

**CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF
TELECOMMUNICATION COMPANIES IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

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DEDICATION

This study is dedicated to my entire family for their immense sustenance, endless adoration, moral support and inspiration throughout my pursuit for education. To my dear wife Mrs. Mercy Muhonja, you remain the pillar of my hope in education. To my children Susan Lutta, Brian Lutta and Chris Bandi you gave me the impetus to keep going in my education pursuits. May our good Lord bless you abundantly. Lastly, I dedicate this study to almighty God. Thanks for your guidance, strength, gift of good health and sound mind. All glory and honor to you.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAK	Communication Authority of Kenya
CCK	Communication Commission of Kenya
ICT	Information Communication Technology
KPTC	Kenya Posts and Telecommunications Corporation
MBV	Market- Based View
NACOSTI	National Commission for Science, Technology and Innovation
RDT	Resource Dependence Theory
SPSS	Statistical Package for Social Sciences
UTL	Uganda Telecom Limited
ROA	Return on Assets
ROI	Return on Investment

OPERATIONAL DEFINITION OF TERMS

Change Management Practices	Refers to the process of modifying a company's structure in response to changes in its external surroundings.
Organizational Performance	Growth on assets both financial and non-financial, employees, and sales.
Strategic Alliance	Refers to collaboration between more than one organization or business units that join forces to accomplish mutually advantageous purposes of strategic importance.
Strategic Leadership	The capability to envision and instigate change in order to enhance the future vision and mission of an organization.
Strategic Marketing	Process of developing strategies that are driven by the market and consider the ever-changing environment, with the aim of attaining a significant level of client contentment.
Technology Adoption	The implementation of existing technologies and their utilization in new contexts, resulting in process, product, and organizational changes. It is unlikely to involve new scientific breakthroughs, but rather the combination of already existing technology.

ABSTRACT

Change in organizations occurs as a result of environmental changes or in the event to respond to a current crisis or situation. Organization must consider both external and internal environment circumstances to determine which elements to modify. When an organization experiences change, it is important to identify its fundamental principles so that they may be maintained during the transformation process. The telecommunications industry plays a vital role in facilitating communication. Mobile money agents have a significant role in boosting the Gross Domestic Product and generating economic prospects. Additionally, it enables economic activity and the provision of mobile money and internet services. Hence, the functioning of telecommunication businesses holds great importance within the framework of Kenya. The research aims to ascertain the impact of change management strategies on the performance of telecommunication firms in Nairobi City County, Kenya, taking into account the current situation. The search was directed by the subsequent precise objectives; examine the influence of strategic leadership, to establish the influence of strategic alliance, to determine the influence of strategic marketing and to find out the influence of technology adoption on the performance of telecommunication companies in Nairobi city county, Kenya. The study was informed by several theories, including the Upper Echelons Theory, Resource Dependency Theory, Market-Based View Theory, and Disruptive Innovation Theory. This research utilized a descriptive research design. The study population consisted of all the managers drawn from the four telecommunication firms in Nairobi City County. The data gathering process utilized both primary and secondary data collection methodologies. Questionnaires were utilized to collect primary data. The research instruments were also verified for their validity and reliability. The data was analyzed utilizing both descriptive and inferential statistics, utilizing the SPSS version 24. The descriptive analysis entailed calculating the frequencies and percentages of the demographic data of the respondents. Furthermore, means and standard deviations were utilized for all variables. The study investigated the impact of strategic leadership, strategic alliance, strategic marketing, and technology adoption on the performance of telecommunication businesses in Nairobi city county, Kenya. The results showed a considerable beneficial influence of these factors on company performance. Strategic leadership helps in setting a clear direction and vision for the organization and facilitates effective decision-making. Strategic alliances, when effectively utilized as a change management strategy, can significantly enhance an organization's performance by enabling organizations to access new markets and customers, facilitating knowledge sharing and learning and helping organizations reduce costs and risks. Strategic marketing as a change management strategy can help improve an organization's performance in helping in aligning the organization's marketing efforts with its overall strategic goals and objectives, ensuring that all marketing activities are working towards the same end result. Technology allows for more efficient and effective communication within an organization. The research recommends that the firm should focus on creating a culture of innovation and continuous improvement. The organization should focus on building strong relationships with partners and stakeholders so as to create a collaborative environment that fosters innovation and creativity. Organization should utilize marketing principles and techniques to drive positive change within an organization. One of the most effective ways to enhance technology adoption is through training and education programs.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The telecommunication sector has had significant and rapid growth worldwide over the past three decades. During this period, there has been a significant increase in the number of individuals entering the telecommunications industry. Multiple individuals have been given the option to access mobile devices, high-speed internet, and landline telephone connections. Several countries are investing resources in the business sector as a means of promoting economic growth (Neirotti, 2016). The mobile market in Kenya has had significant expansion over the past decade and is projected to continue growing in the five years to come as a result of heightened competition. The Kenyan communications sector is expected to experience robust growth rates in the future due to a rising number of users (Berg, 2018).

