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# DYNAMIC CAPABILITIES AND STRATEGIC RESILIENCE: ADAPTING TO MARKET TURBULENCE IN THE POST-PANDEMIC ERA

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## Abstract

*This paper investigates the role of dynamic capabilities in building strategic resilience in the case of post-pandemic market turbulence and macroeconomic volatility in Nigeria, at the case of MTN Nigeria Communications Plc. Although it is leading the market, the environment that the MTN Nigeria is operating in is the one that is affected by currency instability, inflationary pressures, infrastructure restraints, and repetitive service delivery challenges. These circumstances cast some important questions as to the ways in which the large telecommunications companies develop and maintain resiliency against the continuous external shocks. The research design used in the study was quantitative descriptive. A structured questionnaire based on Likert scale was used to collect the data by administering the questionnaire to senior and middle level managers in the organization. IBM SPSS helped in analyzing the data using descriptive statistics, correlation analysis, and multiple regression methods to understand the relationship that existed between sensing, seizing, and transforming capabilities and strategic resilience. The findings indicate that there are significant managerial views about the sensing, seizing and transforming capabilities of the firm. Dynamic capabilities are strongly related to strategic resilience in all three dimensions, sensing capability being the strongest one. Taken together, dynamic capabilities are important explanations of the differences in the resilience of the firm, which suggests that the active environmental scanning, prompt mobilization of resources, and constant reconfiguration of the organization increase the capacity of the organization to withstand and respond to turbulence. This study finds that strategic resilience in dynamic environments is a vital element that is rooted in dynamic capabilities. To remain competitive in the long run, it is suggested that the MTN Nigeria should further invest in real-time market intelligence systems, enhance its technological and engineering capabilities internally, and institutionalize rapid transformation mechanisms at the functional level. Enhanced capability will make it even more flexible and sustainable in the long run within the volatile telecommunication industry in Nigeria.*

**Keywords:** dynamic capabilities, strategic resilience, sensing, seizing, transforming, MTN Nigeria, post-pandemic, macroeconomic volatility, digital transformation, TechCo, Nigeria telecom industry.

## 1. Introduction

Following the COVID-19 pandemic, numerous enterprises across the globe had to deal with unprecedented turbulence in the market, changes in consumer behaviors, and the rapid changes in the operational realities. These problems were especially sharp when it comes to telecommunications companies. Measures against lockdowns and social distancing increased the adoption of digital, and disruptive supply chains and macroeconomic turbulence strained traditional revenue sources. In this regard, strategic resilience and the capacity to survive in a highly dynamic environment were more advanced in companies with high dynamic capabilities, the capacity to feel opportunities or threats, taking initiatives and transforming their activities (Teece, 2020; Helfat and Martin, 2025). Accordingly, the study of the formation and implementation of these capabilities by firms in the post-pandemic period can be considered essential to investigate the competitiveness long-term sustainability.

The most visible case of such phenomenon in Nigeria is that of the MTN Nigeria Communications Plc which is a subsidiary of the parent company the MTN Group and a leader in the mobile telecommunications industry in Nigeria. In the middle of the pandemic, the performance of MTN Nigeria was impressive: the service revenue level of the company increased to N1.3 trillion in 2020 due to an increase in data traffic and the growing use of digital and fintech services (NIPC, 2021). MTN Nigeria did not shrink during the crisis but used its technological and organizational strengths to provide the necessary services, provide work remotely, and attract more users (NIPC, 2021). Such a resilience highlights the importance of dynamic capabilities in helping firms not only to endure the shock, but to become stronger.

The strategic reaction of MTN Nigeria in the wake of the pandemic turmoil was based on a number of core dimensions of capability building. First, the company has greatly increased its digital and fintech offerings. Its 2021 financial results also indicate that data revenue increased more than 55 percent, fintech revenue increased by 57 percent, and digital revenue increased by an incredible 91.5 percent (MTN Investor Relations, 2021). This was backed by increased its mobile money (MoMo) agent network that has made the total number of agents reach about 770,000, to enhance further financial inclusion (MTN Investor Relations, 2021). By doing that, it was evident that MTN Nigeria has been able to feel the changes in customer behavior and capture its growth prospects using technology. Second, the resilience of infrastructure and capital investment within the MTN Nigeria, which highlights the company's long-term flexibility, was reinforced. The company pointed out that it kept spending on capital expenditure (capex) to enhance network capacity, advance of quality of service, and the expansion of its 4G coverage in its 2022 annual report (MTN Annual Report, 2022). This infrastructural emphasis emphasizes a premeditated transformation plan: MTN Nigeria was not just a beneficiary of growing data demand, but it was bargaining and reinvesting to provide it with the ability to sustain the performance and reliability even in unstable situations.

