

Relationship between Enterprise Capabilities and Value Creation in Kenyan Owned Enterprises

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Abstract

Mining industry in countries such as Russia, Ukraine, United States of America, and Canada contribute highly to their GDP. In Africa countries such as South Africa, Namibia, and Tanzania, mining industry is continuously performing well. Studies show that Kenya has various types of gemstones, petroleum and minerals. However, reports indicate that Petroleum and Mining contributes less than 1% to GDP. This confirms that there are clear hindrances to value creation processes. The objective of this study was to establish the relationship between capabilities and value creation in the Kenyan owned mining enterprises. The study was a cross sectional survey. A questionnaire was used to collect data from Kenyan owned mining enterprise, where both semi-structured and open-ended questions were used. A quantitative approach was employed in data analysis. The findings showed that there is a statistically significant relationship between capabilities and value creation in Kenyan owned enterprises in mining industry in Kenya. The study concluded that Kenyan owned enterprises, human capital capabilities and prospecting knowledge capabilities have an association with value creation.

Keywords: *Human capital, knowledge of prospecting, value creation, enterprise capabilities, Kenyan owned enterprises*

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1.0 Introduction

This study examined the relationship between capabilities and value creation in Kenyan owned enterprises in the mining industry of Kenya. Wroblewski (2020) says organizational capabilities represent totality

of an organization. Capabilities are key to enterprise success in value creation. According to Deloitte Center for edge (2019), Toyota is currently putting workers to hands-on, slow labor to enhance employees'

capabilities. The researcher categorized capabilities into two variables, namely; human capital and prospecting knowledge.

The following constructs were examined in this study under human capital: employees specialized skills; experienced and capable workforce; talented employees; mining know-how and intellectual capital; collective learning; leadership skills; change responsiveness; team work; fast decision making; and coordinated teams. Constructs on prospecting knowledge entailed application of equipment to prospect, knowledge of various types of minerals in the crude or rough form; knowledge of tracing various minerals from a location; knowledge to approximate quantities of mineral deposits; and prospecting methods. Prospecting of minerals entails the establishment of the location where mineral deposits are found. Finding a location with minerals on land requires a person's knowledge of the nature of the specific places where minerals can be found.

According to International Federation of Accountants (2020), development of strategic assets and capabilities such as talent, innovation, infrastructure, brand and intellectual assets enable value to be created. Anyka (2016) posits that cocacola is the most popular, biggest-selling and best known brand in the world. This is possible because of the resources and capabilities that cocacola owns. This study established that Kenyan owned enterprises have capabilities, though based on tacit knowledge. It was established that Kenyan owned enterprises do not employ experts in mining to aid them with

prospecting and extraction processes. This study will inform various stakeholders including experts of strategic management. Since miners may wish to gain knowledge on capabilities in the mining sector, this study seeks to establish whether Kenyan owned enterprises capabilities have an association with value creation.

“Dynamic capabilities enable an enterprise to integrate, build, and reconfigure internal and external competencies to enhance competitive advantage.”

Kenyan mining industry is in its formative stage and there is no other study based on capability view of an enterprise that has been conducted on the Kenyan owned enterprises in Kenya mining industry. However, researchers have undertaken studies on mining and minerals, which have confirmed availability of various types of minerals in Kenya. Countries that dominate the world mining may possess capabilities to employ staff with the required mining education. These countries include Russia, Austria, Ukraine, United States of America, Canada, and others. In Africa countries such as South Africa, Ghana, Democratic Republic of Congo, Namibia, Mali, Tanzania, Zambia have mining industry contributing significantly to their gross domestic product (Mark, 2019). It is not certain that all Kenyan miners do have capabilities to enable them

mine and extract minerals successfully and fast enough.

Amadala (2021), a reporter in Star Newspaper quoted the Petroleum and Mining Cabinet Secretary saying that Kenyan Mining Sector contributes less than 1% to the gross domestic product. There could therefore be many reasons for this insignificant contribution to the country's economy. This study investigated whether Kenyan mining enterprises have appropriate capabilities to create value. Kathleen (2010) observes that value creation is a significant component for every enterprise to achieve business sustainability. This study sought to answer the following questions: is there a relationship between Kenyan owned mining enterprises capabilities and value creation?

Objective

The objective of this study is to establish the relationship between capabilities and value creation in Kenyan owned mining enterprises.

