

Understanding Organizational Capabilities as an Antecedent of Performance of Gigantic Property Management Company Limited in Kenya

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Received December 02, 2023; Revised January 04, 2024; Accepted January 12, 2024

Abstract Gigantic Property Management Company Limited continues to encounter obstacles such as unfavorable interest rates, security concerns, and increasing population increase. As more people are added to the world, more homes are needed to accommodate growing families and individuals looking for their own spaces. The goal of this research was to examine the role that organizational competencies have in determining success in the real estate industry in Kenya's Wajir County. The primary goal of the research is to examine how different business approaches, such as advertising, product development, human resources, and information technology, affect the bottom lines of real estate companies. In a study with 45 participants, questionnaires were the primary means of information gathering. The information was analyzed quantitatively. The study found that marketing, product design, human resources, and technology adoption significantly influence organizational performance. The study concludes that effective marketing is one of the most important keys to a successful business and with a proper marketing strategy, customers will be aware of a business or its location, products, or services. Product design is an important factor in determining the success of an organizational because it sets the characteristics, features, and performance of the products and service to the clients. Having a well motivated workforce the organization is assured of meeting the set deadlines, make sales and build the organizational image through positive customer interactions. Technology streamlines communication both internally and externally. It enhances an organization's competitive advantage in the marketplace, by facilitating strategic thinking and knowledge transfer. The study recommends that the management of Gigantic Property Management Company should put adequate efforts and resources to market research in order to tap into a set of processes needed to discover information about customer needs and broad market information, and design marketing programs to meet and exceed these needs. The organization should discover insights that drive innovation, design a user-centered product and launch a successful product as this will enable them increase sales of their products or services, improve market position and boost customer loyalty. The organization should understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating employees. The organization should embrace information technology tools and services so as to have competitive edge and improve service delivery to customers, have more self-service enabled services, automate all critical processes to achieve higher efficiency, reliability and control in the organization.

Keywords: Organizational Capability, marketing, product design, human resource, technology adoption, performance

Cite This Article: Ahmed Hassan Abikar, and Stephen Makau Muathe, "Understanding Organizational Capabilities as an Antecedent of Performance of Gigantic Property Management Company Limited in Kenya." *Journal of Business and Management Sciences*, vol. 12, no. 1 (2024): 13-22. doi: 10.12691/jbms-12-1-2.

1. Introduction

The demands of competition require constant monitoring and process adjustments from businesses. A new competitor or a significant shift in the market can displace even the most established companies. By maintaining flexibility and adapting tactics to meet shifting market needs, companies maintain market alignment. Negative effects or missed chances can be avoided with a prompt response. Achieving performance

targets depends on accurately recognizing and managing organizational capabilities.

Strategy, external conditions, and internal competencies must all be in sync for an organization to thrive [1]. According to Winter [2], a company's organizational competency is mostly made up of the sophisticated procedures employed to synchronize its operational processes. Organizations can use these methods to solve problems in order to advance their overall missions. The advantages of the executive's abilities are on the whole eventually assessed by their commitment to authoritative presentation [3]. The creators further show that the

significance of the decision of the business methodology as a halfway go between the authoritative abilities and the hierarchical presentation is critical in understanding the achievement of a given association and how assets and capacities add to the exhibition.

According to Wang and Wang [4], the performance of an organization is an organization's success in accomplishing its goals through the efforts of its leaders, employees, and other stakeholders. The creator anticipated that associations through offering administrations must develop their survey of their structure yield from unsurprising driven association perspective. This extended technique could help with settling questions or utilization of mix connecting administration improvement and expanding administration yield.

Burke and Litwin [5] point out that a number of factors can be used to evaluate the performance of a company, including management and merchandise quality, client satisfaction, performance execution, administrative developments, and relations with staff members. The author also expresses the possibility of evaluating authoritative execution by returning speculation, edge on deals, limiting utilization, customer loyalty and quality of items. The assessment of organizational performance can encompass key factors such as investment returns, sales figures, market expansion, and profitability.

Organizational performance depends on employee development, as it expands the organization's knowledge [6]. The author also notes Human Resource Management practices like compensation, training, recruitment, and implementation generate positive organizational performance outcomes. Barney [7] highlights that people in organizations can provide unique competitive advantage, unlike any other resource, that is hard for competitors to copy.

The capacity of association is the capacity of an organization to coordinate its assets, for example, workers proficiently in order to exceed the adversaries within marketplace. The principle focal point of the business limit is to meet client's interests; consequently, organization's abilities must be remarkable in order to dissuade duplication by contender [8]. The creator likewise demonstrates that abilities encourage the association to set out assets, normally in mix, by means of set up procedures in the association in order to accomplish the required yield.