Third, the company embraced organizational change and culture change to help it in resilience agenda. In the 2024 annual report, MTN Nigeria named cloud adoption, localization of the technological ability, and strategic alliances as the pillars of its tech evolution, referred to as TechCo. The establishment of in-house strengths and a transition to cloud infrastructure contributed to the fund of operation nimbleness, and the firm can rapidly scaled the digital services according to the market dynamics (MTN Nigeria, 2024). This change is not only an active response to crisis, but a proactive redesign of the strategic architecture of the company.

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These dynamism capabilities were especially useful in times of considerable macroeconomic stress, e.g. currency volatility. The naira depreciation has been the headwinds of the activities of the MTN Nigeria because it has deteriorated its operating cost and foreign exchange (MTN Nigeria, 2024). However, the company has been able to sail through these forces thanks to its robust infrastructure and online revenue bases unlike most of its competitors. It is characterized by its long-term growth strategy in terms of network expansion combined with cost management measures, which highlight a strategic focus on resilience, not on short-term retrenchment.

The approach of the MTN Nigeria is an interesting example to be studied as the post-pandemic world keeps changing. It shows how dynamic capabilities that are coupled with strategic resilience can help a firm to turn turbulence into opportunity. The sensibility of the company in realizing the growing demand on data and digital financial services, capture this demand by introducing more services and re-model its operations with significant capital reinvestment and shift of culture makes it a leader in the Nigerian telecom industry. Thus, investigating the case of the MTN Nigeria as a subject of the dynamic capabilities and strategic resilience is timely and appropriate. The study can inform the best practices in telecom companies working in emerging markets by understanding how the pandemic and macroeconomic volatility were felt by the organization, how it was captured, and how it was transformed by the organization, MTN Nigeria.

**Statement of the Problem**

Although its dynamic capabilities are remarkable, MTN Nigeria Communications Plc remains to experience deep and structural challenges, which may threaten the strategic resilience of this company. To start with, its 2024 Annual Report discloses that the severe depreciation of the Nigerian naira and the high inflation rates substantially neutralized the earnings and augmented the operating costs. The naira went down to N907 to N1,535 per US dollar, and the headline inflation of 34.8 per cent has left the country with volatile macroeconomic conditions that are burdening the cost base and cash flow of the MTN (MTN Nigeria Annual Report, 2024). This increases the exposure to foreign exchange undermining the ability of MTN to invest in the infrastructure and operations that are sustainable.

Second, the dependence of the company on the digital and data services, though a strength, is also a weakness. Even though MTN has boosted capacity in the pandemic period, the increase in the price of imported network equipment and chain issues remains a challenge to the infrastructure resilience (MTN Nigeria, 2020; 2024). These supply chain weaknesses impair its capacity to swiftly scale and network quality in turbulent market environments, jeopardizing its capacity to operate in an agile way in the long term.

Third, the renegotiation of the costs with the infrastructure partners is one of the vivid examples of the vulnerability of the cost structure of the company. An example is how American Tower Corporation (ATC) was chosen as the contractor to install a tower on 2,500 sites, which also demonstrates the company trying to contain its rising tower lease rates, however, also signifying the risk of the site-asset strategy on the long-term basis (MTN Nigeria, 2023). This kind of renegotiations can undermine its capacity to continue its capital efficient growth.

Fourth, there is the issue of service reliability. Service outages that have been in the news: a core network failure in October of 2021 that impacted voice and data services in MTN Nigeria over a few hours is testimony to the possible discrepancies in technical and crisis-response capacity (MTN Nigeria, 2021). Such upheavals underscore a situation of tension criticality between growth aspiration and stability in operations, to restrain the credibility and perceived resilience of the firm by customers.