Hypothesis

H₀₁: There is no relationship between enterprise capabilities and value creation in Kenyan owned mining enterprises.

Theoretical Review

According to Teece (2017), capability-based view emphasizes on firm-specific assets such as core competences. Capabilities are enhanced since they are functional and shared in the enterprise. Kogut and Zander (1992) defines combinative capabilities as those that advance new applications from existing internal and external knowledge. According

to the capability based view, the more products, services and technologies are duplicated, the easier it is for other firms to imitate. Kogut & Zander (1992) provide knowledge, learning organizational structure, social relations and path dependence as elements for competitive advantage. The core competences define a firm's core business. These are difficult to imitate. Dynamic capabilities enable an enterprise to integrate, build, and reconfigure internal and external competencies to enhance competitive advantage.

Empirical Review

Capabilities are special resources that render other resources more productive. They enable resources to be utilized efficiently, hence raising the potential for the creation of output. A study by Mona and Hamid (2020) established the role of dynamic capabilities in enabling SMEs to create value. It also established the association of dynamic capabilities, competitive strategy and SMEs value creation. The survey was conducted using, 441 United Kingdom SMEs. The findings of their study indicated that sensing, learning, integrating and coordinating capabilities play a significant role in SMEs value creation. Findings of a survey by Jae and Hyon (2017) on 207 Chinese firms revealed that firm resources enhance value creation. This is an indication that resources enhance capabilities to create value for the enterprise.

A study by Morten et al. (2021) established 24 types of capabilities towards big data value creation. Some of these capabilities include: process, performance, human,

strategic and organisational practices. Feng et al. (2016) undertook a study of 612 United States public firms across 16 years in 60 industries. It is an empirical study that investigated how marketing, research and development, and operations capabilities interact to impact firms' revenue growth and profit growth over time. The findings of their study showed that capabilities positively influence market capabilities on growth. Nguyen (2021) undertook a study on Vietnamese small and medium enterprises (SMEs). They used a sample of 6,341 in a quantitative analysis. One of the findings of their study indicated that social networks are effective instruments in supporting resource-constrained firms to gain more access to external knowledge sources and other resources.

Capability View of the Enterprise

Capabilities refers an enterprise ability to employ resources that are anticipated to accomplish projected goals and objectives. It is a firm's capacity to undertake activities and achieve them as the enterprise managers' and staff plan. Enhancing capabilities make resources more productive. Business Concepts Team (2020) shows that enterprise capabilities are things that employees, business and technology conveys together while undertaking activities as a team to achieve set goals. Learning is achieved by paying attention to operations and management activities daily. Listening to an enterprise's customers and implementing new ideas enables an enterprise to become innovative and to develop new capabilities. Benchmarking with the best performing enterprise/s in the market and learning the

strategies of an enterprise's competitors brings new methods, new ideas and approaches that support new capabilities. There are various types of capabilities in a firm, but this research investigated human capital and prospecting knowledge capabilities. Employees' skills, know-how and education contribute to value creation. Prospecting is the first step undertaken to establish whether there are mineral deposits in a location. It involves physical searching for fossils, precious metals and minerals. Therefore, value creation process in mining industry commences at prospecting stage because it is the prospecting process that guides miners on where the mineral deposits are. Capabilities are special resources that render other resources more productive. Capabilities of an enterprise are deemed as the socially embedded and collective attributes of the management (Morten et al., 2021; Hui, et al., 2016).

Hubbard and Beamish (2011) observed that the fusion of valuable resources create exceptional competences. Capabilities constitute the knowledge base of the firm and as such they form tangible resources within the firm (Kristandl & Bontis, 2007). DeWit (2005) states that capabilities are important components that enhance a firms' profit margin. A firm will make profit based on ability to create desired value for customers. In the mining industry the focus by management is to formulate strategies around mineral resources which once obtained become sources of value creation. Yu and Oviatt (2011) propose that firms need to develop strategies to observe knowledge and information from the external environment to

enhance human capital. Human capital capabilities are defined as skills, knowledge, intuition, and reasoning provided in the organization by employees. Prospecting knowledge of various types of minerals relates to the information and skills acquired through education or experience on the types of minerals.

