to the education sector presenting contextual gap, and did not examine how strategic tools could be utilized to enhance performance and long-term competitiveness within public entities, presenting conceptual gaps	Focuses on how these strategic positioning tools of ICT adoption, e-commerce, and hybrid working arrangements improve performance in public organizations, specifically within the context of the Postal Corporation of Kenya.
Njenga (2016)	Role of Quality Management Principles in effective strategic positioning within organizations.	The study highlighted that effective strategic positioning relies on continuous improvement and principles like customer focus and employee involvement,	Did not fully address how strategic positioning principles lead to superior organizational performance, leaving a conceptual gap in understanding their	The current study seeks to examine how strategic positioning strategies enhance performance and viable competitive edge at the Postal Corporation of Kenya.

		emphasizing the importance of resource and institutional capital.	influence on viable competitive edge.	
Farhiya (2016)	Strategic positioning as a source of sustainable Competitive advantage at the Norwegian refugee Council, Dolo Ado- Ethiopia	According to the study, the organization's chosen positioning strategies offer a foundation for organizing and constructing the fulfilment of the NGOs' mission. The ability of the organization to position itself quickly enough was found to be crucial to the process approach.	A context - specific gap was presented by the investigation on the function of overall strategy as a means of long-term competitive edge in the non-profit sector.	The current study will look at the function of tactical positioning as a source of viable competitive edge in a public institution.
Simiyu (2017)	Strategic positioning and organizational performance at G4S	The study examined various strategies employed by G4S to enhance its market presence and operational efficiency.	Did not consider the public sector, which operates under different dynamics and regulations, presenting a contextual gap	Current investigation targets to fill that gap by investigating how strategic positioning strategies can be effectively implemented in the public sector to enhance performance, specifically within the context of the Postal Corporation of Kenya.
Opuko and Munjuri (2017)	Hybrid Working Arrangements	According to the study, productivity and flexible work arrangements are strongly positively correlated.	The study focused only impact of hybrid working arrangements on job performance without addressing how hybrid arrangements contribute to sustainable competitive advantage presenting a practical gap	The current study focuses on impact of hybrid working arrangements on sustainable competitive advantage
Tusiimemukama (2019)	Impact of technology adoption on job performance within Uganda's beverage sector.	Technology embracing and apparent worker productivity were found to be significantly positively correlated by the study. However, it explained only 17.4% of the variance in job performance, indicating a limited understanding of the broader implications of technology adoption.	The empirical gap presented because of the need to uncover additional factors that influence the relationship between technology adoption and job performance, particularly those contributing to sustainable competitive advantage.	The current research aims to build on Tusiimemukama's findings by exploring ICT adoption not only in terms of job performance but also its effects on strategic areas such as communication and collaboration and operational efficiency
Lakhwani et al. (2020)	ICT Adoption and Productivity	The research found that adopting new technologies and improving IT infrastructure positively affects	Focuses on the immediate effects of ICT adoption on organizational productivity without addressing how these	The current study focuses on how technology adoption contributes to long-term sustainable competitive advantage within its elements

		organizational productivity.	technological advancements contribute to long-term sustainable competitive advantage presenting a conceptual gap	
Muiruri (2021)	The impact of technical inventions on the productivity of accounting firms	Using computerized auditing methods improves the business's performance especially the big four accounting firms in Kenya	Due to contextual gaps, this investigation was restricted to accounting firms, which are essentially multinational corporations that prioritize improved client associations.	The current study explores a public institution which has divergent supervision schemes and ICT adoption outline
Yang, Kim, and Hong (2021)	Hybrid Working Arrangements	The research revealed that hybrid work improved work-life balance.	This study only examined hybrid work in the context of work-life balance and did not explore its longer-term impacts on career satisfaction or organizational performance presenting a temporal gap	The present study seeks to examine hybrid work in the context of career satisfaction, work stress management and remote work management
Junglas et al. (2022)	ICT Adoption	This study observed a surge in technology use due to the COVID-19 pandemic, noting that employees increasingly used personal tech tools like smartphones and apps, sometimes bypassing traditional IT controls.	Broader impacts of technology adoption were noted, but deeper interdisciplinary insights into integration and operational efficiency were lacking.	The current study looks into detailed insights how different technologies are adopted, integrated, and leveraged. These insights include communication and collaboration, operational efficiency, ICT training and Investment in ICT
Zhao and Zhang (2023)	Ecommerce and Procurement	The study showed that online procurement platforms improve online buying and selling speed and cost efficiency.	Explored online procurement without addressing its unique implications for public commercial enterprises presenting contextual gaps	The current study addresses a public commercial enterprise and the Ecommerce contribution to overall performance hence competitive advantage.
Patel and Kumar (2022)	Ecommerce and Market Reach	Their study found that digital sales channels improve market reach	The study focused on immediate improvements in market reach without considering the long-term strategic impact of digital sales channels.	The current study examines how digital channels influences sustainable competitive advantage
Trivedi and Patel (2022)	public sentiments regarding hybrid work models through an analysis of Twitter data.	The results indicated a predominant favourable sentiment toward hybrid work arrangements and highlighted their potential to improve career satisfaction.	While this study focused on general public opinion about hybrid work models, it did not explore how hybrid working arrangements can influence the strategic advantage of public	The current research aims to specifically examine the impact of hybrid working arrangements on the competitive advantage of organizations like the Postal Corporation of Kenya.

			commercial enterprises thus conceptual gaps	
Source: Literature Review, 2024				

2.5 Conceptual Framework

The conceptual framework for this investigation demonstrates the association amid the independent and dependent variables that guide the research as presented in Figure 2.1. The independent variable, strategic positioning, is further broken down into three key components: ICT adoption, E-commerce, and hybrid working arrangements. These elements represent the strategies that organizations can implement to enhance their market presence and operational efficiency. The dependent variable is sustainable competitive advantage, which will be measured through indicators such as market share, superior performance, and job efficiency.

This framework not only highlights the interconnections between the variables but also establishes a foundation for analysing how effective strategic positioning can lead to improved outcomes in organizations, particularly within the context of the PCK. The ensuing sections will clarify these variables and their expected impacts on organizational performance.

Independent Variable

Dependent Variable

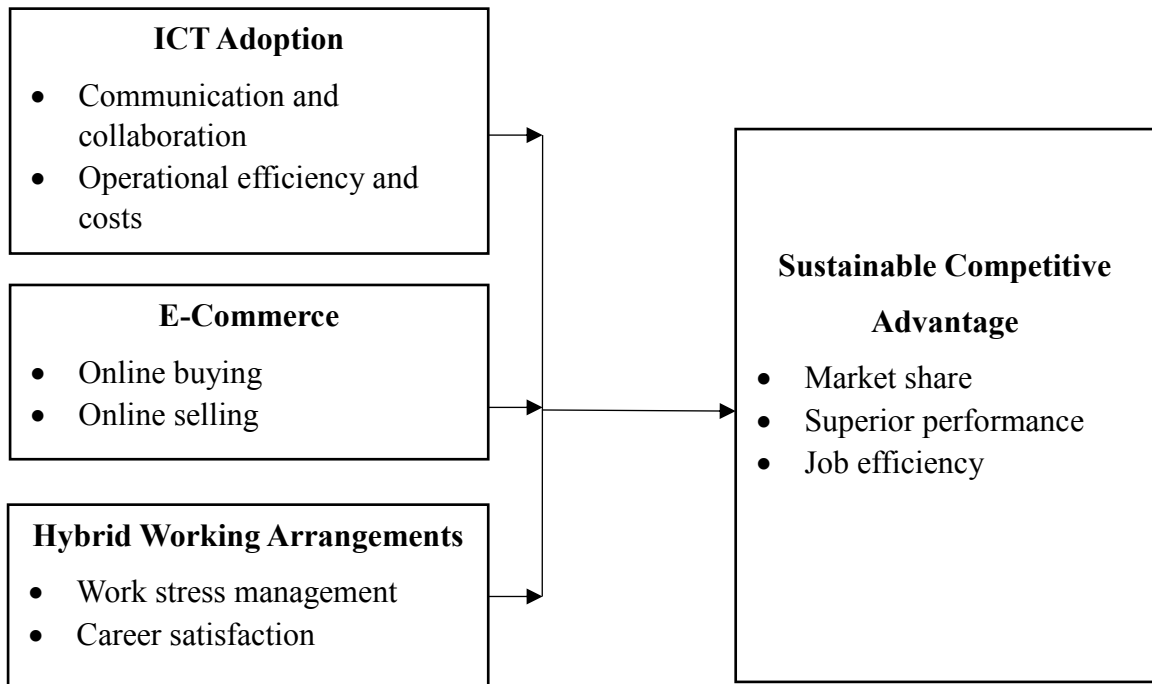


Figure 2.1 Conceptual Framework

Source: Researcher, 2024

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discussed the research methodology that was utilized to carry out the investigation. It highlighted the steps that facilitated the execution of the research. The sections covered in this chapter included the research philosophy that was adopted, research design, target population, sample and sampling technique, as well as data collection instruments and data analysis. Other aspects addressed included validity, reliability, data analysis, and ethical considerations.