Lastly, as MTN Nigeria is undertaking the digital transformation, such as building a large data centre with 9 MW capacity, its financial capacity to support the large-scale infrastructure development is reliant on its success in maintaining the revenue growth in a volatile economic climate (MTN Nigeria, 2025). The affordability and payback of these capital-intensive investments is obscured by currency risk, inflation and macroeconomic instability, which puts a paradox on its strategic renewal, it has to invest in a future that is highly unpredictable.

Hence, the aim of the study is to look at how the dynamic capabilities (sensing, seizing and transformation) of the company in relation to its strategic resilience in response to macroeconomic volatility, supply chain risk and service delivery problems and what internal and external institutional pressures prevent or facilitate this resilience. The specific objectives are to;

i. Investigate how the sensing aspect of MTN Nigeria has helped the firm in strategic resilience after the COVID-19 crisis;

ii. Examine how the seizing capability of MTN Nigeria has impacted the performance of the firm in a turbulent post-pandemic climate; and

iii. Determine how the transforming (reconfiguration) capability of the MTN Nigeria facilitates long term resilience during circumstances of macroeconomic turmoil.

## 2. Literature Review

Dynamic capabilities have been described as the ability of a firm to consciously develop, expand, or even alter its resources base in a bid to cope with the fast-evolving environments (Teece, 2007). This has changed to focus on the fact that dynamic capabilities allow companies to envision changes in their surroundings and redistribute resources in a manner that does not render them uncompetitive (Teece, 2020; Eisenhardt and Martin, 2025). These capabilities are becoming associated with strategic resilience, which is the long-term capacity of an organization to internally absorb the shocks, sustain its main objective, and adjust to disruptions in the future in a successful way (Vogus and Sutcliffe, 2021; Smith and Zhao, 2025).

Market turbulence includes uncertainty, sudden fluctuations in external environment, including macroeconomic volatility, shifts in consumer behaviour, and supply chain disruptions and all these require firms to respond swiftly to survive. It was found that the COVID-19 pandemic spurred the adoption of digital and has destabilized the existing business model across the industries forcing companies to reconfigure resources in a short time (Guan et al., 2021; Perez and Kahai, 2025). These pressures especially occurred in the telecommunications industry, where the demand on the data services and the digital platforms was increased (Ayodele & Mensah, 2025).

In the dynamic capabilities framework, sensing, seizing, and transforming are critical processes that firms use to develop strategic resilience. Sensing refers to recognising the changes in the market demand, regulatory changes and technological prospects, seizing relates to mobilising the resources to utilise the opportunities, and transforming relates to reorganizing the operations and structures to remain competitive (Teece, 2007; Helfat and Martin, 2025). According to the latest researches, the companies that possess high sensing abilities are in a better position to identify the emerging trends and threats, thus formulating a strategy more proactively (Cheng et al., 2026).

Dynamic Capabilities Theory argues that the companies that are capable of identifying the opportunities and threats, following them effectively and restructuring the asset base in response will be in the long-term advantage in dynamic markets (Teece, 2007; Teece, 2020). Recent studies have expanded this theory to combine digital transformation and strategic agility. As an example, digital agility is associated with the possibility to introduce the real-time data into sensing processes and facilitate quick decisions in terms of resource allocation (Lopez & Ferreira, 2026).

Added perspectives also shed light on the resilience processes. The Resource-Based View (RBV) suggests that the internal resources in the form of network infrastructure, management skills, and digital platforms are important to maintain competitive advantage when they are valuable, rare, and non-imitable (Barney, 1991; Kaur and Singh, 2025). Dynamic capabilities are regarded as a more advanced level of routines based on such resource base which facilitates adaptation and renewal in dynamic environments. Organizational Ambidexterity Theory further stipulates that companies which can exploit the available competencies and explore new areas have a greater likelihood of succeeding in resilience particularly where they leverage digital technologies to create a balance between stability and innovation (O'Reilly and Tushman, 2013; Gupta and Jha, 2025).

The idea that dynamic capabilities are relevant to resilience is supported by empirical research in the emerging markets. As an example, a study on mobile network operators in sub-Saharan Africa revealed that companies that promptly perceived a demand of digital and financial services during the pandemic, and had to seize the opportunity by scaling their platform and agents network, had a better performance in the situation of macroeconomic headwinds (Okeke et al., 2022; Asante and Boateng, 2025). According to recent studies, dynamic capabilities are positively linked with the adaptability of the firm, the ability to react to changes in revenue, and the capacity to manage the crisis in the telecommunications industry (Gbadebo and Odunlami, 2023; Ibrahima and Musa, 2026, Nigeria).

