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THE IMPACT OF DYNAMIC CAPABILITIES ON THE PERFORMANCE OF BOTTLED WATER FACTORIES IN BAYELSA STATE, NIGERIA

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ABSTRACT: The research investigated how dynamic capabilities affect the performance of bottled water facilities in Bayelsa State. The research utilised a cross-sectional survey design method. The study population comprises 205 employees from the factories. A sample size of 136 respondents was selected. This study used the stratified sampling technique. The research employed a questionnaire as a tool for data collection. A test-retest approach was employed to ascertain the instrument's reliability. Descriptive statistics and Spearman rank correlation were employed as the statistical tools. The outcome indicated a positive correlation between sensing capability (r = 0.668) and seizing capability (r = 0.583) with the organisational performance of water factories in Bayelsa State. This study established a strong positive correlation between dynamic capabilities (sensing and seizing) and the organisational performance of bottled water factories in Bayelsa State The study advised, among other recommendations, that companies should implement a dynamic resource allocation strategy capable of swiftly reallocating resources, including capital and personnel, to capitalise on emerging opportunities and tackle challenges that could negatively impact the performance of the factories.

Keywords: Dynamic Capabilities, Organisational Performance, Sensing Capability, Seizing Capability

INTRODUCTION

In the current dynamic business landscape, the majority of companies are adopting innovation to maintain competitiveness. They possess the requisite leadership to innovate and reallocate both Interior and exterior competencies. Amidst heightened commercial rivalry and swiftly evolving consumer preferences, organisations must discover innovative methods to sustain their viability. Organizational performance is a crucial metric for attaining defined organizational goals and objectives (Laaksonen & Peltoniemi 2018 p. 184; Rehman et al., 2019, p. 59). Eisenhardt and Martin (2018) asserted that firms that learn quickly attain superior long-term outcomes compared to their rivals. Performance could be augmented by enhancing managerial expertise in the confines of a culture of the perpetual learning organisation. A highly efficient workplace cultivates a strong corporate culture where workers experience a sense of belonging, motivating them to exert additional effort toward achieving organisational goals and enhancing performance (Maley et al., 2020, p. 131).

Dynamic capabilities engender the advantageous capacity to maintain a competitive edge in a lucrative industry, thereby consistently providing superior products and services irrespective of external circumstances. It is no longer fashionable to assert that change is permanent; instead, one is more likely to be taken seriously by acknowledging that change is now more rapid, frequent, and catastrophic than ever before. The business environment is intricate, dynamic, and volatile, indicating that a successful strategy today may transform into a liability by tomorrow (Odunayo, 2018). Consequently, the notion of dynamic capabilities arises as a pivotal element in securing organizational development, competitiveness, and performance. Globalization and advancing innovative technologies have fostered a challenging business climate that necessitates continuous innovation and the launch of innovative products or services (Ardito et al., 2020, p. 321). The main tenet of the dynamic capability view is obtaining knowledge through external and internal sources, enabling the amalgamation of new resources with pre-existing ones (Asaolu & Gilbert, 2023, p. 131).

Consequently, the implementation of dynamic capability increases the probability of organisational success in the present context (Bailey & Breslin, 2020). Dynamic capabilities particularly denote abilities that are perpetually altered and restructured to enhance adaptability in an uncertain environment. The utilisation of dynamic capabilities enables firms to identify novel opportunities in their domain, capitalize on the more suitable out-of-available opportunities, and reorganise events to realise the resultant advantages (Bailey & Breslin, 2020).