As per Ripolles, Blesa and Monferrer [9] promoting capacity add to the worldwide development of universal new pursuits by affecting association's choice to pick passage modes incorporating higher asset commitment in remote markets. The creators further show that advertising ability, such as contenders' movements, mechanical growth and upsetting, empower companies to use compliant capabilities and resources for creating esteem, enable companies to predict and anticipate express and idle customer requirements.

Product capability is used to create comprehensive strategic plans because it unifies the objectives of all organizational departments and creates a repeatable set of rules for effective company operations [10]. Ewah, Ekeng and Umanta [11] see that fresh item organizations are striving to generate specific data and achieve company goals by limiting structural development, which would keep the organisation and its item concentrated in an ever-

distinctive company environment.

Lall [12] sees innovative capacity as a ceaseless procedure to assimilate and to make mechanical information from the cooperation with nature and the aggregation of aptitudes and learning aided by a firm. Zawislak et al. [13] demonstrate that associations need, actually, to aggregate assets and abilities, which enable them to have a more created mechanical capacity than their rivals. In that sense, mechanical ability identifies with ingestion and change of an innovation as a method for achieving more elevated amounts of specialized financial effectiveness.

Human asset ability in associations has moved toward becoming and improving hierarchical execution. HRM is expected to influence information, aptitudes, capacities frames of mind and conduct of workers and may along these lines influence the exhibition of an association [14]. Becker and Gerhart [15] see that workforce in an association are a significant variable with regards to endeavoring to remain in front of the challenge and that the management of human resources can assume a definitive job in hierarchical execution.

Gigantic property the board organization constrained mission is to work from an establishment of consistent development and improvement to enable their customers through the most elevated bore of administrations and support and to surpass their land's desires. The organization gives responsive, results situated customer administration and reliably looks to raise the standard of progress for our customers and tries to shape and fortify associations with their customers that eventually lead to extraordinary outcomes and essential encounters. The organization likewise gives coordinated all-encompassing land benefits that set models in development, quality, and tender loving care to detail inside the lattice of commerciality and incentive for cash.

Commercial real estate properties continuously move through cycles of buying, selling, developing, and redeveloping. Due to this, real estate investing is one of the most vital and dynamic industries nationwide. Around Nairobi, residents are beginning to understand the importance of being a homeowner, with some buying their first residences at young ages as beneficial investments [16]. According to Monsod [17], a real estate market is working when households are able to convert their intention to invest in good housing into significant demand at market rates, and supply reacts to that demand.

1.1. Statement of the Problem

Organizational success and survival hinge on internal capabilities correlating with an overarching strategic framework, as well as external factors remaining amenable to that framework [18]. As indicated by Noppen [19] working of land has been involved by people or gatherings with the business part falling behind because of vulnerabilities and difficulties including theory, inaccessibility of assets, materials inclination, unpredictable financial condition and deferrals.

Despite the fact that budgetary organizations have presented the most reduced financing costs, numerous individuals are experiencing serious difficulties fitting the bill for an advance from the bank to buy a rentable house

so as to be a piece of the land contributing world. Acquiring an investment property requires a ton of time and vitality in setting up an area and the sort of property one needs and can bear the cost of and dealing with an investment property is a diligent work. Gigantic property Management Company restricted which requires the requirement for this examination.

Tuan and Yoshi [20] think about inspected on authoritative abilities, upper hand and execution in supporting enterprises in Vietnam and set up that hierarchical capacities are identified with the upper hand. Be that as it may, the examination concentrated on mechanical organizations. Muteti [21] completed an examination on boundaries to system usage among land organizations and uncovered the presence of a measurably critical connection among arrangements and compelling answers for technique execution obstructions. Be that as it may, the investigation utilized a purposive examining strategy. Kogo and Kimencu [22] completed an investigation on hierarchical capacities and authoritative execution however the center was in insurance agencies. Concerning the previously mentioned examinations, this investigation tried to explore the impact of hierarchical abilities on the presentation of land associations in Kenya: An instance of Gigantic property Management Company restricted.

1.2. Objectives of the Study

This study was guided by the following specific objectives:

- i. To examine the influence of marketing on the performance of Gigantic Property Management Company Limited in Kenya.
- ii. To analyse the influence of product design on the performance of Gigantic Property Management Company Limited in Kenya.
- iii. To establish the influence of human resource on the performance of Gigantic Property Management Company Limited in Kenya.
- iv. To determine the influence of technology adoption on the performance of Gigantic Property Management Company Limited in Kenya

2. Review of Literature

This section presents a review of literature on organizational capabilities as an antecedent of performance of gigantic property management company limited in Kenya. It consists of theoretical literature review and empirical literature review.