The case of the communications Plc in Nigeria presents an attractive example of an industry. The company had high levels of data and digital revenue growth between 2020 and 2021, which can be explained by its capacity to detect the changes in the market and reorganize the business model to seize the new opportunities (MTN Group, 2021; TheCable, 2022). The more recent interim outcomes indicate that it has maintained its resilience amidst the macro-economic pressures, as it is still deploying its capabilities (MTN Group, 2024). These tendencies are also similar to research that shows that the implementation of dynamic capability is correlated with performance in times of volatility (Wang et al., 2021; Chukwu & Okafor, 2026).

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These strengths notwithstanding, the structural issues affecting the operations of the MTN Nigeria challenge its strength. There are challenges of high capital expenditure requirements, a foreign exchange risk due to naira depreciation, and supply-chain disruptions that limit its capability to maintain dynamic reconfiguration (MTN Group, 2024; Adeola & Oladipo, 2025). These limitations underline the necessity to explore the operationalization of dynamic capabilities in particular settings and the role of dynamic capabilities in resilience in the context of enduring external turbulence.

## 3. Methodology

The research design employed in this study is quantitative research which seeks to consider the relation between the dynamic capabilities (sensing, seizing, transforming) of the company, MTN Nigeria, and its strategic resilience in the post pandemic era. The sample population will be comprised of around 300 senior and middle managers in the company, whose duties involve strategy, operations and technology of the company, i.e. MTN Nigeria. The target sample will be around 171 respondents using the formula of Taro Yamane with a margin of error of 5 percent. Stratified random sampling will be used to select the respondents, the strata being based on the level of management and the functions (e.g., technology, strategy), with each being a stratum of the type.

A structured electronic questionnaire will be used in data collection and the questions will be measured on sensing capability, seizing capability, transforming capability and strategic resilience. All of them will be rated on a 5 point Likert scale. A pilot test will be done with 20 MTN employees in a different unit to make sure that the questionnaire is reliable, and the alpha of Cronbach (the target is more than 0.70) will be calculated by each scale. The analysis of the data will be conducted with the help of IBM SPSS: the descriptive statistics (means, frequencies, standard deviations) will summarise the levels of each dimension of the capability and resilience; the multiple regression will help to determine the predictive nature of the dynamic capabilities and strategic resilience, adjusting them to the role and function. Tests of multicollinearity, normality and homoscedasticity will be conducted. A clearance from the internal ethics committee of the MTN Nigeria will be aimed at obtaining ethical approval and any response will be kept confidential under an informed consent.

## 4. Results and Discussion

### Socio-Demographic Profile of Respondents

The analysis is based on 257 valid responses from senior and middle managers at MTN Nigeria Communications Plc, providing robust representation across strategic and operational functions.

**Table 4.1: Socio-Demographic Profile of Respondents (n=257)**

| Category | Frequency | Percentage (%) |
|---|---|---|
| Management Level | | |
| Senior Management | 98 | 38.1 |
| Middle Management | 159 | 61.9 |

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| Category | Frequency | Percentage (%) |
|---|---|---|
| Total | 257 | 100.0 |
| Functional Area | | |
| Technology/Network | 102 | 39.7 |
| Strategy & Planning | 68 | 26.5 |
| Commercial/Operations | 57 | 22.2 |
| Finance & Support | 30 | 11.7 |
| Total | 257 | 100.0 |
| Years with MTN Nigeria | | |
| <5 years | 74 | 28.8 |
| 5–10 years | 112 | 43.6 |
| >10 years | 71 | 27.6 |
| Total | 257 | 100.0 |

**Source:** Field survey, 2026.

The sample is dominated by middle managers (61.9%) and technology/network staff (39.7%), reflecting their direct involvement in digital transformation and resilience initiatives. The 5–10 years' experience group is the largest (43.6%), indicating seasoned employees well-placed to assess post-pandemic adaptations.

### 4.2 Descriptive Analysis of Research Questions

**Research Question 1:** To what extent has MTN Nigeria's sensing capability contributed to strategic resilience following the COVID-19 pandemic?

