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ABSTRACT

Purpose: *The general objective of the study was to establish the effect of resource fluidity on performance of Media firms in Nairobi. The study was guided by resource-based view theory.*

Methodology/Approach: *The study adopted both descriptive research design and correlational research design. Primary data was collected using closed ended questionnaire on six media firms in Nairobi thus Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited. This examined television, radio, print and digital sectors for existing media firms. Validity done by KMO test, reliability cronbach alpha as Piloting was done in Bungoma County media stations. The departmental heads for editorial, technical, sales and marketing, administrative and public relations formed the target and sample. This targeted 176 departmental heads and sampled out 122 departmental heads. Simple random sampling and stratified sampling techniques were adopted. Piloting was done to assess the accuracy of the questionnaire. Data was analyzed using descriptive and inferential statistics. Descriptive included frequencies, percentages, mean and standard deviation, inferential was done through regression analysis. Data was presented using tables.*

Findings: *Resource fluidity significantly affected performance in media firms P 0.00<0.05. This suggests that resource fluidity variables had a significant effect on performance of media firms hence rejection of null hypothesis.*

Implications: *The study recommende that the management should strengthen their assistance by providing essential resources that would result in improved performance of media enterprises. This may entail diligent identification of resources and efficient budgeting to secure necessary funds.*

Key words: *Resource fluidity, Resource based view theory, Performance, Media Firms*

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INTRODUCTION

Resource fluidity refers to facilities available to steer performance this was measured by workforce, work facilities and finances. Basically, performance is the outcome of the majority of the operations, activities, and procedures carried out by a company. Metrics used to evaluate performance included content quality, competitiveness, digital presence, brand equity, and innovation. Media firms are communication channels that play a crucial role in spreading information, influencing public opinion, and mirroring civic standards and values (Khaled, 2024).

Across the globe, the idea of resource fluidity originated in the manufacturing industry, where it was maintained that being flexible in a production process was more crucial than having the capacity for mass output (Reed, 2020). Subsequently, this idea was modified to apply to the supply chain, information technology, and, most recently, strategic management (Harraf, 2015). When seen from a comprehensive business perspective, this notion is also regarded as a crucial element that contributes to the survival of firms (Denning, 2018). Jordanian telecommunication Companies commonly referred as Zain, and Orange have occasionally employed agility strategies which made an impact for competitive purposes (Khaled, 2024).

In Nigeria resource fluidity in manufacturing firms was examined though at a less satisfactory rate (Kitur & Kinyua, 2020). Similarly in Nigeria resource fluidity affected organizational performance greatly (AlTaweel &Al-Hawary, 2021). The study by Dutse, (2021) on organizational agility and performance of Small and Medium Enterprises in Bauchi State, Nigeria was narrow based on scope and sector studied. Ghananian study by Etse, McMurray, and Muenjohn (2021) favoured resource allocation on sustainable performance than resource fluidity.

Kenya media industry is one of the most active in Africa but with a number of challenges in execution. The media council of Kenya together with the communication authority of Kenya regulate media based activities (CAK, 2022). As of the last update in January 2022, some major media firms in Kenya include; Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited (Nyariki, 2016). The performance of major media firms in Kenya vary based on various factors such as market dynamics, regulatory environment, technological advancements, and changes in consumer behavior (Kitur & Kinyua, 2020).

Nation Media Group is one of the largest media conglomerates in East Africa, with interests in print, broadcast, and digital media (Nyariki, 2016). It owns several newspapers including the Daily Nation, the East African, and business daily publications. It also operates television and radio stations. Nation Media Group has historically been one of the most influential media conglomerates in East Africa. It has a strong presence in print, broadcast, and digital media. However, like many traditional media companies globally, NMG has faced challenges due to declining print advertising revenue and increased competition from digital platforms. In response, NMG has been expanding its digital offerings and diversifying its revenue streams (CAK, 2022).