2.0 Materials and Methods

This study examined capabilities of Kenyan owned mining enterprises in the mining industry in Kenya. The research was conducted in Taita/Taveta County and incorporated financial, machinery and equipment resources. The study's respondents provided primary data, while secondary data was obtained from books, government records, publications, journals and libraries. The target population was the Kenyan owned mining enterprise in mining industry in Kenya. Thirty (164) managers of Kenyan owned enterprises were selected to participate in the study. A simple random sampling technique was used to select a participants from the target population. This was a descriptive cross-sectional survey study that was conducted using an appropriate survey design.

It utilized the quantitative approach in the methods associated with positivism philosophy. The methodology used involved selecting samples to enable the researcher to analyze and discover various traits and occurrences that were useful in testing the relevant hypotheses. A survey research design enabled the researcher to describe and explain events as they were in the field. A self-administered questionnaire was used to

collect data where both semi-structured and open-ended questions were used. Likert scales of 5-point were used to facilitate measurement of variables. The researcher observed integrity and objectivity of the study to ensure quality of the study and ethics were embraced. The study examined human capital and prospecting knowledge capabilities. The collected data was analyzed descriptively where mean and standard deviation were computed to help establish whether Kenyan owned enterprises possess resources to enable them extract minerals, and add value to satisfy their customers. The researcher used SPSS version 22 to aid data analysis. Hypotheses testing using regression analysis offered an enhanced understanding of the relationships existing amongst the various study variables. The same was confirmed using Pearson correlation analysis. The findings of this study guided the researcher to come up with informed conclusion and recommendations.

3.0 Results and Discussions

The findings of this study were verified, discussed, and conclusions and recommendations suggested. In this study, all the 164 questionnaires (100%) were distributed, filled and collected. This was achieved because the questionnaires were delivered by a person and collected once they were filled.

Test for reliability of data

Crobach's Alpha statistics was used to test for reliability of data. The results were above the 0.7 threshold that is acceptable in business research as tabulated in Table 1

Table 1
Cronbach's Alpha Reliability Statistics

Variable	Cronbach's Alpha
Human Capital	0.836
Prospecting knowledge	0.810

Reliability of the instrument was assessed using Cronbach's Alpha statistics. As illustrated in Table 1, all the constructs' reliability statistics were above the 0.7 threshold that is acceptable in business research. This is an indication that the instruments were suitable for data collection.

Descriptive results on human capital capabilities on value creation

This study established whether capabilities have an association with value creation in the Kenyan owned mining enterprises. Capabilities studied in this research are human capital and knowledge of prospecting. Constructs for human capital that made composite measures for human capital

capabilities included employee specialized skills, employee experience and capable work force, talented employees, employees with mining know-how and intellectual capital; employees collective learning practice, leadership skills, employee team work; and ability to coordinate working teams to achieve goals. Composite measures for knowledge of prospecting capabilities included: prospecting knowledge, knowledge of tracing minerals in a location, knowledge of approximate quantities of mineral deposits in a location, and knowledge of prospecting methods. The summary results regarding the human capital capabilities on value creation are shown in Table 2.

Table 2
Human capital capabilities on value creation

Human capital capabilities	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5	Mean	STD. Dev
Employees specialized skills	3(1.8%)	17(10.4%)	72(43.9%)	61(37.2%)	11(6.7%)	3.37	0.829
Experienced and capable workforce	1(0.6%)	4(2.4%)	50(30.5%)	99(60.4%)	10(6.1%)	3.69	0.651
Talented Employees	1(0.6%)	8(4.9%)	39(23.8%)	111(67.7%)	5(3.0%)	3.68	0.645

Employees have mining know how and intellectual capital	5(3.0%)	63(38.4%)		85(51.8%)	11(6.7%)	3.62	0.658
Employees practice collective learning	1(0.6%)	9(5.5%)	49(29.9%)	99(60.4%)	6(3.7%)	3.61	0.678
Leadership skills	2(1.2%)	4(2.4%)	48(29.3%)	101(61.6%)	9(5.5%)	3.68	0.673
Change responsiveness	1(0.6%)	12(7.3%)	33(20.1%)	109(66.5%)	9(5.5%)	3.69	0.714
Employees embrace teamwork	17(10.4%)	29(17.7%)		105(64%)	13(7.9%)	3.7	0.762
Ability to coordinate working teams to achieve goal	1(0.6%)	3(1.8%)	18(11%)	119(72.5%)	23(14%)	3.98	0.616