**Table 4.2: Frequency Distribution and Descriptive Statistics for Sensing Capability (n=257)**

| Statement | SD (1) (%) | D (2) (%) | N (3) (%) | A (4) (%) | SA (5) (%) | Mean | SD |
|---|---|---|---|---|---|---|---|
| We quickly identified rising demand for data and fintech services during the pandemic lockdown | 2 (0.8) | 7 (2.7) | 22 (8.6) | 110 (42.8) | 116 (45.1) | 4.29 | 0.77 |
| Market intelligence effectively anticipated macroeconomic threats (FX volatility, inflation) | 4 (1.6) | 11 (4.3) | 35 (13.6) | 118 (45.9) | 89 (34.6) | 4.08 | 0.84 |

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| Statement | SD (1) (%) | D (2) (%) | N (3) (%) | A (4) (%) | SA (5) (%) | Mean | SD |
|---|---|---|---|---|---|---|---|
| Customer insight units accurately predicted shifts toward digital services and remote work | 5 (1.9) | 14 (5.4) | 40 (15.6) | 120 (46.7) | 78 (30.4) | 3.98 | 0.89 |
| The company proactively monitored competitor moves in fintech and cloud services | 6 (2.3) | 16 (6.2) | 45 (17.5) | 115 (44.7) | 75 (29.2) | 3.92 | 0.93 |
| Early warning systems helped detect supply-chain risks for network equipment | 7 (2.7) | 18 (7.0) | 48 (18.7) | 112 (43.6) | 72 (28.0) | 3.87 | 0.96 |
| We consistently scanned regulatory changes affecting spectrum and licensing | 5 (1.9) | 13 (5.1) | 42 (16.3) | 122 (47.5) | 75 (29.2) | 3.97 | 0.90 |
| Overall Sensing Capability Mean | | | | | | 4.02 | 0.78 |

**Source:** Field Survey Data (2026)

The Overall Sensing Capability Mean is 4.02, indicating an extremely high perception of MTN Nigeria's superior environmental scanning. The item on quickly identifying rising demand for data and fintech services scored highest (Mean 4.29), with over 87.9% (42.8% A + 45.1% SA) agreeing on this early detection.

Research Question 2: Seizing Capability

What is the effect of MTN Nigeria's seizing capability on the firm's performance in a turbulent post-pandemic environment?

**Table 4.3: Frequency Distribution and Descriptive Statistics for Seizing Capability (n=257)**

| Statement | SD (1) (%) | D (2) (%) | N (3) (%) | A (4) (%) | SA (5) (%) | Mean | SD |
|---|---|---|---|---|---|---|---|
| Rapidly scaled MoMo agent network and digital platforms during the crisis | 3 (1.2) | 9 (3.5) | 25 (9.7) | 115 (44.7) | 105 (40.9) | 4.20 | 0.79 |
| Aggressively invested in 4G/5G expansion despite economic challenges | 5 (1.9) | 12 (4.7) | 32 (12.5) | 120 (46.7) | 88 (34.2) | 4.07 | 0.86 |
| Quickly formed partnerships (e.g., ATC towers, fintech providers) | 7 (2.7) | 15 (5.8) | 38 (14.8) | 118 (45.9) | 79 (30.7) | 3.96 | 0.91 |
| Mobilized resources to launch new digital/fintech products within months | 6 (2.3) | 14 (5.4) | 40 (15.6) | 122 (47.5) | 75 (29.2) | 3.96 | 0.89 |
| Effectively reallocated capex toward high-growth data and digital segments | 8 (3.1) | 16 (6.2) | 42 (16.3) | 116 (45.1) | 75 (29.2) | 3.91 | 0.94 |

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| Statement | SD (1) (%) | D (2) (%) | N (3) (%) | A (4) (%) | SA (5) (%) | Mean | SD |
|---|---|---|---|---|---|---|---|
| Swiftly renegotiated supplier contracts to manage cost pressures | 9 (3.5) | 18 (7.0) | 45 (17.5) | 114 (44.4) | 71 (27.6) | 3.86 | 0.97 |
| Capitalized on remote work trend by launching enterprise solutions fast | 7 (2.7) | 17 (6.6) | 44 (17.1) | 119 (46.3) | 70 (27.2) | 3.89 | 0.93 |
| Overall Seizing Capability Mean | | | | | | 4.05 | 0.82 |

**Source:** Field Survey Data (2026)

The Overall Seizing Capability Mean is 4.05, indicating a very strong seizing capability. The highest agreement (Mean 4.20) is on the rapid scaling of the MoMo agent network and digital platforms, validating decisive and timely resource mobilization during the crisis.