The Standard Group is another prominent media company in Kenya, with a diverse portfolio of newspapers, television stations, and radio channels. Its flagship newspaper is The Standard, and it also operates KTN (Kenya Television Network) and Radio Maisha. It has maintained its position as one of the leading media companies in Kenya (Standard Group Report, 2022). However, similar to NMG, it has had to adapt to changing market conditions by investing in digital transformation and exploring new revenue streams beyond traditional advertising (Kenya Television Network, 2021).

Royal Media Services is known for its popular television and radio stations in Kenya. Royal Media Services, particularly its flagship television station Citizen TV, has been a dominant force in the Kenyan media landscape. Citizen TV consistently ranks among the top television stations in terms of viewership ratings (Nyariki, 2016). RMS has also expanded its reach through its network of radio stations. However, like other media companies, it faces challenges in monetizing digital content and navigating regulatory changes (Zafari, 2017).

Mediamax Network Limited owns several media outlets in Kenya, including K24 Television, Kameme TV, and Milele FM. It also publishes newspapers such as The People Daily. Its performance has been mixed, and it has undergone restructuring and changes in ownership in recent years (Media Society of Kenya, 2023). Like other media firms, Mediamax has been working to adapt to digital disruption and changing consumer preferences.

Radio Africa Group is a leading radio broadcasting company in Kenya, with stations like Kiss FM, Classic FM, and Radio Jambo. It also operates digital platforms and owns a stake in the Star newspaper (Kenya Television Network, 2021). Capital Group Limited operates Capital FM, a popular English-language radio station in Nairobi known for its news and music programming. It also has digital media platforms. The company has faced challenges related to advertising revenue and competition but has continued to innovate and diversify its offerings (Media Society of Kenya, 2023).

The performance of large media firms in Kenya is influenced by various internal and external factors, and each company adopts different strategies to navigate the evolving media landscape (Kenya Television Network, 2021). Digital transformation, audience engagement, and diversification of revenue streams are key focus areas for these firms as they seek to maintain relevance and sustainability in an increasingly competitive environment (Oreyinde, Olaoye & Ogudibe, 2018). The motivation behind studying the effect of resource fluidity on the performance of media firms in Nairobi, Kenya, lies in understanding how these firms adapt to a rapidly changing environment, stay competitive, and achieve sustainable growth.

Media firms need to be agile in responding to these market dynamics to capitalize on opportunities and mitigate risks. Investigating the impact of resource fluidity on firm performance can provide insights into how media companies navigate these complex market forces (Nyariki, 2016). Many media firms in Nairobi may face resource constraints, including financial limitations and talent shortages. Resource fluidity can help these firms make the most of their resources by enabling them to quickly adjust strategies and allocate resources effectively (Nyariki, 2016).

Statement of the Problem

In order for performance to be managed effectively, the organization needs better and useful resource strategies. The Capital Group Limited company has faced challenges related to advertising revenue and competition but has continued to innovate and diversify its offerings (Media Society of Kenya, 2023). Like other media firms, Mediamax has been working to adapt to digital disruption and changing consumer preferences as Royal media services faces challenges in monetizing digital content and navigating regulatory changes (CAK, 2022). Media firms are challenged by sensitive state of news to be given based on regulations provided (Media Society of Kenya, 2023). This calls upon resource fluidity in efforts to provide performance. Could lack of resources at disposal and changes in the industry attribute to declining performance in the media industry? Studies suggest that the penetration rate of media companies in distant regions declined due to the high cost of technological gadgets following mandatory digital migration. This has a detrimental impact on the performance of media companies (Ekanem, Akpan, Ekanem, & Edem 2023). Media organisations have encountered economic limitations. For instance, the Standard Group reported a decline in earnings of 36 million (Standard Group Report, 2022). This loss was ascribed to several issues, including resource volatility and inadequate change management due to personnel attrition. According to Zafari (2017), the weakening of business performance in developed, emerging, and developing countries can be attributed to insufficient resource fluidity and inadequate reaction to performance issues.