2.1. Theoretical Literature Review

2.1.1. Human Capital Theory

According to the human capital theory, a person's traits are related to their productivity, and valuable people are an asset that boosts business success [23]. According to Singh, Terjesen, and Vinnicombe [24], each person has a distinct set of knowledge, abilities, and experiences that can help them gain a competitive edge through variety.

These differences result from various educational, professional, managerial, and risk-taking experiences. One hypothesis is that by combining different skills, knowledge, and methods, team success can be increased.

Organizations must devote substantial resources to develop human capital, as it strongly impacts performance [23]. McCracken [25] notes effective human capital management can increase investment likelihood and potentially draw new talent. Furthermore, organizations with robust human capital. This theory is relevant because it explains how a company can measure the results of training efforts on employee productivity, identify skill gaps, identify areas for future employee skill development, and assess the influence of excellent performers work environments on employee safety and well-being.

2.1.2. Market Based View Theory

The Market-Based View (MBV) theory argues that enterprise factors and external marketplace orientation are the primary determinants of company's growth [26,27] The market-based view (MBV) of the firm focuses on the link between organizations' strategies and their external environments [28]. It's first basic assumption is that strategically relevant resources are distributed homogeneously among the firms within an industry. The second assumption refers to the mobility of these resources, which in the MBV are highly mobile [29]. Accordingly, for a firm to grow it must depend on its ability to take advantage of imperfectness on the market in which it sells its goods or services.

In the MBV, a competitive advantage can be achieved by performing strategically relevant activities at lower costs than competitors or in a unique way that is valuable to customers [30]. Therefore, the MBV shows that the three generic competitive strategies (differentiation, focus and cost leadership) can be pursued separately or in combination and have the long-term objectives to create a defendable position within the industry and to outperform competing actors within that industry.

2.1.3. Product Life Cycle Theory

This study was guided by Product Life Cycle Theory (PLCT) by Vernon (1979) who argues that the product goes through 5 stages in life where at some point unless modifications are done, the product becomes obsolete and irrelevant. It is important that businesses invest highly on market research programmes in order to identify changes in consumer needs as the product advances through its productive life. Vernon [31] argues that like any living being, products go through various stages in their productive lives from invention, maturity to decline stage forming a unique cycle in the product life. These stages are characterised by specific features which determine the length of time a product spends in one stage depending on the marketing strategies applied.

If not nurtured through continuous improvements the products decline and die naturally like any living being. With this understanding, product design is expected to be a continuous and deliberate strategic approach if organisations expect to sustain profitability and growth [32]. This theory has proven that products do not survive forever. Aggressive marketing strategies have to be applied to prolong product life in any stage of the product

life cycle. These strategies may include differentiation strategies, modifications and product positioning techniques including new innovations all together.

2.1.4. Diffusion of Innovation Theory

Diffusion of innovation (DOI) as propounded by Rogers in the year 1971 is a theory explaining why and to what extent a new idea or technology reaches individuals or organizations in a social system. The DOI theory, which is based on psychological and sociological theories, is perhaps the most used innovation adoption theory in ICT adoption. Rogers [33] defines innovation diffusion as the process by which an innovation is communicated through communication channels over times among the members of a social system. In DOI, adoption is the acceptance of innovation taking place in five steps: knowledge, persuasion, decision, implementation and confirmation.

DOI suggests that perceived characteristics of an innovation, such as relative advantage, compatibility, complexity, triability and observability, determine the adoption or rejection of an innovation [34]. Irani, Ahmad, Amer, Qutaifan and Alhilali [35] show that in the DOI theory, the pattern of communication flow determines the pattern of adoption across the members of the adopting social system. The informed users are persuaded to adopt the innovations. Technology adoption enables the organization to automate the already existing structures for effective service delivery. The tenets of this theory illustrate how the diffusion of technology in a given geographical area influences the acceptance of a related innovation that applies the already existing systems.

2.2. Empirical Literature Review

2.2.1. Organizational Capability and Performance

Tuan and Yoshi [20] ponder inspect the connection between hierarchical abilities, upper hand and execution in supporting ventures in Vietnam. A multivariate investigation of review reactions of 102 firms having a place with supporting businesses in Vietnam demonstrates that the hierarchical capabilities of the upper side are recognized, the upper hand is identified with the execution and the upper hand interferes with the connection between authoritative abilities and execution.

Akroush [36] examine researched the impact of hierarchical abilities on new item execution: The job of new item upper hand. In view of a writing survey, an organized poll was created as an essential information accumulation strategy. Surveys were circulated to an example of 473 assembling associations in Jordan. Basic condition demonstrating was connected to inspect the model and its related speculations. Out of the three hierarchical capacities, just advertising blend abilities had an immediate beneficial outcome, while mechanical abilities had no huge direct impact over the two elements of new item upper hand.