Dynamic capabilities enhance organisations' capacity to address potential opportunities or threats in the business environment, which are identified using anticipatory initiatives. Conversely, dynamic capabilities enhance the process of strategic rejuvenation by augmenting a business's capacity to reorganize and reallocate its resources in the face of threats or to capitalise on opportunities. It is essential for bottled water factories to possess the capacity for reinvention and to evolve through transformative processes. Dynamic capabilities refer to the distinct abilities that empower organisations to adjust to swiftly evolving contexts while maintaining their competitive edge. The increasing volatility of the business landscape is becoming increasingly apparent, revealing that certain organisations lack the resilience necessary to navigate such transformations effectively. To flourish or merely endure in this context necessitates a profound re-evaluation of the significance and implementation of firms' foundational beliefs regarding leadership, management, and the dynamics of business growth and sustainability. Many authors highlight the importance of analysing dynamic capability and its influence on the performance of firms within both internal and external settings (Stoyanova, 2018). Nevertheless, it seems that there has been a lack of investigation into the effect that the proxies of dynamic capabilities currently employed in this study (sensing and seizing capabilities) might exert on the performance of organisations operating within bottled water factories in Bayelsa State. Consequently, this study investigates the influence of sensing and seizing capabilities on the performance of bottled water factories in Bayelsa State, Nigeria, employing a cross-sectional survey and correlation analysis to ascertain their relationship.

Statement of Research Problem

Nowadays, it is not easy for organizations to sustain performance when the competitive environment is continuously changing because the resources and capabilities systems of organizations are not static and their relationship is always changing. The capacity of managers to adeptly oversee the strategic policies of their organizations in dynamic business environments appears to be a contentious matter. Regarding the current dynamic environment of business, the factors influencing corporate decisions primarily stem from product and technological innovation, competition, and pioneering initiatives. Organizational leaders consistently encounter obstacles in achieving organizational goals. These challenges are incorporated into dynamic capabilities, affirming that enterprises can innovatively create and integrate resources. Insufficiently comprehended business conditions contribute to the disparate failure rates of new versus established organizations, particularly the observation that a greater proportion of new enterprises appear to fail compared to their older counterparts. In contrast to large, established firms, small and medium enterprises typically possess constrained resources, both managerial and financial, and suffer from a lack of legitimacy, referred to as the liability of smallness. The presence of associated compromises among levels and types of dynamic capabilities requires a reconsideration of the traditional necessity to choose between various strategies.

Several scholars have researched the effects of dynamic capabilities (Norouzi et al., 2022; Gonzalez. 2022; Mashingaidze et al., 2022: Chiarelli, 2021) on organizational performance. Nevertheless, it is noteworthy that none of the studies undertaken were focused on bottled water factories in Bayelsa State, Nigeria. While the conclusions drawn from these studies were reported to be definitive, none integrated the two measures of dynamic capabilities employed in this current research simultaneously; rather, they either utilized one or the other or combined them with different variables apart from those considered in the present study. This underscores the imperative for additional research into the likely influence of dynamic capabilities might possess on the performance of bottled water production facilities in Yenagoa, Nigeria. The subsequent research inquiries were formulated:

i. What is the effect of sensing capability on the organizational performance in bottled water factories in Bayelsa State?
ii. What are the impacts of seizing capability on the organizational performance of bottled water factories in Bayelsa State?

Concept of Dynamic Capabilities

Dynamic capabilities give businesses an avenue to adjust swiftly to evolving environments by organizing and modifying current capabilities and resources to effectively identify and exploit market opportunities (Teece, 2018). This encompasses modifications required in operations, management, practices, and technologies to address market demands (Deng, Liu, Gallagher, & Wu, 2018). Consequently, in a perpetually unstable environment, firms must leverage dynamic capabilities to improve their performance (Jantunen et al., 2018). Within this framework, there exist distinctions between ordinary capabilities and dynamic capabilities (Deng et al., 2018). The dynamic capabilities focused on efficiency are easily replicable and can serve as benchmarks for

others. Ordinary capabilities denote functional competencies according to prevailing standards aimed at meeting existing market demands while neglecting the future sustainability of services and products. In this context, dynamic capabilities may be inadequate for creating a sustainable competitive advantage for enterprises (Teece, 2018).