Nevertheless, Oyerinde et al. (2018) and Zafari (2017) observed that most companies had consistently experienced a decrease in performance due to lack of resource fluidity and a lack of response to environmental issues. However, these previous studies did not establish the connection between resource fluidity and commercial performance. The study is expected to generate passion towards improving organizations performance through provision of resources especially for media industry. The current study was to establish the effect of resource fluidity on performance of Media firms in Nairobi Kenya.

Objectives of the Study

To establish the effect of resource fluidity on performance of Media firms in Nairobi Kenya

Research Hypothesis

H_{01}: Resource fluidity does not have a statistically significant effect on performance of Media firms in Nairobi Kenya

Resource Based View

The resource-based view was introduced by Barney in 1991. The theory examines firm growth and diversification. Media firms grow through proper use of strategies that yield performance at large. Resources such as infrastructure should be able to stimulate performance. Penrose's (1959) established strategy fluidity as a driver of growth. Penrose recognized that strategy fluidity is a driver and limits to the expansion any one firm can undertake. The strategy resources can be both knowledge based on basis of skills and physical resource based on structures.

The resource-based view emphasizes the significance of resources, namely those resources that retain their worth inside institutional frameworks and remain difficult for other companies to duplicate (Chahal, Anu & Wirtz (2020)). Hence, the availability, sufficiency, budget evaluations, and overall quality of resources become crucial factors. Resources are often consistent throughout media companies, however variations exist.

This theory assumes that enterprises within an industry vary in terms of the resources they own (Imran & Abbas, 2020). This implies that every company have a distinct collection of resources. However, this study focuses on media companies that are observed to be homogeneous. Furthermore, the theory presupposes the presence of imperfect resource mobility. Hence, acquiring company resources in the market is challenging. This phenomenon may be attributed to the substantial transaction costs associated with their utilization in conjunction with other resources, or to their inherent value to the corporation that now exercises control over them, surpassing their potential value in other circumstances.

RBV's focus on tangible and measurable resources and capabilities makes it challenging to identify and value agile capabilities accurately (Haniyeh, 2016). Agile capabilities, such as flexibility, adaptability, and responsiveness, are often intangible and difficult to measure (Denning, 2018). As a result, RBV may underestimate the importance of these agile capabilities in driving firm performance. Critics argue that RBV's narrow focus on tangible resources may overlook the strategic significance of intangible assets related to agility (Khaled, 2024).

It should be noted that firm’s resources may have a direct or positive and indirect or negative impact on performance of the firm (Boohene, 2018). Media firms have resources that need coordination for effective performance. The resources can be attained through partnership with donors so as to build resource ability. Knowledge resource is based on experience and skills level of workers. Media firms ought to utilize available facilities to achieve performance (Arias *et al*., 2021). The study finds resource-based theory vital strategic resource majorly resource fluidity as study variables. To effect resources in media firms adequate strategic agility must be reinforced. This further calls upon strategic evaluation and strategic change procedures for resources to be well utilized. When resources are well allocated and hence utilized competitive advantage arises. Resource based view guides on resource fluidity agility for media sector.

Conceptual Review of Variables

Resource Fluidity

Resource fluidity refers to the internal capacity to quickly reconfigure business systems and redistribute resources, supported business processes for operations and resource allocation, people management strategies, mechanisms and incentives for collaboration that facilitate the more rapid and simplified transformation of business models and activity systems (Dutse, 2021). Therefore, resource fluidity refers to the tactics of flexible utilization of capital resources and redistribution of resources, together with the mobility of individuals and information within the organization and its external environment. Strategic agility, as defined by Sambamurthy Bharadwaj and Grover in their 2016 article, refers to the methodical identification of market opportunities that align with the internal resources and external stakeholders. The authors Sambamurthy et al. (2016) define agility as the ability to promptly perceive and respond to organizational changes in a dynamic manner. The study conducted by Ramasundaram, Neeraj, Shukla, Alavi, and Wirtz (2023) demonstrates that enhanced resource flexibility enables a company to improve its customer experience, thereby resulting in superior firm performance. Resource fluidity arises from the notion of worker capabilities, work infrastructure, and financial resources.