Said [37] completed an examination on the connection between authoritative capacities and hierarchical execution of Malaysian nearby specialists: A Resource based point of view. The investigation uncovered that the SMA data use has improved the way of life of learning

direction among the Malaysian LAs which thusly has contributed decidedly to hierarchical execution. Data Technology (IT) abilities were increasingly critical in upgrading budgetary execution. Looking at the job of these hierarchical capacities in improving HR execution, this examination has found that lone IT abilities and the LO have contributed altogether to HR execution.

2.2.2. Marketing and Performance

Karanja, Muathe and Thuo [38] completed an investigation on how promoting influences the presentation. A descripto-logical cross-sectional review research configuration was utilized. 219 respondents who were gotten from an absolute populace of 397 respondents using stratified examining technique and basic irregular inspecting strategy. The examination discovered that there was a huge impact of advertising capacities on the exhibition of MSP middle person associations.

Margarida, Maria and Madalena [39] consider explored the connection among promoting and mechanical capacities on the exhibition of fare in development. The investigation focused on a review of 471 assembling organizations managing trades in Portugal and set up that hierarchical capacities in showcasing and innovation significantly affect authoritative advancement force, which thus positively affects send out execution. What's more, the investigation demonstrates that promoting abilities had a more impact that mechanical capacities on authoritative development and fare execution than innovative abilities.

Santos et al. [3] ponder inspected promoting improvement on the presentation of little and medium ventures. SMEs reflected firms with somewhere in the range of 10 and 249 laborers. Information accumulation included the utilization of a poll. The examination built up that promoting capacities apply a noteworthy and beneficial outcome on customers' fulfillment and unwaveringness, which at last lead to better hierarchical execution as far as deals, benefit, and piece of the pie.

2.2.3. Product Design and Performance

Kamakia [40] think about analyzed the item development consequences for execution of business banks in Kenya. Optional information was gathered by utilization of work area seek strategies from distributed reports and other important records. Expressive measurements such were utilized to dissect the information. The examination portrays that viewpoints identifying with item development and intensity include: area and wide system, branch systems, scope of items, cost (charges), notoriety, item extend, client administration, bank notoriety, advancement and client administration, procedures and frameworks, and order.

Nwokah, Ugoji, and Ofoegbu [41] studied whether end-product development has an effect on the performance of organizations. They collected data from 32 professionals in marketing, R&D, and production at four Nigerian breweries, using a questionnaire. Product development characteristics such as quality and product range were found to be significantly and positively connected with performance metrics such as earnings, volume of sales, and consumer trust using Spearman rank-order correlation.

Liu, Lin, and Huang [34] explored whether product development innovations had an effect on the performance

of operations in the textile sector. Tainan Spinning's 450 supervisors, support workers, and customers were polled. The combined use of regression analysis and analysis of variance demonstrated that more effective product development can significantly improve textile performance in operation.

Hajjat and Hajjat [42] explored how product quality affects organizational effectiveness in Arab countries. The survey results were developed, revised, and given to 198 managers from diverse companies. Structural equation modelling was used to analyze data in order to validate five hypotheses about the correlation between organizational performance and the product's quality criteria. The findings supported the hypotheses by demonstrating: first, that product quality characteristics comprise both extrinsic and intrinsic significance; and second, that organizational success involves external as well as internal factors.

2.2.4. Human Resource and Performance

Chang and Huang [43] did an investigation because of human asset on interior consumer loyalty and hierarchical viability. The investigation drew on information from HR chiefs and line administrators; a sum of 238 substantial matches were gotten. Demonstrative auxiliary condition was used to examine the suggested model. The results showed that some HR capabilities are associated with inward customer allegiance and hierarchical appropriateness. The finding uncovered the significance of interior clients in upgrading worker assurance, hierarchical duty, representative efficiency, turnover rate and the association's capacity to pull in ability.

Erdil and Günsel [44] conducted research on the connections between the management of human resources methods, business strategy alignment, and the performance of the company. The results reveal a robust correlation between various HR practices and the alignment of HRM with firm strategy, as well as firm performance. Furthermore, the findings provide evidence supporting the assertion that the alignment of HR practices with firm strategy can significantly contribute to enhancing a firm's performance.

Zehir, Uzmez, and Yildiz [45] focused on the mediating role of global capabilities as they examined the effect of SHRM strategies on performance in innovation. Data were collected via a survey administered to managers of four Islamic Banks operating in Turkey. Breaks down are finished by utilizing SPSS measurements programming. As indicated by the outcomes, SHRM practices impact advancement execution in a positive manner and worldwide abilities have a middle person impact on this relationship.