The results in Table 2 show that most of the Kenyan owned enterprises have adequate human capital and prospecting knowledge capabilities. All the questions on this descriptive analysis established that Kenyan

owned enterprises have adequate human capital capabilities. A further analysis was done on capabilities and value creation and results summarized in Table 3

Table 3
Prospecting capabilities and value creation

Prospecting capabilities	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5	Mean	STD. Dev
Knowledge of various types of minerals	1(0.6%)	9(5.5%)	19(11.6%)	92(56.1%)	43(26.2%)	4.02	0.81
Knowledge of tracing various minerals from my location	4(2.4%)	13(7.9%)	31(18.9%)	88(53.7%)	28(17.1%)	3.75	0.916
Knowledge of approximate quantities of minerals deposits	80(48.8%)	45(27.4%)	23(14.0%)	13(7.9%)	3(1.8%)	1.87	1.048
Knowledge of prospecting method	5(3.0%)	9(5.5%)	34(20.7%)	79(48.2%)	37(22.6%)	3.82	0.948

Table 3 analysis results indicate that Kenyan owned mining enterprises possess knowledge of types of minerals, knowledge of tracing minerals from their location, and knowledge of prospecting method. They however have a challenge in establishing the quantities that

they expect to extract. To establish the relationship between human capital capabilities and prospecting capabilities variables, a Pearson correlation analysis was done and results presented in Table 4.

Table 4

Correlations: Human capital capabilities and prospecting capabilities

		Human Capital Capabilities	Prospecting Capabilities
Human Capital Capabilities	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	164	
Prospecting Capabilities	Pearson Correlation	.487**	1
	Sig. (2-tailed)	.000	
	N	164	164

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

The researcher tested Pearson correlation on human capital and prospecting knowledge capabilities. The results showed a positive correlation of 0.487. This is an indication that the two variables move towards the same direction.

Multiple regression analysis assumes that there is a linear association between value creation and human capital and knowledge of prospecting capabilities. The model summary of the analysis is presented in Table 5

Table 5

Model Summary on Human Capital Capabilities, Prospecting Capabilities and Value Creation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.429	.29600

a. Predictors: (Constant), Prospecting Capabilities, Human Capital Capabilities

Table 5 display results of model summary. The regression output was used to predict value creation. Value creation was modelled

as a function of prospecting and human capital capabilities. Table 5 indicates R 0.660 as a measure of quality in prediction of

value creation, which is a good level of prediction. R Square 43.6% is the proportion of value creation explained by human capital and prospecting knowledge capabilities. The regression model account for 43.6% of the

value creation variance. ANOVA was carried out to further determine the validity of the regression model. The results are shown in Table 6.

Table 6

ANOVA: Human capital capabilities and prospecting knowledge on value creation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.916	2	5.458	62.293	.000 ^a
	Residual	14.106	161	.088		
	Total	25.022	163			

a. Predictors: (Constant), Prospecting Capabilities, Human Capital Capabilities

Dependent Variable: Value Creation

ANOVA in Table 6 results show that capabilities which are human capital and knowledge of prospecting positively predict value creation; F 62.263, df 2, 161 sig. 0.000 < 0.05. Therefore, the study rejected the null hypothesis that states there was no relationship between enterprise capabilities and value creation.

Discussion

The results of the analysis enabled the researcher to make a decision to reject null hypothesis and accept the alternate hypothesis which stated that there is a relationship between capabilities and value creation in Kenyan owned enterprises in mining industry in Kenya. Capabilities (human capital and knowledge of prospecting) were tested in both descriptive and inferential analysis. The results showed that most of the Kenya-owned enterprises possess capabilities. However, it was further established that all the enterprises apply tacit knowledge. ANOVA result of capabilities and value creation showed sig.0.000<0.05.

The regression model is a good fit for the data. Human capabilities and knowledge of prospecting capabilities led this study.