3.2. Research Design

The research design served as a blueprint that established parameters for data collection, analysis, and measurement, facilitating the achievement of research objectives (Cooper & Schindler, 2014). Furthermore, it offered a systematic framework for investigation, facilitating the examination of research queries. A descriptive research approach was selected for this study, as it aimed to capture the current conditions of the surveyed population (Cooper & Schindler, 2014). The fundamental goal of a descriptive survey is to portray the present circumstances (Kombo & Tromp, 2016). Given that a standardized questionnaire enabled the gathering of data for both predictor and outcome variables, this design was well-suited for the analysis. Descriptive design was particularly effective when gathering information on individuals' characteristics, attitudes, or various social and educational issues (Orodho & Kombo, 2017). Additionally, a correlational study design was employed, enabling quantitative statistical analysis to be conducted to draw conclusions from the data collected during the research. The study also incorporated cross-sectional analysis, which involved collecting data at a single point in time.

According to Babbie (2010), many descriptive analyses were cross-sectional. To allow for the flexibility required by the underlying philosophical principles, this research design ensured that factors remained beyond the researcher's control.

3.3. Target Population

The target population comprised a cluster of individuals or an entire group of respondents who met the criteria established by the researcher for conducting the study (Creswell, 2013). A target population needed to share specific and similar characteristics that the investigator examined. The unit of analysis for the investigation was the Postal Corporation of Kenya, focusing on PCK managerial staff based at the head office located at Posta House, Kenyatta Avenue, Nairobi, due to their involvement in strategic decision-making processes within the organization. The managerial staff were distributed across 13 departments (PCK Organisation Structure, 2016/2017). These departments included Mail Services, Operations and Customer Service, Courier Services, Payment Services, Information Communication and Technology, Human Resources and Administration, Finance, Legal Services, Security and Compliance, Business Development and Strategy, Audit and Risk Management, Supply Chain, and Corporate Communications and Public Affairs.

Table 3.1: Target Population

Category	Population	% of Population
Senior Management	10	16.3
Middle Management	19	31.2
Lower Management	32	52.5
Total	61	100

Source: Postal Corporation of Kenya- Organisation Structure (2024)

3.4 Sampling Technique and Sample Size

The study utilized a census approach by targeting all managers across the 13 departments at the Postal Corporation of Kenya, Head Office in Nairobi. Conducting a census was appropriate in this case because the target population was relatively small, allowing for a thorough analysis of each member without the risk of sampling error. By gathering data from the entire population, the study provided more accurate and comprehensive results. This method ensured that all relevant perspectives were considered, ultimately enhancing the reliability of the findings (Saunders, Lewis, & Thornhill, 2016).

3.5 Data Collection Instrument

The investigator employed a primary data collection method, utilizing a questionnaire to gather responses from all participants. The questionnaire featured closed-ended questions and was chosen due to its ease of comprehension and utilization by respondents (Bryman & Bell, 2011). It encompassed demographic details as well as both independent and dependent variables. The questions adopted a five-point Likert scale ranging from 1 to 5, where 1 represented "strongly disagree" and 5 represented "strongly agree" with each statement. To streamline the process and enhance accessibility, an online platform, Google Forms, was utilized for questionnaire administration. Additionally, to accommodate individuals unable to access Google Forms, a drop-and-pick method was employed. The questionnaire comprised four sections, covering General Information and the impact of each independent variable on Sustainable Competitive Advantage.

3.6 Pilot Study

A pilot study was conducted to assess the validity and reliability of the data-gathering instrument. A total of six respondents participated in the pilot investigation, selected

based on their availability and convenience. According to Julious (2016), an ideal pilot study group ranges between 5% and 10%, making six participants sufficiently representative for evaluating the effectiveness of the research instrument. The pilot investigation aimed to identify any potential flaws in the questionnaire that could arise from unclear instructions. Any identified errors were corrected before the final data collection process.

3.6.1 Validity of the Instrument

Instrument validity focused on assessing whether it was capable of measuring what it was expected to measure (Mohamad, Sulaiman, Sern & Salleh, 2015). To ensure content validity, the questionnaire was crafted to effectively reflect the intended concepts. Questions were articulated clearly to ensure they were familiar and easily understood by the participants. Face validity was conducted as the researcher sought guidance from a supervisor specializing in the subject area to confirm that the research instrument adhered to recognized standards. Moreover, expert evaluation was used to validate that the questionnaire items corresponded with the intended measures.

3.6.2 Reliability of the Instrument

The reliability of the study instrument was assessed using Cronbach's alpha, a statistical measure that evaluated internal consistency by calculating a correlation coefficient. This approach also determined the reliability of individual statements used to measure various objectives, allowing for the estimation of score variability due to random errors (Reid, 2006). To ensure the instruments were reliable, the correlation coefficient ideally needed to be above 0.7. This study aimed to achieve a correlation coefficient of at least 0.7 to validate the reliability of the instruments for data collection (Mugenda & Mugenda, 2003).

3.7 Data Collection Procedure

Authorization was obtained from Kenyatta University Business School, confirming that the investigation was purely for academic purposes, and an introductory letter presenting the investigator as a master's student at the school was utilized. The researcher also secured a permit from NACOSTI to conduct the investigation. The PCK management was requested to affirm the purpose of initiating the study on the association, clarify its significance, and outline the obligations required of the administration. The investigator then gathered the necessary information from the participants. Sufficient time was given to the participants to complete the questionnaire to ensure they provided the required information. Research assistants were engaged to distribute the forms, which were given to each participant and collected after a fortnight. The investigator conducted follow-ups through phone calls and personal visits to remind the participants of the importance of responding to the questionnaire.

3.8 Data Analysis and Presentation

Numerical information was gathered and subjected to statistical examination via SPSS software. The study utilized quantitative methodologies, applying both summary and predictive statistical techniques. Summary statistics, such as means, distributions, variability, and proportions, were calculated. Predictive analysis encompassed the exploration of relationships and the development of predictive models through correlation and multiple regression. The p-values from the correlation analysis indicated how the study variables were related. The determination coefficient helped confirm the effectiveness of the regression model, and the correlation coefficient showed the strength and direction of the relationships. Results were organized using tables, graphs, and pie charts. The model below illustrated the association between

performance and the independent variables as a linear function. The multiple regression analysis provided values that demonstrated how changes in the independent variables influenced the dependent variable and utilized the following model;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon. \text{ When } \beta_5 = 0 \dots\dots\dots \text{equation 3.1}$$

Where; Y= Sustainable Competitive Advantage

ϵ = Error factor associated with research instruments

α =the constant

β s= Beta coefficients, X1= ICT Adoption, X2= E-commerce, X3= Hybrid working arrangements

3.9 Ethical Consideration

According to Selvam (2017), ethical considerations were crucial in every phase of the research process. Before commencing the investigation, the researcher sought permission and approval from the Kenyatta University Ethical Committee to conduct the study, as well as a research permit from NACOSTI. Additionally, consent was obtained from the PCK managers, who were treated as respondents. To ensure the confidentiality of the respondents, anonymity was maintained by not requiring them to provide their names or any details that could reveal their identity.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings, and interpretation of the influence of strategic positioning on sustainable competitive advantage at Postal Corporation of Kenya, Nairobi City County. The data was analysed using descriptive statistics to summarize key characteristics of the respondents and study variables.