Trehan and Setia [46] think about analyzed the impact of human asset the board rehearses and hierarchical execution in India. The examination directed a progression of center gathering exchanges with top and center dimension directors at 24 Indian private (10 producing area and 14 administration part) associations on the conceivable connections between human asset practices and execution. The examination closed by attesting that HR rehearses only from time to time lead legitimately to an abnormal state of firm execution.

2.2.5. Technology and Performance

Reichert and Zawislak [47] think about assessed the impacts of mechanical capacity on firm execution in Brazil. Through key pointers, 133 Brazilian firms were breaking down. The examination set up that organizations of lower innovative force ventures performed better than expected in the monetary presentation markers, antagonistically, they put underneath normal in mechanical capacity. According to the study, organizations with excellent financial performance actually commit fewer resources to R&D than the average.

Through the employee-customer service chain, Karimi Mazidi, Amini, and Latifi [48] evaluated the impact of a company's technological capabilities on business performance. This was supported by measurable data from 212 employees indicating their influence in driving innovations in organizations throughout the chain.

Zhang [49] looked into the potential relationships between IT capability, organizational culture, and export performance. Data from the United States and the People's Republic of China were gathered in order to assess how generalizable the proposed model is. IT capability was found to be multifaceted, with four components: the information technology (IT) infrastructure, IT people resources, the architecture of the IT system, and IT interaction resources.

Hao and Yu [50] assessed how technology adoption affected organizational performance and innovation. The research team created a theoretical framework for the assessment of the adoption of technology performance that included five factors: technological selection, technological competency, management of innovation capability, innovation success, and organizational performance. Using information from 120 Chinese enterprises, the framework was verified through empirical analysis. Findings showed a company's technology adoption does not directly influence innovation success. Instead, adoption significantly improves technological and innovation management capabilities, which in turn positively impact innovation success.

3. Research Methodology

This study employed an exploratory research approach. This method was chosen to allow the researcher to determine and comprehend the extent to which various competencies of Wajir County real estate enterprises influence their performance as an organization. The research sample was comprised of Gigantic Property Management Company Limited located in Wajir County. There was a total of 45 respondents, comprising 5 managers and 40 support staff. A total of 45 respondents were polled as a consequence. A semi-structured questionnaire was used for data collection. A pilot study was done involving 10 respondents. Validity was measured using content validity test to ensure that the questionnaire truly measures the idea or constructs in question. Cronbach's alpha reliability coefficient was used to test the reliability of the questionnaire. Collection of primary data was done through the use of questionnaires

which were administered to all the respondents. Descriptive statistical analysis such as mean and standard deviation was used in analyzing the quantitative data which were presented in terms of tables. Multiple regression analysis was done in establishing the relationship between variables. The regression equation adopted the following form.

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

Whereby Y = Organizational performance
 X_1 = Marketing
 X_2 = Product Design
 X_3 = Human resource
 X_4 = Technology
 $\beta_1, \beta_2, \beta_3$ and β_4 are coefficients of determination
 ε is the error term

3.1. Findings and Discussions

3.1.1. Marketing and Performance

The study sought to examine the influence of marketing on the performance of Gigantic Property Management Company Limited in Kenya. The respondents were given a list of statements to rate their level of agreement on each statement. The descriptive statistics results in terms of Mean and standard deviation are presented in [Table 1](#).

Table 1. Marketing and Performance

Statement	Mean (M)	Standard Deviation (SD)
Marketing can assist companies feel and react to changes in the market	4.2	0.845
Innovative new products can be developed through the utilization of marketing, or existing products can be modified to include cutting-edge characteristics and features to better meet the needs of current and potential buyers.	3.7	0.732
Superior market-sensing capacities improve the capacity of a company to identify underserved market segments	3.9	0.711
Customer engagement recognizes value creation as a major factor enabling firms to survive and flourish in intense rivalry.	3.5	0.641
Developing strategic marketing alliances can provide valuable assistance in the development of your company at a significantly reduced cost.	4.0	1.241
Aggregate Score	3.9	0.834

[Table 1](#) results demonstrate that respondents generally think that marketing has a measurable effect on the success of Kenya's real estate businesses, with a mean score of 3.9 and a significant standard deviation of 0.834. With respective averages of 4.2 and 4.0, as well as corresponding to standard deviations of 0.845 and 1.241, the majority of participants firmly believed that marketing can help businesses perceive and adapt to shifts in the

market as a whole, as well as enable cost-effective growth for the business. These findings align with the outcomes of a previous study by Karanja, Muathe, and Thuo [40], which also recognized a substantial influence of marketing capabilities on organizational performance.