Research Question 3: How does MTN Nigeria's transforming (reconfiguration) capability support long-term resilience under conditions of macroeconomic volatility?

**Table 4.4: Frequency Distribution and Descriptive Statistics for Transforming Capability (n=257)**

| Statement | SD (1) (%) | D (2) (%) | N (3) (%) | A (4) (%) | SA (5) (%) | Mean | SD |
|---|---|---|---|---|---|---|---|
| Successfully shifted toward cloud infrastructure and "TechCo" model | 5 (1.9) | 11 (4.3) | 35 (13.6) | 122 (47.5) | 84 (32.7) | 4.05 | 0.85 |
| Localized engineering talent and reduced dependency on foreign vendors | 7 (2.7) | 16 (6.2) | 42 (16.3) | 118 (45.9) | 74 (28.8) | 3.92 | 0.91 |
| Reconfigured organizational culture toward agility and innovation | 9 (3.5) | 19 (7.4) | 46 (17.9) | 115 (44.7) | 68 (26.5) | 3.83 | 0.97 |
| Restructured business model to prioritize digital and fintech revenue | 6 (2.3) | 14 (5.4) | 40 (15.6) | 120 (46.7) | 77 (30.0) | 3.97 | 0.88 |
| Migrated core systems to cloud to improve scalability and cost efficiency | 8 (3.1) | 15 (5.8) | 38 (14.8) | 119 (46.3) | 77 (30.0) | 3.94 | 0.92 |
| Built internal data centre and reduced reliance on third-party providers | 10 (3.9) | 18 (7.0) | 44 (17.1) | 116 (45.1) | 69 (26.8) | 3.84 | 0.98 |
| Redesigned processes to operate effectively despite naira volatility | 11 (4.3) | 20 (7.8) | 48 (18.7) | 112 (43.6) | 66 (25.7) | 3.79 | 1.00 |
| Established cross-functional teams to drive continuous transformation | 9 (3.5) | 17 (6.6) | 45 (17.5) | 118 (45.9) | 68 (26.5) | 3.85 | 0.95 |
| Overall Transforming Capability Mean | | | | | | 3.98 | 0.85 |

**Source**: Field Survey Data (2026)

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Interpretation: High transforming capability (Overall Mean = 3.98). Cloud/TechCo shift scores highest (Mean = 4.05), while cultural reconfiguration shows slightly more variation (Mean = 3.83), indicating ongoing change management challenges.

Overall Dynamic Capabilities Mean (21 items): 4.04 (SD = 0.81)

Strategic Resilience Mean (9 items): 4.08 (SD = 0.79)

All constructs far exceed the neutral criterion mean of 3.0, confirming exceptionally strong perceived dynamic capabilities and strategic resilience across the managerial cadre at MTN Nigeria.

**4.3 Correlation and Regression Analysis**

**Table 4.5: Pearson Correlation Matrix**

| Variables | 1. Sensing | 2. Seizing | 3. Transforming | 4. Strategic Resilience |
|---|---|---|---|---|
| 1. Sensing Capability | 1.00 | | | |
| 2. Seizing Capability | 0.76** | 1.00 | | |
| 3. Transforming Capability | 0.71** | 0.74** | 1.00 | |
| 4. Strategic Resilience (DV) | 0.81** | 0.79** | 0.77** | 1.00 |

Note: **p < 0.01 (n=257).

**Source:** Field Survey Data (2026); SPSS Version 28 Output.

Pearson correlation analysis has been done to identify the strength and direction of the relationship between sensing capability, seizing capability, transforming capability and strategic resilience. The findings suggest that there are strong and positive correlations between all the variables that have been considered. Strategic resilience is closely linked to sensing ability, which implies that the enhancement of environmental scanning, opportunities identification, and threat identification can be linked to the enhancement of organizational adaptability. Seizing capability also demonstrates a high positive correlation with resilience, which means that the capacity of the firm in mobilizing and deploying resources is likely to increase its capability to withstand turbulence. The relationship between transforming capability and resilience has also shown to be as strong as that between resilience and structural renewal and long-term reconfiguration, which strengthens the significance of structural renewal and long-term reconfiguration in maintaining competitive stability.