Performance

Performance in an organization is defined as the quantification of specified indices of efficiency (Abu, 2013). Performance can also denote the evaluations of how a specific requirement is managed or the exhibition of effectively attaining anything, utilizing knowledge obtained from empirical experience. Organizational performance is the outcome of the majority of the operations, activities, and procedures of a company (Aaltonen & Ikavalko, 2012). Analysis of content quality, competitiveness, digital presence, brand equity, and innovation are unambiguous indicators of the performance of media companies.

Emperical Review

Khattak and Mustafa (2019) talked about how resources are used, how complicated designs are, and how well they work in Pakistan's building infrastructure projects. The study selected project managers as participants and asked 32 respondents to complete semi-structured questionnaires. The study centred on 85 projects operating within the public sector. The least-square regression analysis revealed that leadership competences, management skills, communication, and effectiveness were crucial factors influencing the execution of public sector projects. This study revealed that the demonstration of resource allocation can enhance the efficiency and effectiveness of projects. Although the research mostly focused on resource allocation rather than resource fluidity in general, this review specifically investigates the relationship between resource fluidty and performance in media companies.

Kitur and Kinyua (2020) sought to investigate the influence of resource flexibility on the operational outcomes of two Nigerian manufacturing enterprises. A survey research methodology was utilized, with the sample selection conducted via a stratified sampling approach across multiple departments. Using questionnaires as the study instruments for data collection, a response rate of 92% was attained. The data analysis utilized statistical inference and descriptive statistics. An examination of the findings suggests that the ability to adapt resources has a positive influence on performance. The research, however, used perceived performance as the unit of measurement for the outcome. Unlike earlier study, which only examined industrial firms, the current study concentrated on analyzing the performance of media corporations.

AlTaweel and Al-Hawary (2021) employed a stratified random sampling in their study to ascertain the interactive relationship between resource flexibility and organizational performance in Nigeria. The test sample consisted of 106 participants. In this study, data was collected via a questionnaire and subsequently analysed using descriptive statistics. This study employed Multiple Analysis of Variance, Canonical Correlation, and Multiple regression analysis to evaluate the hypotheses. The findings unequivocally demonstrated that there is no statistically significant correlation between resource fluidity and organizational success. Nevertheless, the study employed financial indicators as a means to assess the success of the company. The present study employed non-financial metrics.

Dutse (2021) looked on the connection between performance and organizational agility in small and medium-sized businesses in Nigeria's Bauchi State. In this study, the independent variable was defined as Organisational Agility, coupled with the factors of Information Technology Adoption, Leadership, and Resource Fluidity. To evaluate the variables, a cross-sectional survey approach was employed. A self-administered questionnaire served as the primary data source. The research population comprised all 364 small and medium-sized enterprises (SMEs) registered under SMEDAN in Bauchi metropolitan. Appropriate sample size for a particular population was determined by using the Krejcie and Morgan (1970) table. The chosen methodology for this study involved the use of the basic random sampling technique. The findings revealed a robust and statistically significant association between the adaptiveness of resources and the operational effectiveness of small and medium-sized firms (SMEs) in Bauchi state, Nigeria. In contrast to the previous study that specifically examined small and medium-sized enterprises (SMEs), the current study examined the performance of media firms.

Etse, McMurray, and Muenjohn (2021) discovered comparable outcomes when they looked at how resource distribution affected sustainable performance. The study implemented an analysis to investigate the role of organizational leadership and culture as mediators. A comprehensive study was performed by employing a blend of descriptive and structural modeling methodologies, utilising research data acquired from organisations in Ghana. The results revealed that the allocation of resources in Ghana was impacted by the level of regulatory operations. Therefore, the researchers contend that while the support from leaders serves as a mediator in the interaction, the organizational culture does not exert any mediating influence. Hence, the support of leaders substantially impacts the execution of sustainable performance strategies. The research did not adequately assess performance, which is the main objective of the current inquiry.