4.2 Response Rate

The proportion of usable replies gathered from the entire group of potential participants is known as the return ratio. This metric is essential for guaranteeing the precision and trustworthiness of survey outcomes. Increased return ratios mitigate the risk of prejudice due to non-participation and enhance the degree to which the sample mirrors the larger population (Fincham, 2008). To compute the return ratio, one divides the amount of successfully finished surveys by the initial count of distributed questionnaires. Achieving a high response rate is essential for effectively generalizing findings to the target population. Ideally, a response rate between 60% and 80% is considered optimal, as it enhances the reliability and validity of survey outcomes. In this study, 55 out of 61 distributed questionnaires were returned, yielding a response rate of 90.16%. Since this exceeds the recommended range of 60–80%, it is deemed satisfactory for statistical analysis (Holtom et al., 2021).

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	55	90.16%
Non response	6	9.84%
Total	61	100

Source: Survey Data (2025)

The responses came from key decision-makers, such as senior management, middle management and lower management. While a response rate of 80% or higher is typically ideal for ensuring validity and reliability, the achieved rate demonstrates a significant level of participation, supporting the reliability and trustworthiness of the study's findings.

4.3 Participants' Demographic Characteristics

This section summarizes the participants' profiles, including their respective departments, duration of employment at Postal Corporation of Kenya, current positions within the organization, and highest level of education. These details provide essential context for interpreting the study's findings and improving the understanding of the sample characteristics.

4.3.1 Highest Level of Education

The survey incorporated a segment focusing on the academic credentials of the respondents. The gathered information was examined, and the results are illustrated in Figure 4.1.

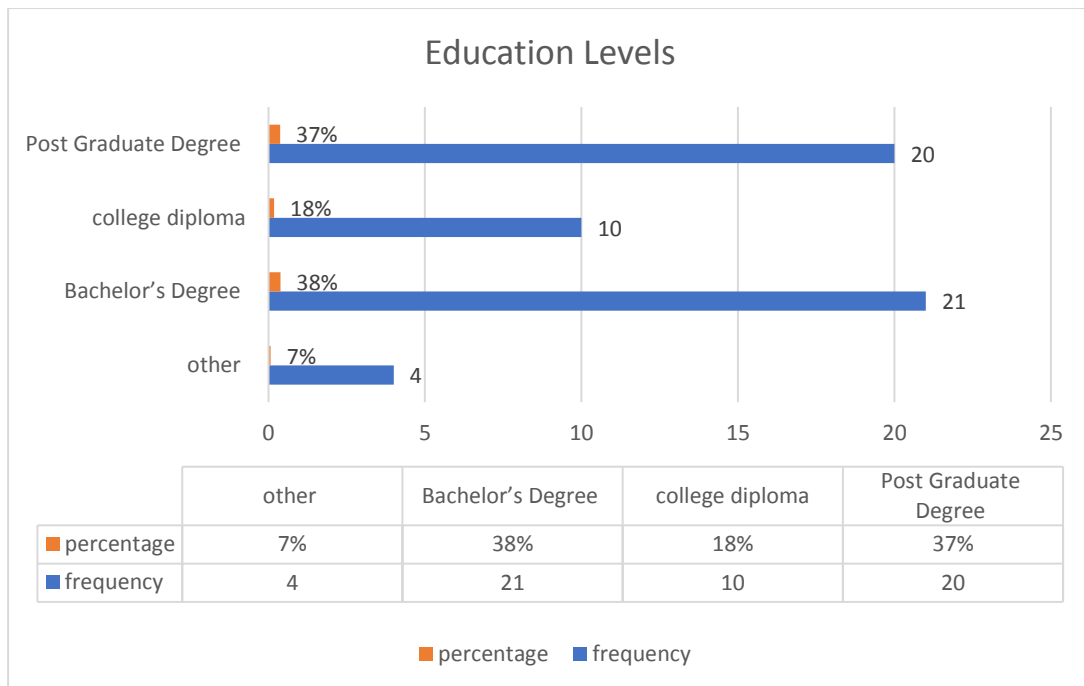


Figure 4.1: Participants’ education levels

The analysis of respondents' educational backgrounds indicates that the majority have achieved higher academic qualifications. A small fraction (7%) held other credentials, while a considerable portion, 38% (n = 21), had earned a bachelor's degree. Additionally, 18% (n = 10) had obtained a college diploma, and 37% (n = 20) had pursued postgraduate studies. This distribution highlights the predominance of advanced educational attainment among the respondents.

4.3.2 Experience of Working with the Organization

It was also essential to examine each participant’s experience at PCK. The findings are illustrated in Figure 4.2.

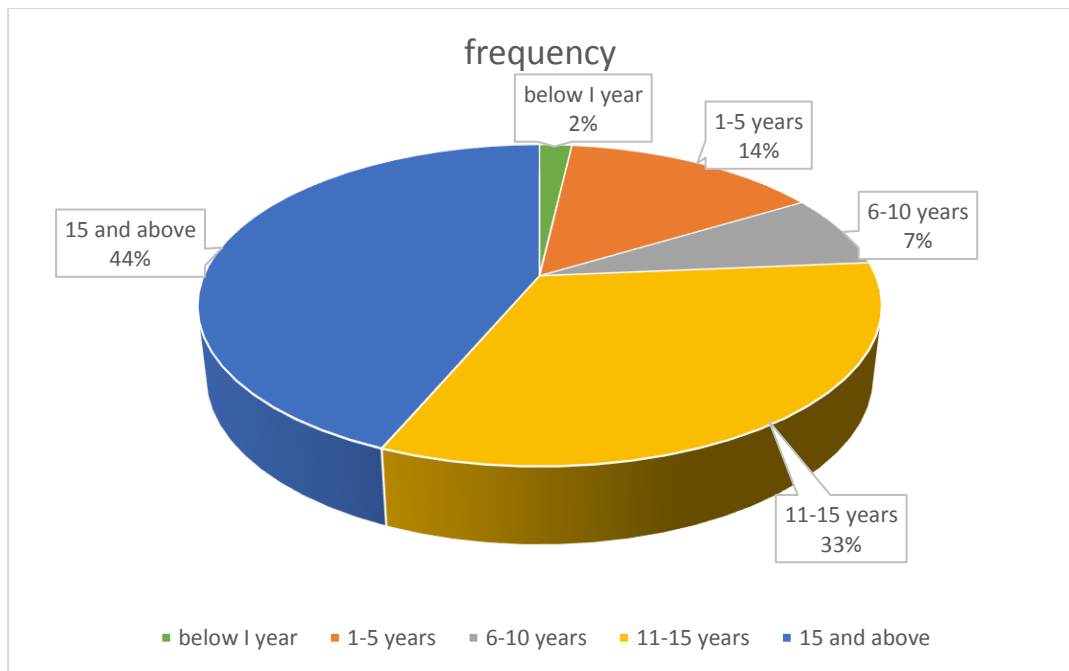


Figure 4.2: Experience of working with the organization

The data on respondents' tenure within the organization illustrates a diverse range of work experience. A small fraction, 2%, have been employed for less than a year, indicating a relatively new group of staff members. Employees with 1 to 5 years of experience make up 14%, reflecting a moderate retention rate. The largest category, comprising 44%, has over 15 years of experience, signifying a significant portion with extensive tenure. Additionally, 33% have worked in the organization for 11 to 15 years, indicating a stable and long-term workforce, while 7% have been employed for 6 to 10 years. This distribution demonstrates a well-balanced blend of both newer and seasoned employees.

4.3.3 Departments in the Organization's Operation

The data on the departmental operations at the PCK in Nairobi City County reveals a diverse distribution of functional units within the organization. The details are presented in Table 4.3.

Table 4.2 Department in the Organization's Operation

Department	Frequency
Mail Services	4
Operations and Customer Service	3
Courier Services	2
Payment Services	0
Information, Communication and Technology	4
Human Resources and Administration	4
Finance	6
Legal Services	5
Security and Compliance	4
Business Development and Strategy	6
Audit and Risk Management	7
Supply chain	4
Corporate Communication and Public affairs	6
Total	55

Source: Research Data (2025)

The departmental operations data at the PCK in Nairobi City County shows a diverse distribution of functional units. The Audit and Risk Management department leads with 12.7%, emphasizing oversight and compliance. Finance, Business Development and Strategy, and Corporate Communication and Public Affairs each account for 10.9%, highlighting financial management, strategic growth, and public engagement. Legal Services represents 9.1%, reflecting regulatory compliance. Departments like Mail Services, ICT, Human Resources, Security and Compliance, and Supply Chain each contribute 7.3%, ensuring smooth operations, technological advancements, personnel management, security, and logistics. Operations and Customer Service follow at 5.5%, emphasizing service delivery, while Courier Services accounts for 3.6%, indicating a smaller yet vital logistics role. Payment Services records 0%,

suggesting limited representation. This distribution reflects a well-structured organization with strong financial oversight, risk management, and strategic development, while ensuring a balanced operational approach across various departments.