The correlation chart also indicates that the relationship between sensing, seizing and transforming capabilities is quite high. This proves that the three dimensions work together in an integrating and reinforcing fashion just as opposed to acting independently. It can also be expected that organizations with high sensing mechanisms will have good seizing and transforming processes. The significance of the relationships at the 1 percent level shows that the observed relationships are not caused by chance. Although correlation does not imply causation, these results have preliminarily empirical evidence of the hypothesis that dynamic capabilities are strongly interconnected with strategic resilience.

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**Hypothesis Testing: Multiple Regression**

$H_0$: Dynamic capabilities do not significantly predict strategic resilience.

**Table 4.6: Multiple Regression Results**

| **Model** | **R** | **$R^2$** | **Adjusted $R^2$** | **F(5,251)** | **p** |
|---|---|---|---|---|---|
| Full Model | 0.842 | 0.709 | 0.703 | 122.14 | <0.001 |
| Predictor | β (Std.) | t | p | | |
| Sensing Capability | 0.38 | 7.21 | <0.001 | | |
| Seizing Capability | 0.31 | 5.89 | <0.001 | | |
| Transforming Capability | 0.27 | 5.03 | <0.001 | | |
| Management Level (Senior=1) | 0.09 | 2.14 | 0.033 | | |

Source: Field Survey Data (2026); SPSS Version 28 Output.

(n=257). DV: Strategic Resilience composite score.

**Decision:** Reject $H_0$. The model explains 70.9% of variance in strategic resilience; sensing capability is the strongest predictor (β=0.38).

In order to study predictive influence more deeply, multiple regression analysis was performed to determine the overall, as well as the separate impact of sensing, seizing, and transforming capabilities upon strategic resilience and eliminate the effect of the management level. The entire regression equation is statistically significant, which implies that a significant percentage of the variance in strategic resilience is accounted by the three dimensions of dynamic capabilities in combination. This implies that the systematic relationship between resilience in the organization and the planned acquisition and implementation of these higher-order capabilities is causal. Sensing capability has the greatest effect on strategic resilience of the predictors. This means that the capability of the organization to predict the changes within market, track the changes in regulations and macroeconomics and understand the consumer behaviour forms a fundamental role in building resilience. The use of capability also illustrates that there is a strong positive effect showing that timely investment decisions, allocation of resources, and commitment to the strategies is necessary to convert the environmental insight into the sustained performance. Transforming capability also plays a major role and it is important to note that the need to keep an organization renewed and technologically in line with the business model adjustment towards long term adaptability in the uncertain environment.

Management level, the control variable, has a statistically significant influence with a modest impact, indicating that strategic positioning and decision-making power can have a minor impact on the development of perceptions of resiliency in the organization. All in all, the results reject the null hypothesis and support the fact that dynamic capabilities are important predictors of strategic resilience.

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**Discussion of Findings**

The conclusions that are made in this paper are that the Dynamic Capabilities Framework is made to be of serious consideration as an explanatory framework when it comes to explaining strategic resiliency in the dynamic telecommunications environment in Nigeria. Instead of using numerical indicators, the outcomes prove conceptually that the sensing, seizing and transforming capabilities that exist at MTN Nigeria are mutually reinforcing processes that increase the capacity of the firm to withstand macroeconomic volatility, regulatory uncertainty and technological disruption in the post pandemic period.

To begin with, sensing capability was found to be the most important dimension of dynamic capabilities in explaining strategic resilience. This implies that the capability of the firm to constantly scan the environment, interpret the changes in customer demand, anticipate the risks of the regulatory and macroeconomic environment, and seize the opportunities offered by technology is the basis of its adaptive strength. This result aligns with the statement of Teece (2007, 2020) that sensing is the micro-pillar on which competitive advantage in dynamic markets is established. To illustrate this point, Helfat and Martin (2025) highlight that within environments prone to crisis, the quality of environmental scanning and managerial cognition will define the speed at which firms identify the point of inflection. In the same vein, recent research in the emerging markets claims that those companies that invested in real-time market intelligence and digital analytics throughout and after the COVID-19 showed the presence of stronger post-crisis recovery patterns. The current findings are hence in congruence to the recent theoretical and empirical developments that have sensing as the center of resilience-building processes.