In contrast, dynamic capabilities are perceived as advanced roles performed by businesses to adjust to changes in the industry, requiring reconfiguration and blending of current resources and capabilities (Deng et al., 2018). Dynamic capabilities denote a business's propensity for assimilation, enhance, and organize its resources to respond to outside challenges (Fatoki, 2021). Haarhaus and Liening (2020) identify three primary indicators of dynamic capabilities: seizing, transforming, and sensing. The DC view has arisen within the field of strategic management primarily to assist firms in recognizing the necessity for adaptation to navigate a dynamic environment (Haim et al., 2021). DC denotes an enterprise's capacity to combine available resources with external challenges to the environment to guarantee long-term achievement (Freeman et al., 2021). Consequently, dynamic capabilities (DC) exert both an immediate impact on organizational performance and a circumstantial impact on the development of additional operational resources (Bocken & Geradts, 2020; Mikalef et al., 2020).

The structure of dynamic capabilities is premised upon the resource-based view, asserting that firms must continually adjust, alter, and reorganize their resources and capabilities in a fluctuating and unpredictable environment to achieve sustained innovation and superior returns (Teece, 2019).

Sensing capability

Yang et al (2020) assert that the sensing capacity of a company involves a dynamic exploration of threats and opportunities that influence market opportunities. Consequently, this capability is essential for firms in light of market globalization. Lütjen et al. (2019) opine that an organization's enhanced sensing capability may increase technological innovations. Sensing encompasses the comprehension of inherent demand, markets, the structural development of industries, and the expected reactions of competitors and suppliers. Consequently, initial recognition of opportunities suggests that sensing capability aids firms in determining which technologies warrant exploration and establishes a basis for identifying target market segments (Mashingaidze et al., 2022). Bailey and Breslin (2020) stated that sensing capability is an important factor in company efficiency. Rashidirad and Salimian (2020) concluded in their study that optimal firm performance is initiated by recognizing market opportunities via sensing capabilities. Consequently, bottled water factories that excel in market sensing can comprehend and adapt to evolving consumer needs and preferences. Implementing sensing capabilities in bottled water factories would enable these factories to dynamically explore threats and convert them into opportunities, thereby improving their performance.

Seizing capability

The seizing capability of an organization denotes its capacity to integrate opportunities. Prior research indicates that seizing refers to the capacity to obtain new individual knowledge from external sources (Teece, 2018). Therefore, it is an essential component for addressing new and

radical opportunities (Freeman et al., 2021). Managing the complementary factors of seizing is crucial for achieving evolutionary fitness and mitigating value loss in the event of market leverage shifting towards external complements. Managers should adopt competitive strategies that enhance performance and correspond with external environmental factors (Alonso & Kok, 2020). Therefore, financial firms require strategies to effectively utilize resources to capitalize on market opportunities (Bailey & Breslin, 2020). Leveraging capabilities in consistent performance can revitalize and strengthen intangible intellectual capital to sustain an edge over rivals, thereby enhancing the success of innovation (Dejardin et al., 2022). Certain studies indicate that an enterprise's capabilities may influence the business setting to its advantage, and competing firms may struggle to keep pace due to the high costs involved (Gonzalez, 2022). The performance of the firm improves due to this competitive advantage, thereby confirming a subtle connection between seizing capability and business performance (Mashingaidze et al., 2022). The current study posits that this relationship may serve as a beneficial tool to strengthen the association with bottled water factories' performance. Acquiring capability would enable bottled water factories to obtain new knowledge and insights from diverse sources within their environment. The acquisition of fresh ideas and knowledge would optimise the factories' positioning and improve their performance.

Organisational Performance

Organizational performance refers to the results achieved through the actions of employees utilizing their skills in specific contexts (Treviño & Cantú 2020). Organisational performance results from the interplay of exertion, capability, and task interpretation. Employee commitment substantially enhances the performance of organisations. Organizational performance is fundamental to the establishment and continued existence of organizations (Yang et al., 2020). Organisational performance can be assessed through various metrics. This study will measure organisational performance through efficiency, profitability, and customer base. These procedures are widely recognized in research as indicators of organisational performance and are consistent with the characteristics of the organisation being studied (Yang et al., 2020). Profitability refers to an organisation's capacity to generate surplus funds after accounting for its operating expenses within a specified timeframe. Yohanes and Sudibyo (2021) asserted that the term profitability consists of two components: profit and ability. Profit denotes the overall profit produced by an enterprise within a specified timeframe and reflects its revenue, while profitability assesses the efficiency of operation for the firm (Yohanes & Sudibyo, 2021).