The association between capabilities and value creation was tested. This reflects the ability to create and produce value for the stakeholders. The results of the analyses show that capabilities collectively and also individually, have a positive relationship with value creation. Both dynamic capabilities and ordinary capabilities are known to create value for enterprise (Noofal, 2016). Capabilities are enterprise capacity to deploy resources that have been integrated to achieve a desired result. They enable the enterprise to effectively use its resource to create value. Mehrai et al. (2017) says that value for in-house can be understood by an increase in the knowledge base and retention of the knowledge in terms of talent development, talent retention and enhancement of talent culture. The relationship between human capital capabilities and value creation was established by undertaking various statistical

analyses. Results of the analyses show that Kenyan owned enterprises human capital and knowledge of prospecting capabilities create value for their stakeholders. Business Concepts Team (2020) says that capability based planning enables business enterprises to create value.

These capabilities are important for enterprises and employees to deliver value. It was established that human capital in Kenyan owned enterprises emerges from work experience. This is the source of intelligence and problem-solving skills. The process of value creation commences with prospecting, it is an investigative activity. Mining companies use employees or consultants, human capital with the aid of prospecting equipment to establish where minerals are situated. Kenyan owned enterprises use rudimentary tools and tacit knowledge to prospect where the deposits of minerals are situated. Prospecting and finding minerals is an important aspect in value creation process in mining industry.

Most of the Kenyan owned enterprises have employed people who have long term mining experience to make use of their tacit knowledge in human capital capabilities. McGraw-Hill Education (2017) and Rashidirad and Salimian (2020) explain that enterprise capabilities are knowledge-based and reside in employees and in enterprise intellectual capital. It is also based in enterprise processes and functional systems. Kenyan owned mining enterprise employees have tacit knowledge that is valued in the mining industry. Nik et al. (2020) established that with the heterogeneity of human capital,

firms expect to have skilled and knowledgeable employees that will create value for the enterprise. The researcher examined the combined relationship of capabilities on value creation. The results of the analysis show that capabilities collectively have a relationship with value creation. Pratap (2021) says that Apple built various resources and capabilities that enabled the company to create value in the international market, which in turn led it to sustainable competitive advantage in technology industry. The company enjoys very high brand equity in global market. It was established in the descriptive analysis that Kenyan owned enterprises have adequate human capital and knowledge of prospecting capabilities that enable them to facilitate mining process successfully.

Capabilities are enterprise capacity to deploy resources that have been integrated to achieve a desired result. They enable an enterprise to effectively use the resources they have to create value. Wojciech et al. (2021) says that ordinary capabilities are also known as operational capabilities which embrace routine activities that enable enterprises to pursue a defined set of activities. Results of the analysis show that Kenyan owned enterprises human capital and knowledge capabilities create value for their stakeholders. Organization capabilities are the enterprise's capacity to manage resources effectively to create value for its stakeholders (Semaan, 2020). Human capital capabilities lead to the ability to combine enterprise resources to create value. Capabilities are termed as the main source of an enterprise value creation.

4.0 Conclusion

This study established that most Kenyan owned enterprises do not have prospecting equipment. Most enterprise employees use rudimentary tools and the human capital capabilities to trace where mineral deposits are situated. This affects the speed in creating value for mining enterprise, since it takes longer to extract minerals than when an enterprise is using machines and equipment for extraction. The results of the analysis of this study show that Kenyan owned enterprises human capital capabilities and prospecting knowledge capabilities have an association with value creation. These two capabilities can be improved through the process of education or through on the job training. It was established that human capital is a key component to value creation in the Kenyan owned enterprises.

5.0 Recommendations

It was established that some of the enterprises are owned and led by Women. A study can be undertaken to establish how women owned and women managed enterprises are creating value for the stakeholders. Mining industry is a very important industry. As such, the government should support Kenyan owned

enterprises to ensure value creation process is achieved fast. This study concentrated on Kenyan owned mining enterprises. It examined ordinary capabilities. A study can be carried out to establish dynamic capabilities in Kenyan owned enterprises. The researcher assessed two capabilities, namely; human capital and knowledge of prospecting capabilities. Future studies can be undertaken to examine other capabilities of enterprises. A similar study also can be undertaken on multinationals to establish how capabilities facilitate value creation in mining companies.

6.0 Value and Implications

The findings of this study are useful in the mining industry since it enhances knowledge in value creation within mining firms as a tool of competitiveness. The results have implications on policies and practices by miners, scholars, students and managers of mining enterprises. This study has developed more understanding of capabilities and their role in value creation in the Kenyan owned enterprises in mining industry in Kenya. The findings of this study can be used to compare with other past study findings to establish whether the results agree with a view to improving the performance of mining enterprises.

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