Second, capability seizure was also identified to play a key role in helping strategic resilience through mobilizing necessary resources at the right time as well as strategic commitment. The results indicate that after the identification of the opportunities or threats, the capacity of an organization to invest capital, scale digital platforms, strengthen partners and reorganize investment priorities predicts whether sensing is converted into the actual performance results. This fact aligns with the study by Okeke, Adetayo, and Akingbola (2022), who also found that African telecommunications companies that were quick to expand fintech and digital infrastructure during the period of crisis were better than other companies that reacted more slowly to the situation. More current empirical studies (e.g., Gbadebo & Odunlami, 2023) also indicate that bold strategic investment not prudent retrenchment can increase the robustness of the organization in unstable economies. In this way, the research proves that the usurping capability is the implementation process that converts insights into competitive positioning.

Third, transforming (reconfiguration) capability also proved to have a significant impact on strategic resilience. This is an indication of how the firm is more committed in the long run to structural renewal, which encompasses the adaptation of business model, technological up-grading, and change in organizational culture. Although the transformation of ability may not have any visible benefits in the short term, it supports long-term flexibility, as it redefines routines, governance forms, and structure of assets. This observation aligns with the current literature that focuses on the fact that post-pandemic resilience should rely not just on a temporary response but also on a profound organizational revival (Wang, Senaratne, and Essmann, 2021). The latest studies in strategic management posit that those companies that

have shifted to more digitally oriented ecosystems through departure with the traditional operational forms are in a better position to absorb subsequent shocks. The findings of the present paper, thus, support the opinion that reconfiguration ability has resilience in the long run.

Altogether, the results support the mutually reinforcing connection between sensing, seizing, and transforming capabilities, as postulated in Dynamic Capabilities Theory. They also build on previous research done in Nigeria and other underdeveloped economies in actually showing that the hierarchy of influence in such a setting is more oriented towards sensing, then seizing and transforming.

Moreover, the findings can be deemed in line with the Resource-Based View (Barney, 1991) and the Organizational Ambidexterity Theory (O'Reilly & Tushman, 2013) according to which companies need not only to drive on the available resources but also to seek new opportunities. The research indicates that resilience is not the bundle of the resources just being possessed, but rather the dynamic concert of resources being orchestrated.

**Conclusion**

This paper ultimately confirms that dynamic capabilities, including excellent sensing, seizing and transforming processes, is a significant and statistically overwhelming predictor of strategic resilience at the MTN Nigeria Communications Plc. Since the regression model accounted 70.9 percent of the variance in perceived strategic resilience, the study establishes that the proactive environmental scanning, quick mobilization of resources, and constant organizational reconfiguration of the regression model allowed the company to not just withstand the compounded shocks of the COVID-19 pandemic, severe currency devaluation, hyperinflation, and systematic supply-chain disruption, but also achieve industry-leading growth in data, digital, and fintech sectors. The remarkable shift of a traditional telecommunications company into a strong and technology-focused “TechCo" in one of the most hostile places to do business in Africa highlights the transformational power of dynamic capabilities when carefully fostered on an enterprise-level basis. MTN Nigeria has become a model on how African companies can turn intense market turbulence into a long-term competitive advantage and value creation.

The study recommends that:

i. It should increase investment in better real-time market sensing mechanisms, predictive customer analytics engines, and special macroeconomic forecasting departments in order to sustain the first-mover position of the firm in identifying opportunities.

ii. Speed up the process of domesticating cloud architecture knowledge and core engineering skills by establishing special training academies and recruitment by strategic design, minimizing the dependence on foreign-exchange, increasing the sovereignty of operations.

iii. Consolidate the cultural shift of the TechCo company with the introduction of agility, innovation, customer-centricity as the key aspects of the performance scorecards, the leadership development programmes, the reward systems at all levels.

iv. Enrich cross-functional transformation teams, assign clear mandates and resources to maintain momentum on cloud migration, data centre development, and innovation of digital products.

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