Wangasa (2018) investigated the influence of strategic agility on the performance of the 43 commercial banks that have received official recognition in Kenya. The research used resource fluidity, collective commitment, and strategic agility sensitivity as the independent variables, identified through the analysis of primary data collected by semi-questionnaires. The performance criteria used were mostly financial in orientation. The research findings indicate that the degree of resource flexibility significantly impacts the performance of commercial banks in Kenya. In contrast to this study, which primarily examined commercial banks, the present analysis concentrated on the performance of media firms.

Rotich and Okello (2019) aimed to determine the impact of resource flexibility on the agility of universities in Kenya. The research findings revealed that, while controlling for other variables associated to resource fluidity, the probability of achieving high agility in the areas of people and knowledge mobility, institutional job rotation, flexible budgeting, continuous change in changing environment, and management embracing knowledge sharing was 10.692 times greater than that of those with low agility. In contrast to the previous study that specifically examined public universities, the current study examined the performance of media corporations.

Conceptual Framework

Resource fluidity
- Workforce
- Work facilities
- Finances
- Internal audits

Performance
- Content quality
- Competitiveness
- Digital presence
- Brand equity

Independent Variables **Dependent Variable**

Source: Authors Compilation (2024)

Figure 1: Conceptual Framework

METHODOLOGY

Study Area: The study examined media firms in Kenya. The choice of six media firms in Nairobi thus Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited is based on their net asset capacity and market share (Oluteyo, 2019). Nairobi media firms are concentrated and dominate the media industry in the country.

Research Design: Both a descriptive and a correlational research strategy were utilized in this study, which allowed for the legitimate drawing of conclusions from the presented facts. Descriptive survey study was used to find out for sure what variables were typical of a certain condition. A correlation analysis investigated the association between variables under consideration.

Target Population: The study population consisted of departmental heads of media firms in Nairobi region of Kenya. This constitutes Television, radio, print and digital sectors for existing media firms. Nation media Group contains 37, Standard Group 27, Royal Media Services 32, Mediamax Network Limited 27, Radio Africa Group 29 and Capital Group Limited 24. This leads to total target population of 176 departmental heads.

Sample Size Determination: Sample size for employees was determined from the target population using the Yamane's formula (Yamane, 1967).

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

n = the desired sample size

N = the total population

e = the level of statistical significance

Therefore, the sample size for employees

$$N = \frac{176}{1 + 176(0.05^2)} = 122$$

Data Collection Instruments: Everyone on staff editorial, technical, sales/marketing, business, and administrative was asked to fill out a questionnaire by the researcher. Questionnaires were closed ended in a five point likert scale. The questionnaires were organized into two parts: the first section allowed respondents to include demographic statistics, while the second part contained queries regarding agility, organization factors and performance. The study used three research assistants in collecting data.

Data Analysis: The researcher employed both descriptive and inferential statistical methods. The obtained data was displayed in tabular format. The descriptive analysis included calculations of frequencies, mean, percentages, and standard deviation. Inferential statistics encompassed Pearson correlation, basic linear regression, and multiple regression algorithms.

RESULTS AND DISCUSSION

Table 1: Resource fluidity and Performance of Media Firms

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The Workforce at our firm has enabled resource accessibility	93	0 (0)	11 (11.8)	19 (20.4)	30 (32.3)	33 (35.5)	3.91	1.02
The available work facilities are resource based in nature	93	1 (1.1)	5 (5.4)	33 (35.5)	29 (31.2)	25 (26.9)	3.77	0.95
The firm has adequate financial resources to enable firm growth	93	0 (0)	6 (6.5)	32 (34.4)	22 (23.7)	33 (35.5)	3.88	0.98
The internal audit team has always ensured resources are well protected	93	0 (0)	3 (3.2)	37 (39.8)	23 (24.7)	30 (32.3)	3.86	3.46
The firm has well qualified human resources to guard the available facilities	93	2 (2.2)	14 (15.1)	35 (37.6)	23 (24.7)	19 (20.4)	3.46	1.05