Organizations utilize change management strategies to effectively lead individuals in preparing, equipping, and supporting change in order to create organizational success and achieve desired objectives (Kerber & Buono, 2020). Styhre (2021) asserts that effective change management practices provide explicit techniques and strategies for managing corporate activities or processes. Irrespective of the nature of the change being sought, leaders in organizations must effectively oversee change and innovation inside their enterprises. They must also cultivate the capacity to rapidly acquire knowledge so as to identify the necessity for change and react accordingly.

As global economies increasingly integrate, companies have adjusted to the changing business landscape. They now prioritize optimizing internal processes to tackle the unique challenges of today's business environment. In the current dynamic world, organizational transformations are a crucial topic, as change is seen as an adaptive response necessary for survival in a shifting environment (Beeson & Davis, 2020).

The business environment today is turbulent, in many developed countries like US, China, and Australia, businesses have to operate in constantly changing environment (Imran, Aslam, Rehman, & Bila, 2016). In Singapore, Fernandez and Moldogaziev (2018) established that companies were finding it challenging to cope with the turbulence of the environment they operated in. This was particularly true if they failed to use the approach of strategic change management. A study in Finland found that technological advancement, economic improvement, and high societal demands are coupled with a need for increased social services despite limited resources (Imran et al, 2017). According to Aarons, Farahnak, Ehrhart, and Hurlburt (2017), In India, the need for change implementation by companies is enhanced by company rivalry, change in customer demands, globalization and technological advancement.

In Kenya, organizations continue to implement change management with a view of influencing firm performance (Sharabati & Fuqaha, 2019). Awino (2020) suggests that strategic leadership in large conglomerate firms can improve corporate performance, as observed through selected change variables. Telecommunication firms are required to develop profitable strategies that help them maintain their focus. This can be achieved by exercising prudence and practicality while engaging in change management.

1.1.1 Organizational Performance

Firms serve a crucial part in the economic growth of nations, and hence their performance is a vital factor in determining the speed at which countries may progress. Organizations should prioritize continuous performance improvement, as it is the key to their growth and advancement. The basic objective of any corporation is to enhance its performance. In order to assess the performance of an organization, its output, response, or achievements are contrasted to its expected objectives. The concept that an organization is the intentional collaboration of productive resources, comprising of human, physical assets, and financial capital, with the aim of achieving a common objective, forms the basis of organizational performance (Dacha, 2018).

Organizational performance is assessed by evaluating the level of effectiveness and efficiency in achieving goals and adhering to established norms and regulations. Institutional performance encompasses metrics related to the protection of resources and the preservation of the environment (Teeratansirikool, Siengthai, Badir & Charoenngam, 2019). Vanderstraeten and Matthyssens (2022) observe that an institution's performance can be seen as an indicator of how firms manage customer requests and utilize skills, as opposed to simply accumulating and possessing them. Therefore, the performance of organizations can be attributed to their strategies and operational methods, reflecting the extent to which they achieve their set goals.

Organizational performance is not solely assessed based on financial indicators such as account returns, market stock, and development metrics. Additionally, it is assessed according to non-financial factors such as client orientation, personal contentment, and social performance (Combs, Crook & Shook, 2019). Institutional performance refers to

the evaluation of the actual productivity of a company, which is closely tied to the implementation of more efficient and productive approaches. In addition, it includes external indicators associated with corporate social responsibility, which entails adopting a wider viewpoint that goes beyond solely economic factors (Richard, Devinney, Yip, & Johnson, 2016).

Institutional performance refers to real organizational productivity based on the expected goals and objectives (Upadhaya, Munir, & Blount, 2018). The performance of an institution is believed to depend on how it is perceived to consist of valuable resources, including workers, physical materials, and capital, that are utilized to achieve a common goal. In general, an organization's ability to respond effectively and efficiently to threats and opportunities determines its performance, as well as its ability to identify its strengths and weaknesses (Musmuliana & Mustaffa, 2017)

Angle and Perry (2018) observe that each organization aims at seeking effectiveness and attaining better results. The efficiency of a firm is linked to a unique design capability that enables it to seize opportunities through exchange relationships. This method is crucial for organizations to align with the environment and ensure growth. According to Guajardo (2019), managers need to rely on the alignment and engagement of employees to establish the effectiveness of firms. They should also establish ways to manage employees and a framework that caters to their capability and culture. The study assessed organizational performance based on efficiency, objective attainment, and customer satisfaction.