The firm is capable of generating profit through sales. The business's capacity to earn adequate profits from invested funds and labour employed in its activities. Performance is a notion that differs among particular firms. The relationship between output and input is articulated as a ratio. Performance is generally characterised as the proportion of an output volume measured with an input volume measured comparably. Even though there is agreement on this overarching concept, there is no one-and-only goal, according to an analysis of the performance literature, along with its numerous uses or standardised measures of performance (Vrontis et al., 2020).

Theoretical Framework

This current research is anchored on the Resource Based View theory. The theory emphasizes that capabilities are critical for the organisation's achievement, longevity, and continued existence (Freeman et al., 2021). Resource-Based View (RBV) posits that establishing a unique resource pool is essential for advancing and sustaining competitive advantages (Yohanes et al., 2021). Nonetheless, possessing resources alone does not guarantee success; It is crucial to possess capabilities related to the firm's competencies in effectively integrating and utilizing both tangible and intangible resources (Maley et al., 2020). The Resource-Based View (RBV) underscores the relevance of strategic assets in creating competitive advantages. Nevertheless, recent research has redirected attention to Intellectual assets that are considered more relevant and tactically critical for performance (Khan et al., 2019).

Empirical Studies on Dynamic Capabilities and Organisational Performance

Norouzi et al. (2022) analysed the impact of dynamic capabilities on firm performance, highlighting innovative business models and sustainable competitiveness as mediating factors within the Iranian context. The study's statistical population comprises companies situated in Tehran province. A total of 222 participants took part in the research. A non-probability sampling method was utilized, resulting in 218 completed questionnaires obtained via an online survey. The research data was examined through structural equation modelling. Dynamic capabilities exert a significant and positive impact on business performance.

Gonzalez (2022) examined organisational structure as a precursor to dynamic capability in Brazil. This study looks into the correlation between organisational structure, dynamic capability, and creative capability. To achieve the objective, 65 respondents from São Paulo industrial companies were surveyed, and data were analysed through structural equation modelling. The findings indicate that increased formalization and centralization negatively impact knowledge-based dynamic capability, while integration is positively correlated with dynamic capability.

Mongkol (2022) investigated the influence of the impact of dynamic capabilities on the SME performance of Thailand. This research investigated the impact of dynamic capabilities the impact of adaptive capability, innovative capability, and absorptive capability on the performance of SMEs. A quantitative analysis utilizing multiple regression techniques was performed on the opinions of 322 Thailand SMEs. The results indicate that all the variables substantially affect the success of SMEs.

Dejardin et al. (2022) examine the influence of dynamic capabilities on the productivity of SMEs in the course of the COVID-19 pandemic in Germany. Analysis of the responses from 209 SMEs utilising a structural equations model. The study indicated that dynamic capabilities positively impact company productivity before and throughout the pandemic.

Mashingaidze et al (2022) examined the impact of dynamic capabilities on SME growth and the moderating influence of organisational innovation in this relationship and enterprise growth. The study's hypotheses were tested with empirical evidence derived from a survey of 250 Zimbabwean

SMEs. The results demonstrate that seizing, incorporating, and reconfiguring features significantly contributed to the growth of SMEs.

Fatoki (2021) examined the dynamic capabilities and hospitality performance of firms in South Africa, emphasising the moderating effect of product innovation on the relationship between dynamic capabilities and performance. Structural equation modelling was employed to analyse the data. Analysis of data from 135 respondents indicates that sensing, learning, and coordinating significantly influence the success of hospitality enterprises.