4.4 Descriptive Analysis

The descriptive analysis involved calculating the mean and standard deviation for each variable using Statistical Package for Social Sciences. These variables included ICT adoption, E-Commerce, hybrid working arrangement and sustainable competitive advantage.

4.4.1 ICT adoption

Descriptive analysis for the variable, ‘ICT adoption’, was computed to calculate the mean and standard deviation for each item. The results were presented in the table 4.3.

Table 4.3: Descriptive analysis for ICT adoption.

Statement	Mean	STD
We depend greatly on knowhow to connect and collaborate with interior and exterior investors	4.286	0.9948
ICT adoption significantly contributes to operational efficiency and cost reduction in our organisation	4.349	0.9576
ICT adoption enhances the innovation capabilities of our organisation.	3.714	0.0108
Our organisation faces significant challenges or barriers in effectively adopting ICT technologies.	3.587	0.4326
The success of ICT adoption initiatives in our organisation can be accurately measured in terms of sustainable competitive advantage.	3.984	0.2648
The utilization of ICT tools has enhanced the rate and efficiency of communication within our organisation.	4.159	0.4222
Our organisation regularly updates and maintains its ICT infrastructure to ensure optimal performance.	3.84	0.857
Employees in our organisation receive sufficient training to effectively use new ICT tools and technologies.	4.012	1.002

The investment in ICT infrastructure directly impacts our ability to compete in the market.	4.210	0.852
Our organisation has a clear strategy for integrating ICT into its business processes to gain a competitive edge.	4.211	0.945
The adoption of ICT has positively impacted the quality of products/services offered by our organisation.	3.841	0.874
Aggregate mean/STD	4.018	0.3457

Source: Research Data (2025)

The aggregate mean for ICT adoption is 4.018, which is close to 4 (agree). Respondents largely confirmed the statements about ICT adoption in PCK. A standard deviation of 0.3457 indicates minimal variability in their answers, indicating minimal variability in perceptions toward ICT adoption.

ICT adoption plays a critical role in driving operational efficiency, innovation, and sustainable competitive advantage. Prior research has highlighted the importance of ICT in modern business environments, with firms leveraging digital tools to enhance connectivity, streamline operations, and improve service delivery (Kamau & Ochieng, 2020). The findings from this study reinforce these observations, showing strong agreement on the impact of ICT adoption in the organization.

The respondents strongly agreed that ICT adoption significantly contributes to operational efficiency and cost reduction in the organization (M=4.349, SD=0.9576). Additionally, ICT tools have enhanced the rate and efficiency of communication (M=4.159, SD=0.4222), and the investment in ICT infrastructure directly impacts the organization's ability to compete in the market (M=4.210, SD=0.852). This aligns with the argument by Njoroge (2018) that businesses investing in ICT gain a strategic advantage by improving internal communication and optimizing workflow processes.

The respondents also agreed that the organization has a clear strategy for integrating ICT into its business processes to gain a competitive edge (M=4.211, SD=0.945). Furthermore, ICT adoption has positively impacted the quality of products and

services offered (M=3.841, SD=0.874). These findings are consistent with Mutua and Wanjiru (2021), who found that digital transformation in service-based institutions leads to higher customer satisfaction and enhanced service delivery.

However, some challenges in ICT adoption were noted. Respondents acknowledged that the organization faces significant barriers to effectively adopting ICT technologies (M=3.587, SD=0.4326). Additionally, while employees receive training on new ICT tools (M=4.012, SD=1.002), the variability in responses suggests some employees may feel inadequately trained. These challenges underscore the need for continuous ICT infrastructure improvements and staff capacity-building initiatives. Overall, the study confirms that ICT adoption is a key enabler of strategic positioning and sustainable competitive advantage. Strengthening ICT infrastructure, addressing adoption barriers, and ensuring regular updates can further enhance the organization's ability to compete in the dynamic postal and logistics sector.

4.4.2 E-Commerce

Descriptive analysis for the variable, 'E-Commerce', was computed to calculate the mean and standard deviation for each item. The results were presented in Table 4.4.

Table 4.4: Descriptive analysis for E-Commerce.

Statement	Mean	STD
Our organisation strongly believes that e-commerce significantly enhances our competitive advantage in both online buying and online selling.	4.286	0.9538
E-commerce initiatives have played a crucial part in refining operational efficacy and plummeting costs	3.254	1.3080
Our organisation effectively utilizes e-commerce to differentiate itself from competitors, both in online buying and online selling, thus maintaining a sustainable competitive advantage.	4.595	0.3867
E-commerce investments have positively impacted our organisation's capability to contest in the marketplace	4.452	0.9847

We measure the success of our e-commerce initiatives, focusing on both online buying and online selling, in terms of sustainable competitive advantage.	3.278	0.3893
Our organisation faces specific challenges or barriers in leveraging e-commerce to maintain a sustainable competitive advantage,	4.512	0.8884
We integrate e-commerce strategies into our overall business strategy,	3.851	0.457
E-commerce adoption significantly boosts the innovation capabilities of our organisation,	3.678	0.978
Our organisation effectively utilizes customer data collected through e-commerce channels, both in online buying and online selling, to maintain a sustainable competitive advantage.	4.015	0.891
Our organisation has a clear strategy for leveraging e-commerce, focusing on both online buying and online selling, to withstand its competitive edge in the future.	4.215	0.714
Aggregate mean/STD	4.014	0.3639

Source: Research Data (2025)

The aggregate mean for the variable is 4.014, which is close to 4 (agree). Hence, most of the participants agreed with the statements related to e-commerce. The standard deviation of 0.3639 indicates that the variability of the responses was minimal, implying that participants held similar perceptions toward each statement. Past research has highlighted that integrating e-commerce into business strategy significantly enhances competitive advantage and operational efficiency (Porter, 2021; Laudon & Traver, 2020). The findings indicate that the Postal Corporation of Kenya is strategically leveraging e-commerce to strengthen its market positioning and achieve sustainable competitive advantage.

The respondents strongly agreed that the organization effectively utilizes e-commerce to differentiate itself from competitors, both in online buying and online selling, thus maintaining a sustainable competitive advantage (M=4.595, SD=0.3867), E-commerce investments have positively impacted the organization's capability to compete in the marketplace (M=4.452, SD=0.9847), The organization faces specific

challenges or barriers in leveraging e-commerce to maintain a sustainable competitive advantage (M=4.512, SD=0.8884).

According to Kim and Mauborgne (2019), businesses that successfully integrate e-commerce into their competitive strategies can enhance operational efficiency and market reach, leading to increased customer satisfaction and revenue growth. Similarly, Chaffey and Smith (2020) emphasized that businesses that leverage customer data through e-commerce channels can refine their marketing strategies, personalize customer experiences, and drive long-term competitiveness.

The respondents agreed that, the organization integrates e-commerce strategies into its overall business strategy (M=3.851, SD=0.457), E-commerce adoption significantly boosts the innovation capabilities of the organization (M=3.678, SD=0.978), The organization effectively utilizes customer data collected through e-commerce channels to maintain a sustainable competitive advantage (M=4.015, SD=0.891).

A study by Johnson and Scholes (2022) on e-commerce adoption in competitive markets concluded that firms investing in digital transformation are better positioned to adapt to market changes and sustain their competitive advantage. Similarly, Rogers (2018) highlighted that firms with a well-structured e-commerce strategy benefit from enhanced operational efficiencies, cost reduction, and increased profitability. These findings underscore the role of e-commerce in enhancing the Postal Corporation of Kenya's strategic positioning. The organization's ability to effectively integrate e-commerce into its business model ensures continued market relevance, operational efficiency, and a sustainable competitive advantage in an increasingly digitalized business environment.

4.4.3 Hybrid Working Arrangement

Descriptive analysis for the variable, 'hybrid working arrangement', was computed to calculate the mean and standard deviation for each item. The results were presented using Table 4.5.

Table 4.5: Descriptive analysis for Hybrid Working Arrangement.