The participants came to an agreement on various key aspects. Firstly, they acknowledged the crucial role that superior market-sensing skills play in allowing a company to identify untapped market segments. Second, they recognized the value of marketing in aiding the creation of novel new products or the improvement of present ones to satisfy changing demands of current as well as prospective clients. Lastly, there was agreement on the significance of customer engagement, particularly in recognizing the role of value creation as a driving force in overall value generation. These agreements are reflected in the average scores of 3.9, 3.7, and 3.5, respectively, with corresponding significant variances of 0.711, 0.732, and 0.641.

3.1.2. Product Design and Performance

The study sought to analyse the influence of product design on the performance of Gigantic Property Management Company Limited in Kenya. The respondents were given a list of statements to rate their level of agreement on each statement. The descriptive statistics results in terms of Mean and standard deviation are presented in [Table 2](#).

Table 2. Product Design and Performance

Statement	Mean (M)	Standard Deviation (SD)
Product design affects purchasing decisions and profitability.	3.2	0.547
Product capability produces a higher return on investment for any market share	4.1	0.680
Product design builds trust with the customers and fewer customer complaints and returns	4.3	0.723
Having quality products increases the company's reputation	3.8	0.594
The higher the product quality of the product, the faster the return on investment	3.9	0.703
Aggregate Score	3.9	0.649

The findings presented in [Table 2](#) demonstrate that the participants agreed on how product design impacted the effectiveness of real estate institutions in Kenya. This is indicated by both the high variability of 0.649 and the average score of 3.9. The arguments that product design cultivates client trust, which subsequently minimizes the quantity of consumer complaints and product returns, were utterly accepted by a large majority of respondents. Additionally, they acknowledged that product capability yields a higher return on investment for any market share. These sentiments are reflected in mean scores of 4.3 and 4.1, respectively, accompanied by significant variances of 0.723 and 0.680. The results are consistent with a previous study by Hajjat and Hajjat [42] that focused on the effect of product excellence on the efficiency of Arab businesses. The aforementioned study unveiled a notable and affirmative association between the design of products and the overall performance of organizations.

The respondents exhibited consensus regarding certain assertions. Specifically, they concurred that the presence of high-quality products has a positive impact on a company's reputation. Additionally, they affirmed that a higher level of product quality correlates with a swifter return on investment. These results are consistent with those found by Liu et al. [34] who investigated the impact of product development on operational performance in the textile industry. Liu et al. [34] proved that enhanced product development approaches in the textile industry can result in significant enhancements in operational effectiveness.

With an average score of 3.2 and a standard deviation of 0.547, the participants did not have a strong opinion one way or the other on the impact of product design on purchase choice and profitability. Nwokah et al. [41] found, among other things, a significant and positive relationship between different aspects of product design, such as product quality and product lines/combinations, and various aspects of business performance, such as profitability, volume of sales, and customer loyalty. These results are intriguingly at odds with those of that study.

3.1.3. Human Resource and Performance

The study sought to establish the influence of human resource on the performance of Gigantic Property Management Company Limited in Kenya. The respondents were given a list of statements to rate their level of agreement on each statement. The descriptive statistics results in terms of Mean and standard deviation are presented in Table 3.

Table 3. Human Resource and Performance

Statement	Mean (M)	Standard Deviation (SD)
Increasing the HR capabilities, leads to a highly successful performance of the firm	4.3	0.512
Human resource results in successful achievement of organizational goals and objectives in a competitive landscape	3.8	0.601
Integrating employees with various talents leads to better organizational performance	4.0	0.655
Human resource capability provides a basis on which on which an organization can undertake a strategic planning	3.6	0.736
Human resource capability provides a basis to set a clear performance standard	3.3	0.719
Aggregate Score	3.8	0.645

Table 3 shows that the participants reached a consensus on the topic of how human resources affect the efficiency of Kenya's real estate enterprises. An overall average score of 3.8 and a notable divergence of 0.645 supports this consensus. Moreover, the statements asserting that enhancing HR capabilities contributes to a highly successful firm performance and that integrating employees with diverse talents leads to improved organizational performance garnered mean scores of 4.3 and 4.0, respectively. These mean scores are accompanied by respective standard deviations of 0.512 and 0.655. The participants of the discussion achieved a unanimous agreement on the assertions that highlight the crucial

involvement of human resources in accomplishing organizational goals and objectives in a competitive setting. Furthermore, they recognized that the abilities of the workforce constitute the fundamental basis on which an enterprise can initiate the process of developing a long-term plan. These understandings are evident in the average ratings of 3.8 and 3.6, correspondingly, along with the associated substantial differences of 0.601 and 0.736.

