

**EFFECTS OF ORGANIZATIONAL RESOURCES, COMPETITIVE
ADVANTAGE ON FIRM'S PERFORMANCE OF MOBILEPHONE
INDUSTRY IN KENYA**

BY

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DECLARATION

This research proposal is my original work and has not been presented for award of degree in any other university. No part of this proposal should be reproduced without the authority of the author or and Kenyatta University.

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We confirm that the work reported in this research proposal was carried out by the candidate under our guidance as University Supervisors.

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ABSTRACT

Firm's performance is a function of how well managers build their organizations around resources and capabilities at their reach. Resource based view emphasizes on firm's specific resources and capabilities as fundamentals sources of sustainable competitive advantage which results to advanced performance. Resources and capabilities must be valuable, rare, inimitable, and lack substitutes to generate sustainability of competitive advantage. Literature reveals that the mobile phone industry has had monopoly in market leadership in terms of market share and profitability for the last six years. These leaves the question of what is the market leader doing that other players in the industry are not able to do. The study will examine the effects of organizational resources, competitive advantage and performance of mobile phone industry in Kenyan perspective. The specific objectives of the study will include; determine how human capital affect firm's performance in mobile phone industry, to ascertain how technology competencies affect firm's performance in mobile phone industry, to access the moderating effects of environmental factors on relationship between organizational resources and firm's performance of mobile phone industry in Kenya and to access the mediating effects of CA on relationship between organizational resources and firm's performance of mobile phone industry in Kenya. To achieve the objectives, the study will use explanatory and descriptive research design which will be cross sectional in nature. The target population will consist of 381 with a sample size of 170 respondents from management employees of the four mobile phone network providers in Kenya. The research will adopt stratified random sampling technique. The study will use primary data which will be collected using self-administered questionnaires as tools of data collection. Content and construct validity of the instruments will be tested. Reliability of the instrument will be tested using cronbach's alpha reliability coefficient of 0.7 which will be considered acceptable. Data will be analyzed using descriptive and inferential statistics. Descriptive statistics will include percentages, frequencies, means, and standard deviations while inferential statistics will include regression analysis. The analysis will use statistical package for social science (SPSS). The results will be presented using tables.