1.1.2 Change Management

Change management involves the process of reorienting a company into a new direction, resulting in major modifications to our operational practices. Practically, this necessitates a complete restructuring of the framework, the design of the organization, decision-making processes, and accountability measures, (Ogembo, 2020) Change Management refers to a collection of concepts, tactics, and abilities that can be utilized to effectively embrace and navigate through change. The process of implementing change involves preparing for change, executing the change, and providing ongoing support for continuous improvement once the change has been implemented. Organizational transformation is the deliberate process by which a company transitions from its current state to an ideal future state. Change management is the systematic approach of strategizing and executing organizational changes with the goal of reducing employee resistance and expenses, while optimizing the overall efficacy of the change initiative (Grabs, 2020).

Change management is the application of systematic approaches to effectively drive organizational change in a specified direction, while also ensuring cost efficiency and timely completion, ultimately delivering the intended outcomes. Organizational transformation primarily encompasses four major areas: strategy, technology, structure, and people. Strategic adjustments may arise when a company opts to reallocate its resources to venture into a different industry or when it aims to enhance productivity to save expenses (Davis & Holland 2018). Technological modifications could be utilized to ascertain which individuals within the organizations will be endangered by the alteration. In order to achieve success, it is vital to integrate a technological transformation into the

company's existing processes and establish a management framework to provide the necessary support. Strategic changes can also lead to structural modifications. For instance, when a company chooses to purchase another business, it must also undertake the process of integrating it, which is necessary to accommodate operational modifications or changes in managerial approach. Organizational changes occur when a corporation aims to modify employees' attitudes and behavior to enhance their efficiency (Paton and McCalman, 2019).

Strategic leadership possesses a multipurpose nature. It entails the management and manipulation of human behavior in a way that ensures the achievement of organizational objectives (Ndalameta, 2020). Abner, Perry, Morrison, &Valdez (2019) aver that strategic leadership refers to the distinct skill of leaders to empower their subordinates to make intentional choices and decisions that can enhance the organization's performance and sustainability in both the short and long term. In Mistarihi's (2021) perspective, strategic leaders are tasked with the responsibility of establishing coherence and equilibrium among these elements to achieve optimal performance.

A strategic alliance entails the exchange of knowledge between partners providing services. This aids in mitigating superfluous expenses and hazards associated with the implementation of novel technology and the generation of novel products (Drucker, 2021). The formation of strategic alliances, such as mergers, acquisitions, and outsourcing, is seen as a direct response to the challenges posed by globalization and the growing uncertainties in the global telecommunications industry. The term "strategic alliance" is commonly employed in business discourse to describe various forms of partnership agreements between two or more businesses. These agreements are designed

to accomplish certain strategic partnership goals, with diverse levels of potential integration amongst the participants (Elmuti & Kathewala, 2019).

Strategic marketing entails a company effectively differentiating itself from rivals by utilizing its advantages to continually provide exceptional value to clients. The area of strategic management has been closely linked to marketing strategies since its inception (Hollensen, 2021). The correlation between strategic marketing and the success of the enterprises is a crucial matter for the organization's sustainability. Marketing strategies play a crucial role in evaluating a company's performance, as they are vital for determining the company's objectives and how it may deliver lasting advantages to its intended customers. The reference is from the book (Ward & Peppard, 2019).

Technology adoption is quantified by the degree to which a company adjusts its tools and equipment to line with the objectives of its updated strategic strategy. This involves modifying technical operations inside and between departments and making use of existing responsive IT systems to adapt to the changing business environment (Ouma, Kwasira, & Imbambi, 2019). Firm technology can be measured through a number of indicators including responsive IT systems, product innovation and operation efficiency. Responsive IT systems refer to how effective and efficient the IT systems are in delivery of services. It is demonstrable through how wide and strong a firm's network competencies covers across a given geographical setting (Spanjol, 2019).

1.1.3 Telecommunication Industry in Kenya

Safaricom plc, Telkom Kenya, Airtel, and Equitel Networks are prominent participants in the communication network industry in Kenya. Safaricom is the leading

telecommunication corporation with more than 18 million users, whilst Equitel, owned by Equity bank, is the newest company in the industry. Airtel has the second highest number of subscribers behind Safaricom, with Telkom following in third place (Communications Authority of Kenya, 2020).

The East African Posts and Telecommunications Corporation was accountable for the provision of postal services in Tanzania, Uganda, and Kenya from 1948 to 1977. The establishment of the Kenya Posts and Telecommunications Corporation (KPTC) as the sole communication provider in Kenya was a direct consequence of the disintegration of the initial East African Community. In 1999, the Kenya Posts and Telecommunications Corporation (KPTC) underwent a restructuring process, resulting in the formation of the Communication Commission of Kenya (CCK), Kenya Postal Corporation, and Telecoms Kenya. This was in accordance with the government's objective to enhance the growth of the telecommunications industry in Kenya by 2015(Odhiambo, 2015).