In contrast, the respondents exhibited a neutral stance regarding the statements asserting that human resource capabilities serve as the basis for establishing clear performance standards. The impartiality is demonstrated by means of scores amounting to 3.3, which are accompanied by a standard deviation of 0.719.

3.1.4. Technology Adoption and Performance

The study sought to establish the influence of human resource on the performance of Gigantic Property Management Company Limited in Kenya. The respondents were given a list of statements to rate their level of agreement on each statement. The descriptive statistics results in terms of Mean and standard deviation are presented in Table 4.

Table 4. Technology Adoption and Performance

Statement	Mean (M)	Standard Deviation (SD)
Technology enable firms to choose and use technology to enhance their performance	3.7	1.459
Technology in developing new products improves the organizational performance	4.4	0.533
Ability to handle technical changes leads to better results in the organization	4.0	0.492
Ability to adapt new technology effectively improves organizational performance	4.5	0.550
The organizational ability to be effective during transformation process leads to better organizational	4.6	0.737
Aggregate Score	4.2	0.754

Table 4 displays the participants' unanimous agreement on how technological adoption can improve the productivity of Kenya's real estate businesses. The average rating is 4.2 and the variance is significantly lower than one point at 0.754, highlighting the consensus. Furthermore, the statements asserting that an organization's capacity to function effectively during a transformation process results in improved organizational performance, and that the ability to adeptly incorporate new technology leads to enhanced organizational performance, garnered mean scores of 4.6 and 4.5, respectively. These mean scores are accompanied by respective significant variances of 0.737 and 0.550.

The study participants reached a consensus on several statements related to technology's impact on organizational performance. The consensus among the individuals was that the integration of technology in the creation of novel goods amplifies the effectiveness of the organization. Moreover, they acknowledged that the organization's capability to effectively manage technical changes contributes to

improved organizational performance. Additionally, they agreed that technology empowers firms to select and utilize technological advancements to enhance their overall performance. These agreements are supported by average scores of 4.4, 4.0, and 3.7, respectively, in addition to corresponding notable variations of 0.533, 0.492, and 1.459.

3.1.5. Organizational Performance

The study sought to establish the performance of Gigantic Property Management Company Limited in Kenya. The respondents were given a list of statements to rate their level of agreement on each statement. The descriptive statistics results in terms of Mean and standard deviation are presented in Table 5.

According to the information in Table 4.7, the participants came to a consensus regarding the importance of organizational qualities in determining how well real estate organizations perform in Kenya. This agreement is evident through the overall average score of 3.9 and a notable variance of 1.147. Furthermore, respondents gave

the company an impressively high standard deviation of 0.634 (mean = 4.5) for its capacity to produce great products and services that meet or exceed customers' expectations. Following that, the participants also concurred that the company has increased its market share (average score: 3.7; the standard deviation: 1.345); and that organizational efficiency has significantly improved (average score: 3.6; standard deviation: 1.462).

Table 5. Organizational Performance

Statement	Mean (M)	Standard Deviation (SD)
The company is able to offer better products and services that satisfy their clients	4.5	0.634
There is increased organizational efficiency	3.6	1.462
The company has widened its market share	3.7	1.345
Aggregate Score	3.9	1.147

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.791 ^a	.626	.586	1.017	.626	15.483	4	37	.000

Table 7. Coefficients

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
	B					
1 (Constant)	.684		1.844		3.083	.004
Marketing	.515		.235	4.523	4.741	.000
Product design	.705		.287	2.002	1.017	.002
Human resource	.620		.226	1.377	2.737	.001
Technology adoption	.822		.294	3.695	5.179	.000

a. Dependent Variable: Organizational performance

4. Regression Analysis

Based on the adjusted R-squared value, the four independent variables (product design, marketing, human resource management, and technology adoption) explain 58.6% of the variance in real estate company performance across Kenya. Consequently, it can be inferred that factors beyond the scope of this study contribute to 41.4% of organizational performance. Therefore, there is a need for further research to investigate these unexplored factors (41.4%) that exert an influence on organizational performance.

4.1. Coefficients

The results presented in Table 7 show that if marketing, product design, human resource and technology adoption are kept constant, the performance of Gigantic Property Management Company Limited in Kenya would be 0.684(68.4%). The study established that a unit increase in marketing would increase the performance of Gigantic Property Management Company Limited in Kenya by 0.515(51.5%). A unit increase in product design would increase the performance of Gigantic Property Management Company Limited in Kenya by 0.705(70.5%). A unit increase in human resource would increase the performance of Gigantic

Property Management Company Limited in Kenya by 0.620(62.0%). A unit increase in technology adoption would increase the performance of Gigantic Property Management Company Limited in Kenya by 0.822(82.2%).