Statement	Mean	STD
Employees have the flexibility to adjust their working hours at accommodating personal commitments.	4.214	0.1215
Hybrid working arrangements have positively impacted our organisation's ability to compete in the market, while effectively managing work stress among employees.	4.354	0.954
Telecommuting options are available, making it easier for employees to work from home or other remote locations.	3.924	0.874
The organisation supports part-time scheduling for employees who require reduced work hours.	3.952	0.2577
Temporary work-from-home arrangements are provided by the organisation, ensuring continuity during exceptional situations.	4.143	1.0561
Employees at the organisation can choose from various alternative work locations, promoting adaptability in their work environment.	4.0178	1.894
Flexible job disposition impacts my efficacy	3.878	0.3719
My productivity is impacted when I try to balance job and family tasks	4.225	0.9954
Our organisation has a clear strategy for leveraging hybrid working arrangements to withstand its competitive edge in the future, while ensuring career satisfaction and effective remote work management.	4.127	0.2774
We integrate hybrid working arrangements into our overall business strategy to achieve sustainable competitive advantage, while effectively managing career satisfaction and work stress.	4.012	0.741
Aggregate mean/STD	4.085	0.529

Source: Research Data (2025)

The aggregate mean for the variable is 4.085, which is close to 4 (agree). Participants largely concurred with statements about hybrid work. The small standard deviation (0.529) shows a consistent view on its impact and effectiveness. Numerous studies

confirm that flexible work improves employee satisfaction, productivity, and organizational competitiveness. (Khan & Mujtaba, 2021; Green et al., 2022).

The respondents strongly agreed that hybrid working arrangements have positively impacted the organization's ability to compete in the market while effectively managing work stress among employees (M=4.354, SD=0.954). A study by Johnson and Nguyen (2020) explored the role of hybrid work models in organizational performance, highlighting that flexible work structures lead to increased employee engagement, reduced burnout, and improved market positioning. Their findings emphasized that organizations integrating remote work policies experience higher operational efficiency and workforce retention rates.

The respondents agreed that; Employees have the flexibility to adjust their working hours to accommodate personal commitments (M=4.214, SD=0.1215), Telecommuting options are available, making it easier for employees to work from home or other remote locations (M=3.924, SD=0.874), The organisation supports part-time scheduling for employees who require reduced work hours (M=3.952, SD=0.2577), Temporary work-from-home arrangements are provided by the organisation, ensuring continuity during exceptional situations (M=4.143, SD=1.0561), Employees can choose from various alternative work locations, promoting adaptability in their work environment (M=4.0178, SD=1.894), Flexible job disposition impacts employee efficacy (M=3.878, SD=0.3719) and Productivity is affected when employees try to balance job and family tasks (M=4.225, SD=0.9954).

A study by Patel and Robinson (2021) examined the effects of hybrid work structures on workforce productivity and organizational competitiveness. Their research

concluded that companies with well-defined hybrid strategies benefit from improved employee morale, enhanced work-life balance, and sustained competitive advantage. The study also found that organizations with clear hybrid work strategies for ensuring career satisfaction and effective remote work management (M=4.127, SD=0.2774) were more likely to maintain high levels of employee commitment and overall performance.

Additionally, the integration of hybrid working arrangements into the overall business strategy to achieve sustainable competitive advantage, while effectively managing career satisfaction and work stress (M=4.012, SD=0.741) reflects a proactive approach by the organization in adapting to evolving workforce trends. According to Davis et al. (2019), firms that leverage flexible work models as part of their long-term strategy experience better talent retention, reduced operational costs, and a stronger market presence. These findings highlight the significance of hybrid working arrangements in strengthening strategic positioning and ensuring sustainable competitive advantage at the PCK. By fostering flexibility, adaptability, and employee well-being, the organization enhances both individual productivity and overall market competitiveness.

4.4.4 Sustainable Competitive Advantage

Descriptive analysis for the variable, ‘Sustainable Competitive Advantage’ was computed to calculate the mean and standard deviation for each item. The results were presented using Table 4.6.

Table 4.6: Descriptive analysis for Sustainable Competitive Advantage.

Statement	Mean	STD
-----------	------	-----

The Postal Corporation of Kenya has successfully expanded its market share despite increasing competition.	4.516	0.1436
The organization's brand and service offerings attract a growing number of customers, enhancing its competitive position.	4.125	1.0451
The Postal Corporation of Kenya delivers high-quality services compared to its competitors in the courier and postal industry.	3.975	0.9862
The organization's strategic initiatives (e.g., technology adoption, service diversification) have improved its overall performance.	3.857	0.2183
The Corporation's financial sustainability ensures long-term growth and a competitive edge in the market.	4.056	0.2541
Employees at the Postal Corporation of Kenya are well-equipped with the necessary skills and resources to perform their duties efficiently.	4.065	1.0894
Work processes and automation within the organization have improved efficiency and service delivery.	4.214	0.0167
The organization fosters an environment that encourages innovation and efficiency among employees to maintain a competitive advantage.	4.437	0.5205
Aggregate mean/STD	4.216	0.2301

Source: Research Data (2025)

The aggregate mean for the variable is 4.216, which is close to 4 (agree). This indicates that most of the participants agreed with the statements regarding sustainable competitive advantage at the PCK. The standard deviation of 0.2301 shows that the responses had low variability, implying that the participants held relatively similar perceptions towards each statement.

According to the results presented in Table 4.6, the respondents agreed that The Postal Corporation of Kenya has successfully expanded its market share despite increasing competition (M=4.516, SD=0.1436), The organization's brand and service offerings attract a growing number of customers, enhancing its competitive position (M=4.125, SD=1.0451), The Postal Corporation of Kenya delivers high-quality services compared to its competitors in the courier and postal industry (M=3.975, SD=0.9862), The organization's strategic initiatives, such as technology adoption and service diversification, have improved its overall performance (M=3.857, SD=0.2183), The

Corporation's financial sustainability ensures long-term growth and a competitive edge in the market (M=4.056, SD=0.2541), Employees at the Postal Corporation of Kenya are well-equipped with the necessary skills and resources to perform their duties efficiently (M=4.065, SD=1.0894), Work processes and automation within the organization have improved efficiency and service delivery (M=4.214, SD=0.0167) and The organization fosters an environment that encourages innovation and efficiency among employees to maintain a competitive advantage (M=4.437, SD=0.5205).

The findings suggest that sustainable competitive advantage at the Postal Corporation of Kenya is driven by key strategic factors, including market expansion, brand positioning, service quality, financial sustainability, employee capabilities, automation, and a culture of innovation. The high mean scores reflect the positive impact of these strategies on the organization's performance. A well-executed strategic positioning approach that integrates service diversification, operational efficiency, and technology adoption can enhance long-term sustainability and competitive strength in the postal and courier industry.

4.5 Correlation Analysis

To evaluate the degree and nature of interconnectedness among ICT integration, online sales, flexible work structures, and long-term business edge at the Postal Corporation of Kenya within Nairobi's urban area, we employed a statistical method designed to measure variable interdependence. This technique, known as correlational examination, allowed us to pinpoint and measure the existing links. By understanding these relationships, this study provides insights into how these strategic positioning elements influence key performance indicators such as market share, operational

efficiency, and service delivery effectiveness. Based on the correlated data, correlation analysis was conducted and the findings are presented in Table 4.7.

Table 4.7: Correlation analysis

		ICT Adoption	E-Commerce	Hybrid working arrangement	sustainable competitive advantage.
ICT Adoption	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	126			
E-Commerce	Pearson Correlation	.705**	1		
	Sig. (2-tailed)	.000			
	N	126	126		
Hybrid working arrangement	Pearson Correlation	.827**	.955**	1	
	Sig. (2-tailed)	.000	.000		
	N	126	126	126	
Sustainable competitive advantage.	Pearson Correlation	.898**	.804**	.733**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	126	126	126	126

Source: Research Data (2025)

The results confirmed that all the three independent variables are strongly and positively associated with sustainable competitive advantage at the postal corporation of Kenya, Nairobi City County. Table 4.8 below provides a detailed analysis of the correlations as calculated from the dataset.

Table 4.8: Summary, nature, direction, and implication of the correlations

Variable	Correlation	Direction	Nature	Implication
ICT Adoption	0.898	Positive	Strong	A unit change in ICT Adoption leads to a 0.898 change in sustainable competitive advantage.
E-Commerce	0.804	Positive	Strong	A unit change in E-Commerce leads to a 0.804 change in sustainable competitive advantage.
Hybrid working arrangement	0.733	Positive	Strong	A unit change in Hybrid working arrangement leads to a 0.733 change in sustainable competitive advantage.