Source: Primary Data (2024)

From table 1, a significant proportion (35.5% strongly agreed as 32.3% agreed) indicating that support from workforce at the firm has enabled resource accessibility, with minimal disagreement (11.8% disagreed). A mean of 3.91 and SD of 1.02 suggest strong agreement with moderate variability in perceptions. This underscores the importance of workforce on resource accessibility. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A significant majority (26.9% strongly agreed, 31.2% agreed) stated that available work facilities are resource based in nature, with minimal disagreement (1.1% strongly disagree, 5.4% disagree). The mean score of 3.77 and standard deviation of 0.95 suggest strong agreement and low variability in the responses, suggesting a consistent view among the respondents as work facilities are resource based in nature. This indicates effective work facilities improve performance of media firms. This relationship between mean and standard deviation implies that data was closely concentrated hence predictive.

A considerable portion (23.7% agreed, 35.5% strongly agreed) perceives firm has adequate financial resources to enable firm growth, with minimal disagreement (6.5% disagree). A mean of 3.88 and SD of 0.98 suggest strong agreement with low variability in perceptions. This indicates adequate financial resources would be ideal. This relationship between mean and standard deviation implies that data was closely concentrated hence predictive.

While a notable proportion (32.3% strongly agreed, 24.7% agreed) acknowledges that the internal audit team has always ensured resources are well protected, some respondents (3.2% disagreed) express reservations. A mean of 3.86 and SD of 3.46 suggest strong agreement with variability in perceptions. This highlights the importance of investing in an internal audit team for resources fluidity. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A considerable portion (20.4% strongly agree, 24.7% agree) perceives firm has well qualified human resources to guard the available facilities, with minimal disagreement (15.1% disagree, 2.2% strongly disagree). A mean of 3.46 and SD of 1.05 suggest strong agreement with low variability in perceptions. This indicates that qualified human resources guard the available facilities. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Table 2: Performance of media firms

Performance	Strongly Disagree	Disagree	Fairly Agree	Agree	Strongly Agree	Mean	S.D
Our firm has always adhered to quality through content programs	7 (7.5)	12 (12.9)	0 (0)	16 (17.2)	31 (33.3)	3.39	1.14
Our firm has always gained ground as far as competitiveness is concerned	14 (15.1)	10 (10.8)	25 (26.9)	23 (24.7)	21 (21.6)	3.29	1.34
Our firm has broadened its space through digital space	14 (15.1)	4 (4.3)	26 (28)	30 (32.3)	19 (20.4)	3.39	1.29
Our firm has a name that has led to customer loyalty across the country	0 (0)	2 (2.2)	32 (34.4)	49 (52.7)	10 (10.8)	3.72	1.68
Our firm has always improved available technology due to increased innovations	2 (2.2)	1 (1.1)	13 (14)	48 (51.7)	31 (33.3)	3.77	0.71

Source: Primary Data (2024)