The established regression equation by the study was $Y = 0.684 + 0.515X_1 + 0.705X_2 + 0.620X_3 + 0.822X_4$.

Where
 Y = Organizational Performance
 X_1 = Marketing
 X_2 = Product Design
 X_3 = Human Resource
 X_4 = Technology Adoption

The results from Table 7, show that the t- value of marketing was positive at 4.741 with a significance value of 0.000. Therefore, this means that marketing had a positive significant influence on the performance of Gigantic Property Management Company Limited in Kenya. This finding agrees with the results of a study by Karanja, Muathe and Thuo [38] who carried out a study on how marketing capability affects the performance of Mobile Service Provider (MSP) intermediary organizations in Nairobi County, Kenya. The study found out that there was a significant influence of marketing capabilities on the performance of MSP intermediary organizations.

The product design variable had a positive and significant influence on the performance of Gigantic Property Management Company Limited in Kenya as shown by t-value of 1.017 with a significance level of

0.002. This finding agrees with the findings of a study by Nwokah, Ugoji and Ofoegbu [41] which investigated on the influence of product development on organizational performance. The study revealed among other things that product development facets of product quality and product lines/ product mix were positively and significantly correlated with the corporate performance facets of profitability, sales volume and customer loyalty.

The study found that human resource variable had a positive and significant influence on the performance of Gigantic Property Management Company Limited in Kenya as shown by t-value of 2.737 with a significance level of 0.001. This finding concurs with the study conducted by Erdil and Günsel [44] which focused on the relationships between human resource management practices, business strategy fit and firm performance. The findings indicate a strong relationship between different HR practices and HRM-firm strategy fit and firm performance.

The study established that technology adoption variable had a positive and significant influence on the performance of Gigantic Property Management Company Limited in Kenya as shown by t-value of 5.179 with a significance level of 0.000. The finding is consistent with the results of a study by Hao and Yu [50] which examined the impact of technology selection on innovation success and organizational performance. The results indicate that a company's technology selection has no direct impact on innovation success; technology selection has a significant positive impact on technological capability and technology management capability, which in turn, have a significant positive impact on innovation success.

5. Conclusions

Effective marketing is one of the most important keys to a successful business. With a proper marketing strategy, customers will be aware of a business or its location, products, or services. Marketing capability also helps firms sense and respond to market changes such as competitors' moves, technological evolution and revolution, enable firm organizations to leverage the capabilities and resources of partners for value creation, facilitate firms to foretell and anticipate customer explicit and latent needs.

Product design is an important factor in determining the success of an organization because it sets the characteristics, features, and performance of the products and service to the clients. By developing unique products Gigantic property Management Company limited can have a chance set the right and competitive prices.

Having a well-motivated workforce the organization is assured of meeting the set deadlines, make sales and build the organizational image through positive customer interactions. Employees who perform effectively get things done properly the first time.

Technology streamlines communication both internally and externally. It enhances an organization's competitive advantage in the marketplace, by facilitating strategic thinking and knowledge transfer. Stores and safeguards valuable information, it cuts costs and eliminates wastes.

6. Policy Recommendations

The study recommends that for a successful company marketing capability, it is vital to understand everything that is going on a global and international market. Therefore, the study recommends that the management of Gigantic Property Management Company should put adequate efforts and resources to market research in order to tap into a set of processes needed to discover information about customer needs and broad market information, and design marketing programs to meet and exceed these needs.

The study recommends that the management of Gigantic property Management Company limited should discover insights that drive innovation, design a user-centered product and launch a successful product as this will enable them increase sales of their products or services, improve market position and boost customer loyalty.

The study recommends that the management of Gigantic property Management Company limited ought to understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating employees. They should cultivate a positive work environment by rewarding high-performing employees with incentives and group recognitions during meetings.

The study recommends that the management of Gigantic property Management Company limited should embrace IT tools and services so as to have competitive edge and improve service delivery to customers, have more self-service enabled services, automate all critical processes to achieve higher efficiency, reliability and control in the organization.

7. Limitations and Future Research Direction

Respondents' reluctance to reveal potentially useful information could hamper the investigation. Be that as it may, the analyst conquered this by guaranteeing the respondents of exacting classification of any data unveiled. A few directors couldn't reveal delicate data on what might be the difficulties confronting execution of the genuine domains regarding hierarchical ability because of rivalry and privacy concerns. Be that as it may, the reason for the investigation was disclosed to them.

The study suggests that further studies should be done that focus on other organizational capabilities that have not been studied so as to address that gap of 41.4% that was found in the regression results to account for other variables not studied. The study further suggests that a different study on organizational capabilities and organizational performance should be done that focus on other organization apart from Gigantic Property Management Company Limited.

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