Source: Research Data (2025)

The results align with existing literature demonstrating that strategic positioning strategies specifically ICT adoption, e-commerce, and hybrid working arrangements significantly influence the sustainable competitive advantage of organizations. For instance, Muthoni (2020) found that ICT adoption positively impacts operational efficiency in Kenya's logistics sector, although the study was confined to private courier firms. Mugenda and Gitonga (2019) emphasized that embracing e-commerce significantly enhances customer outreach and service delivery, though their research focused solely on online retail businesses. Kamau (2018) highlighted that hybrid work models improve workforce productivity and job satisfaction, but his study was limited to multinational corporations operating in Nairobi.

Oluoch (2017) noted that while organizations had invested in ICT solutions, inefficiencies in digital adoption and integration affected overall performance, with a focus limited to financial institutions in Kenya. Kariuki et al. (2015) observed that inadequate ICT infrastructure hindered service delivery in government agencies, reinforcing the role of technology in driving competitive advantage. Ndungu et al. (2016) indicated that e-commerce adoption impacts financial growth in SMEs, yet their study lacked a consideration of regulatory challenges in the public sector.

Ochieng et al. (2014) revealed that postal and courier services in Kenya faced slow adoption of digital solutions due to stakeholder resistance, restricting the study to the role of change management in state-owned enterprises. Lastly, Lumosi et al. (2017) found minimal differences in employee efficiency between traditional and hybrid work models, but their research focused solely on private-sector firms rather than public service institutions. These findings support the notion that ICT adoption, e-commerce, and hybrid working arrangements play a crucial role in enhancing sustainable competitive advantage at the PCK, reinforcing the need for digital transformation and strategic workforce management...

4.6 Regression Analysis

Regression analysis was employed to examine the relationship between ICT adoption, e-commerce, and hybrid working arrangements and the sustainable competitive advantage of the Postal Corporation of Kenya in Nairobi City County. By quantifying these relationships, this analysis aims to identify the extent to which these strategic positioning factors influence competitive advantage, providing insights for effective decision-making and resource allocation. The analysis generated three types of statistics: model summary, Analysis of Variance (ANOVA), and coefficients.

4.6.1 Model Summary

Table 4.9 details the regression model's outcomes, illustrating how different strategic placement factors influence long-term competitive edge within the Postal Corporation of Kenya, located in Nairobi City County. The independent variables considered in this study include ICT Adoption, E-Commerce, and Hybrid Working Arrangement, while the dependent variable is Sustainable Competitive Advantage.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.889	.885	.3128

a. Predictors: (Constant), ICT adoption, E-commerce, Hybrid working arrangement and sustainable competitive advantage.

Source: Research Data (2025)

The model demonstrates a strong correlation coefficient ($R = 0.921$), signifying a significant relationship between strategic positioning strategies namely, ICT adoption, e-commerce, and hybrid working arrangements, and the sustainable competitive advantage of the Postal Corporation of Kenya in Nairobi City County. A coefficient of determination (R^2) of 0.848 reveals that the independent variables, as a group, elucidate roughly 84.8% of the fluctuation in enduring market superiority. The adjusted R^2 of 0.841, which considers the quantity of predictors, offers a slightly more conservative estimate. Furthermore, the standard error of the regression (0.2985) signifies the typical discrepancy between predicted and actual values, demonstrating the model's precision.

4.6.2 Analysis of Variance

Table 4.10 presents the ANOVA results for the regression model assessing the factors influencing the sustainable competitive advantage of Postal Corporation of Kenya in Nairobi City County. The independent variables in the model include ICT Adoption, E-Commerce, and Hybrid Working Arrangement.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.487	4	23.622	241.449	.000 ^b
	Residual	11.838	121	.098		
	Total	106.325	125			

a. Dependent Variable: Sustainable Competitive Advantage

b. Predictors: (Constant), ICT Adoption, E-Commerce, and Hybrid Working Arrangement

Source: Research Data (2025)

A sum of squares of 94.487 in the regression analysis suggests a substantial portion of the variability is accounted for by the independent variables: information and communications technology assimilation, electronic commerce, and flexible work configurations. The F-statistic of 241.449, coupled with a probability value of 0.000, confirms the statistical significance of the model in elucidating the impact of these strategic placement elements on enduring competitive edge within the Postal Corporation of Kenya, located in Nairobi City County. Consequently, the null hypothesis that the predictors do not explain the variance in sustainable competitive advantage is rejected. This strong significance underscores the effectiveness of ICT Adoption, E-Commerce, and Hybrid Working Arrangement in predicting sustainable competitive advantage at the Postal Corporation of Kenya.

4.6.3 Coefficients

The numerical values reveal the magnitude and statistical importance of each predictor's effect on the outcome. This assessment highlights the diverse contributions of strategic placement factors to the enduring market edge of the Kenyan Postal Service. The findings indicate that ICT Adoption, E-Commerce, and Hybrid Working Arrangements exhibit significant positive relationships with sustainable competitive advantage. These results highlight the critical role of digital transformation and adaptive work structures in strengthening the organization's competitive position.

Table 4.11: Coefficients

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	.387	.106		3.661	.000
1	ICT adoption	.157	.073	.178	2.153	.033
	E-commerce	.164	.105	.369	2.576	.012
	Hybrid Working Arrangements	.482	.105	.557	4.596	.000

a. Dependent Variable: Sustainable Competitive Advantage

Source: Research Data (2025)

Using the values generated, it is possible to create a multiple regression equation of the form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon. \text{ When } \beta_5 = 0$$

Where; Y= Sustainable Competitive Advantage

ϵ = Error factor associated with research instruments

α =the constant

β s= Beta coefficients, X1= ICT Adoption, X2= E-commerce, X3= Hybrid working arrangements

$$\text{Hence, } Y = 0.387 + 0.157X_1 + 0.164X_2 + 0.482X_3 + \epsilon$$

The constant value of 0.387 indicates the expected level of sustainable competitive advantage at the Postal Corporation of Kenya when all predictor variables ICT adoption, e-commerce, and hybrid working arrangements are held at zero. The significance level of 0.000 confirms that this constant is statistically significant, providing a baseline from which the organization's competitive positioning can be evaluated. This suggests that in the absence of ICT adoption, e-commerce, and hybrid working arrangements, the sustainable competitive advantage of the corporation stands at 0.387.

The coefficient for ICT adoption is 0.157, indicating a positive impact on sustainable competitive advantage. Specifically, a one-unit increase in ICT adoption is associated with an expected increase of 0.157 units in the corporation's competitive advantage. The significance value of 0.033 confirms that this relationship is statistically significant, highlighting the critical role of digital transformation in enhancing efficiency and service delivery at the Postal Corporation of Kenya. This finding aligns with research by Lumosi et al. (2021), which established that ICT integration enhances operational efficiency, customer satisfaction, and long-term organizational success. Similarly, Ndungu et al. (2019) emphasized that adopting digital solutions is crucial for optimizing service delivery in postal and logistics firms. Their findings reinforce the argument that investing in ICT infrastructure significantly contributes to sustainable competitive advantage in the postal sector.

The correlation coefficient of 0.164 reveals a direct association between digital trade and enduring market edge. This implies that amplified online sales efforts contribute to a stronger competitive stance. Furthermore, the p-value of 0.012 demonstrates that this connection is statistically robust, underscoring how electronic commerce broadens consumer access and streamlines operational effectiveness. This observation aligns with earlier investigations, such as Ndungu et al. (2020), which emphasized that tactical online platform integration significantly boosts company productivity. Bukhuni and Omiyale (2020) noted that the effectiveness of e-commerce integration depends on a firm's digital infrastructure, customer engagement, and logistics efficiency. This observation highlights the complexities of e-commerce adoption in the postal sector, reinforcing the need for a well-structured digital transformation strategy. Lumosi et al. (2019) found that effective e-commerce strategies are essential for optimizing operations in logistics and mail services. These

findings support the broader discussion on the role of digital platforms in enhancing competitiveness.