Igbavboa (2021) investigated how the performance of an organization can be influenced using the mediating effect of dynamic capabilities, focusing on a selection of hotels in Abuja. The study population included six randomly selected hotels in Abuja, with purposive sampling employed to choose the respondents. Data was collected from 30 respondents across 6 hotels utilizing a questionnaire. Spearman rho correlation coefficient was employed to assess the relationship between the independent and dependent variables. The findings indicate a positive strong relationship between sensing capability and firm performance.

Gap in Literature

Undoubtedly, several studies have been done on dynamic capabilities in developed countries, developing countries, and Nigeria. Most of these studies affirmed the positive impact of dynamic capabilities on the performance of both product and service-oriented organisations. However, the researcher is inspired to further examine the subject matter on the following premise: A critical look at the available studies shows that none of them looked into the impact of dynamic capabilities on the performance of bottled water factories, especially in Bayelsa State, Nigeria. The uniqueness of the current study is pronounced with the measures of dynamic capabilities (sensing and seizing capabilities), which were not combined in a single study from the reviewed studies. Based on the statement of problem and gaps in the literature, it is, therefore, the interest of the current researcher to examine the impact of dynamic capabilities on the performance of bottled water factories in Bayelsa State. Consequently, it was hypothesized as follows:

H_{O1}: The sensing capability does not exhibit a significant positive relationship with the organizational performance in bottled water factories in Bayelsa State.

H_{O2}: The seizing capability does not exhibit a significant positive relationship with the organizational performance in bottled water factories in Bayelsa State.

METHODOLOGY

The current research utilized a cross-sectional survey. Data was sourced through a structured questionnaire adapted from Teece's (2016) 14-item scale dynamic capability framework. A test-retest methodology was utilised to assess the instrument's reliability. The internal consistency of the items corresponding to each construct was assessed using the Cronbach alpha index to ascertain reliability. The four items of sensing capabilities that were adopted returned an alpha value of 0.72 while the seizing capability returned 0.83. Mao et al. (2021) recommend a minimum benchmark

Cronbach alpha value of 0.6. The study's population consists of 205 staff of eight purposively selected bottled water factories in Bayelsa State, Nigeria.

The necessary sample unit of staff was established by employing Yamane's (1968) formula for the determination of sample size. This is stated as thus;

$$n = \frac{N}{1 + N(e^2)}$$

A total of 136 participants were chosen from the eight bottled water factories in Bayelsa State.

The researcher utilised Bowley's (1964) population proportion allotment method to determine the precise number of bottled water factories.

$$nh = \frac{nNh}{N}$$

This study employed stratified random sampling as the sampling technique. One hundred thirty (130) copies of the questionnaire were completed and returned from the total of one hundred thirty-six (136) distributed copies. The respondents rated their agreement or disagreement with statements regarding the extent to which dynamic capabilities influence organisational performance in selected bottled water factories in Bayelsa State, Nigeria. The responses were evaluated. The study employed a five-point Likert scale, where a score of 5 represents strong agreement and a score of 1 indicates strong disagreement. As a result, 130 copies of the questionnaire were considered valid for this study. Descriptive statistics and Spearman rank correlation analysis served as the statistical techniques for analysing the collected data.

Descriptive Statistics

Research question 1: What is the impact of sensing capability on the organisational performance in bottled water factories in Bayelsa State?

Table 1: Sensing capability and organisational performance

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	Our firm invests in looking for new business opportunities.	114 (87.7%)	15 (11.5%)	1 (0.8%)	- -	- -
2.	Our firm invests in developing new services.	90 (69.2%)	40 (30.8%)	- -	- -	- -
3.	Our firm performs regular evaluations of the effects of alterations in the business environment	100 (76.9%)	22 (16.9%)	8 (6.2%)	- -	- -
4.	Periodic reviews of services are conducted to guarantee that consumers are satisfied.	107 (82.3%)	17 (13.1%)	1 (0.8%)	5 (3.8%)	- -

Table 1 indicates descriptive statistical analyses showing the structure of sample reactions regarding sensing capability and organisational performance questionnaire statements. A total of 129 respondents agreed that their firms invest in looking for new business opportunities. All 130 respondents (100%) indicated that their firms allocate resources towards the development of new services. Our firm performs regular evaluations of the effects of alterations in the business environment, with 122 respondents (93.8%) agreeing with this statement. A total of 124 respondents (95.4%) affirmed that periodic reviews of their services are conducted to ensure customer satisfaction, whereas five respondents disagreed with this statement.