From Table 2, a substantial portion, 33.3% strongly agreed as 17.2% agreed that firm has always adhered to quality through content programs, a notable proportion (12.9% expressed disagreement as 7.5% strong disagreement). This variation is reflected in the mean of 3.39, with a relatively high SD of 1.14, indicating a wider range of opinions among respondents. Basically the relationship between mean and standard showed data was uniformly spread across hence adherence to quality through content programs. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Moreover, concerning whether the firm has always gained ground as far as competitiveness is concerned (21.6% strongly agreed, while 24.7% agreed with the statement. Notably, 10.8% disagreed as 15.1% strongly disagreed, highlighting a disparity in perceptions. A mean of 3.29, coupled with a SD of 1.34, underscores the variability in responses, suggesting differing opinions among respondents regarding whether the firm has always gained ground as far as competitiveness is concerned. The spread of data was implied by mean and standard deviation value. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Additionally, in assessing the consistency the firm has broadened its space through digital space. While 20.4% strongly agreed and 32.3% agreed with the statement, a significant proportion (15.1% strongly disagreed as 4.3% expressed disagreement. This divergence is evident in the mean of 3.39 and a relatively high SD of 1.29, indicating a lack of consensus among respondents regarding this aspect of digital space. The relationship between mean and standard showed data was uniformly spread across hence consistency of the firm was broadened in space through digital space. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Furthermore, regarding whether the firm has a name that has led to customer loyalty across the country, respondents demonstrated a more consistent perception. A notable majority, comprising 10.8% strongly agreed as 52.7% agreed with the statement, reflecting a high level of consensus. This is corroborated by the mean of 3.72 and a SD of 1.68, suggesting widespread agreement on customer loyalty across the country. This relationship between mean and standard deviation shows a spread across hence customer loyalty across the country. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

The responses concerning the review of the firm having improved available technology due to increased innovations indicated a notable consensus among respondents. A considerable percentage, comprising 33.3%, strongly agreed, while an additional 51.7% agreed with the statement. This overwhelming agreement is reflected in the high mean of 3.77 and a low SD of 0.7, suggesting a high level of concurrence among respondents regarding this aspect of available technology due to increased innovations. Basically the relationship between mean and standard shows data too close to mean hence technology availability was not a guarantee. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Table 3: Regression Results of Resource Fluidity and Performance of Media firms in Nairobi Kenya

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change			
1	.423[a]	.179	.170	.78210	.179	1	.423	.179	.170

a. Predictors: (Constant), Resource fluidity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.129	1	12.129	19.829	.000
	Residual	55.663	91	.612		
	Total	67.792	92			

a. Dependent Variable: Performance
b. Predictors: (Constant), Resource fluidity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.715	.412		4.160	.000
	Resource fluidity	.476	.107	.423	4.453	.000

a. Dependent Variable: Performance

Source: Primary Data (2024)

The coefficient of determination (R-squared) of 0.179 in Table 3 above suggests that resource flexibility has a 17.9% impact on the success of media companies in Nairobi. The ANOVA findings show that the model is statistically significant, as seen by the F (1, 91) value of 19.829, P 0.00<0.05. This observation implies that the mobility of resources is a valuable indicator of the performance of media operations. Given below is the fundamental linear regression equation:

$$Y=1.715+0.476X_1$$

The coefficient for resource fluidity was 0.476, with a significance threshold of probability less than

0.05. The results indicated that media companies would have a significant increase in performance by 0.476 units in the same direction for each unit change in resource fluidity. The present study aligns with the research conducted by Kitur and Kinyua (2020), which aimed to examine the impact of resource flexibility on the performance of two manufacturing companies in Nigeria. Dutse (2021) demonstrated a strong and statistically significant correlation between resource flexibility and the performance of small and medium-sized enterprises (SMEs) in Bauchi state, Nigeria. It contradicts the findings of Khattak and Mustafa (2019) who focused on the examination of the performance of engineering infrastructure projects in Pakistan.

CONCLUSIONS AND RECOMMENDATIONS

An analysis revealed that the level of resource fluidity significantly influenced the success of media companies in Nairobi, Kenya. Organizations that can quickly redistribute resources in reaction to market fluctuations are more strategically positioned to take advantage of developing prospects and reduce risks. This flexibility in resource allocation promotes creativity and operational effectiveness, resulting in enhanced overall performance.

The study recommended that the management should strengthen their assistance by providing essential resources that would result in improved performance of media enterprise. This may entail diligent identification of resources and efficient budgeting to secure necessary funds. Furthermore, the management should promote the establishment of cross functional teams to guarantee the flexible allocation of resources across various projects and departments. Their investment should be directed towards ongoing training programs to guarantee that staff are capable of adjusting to various tasks and responsibilities as required.

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