Hybrid working arrangements is 0.482, a notable positive correlation exists between the implementation of mixed-location work structures and a company's ability to maintain a leading market position. Specifically, each increment in the adoption of these flexible arrangements is associated with a projected rise of 0.482 units in the organization's competitive edge. The extremely low p-value of 0.000 underscores the statistical reliability of this connection, highlighting the crucial role of adaptable work formats in enhancing corporate success. This finding supports research by Omiyale (2019), which demonstrated that hybrid working models enhance employee productivity, reduce operational costs, and improve service delivery in public institutions. Furthermore, Ndungu and Kamau (2019) emphasized that well-structured hybrid work arrangements lead to better decision-making processes and improved service efficiency. Their findings align with the results of this study, reinforcing the necessity of adopting flexible work structures in the postal sector. Mucai et al. (2020) found that organizations implementing hybrid working models experience greater employee satisfaction, enhanced innovation, and improved overall service delivery, ultimately contributing to sustainable competitive advantage.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter consolidates key findings from the study, offering a conclusion and practical recommendations based on identified gaps. It suggests focusing on enhancing E-Commerce, ICT Adoption and Hybrid Working Arrangements to improve sustainable competitive advantage at Postal corporation of Kenya.

5.2 Summary of Findings

The study established that strategic positioning significantly influences the sustainable competitive advantage of Postal Corporation of Kenya (PCK) in Nairobi City County. Through a detailed analysis, it was found that adopting modern strategic approaches enables PCK to maintain relevance in an evolving market. The research highlighted that by effectively leveraging strategic positioning, PCK can enhance its operational efficiency, service delivery, and overall market presence, thereby securing a sustainable competitive edge.

5.2.1 ICT Adoption and Sustainable Competitive Advantage at The Postal Corporation of Kenya

The findings revealed that ICT adoption plays a crucial role in strengthening PCK's competitive advantage. The study showed that the integration of advanced ICT tools, such as automated mail sorting, digital tracking systems, and customer service platforms, has improved operational efficiency and service reliability. Additionally, the adoption of ICT has enhanced communication channels, facilitated real-time tracking of parcels, and streamlined financial transactions, positioning PCK as a more responsive and technology-driven entity in the logistics and postal sector. PCK should

therefore continue investing in cutting-edge ICT solutions that align with global best practices to maintain its relevance, improve service delivery, and remain competitive in the evolving postal and logistics landscape.

5.2.2 E-commerce and Sustainable Competitive Advantage at The Postal Corporation of Kenya

The study found that E-commerce has emerged as a significant strategic positioning tool for PCK. The results indicated that leveraging E-commerce platforms has expanded PCK's market reach, enabling it to offer parcel delivery services for online businesses and facilitating digital transactions. The adoption of E-commerce has improved revenue generation, customer engagement, and service accessibility, positioning PCK as a key player in the digital economy. However, challenges such as competition from private couriers and the need for enhanced logistical efficiency were also noted. PCK should therefore strengthen its digital infrastructure and optimise its logistics network to improve efficiency and delivery speed. Investing in strategic partnerships with online businesses, fintech companies, and global e-commerce platforms will expand its market presence and service offerings, contributing to sustainable competitive advantage.

5.2.3 Hybrid Working Arrangements and Sustainable Competitive Advantage at The Postal Corporation of Kenya

The study established that hybrid working arrangements contribute positively to PCK's sustainable competitive advantage. The findings demonstrated that a combination of remote and in-office work has improved employee productivity, reduced operational costs, and enhanced service flexibility. By embracing hybrid work models, PCK has been able to optimize human resource management while ensuring uninterrupted service delivery, further reinforcing its competitive positioning

in the industry. PCK should refine its hybrid working strategies by investing in secure and efficient digital collaboration tools, ensuring seamless communication and workflow management. By continuously innovating its hybrid work approach, PCK can maintain a motivated workforce, improve service delivery, and sustain its competitive advantage in the dynamic postal and logistics sector.

5.3 Conclusions of the Study

The study concludes that strategic positioning significantly influences sustainable competitive advantage at the Postal Corporation of Kenya, Nairobi City County. By adopting tailored strategic approaches, the Corporation can enhance operational efficiency, market relevance, and customer satisfaction. The findings indicate that effective strategic positioning allows the organization to navigate industry challenges, such as competition from digital platforms and shifting customer expectations, while leveraging its core competencies to maintain a competitive edge.

The study further reveals that ICT adoption plays a critical role as a strategic positioning tool for sustainable competitive advantage. Implementing advanced technologies enhances service delivery, improves operational processes, and enables faster and more reliable communication. The use of ICT has also improved customer engagement through digital platforms and automated services, allowing the Corporation to remain competitive in an increasingly technology-driven market. Investments in innovative ICT solutions are vital for maintaining long-term sustainability and market leadership.

Moreover, the study concludes that E-commerce has a substantial influence on sustainable competitive advantage at the Postal Corporation of Kenya. The integration of E-commerce solutions has expanded the Corporation's service portfolio, enabling

it to meet the growing demand for parcel delivery and online transactions. By leveraging E-commerce as a strategic tool, the Corporation has tapped into new revenue streams and improved service accessibility. This strategic positioning through E-commerce enhances customer convenience and ensures the Corporation remains competitive amid evolving consumer preferences.

Finally, the study establishes that hybrid working arrangements positively influence sustainable competitive advantage by promoting flexibility, employee productivity, and operational efficiency. The adoption of hybrid work models allows the Corporation to optimize resource utilization while fostering a balanced work environment. This approach not only reduces operational costs but also enhances staff morale and service continuity. Embracing hybrid working arrangements strengthens the Corporation's ability to adapt to changing work dynamics while maintaining a competitive and sustainable market position.

5.4 Recommendations of the Study

From the data gathered in this research, multiple suggestions are offered to optimize the strategic positioning and sustainable competitive advantage of PCK in Nairobi City County. Firstly, the organization should invest in advanced ICT infrastructure and digital transformation initiatives to improve operational efficiency and service delivery. This includes automating core processes, enhancing cybersecurity measures, and integrating modern technologies such as artificial intelligence (AI) and big data analytics to streamline logistics and customer service. Secondly, PCK should actively expand its e-commerce capabilities by forming strategic partnerships with online retailers, enhancing last-mile delivery efficiency, and developing a user-friendly digital platform to facilitate seamless transactions. The organization should also adopt

innovative payment solutions to enhance customer convenience and attract a broader clientele.

Additionally, hybrid working arrangements should be embraced as a strategic positioning tool to enhance productivity and workforce flexibility. PCK should establish clear policies on remote work, invest in digital collaboration tools, and provide employees with adequate training on hybrid work models. This will not only boost employee satisfaction but also reduce operational costs while maintaining service efficiency. Furthermore, the organization should continuously evaluate and refine its strategic positioning approaches through periodic market analysis and customer feedback mechanisms. By implementing these recommendations, PCK can strengthen its competitive position, adjust to evolving commercial forces, and secure lasting continuation in the rapidly evolving postal and logistics industry.

5.5 Suggestions for Further Studies

For future work, researchers could broaden this study's conclusions on strategic stance and durable competitive edge at Kenya Post by exploring multiple related fields. First, further studies could examine how strategic positioning influences the competitive advantage of postal corporations in other regions or countries, providing comparative insights into best practices and contextual challenges. Additionally, research could extend beyond the Postal Corporation of Kenya to assess how ICT adoption as a strategic positioning tool impacts sustainable competitive advantage in other state-owned enterprises or private courier services, offering a broader perspective on technology-driven competitiveness. Further studies could also investigate the evolving role of e-commerce in postal service operations, particularly how integrating advanced digital platforms, logistics automation, and last-mile delivery innovations contribute to long-term market leadership. Moreover, hybrid working arrangements

have become a crucial aspect of modern workforce management, and future research could analyse the long-term effects of such models on operational efficiency, employee productivity, and customer satisfaction within postal corporations. Lastly, since market dynamics and customer preferences are constantly shifting, researchers could explore additional strategic positioning tools, such as strategic partnerships, product diversification, or sustainability initiatives, to determine their impact on maintaining a competitive edge in the postal and courier industry.

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APPENDICES

Appendix I: Introduction Letter

Roda Muthoni Nyamai

Reg No. D53/CTY/PT/21999/2022

Kenyatta University

Cell Phone: +254 718 129 067

October 2024

Dear Respondent,

REF: REQUEST FOR PARTICIPATION IN ACADEMIC RESEARCH STUDY

I am a postgraduate student at Kenyatta University, presently pursuing a Master's Degree in Business Administration with a specialization in Strategic Management. As part of fulfilling the requisites of my course work, I am mandated to do a study and the topic is **Strategic Positioning and Sustainable Competitive advantage at the Postal Corporation of Kenya, Nairobi County.**

I kindly request your moment to complete the questionnaire attached with this letter which is a data collection instrument relevant to the study. Please be assured that all data you fill will be utilized solely for theoretical tenacities and will be handled with the maximum discretion.