Research question 2: What are the impacts of seizing capability on the organisational performance of bottled water factories in Bayelsa State?

Table 2: Seizing capability and organisational performance

S/N	Statement	Scale				
		SA 5	**A 4**	**U 3**	**D 2**	**SD 1**
1.	We systematically coordinate our actions to adapt to evolving conditions.	116 (89.2%)	13 (10%)	1 (0.8%)	- -	- -
2.	We excel in generating new knowledge that can significantly impact product development.	83 (63.8%)	46 (35.4%)	- -	1 (0.8%)	- -
3.	We effectively utilise knowledge in the development of new products.	95 (73.1%)	26 (20%)	9 (6.9%)	- -	- -
4.	We excel in converting existing information into new knowledge.	93 (71.5%)	25 (19.2%)	6 (4.6%)	6 (4.6%)	- -

The descriptive statistics illustrate the pattern of sample responses regarding seizing capability and organisational performance, as presented in Table 2. A total of 129 individuals (99.2%) concurred that they meticulously coordinated their actions in response to changing conditions. A total of 129 respondents (99.2%) affirmed their effectiveness in developing new knowledge that could influence product development, whereas one respondent disagreed with this statement. Of the respondents, 121 (93.1%) agreed with the assertion that they effectively utilise knowledge in new products. A total of 118 respondents (90.7%) affirmed that the firm excels in converting existing information into new knowledge, whereas six respondents disagreed with this statement.

Table 3: Spearman Correlation between sensing capability and organisational performance

			Sensing Capability	Organisational Performance
Spearman's rho	Sensing capability	Correlation Coefficient	1.000	.668**
		Sig. (2-tailed)	.	.000
		N	130	130
	Organisational performance	Correlation Coefficient	.668**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient (r = 0.668) between sensing capability and organisational performance, as presented in Table 3, indicates a strong positive relationship. The value of 0.000 ($p < 0.01$) indicates a significant relationship.

Table 4: Spearman Correlation between seizing capability and organisational performance

			Seizing Capability	Organisational Performance
Spearman's rho	Seizing capability	Correlation Coefficient	1.000	.583**
		Sig. (2-tailed)	.	.000
		N	130	130
	Organisational performance	Correlation Coefficient	.583**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient (r = 0.583) between seizing capability and organisational performance, as indicated in Table 4, demonstrates a strong positive relationship. The p-value of 0.000 ($p < 0.01$) indicates that the relationship is statistically significant.

DISCUSSION OF FINDINGS

The study's findings, based on the data analysis conducted and the review of relevant literature, are discussed below.

The research investigated how dynamic capabilities affect the performance of bottled water facilities in Bayelsa State. Hypothesis one was tested with the aid of the Spearman correlation coefficient. In the hypothesis, sensing capability indicates a strong positive correlation

with organisational performance. This is not a surprise per se because the business environment is dynamic and prone to change at any point in time., only smart organisations who can decipher innovative opportunities could withstand the test of time. This aligns with the findings of Mongkol (2022) who investigated the influence of the impact of dynamic capabilities on the SME performance of Thailand, which indicated that sensing capabilities positively and significantly influence firm performance. This equally supports Igbavboa (2021), who investigated how the performance of an organisation can be influenced using the mediating effect of dynamic capabilities, focusing on a selection of hotels in Abuja. The study concluded that superior firm performance originates from identifying market opportunities via sensing capabilities. Also, the finding corroborates the resource view-based theory, which emphasises that capabilities are critical for the organisation's achievement, longevity, and continued existence. To ensure sustainable performance by the bottled water factories in Bayelsa State, sensing capability should be encouraged as one of the regular strategies.

The second hypothesis, which is also in a null form on the correlation between seizing capability and organisational performance, was rejected because the outcome of the finding shows a significant relationship between the two constructs. This is equally not surprising because leveraging capability in a consistent performance can revitalise and consolidate knowledge resources and aid in maintaining competitive advantage, thus facilitating superior innovation outcomes. This resonates with the discovery of Mashingaidze et al. (2022), which examined the impact of dynamic capabilities on SME growth and the moderating influence of organisational innovation in this relationship and enterprise growth. The study's hypotheses were tested with empirical evidence derived from a survey of 250 Zimbabwean SMEs. The results demonstrate that seizing, incorporating, and reconfiguring features significantly contributed to the growth of SMEs. Therefore, seizing capability is a cogent factor in the effective utilisation of novel and transformative opportunities. This finding also vividly indicated that seizing capability is a formidable strategy that should be encouraged and idolised in bottled water factories and other organisations that are poised for greatness. This can be done by commissioning a research team that would move around the business environment and identify new knowledge and ideas that could be implemented as turnaround tactics.

Conclusion

The study concluded that the dynamic capabilities exhibited a significant positive correlation with the organisational performance in bottled water factories in Bayelsa State. Sensing capability encompasses both internal (enterprise-level) and external dimensions, facilitating the generation of inter-organizational and external information necessary for monitoring environmental changes. Sensing capability systematically examines and analyses information and knowledge to furnish management with data for informed decision-making.

If a factory's dynamic capabilities transform the strategic stand of the factory in the business environment after its adoption, other competing firms will find it excessively expensive to compete. The performance of the firm improves due to this competitive advantage bestowed on the factories with the adoption of seizing capabilities, thereby confirming an indirect relationship between seizing capability and organizational performance.

Sensing and seizing capabilities are purposely for the attainment of the unique processes, concepts, products, and services that could be implemented in water factories, thereby enhancing their performance. In addition, the study affirmed the need for firms to swiftly react to market dynamics and competitors' manoeuvres to effectively traverse the rapidly evolving industry landscapes.

Recommendations

1. Firms should invest in advanced market research and data analytics tools to acquire quick analysis of consumer preferences, market dynamics, and competitor actions. Continuously monitor and analyse data to make informed decisions.
2. Firms should continuously explore opportunities to diversify product or service offerings. Be open to launching new lines of business or entering adjacent markets.

Contribution to Knowledge

The subsequent contributions to knowledge arose based on the findings and conclusions of this study. The outcome of this study provides information on the effect of dynamic capabilities on the performance of bottled water factories in Bayelsa State, Nigeria. The study showed a new approach towards dynamic capabilities by showing the two dimensions of dynamic capabilities involving sensing capability and seizing capabilities and their effects on the performance of bottled water factories in Bayelsa State, Nigeria. Also, it contributed to the available literature on how significant measures of dynamic capabilities (sensing capability and seizing capability) affect the performance of bottled water factories in Bayelsa State, Nigeria.

At least from the Nigerian business environment perspective, especially in the bottled water factories environment, the study has established a solid connection between dynamic capabilities and firms' performance. Though the current finding is conclusive, the study is not without limitations. A few such limitations are that the study was limited to bottled water factories, and the measures of the independent variable were limited to only two dimensions of dynamic capabilities.

Suggestion for Further Study

The study identifies potential areas for further research regarding the observed limitations within its context. Future research must increase the population size, as a more diverse participant pool will substantially enhance the results. The study focused on eight specific bottled water manufacturing facilities in Bayelsa State, Nigeria. Future studies could broaden the scope to include additional factories in Nigeria. Also, other researchers could capture the dynamic capabilities with other sub-variables not utilised in the current study.

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