If you encounter any challenges in filling any section of the questionnaire, please get in touch via +254 718 129 067. Your cooperation and support in this research will be greatly appreciated.

Thank you.

Yours sincerely,

Roda Muthoni
Kenyatta University

Appendix II: Questionnaire

1. Indicate your gender

a) Male []

b) Female []

2. Age (years)

a) 18-30 []

b) 31-40 []

c) 41-50 []

d) Over 50 []

3. Please indicate the department in which you belong;

a) Mail Services []

b) Operations and Customer Service []

c) Courier Services []

d) Payment Services []

e) Information, Communication and Technology []

f) Human Resources and Administration []

g) Finance []

h) Legal Services []

i) Security and Compliance []

j) Business Development and Strategy []

k) Audit and Risk Management []

l) Supply chain []

m) Corporate Communication and Public affairs []

4. How long have you worked for at the Postal Corporation of Kenya

a) Below 1 Year []

e) Above 15 Years []

5. Please indicate your position in the organization

a) Senior Management []

b) Middle Management []

c) Lower Management []

6. What is your highest level of Education?

a) College Diploma []

b) Bachelor's Degree []

c) Post Graduate Degree []

c) Others please specify []

Part B: Effect Of ICT Adoption on Sustainable Competitive Advantage

6. Is your organization employing ICT to perform daily tasks?

a) Yes []

b) No []

c) Not sure []

7. Does the organisation induct staffs on the usage of ICT?

a) Yes []

b) No []

c) Not sure []

9. To what extent do you concur on the usage of ICT in your organisation to enhance your performance?

a) Very large extent []

b) Large extent []

c) Small extent []

d) No extent at all []

Please tick the appropriate box next to your degree of concurrence with the ensuing statements associated with the influence of ICT espousal on sustainable competitive advantage.

Statement	1	2	3	4	5
We depend greatly on knowhow to connect and collaborate with interior and exterior investors					
ICT adoption significantly contributes to operational efficiency and cost reduction in our organisation					
ICT adoption enhances the innovation capabilities of our organisation.					
Our organisation faces significant challenges or barriers in effectively adopting ICT technologies.					
The success of ICT adoption initiatives in our organisation can be accurately measured in terms of sustainable competitive advantage.					
The utilization of ICT tools has enhanced the rate and efficiency of communication within our organisation.					
Our organisation regularly updates and maintains its ICT infrastructure to ensure optimal performance.					
Employees in our organisation receive sufficient training to effectively use new ICT tools and technologies.					
The investment in ICT infrastructure directly impacts our ability to compete in the market.					
Our organisation has a clear strategy for integrating ICT into its business processes to gain a competitive edge.					
The adoption of ICT has positively impacted the quality of products/services offered by our organisation.					

Part C: Influence of Ecommerce on Sustainable Competitive Advantage

10. Does your organisation utilize e-commerce to distinguish itself from its rivals to maintain a sustainable competitive edge?

11. Does your organisation integrate e-commerce strategies with its overall business strategy to achieve sustainable competitive advantage?

Kindly check the applicable box next to your degree of concurrence with the ensuing statements relating to impact of E-commerce on sustainable competitive advantage.

Statement	1	2	3	4	5
Our organisation strongly believes that e-commerce significantly enhances our competitive advantage in both online buying and online selling.					
E-commerce initiatives have played a crucial part in refining operational efficacy and plummeting costs					
Our organisation effectively utilizes e-commerce to differentiate itself from competitors, both in online buying and online selling, thus maintaining a sustainable competitive advantage.					
E-commerce investments have positively impacted our organisation's capability to contest in the marketplace					
We measure the success of our e-commerce initiatives, focusing on both online buying and online selling, in terms of sustainable competitive advantage.					
Our organisation faces specific challenges or barriers in leveraging e-commerce to maintain a sustainable competitive advantage,					
We integrate e-commerce strategies into our overall business strategy,					
E-commerce adoption significantly boosts the innovation capabilities of our organisation,					
Our organisation effectively utilizes customer data collected through e-commerce channels, both in online buying and online selling, to maintain a sustainable competitive advantage.					

Our organisation has a clear strategy for leveraging e-commerce, focusing on both online buying and online selling, to withstand its competitive edge in the future.					
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Part D: Influence of Hybrid Working Arrangements on Sustainable Competitive Advantage

12. Our organisation strongly believes that hybrid working arrangements significantly enhance our competitive advantage

13. Hybrid working arrangements have played a pivotal role in contributing to job efficiency, thus contributing to our sustainable competitive advantage.

Kindly check the suitable box next to your extend of concurrence with the ensuing statements associated with the impact of E-commerce on sustainable competitive advantage.

Statement	1	2	3	4	5
Employees have the flexibility to adjust their working hours at accommodating personal commitments.					
Hybrid working arrangements have positively impacted our organisation's ability to compete in the market, while effectively managing work stress among employees.					
Telecommuting options are available, making it easier for employees to work from home or other remote locations.					
The organisation supports part-time scheduling for employees who require reduced work hours.					
Temporary work-from-home arrangements are provided by the organisation, ensuring continuity during exceptional situations.					
Employees at the organisation can choose from various alternative work locations, promoting adaptability in their work environment.					
Flexible job disposition impact my efficacy					

My productivity is impacted when I try to balance job and family tasks					
Our organisation has a clear strategy for leveraging hybrid working arrangements to withstand its competitive edge in the future, while ensuring career satisfaction and effective remote work management.					
We integrate hybrid working arrangements into our overall business strategy to achieve sustainable competitive advantage, while effectively managing career satisfaction and work stress.					

Part E: Influence of Sustainable Competitive Advantage

Kindly check the suitable box next to you extend of concurrence with the ensuing statements associated with the impact of sustainable competitive advantage at the postal corporation of Kenya, Nairobi County.

Statement	1	2	3	4	5
The Postal Corporation of Kenya has successfully expanded its market share despite increasing competition.					
The organization's brand and service offerings attract a growing number of customers, enhancing its competitive position.					
The Postal Corporation of Kenya delivers high-quality services compared to its competitors in the courier and postal industry.					
The organization's strategic initiatives (e.g., technology adoption, service diversification) have improved its overall performance.					
The Corporation's financial sustainability ensures long-term growth and a competitive edge in the market.					
Employees at the Postal Corporation of Kenya are well-equipped with the necessary skills and resources to perform their duties efficiently.					

Work processes and automation within the organization have improved efficiency and service delivery.					
The organization fosters an environment that encourages innovation and efficiency among employees to maintain a competitive advantage.					

Appendix II: Research Approval Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 24th January, 2025

TO: Roda Muthoni Nyamai
C/o Business Administration Dept.

REF: D53/CTY/PT/21999/2022

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 15th January, 2025 approved your Research Project Proposal for the M.B.A Degree Entitled, "Strategic Positioning and Sustainable Competitive Advantage in Postal Corporation of Kenya, Nairobi City County."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Lucy Kavinda
C/o Department of Business Administration
Kenyatta University

AM/m



Appendix II: Research Authorization Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Website: www.ku.ac.ke

Our Ref: D53/CTY/PT/21999/2022

DATE: 24th January, 2025

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR RODA MUTHONI NYAMAI – REG. NO. D53/CTY/PT/21999/2022

I write to introduce **Roda Muthoni Nyamai** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the **Department of Business Administration**.

Roda intends to conduct research for a M.B.A Project Proposal entitled, **"Strategic Positioning and Sustainable Competitive Advantage in Postal Corporation of Kenya, Nairobi City County."**

Any assistance given will be highly appreciated.

Yours faithfully,

**PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL**

ABC/uo

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified



Page 1 of 1

Appendix III: Research Permit NACOSTI

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>Ref No: 427248</p>	<p>Date of Issue: 31/January/2025</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Miss. RODA MUTHONI NYAMAI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: STRATEGIC POSITIONING AND SUSTAINABLE COMPETITIVE ADVANTAGE IN POSTAL CORPORATION OF KENYA, NAIROBI-CITY COUNTY for the period ending : 31/January/2026.</p>	
<p>License No: NACOSTI/P/25/415689</p>	
<p>Apparent Identification Number 427248</p>	 <p>Director General</p>
<p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>	
<p>Verification QR Code</p>	
	
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<p>See overleaf for conditions</p>	

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
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