In March 2019, Safaricom experienced a 16% surge in revenue, amounting to Ksh 144.7 billion, and witnessed an 11% expansion in its user base, which reached 21.6 million (www.nse.co.ke). In March 2020, Safaricom's revenue experienced a growth of 11.44%, reaching a total of 163.36 billion. Additionally, there was an 8% increase in the number of customers, with a total of 23.3 million. In 2019, the employment count rose from 4,037 to 4,251(Safaricom Annual Report, 2019). Airtel has undergone several changes in branding since its launch. It was initially known as Kencell when it was launched in 2000. In 2005, the company had a name change to Celtel and subsequently underwent a rebranding to Airtel in 2010. Airtel has achieved remarkable success in Kenya by providing a diverse array of services, such as directory inquiries, prepaid and postpaid

plans, SMS information services, mobile top-up and me2U, local and international text messaging, One Network, and BlackBerry services. Airtel has achieved widespread client coverage as a result of its high-quality service. Nevertheless, as stated in a study by the Communication Authority of Kenya in 2020, Airtel had a decrease in its user base from 7.8 million to 7 million during the years 2014 and 2015.

Telkom Kenya was established in 1999 under the Companies Act. Starting out, it was an integral component of the single source of postal and communications services, the KPTC. The company faced challenges due to its monopoly in landline operations as Kenyans switched from fixed line phones to mobile phones offered by other operators, as stated in the CCK news release on 08/4, 2002. Amidst increasing competition, Telkom Kenya came dangerously close to insolvency. Subsequently, it divested 60 percent of its ownership to Safaricom, resulting in a reorganization and ultimately relieving itself from government debts and pension deficit. France Telecom purchased a majority ownership of 51 percent in Telkom Kenya, resulting in the renaming of the company as Orange. The implementation of this strategy led to a spike in the number of Orange mobile users from 2.5 million in 2018 to 3.8 million in 2019, as reported in the Safaricom Annual Report of 2015. In 2015, Safaricom and Airtel acquired Yu mobile and kept approximately 130 personnel in the technical section. Airtel gained control of the mobile prefixes, allowing them to add 2.7 million subscribers to their network without requiring them to change their phone numbers (Communications Authority of Kenya, 2016).

1.2 Statement of the Problem

The telecommunication industry in Kenya has not always been attractive to prospective investors. Investors frequently withdraw from the market shortly after entering, which

may be a sign of poor firm performance (Tharamba, Rotich & Anyango, 2018). The existing firms do not perform to the expectations of the stakeholders and have continued to perform below their potential (Kyengo, Ombui & Iravo, 2018) According to Research ICT Africa, (2019), their services are unaffordable to majority of consumers and concentrated in the urban areas. Additionally, there is poor connectivity of both network and internet in most parts of the country.

The telecommunications industry must maintain adaptability in order to remain competitive, as technology is evolving at a rapid pace. The telecommunications industry is currently undergoing a number of trends, such as a substantial increase in demand for connectivity, intense competition, persisting security concerns, and the continuous development of devices and services to meet client requirements and reduce costs (Beshtawi & Jaaron, 2019).Dibia (2021) noted that telecoms businesses are progressively embracing change management strategies with the expectation that this will result in enhanced performance and the eventual attainment of organizational objectives. However, with the spread of coronavirus around the world, consumer needs are changing across all industries and the telecommunications industry is no exception.

Kenya, although having a greater GDP than its neighboring countries, continues to encounter difficulties in terms of the affordability and accessibility of internet services, as reported by the World Bank in 2019. Internet connectivity is mostly focused in the capital city, whereas minor towns have limited access. As a result, the majority of rural areas lack network coverage and do not have enough internet bandwidth. Institute of Economic Affairs (2018) reported that the industry is hindered by inadequate infrastructure, which limits the growth of the digital economy and e-commerce. These two areas are crucial

components of the government's economic reforms. Some operators have criticized the sector for lacking policies and regulations that restrict Safaricom from engaging in unhealthy competition practices like prohibited interoperability (Research ICT Africa, 2019).

Empirical evidence suggests a connection between change management practices and the performance of the telecommunications sector. Hussein (2018) found that strategic change management practices, such as strategic alliances, significantly affect organizational performance. Mativu (2019) studied change management at Safaricom Ltd and found that the company has applied change management practices to manage strategy changes, although the study did not directly relate change management to performance. Yusuf (2021) investigated determinants of strategic change implementation among telecommunication corporations in Kenya, highlighting the positive influence of organizational structure on implementation of strategic change. However, Yusuf's study used cluster sampling, presenting a methodological gap. Thus, this study aimed to investigate the influence of change management practices on the performance of telecommunication companies in Nairobi City County, Kenya.

1.3 Objectives of the Study

This study used both objectives and research questions.

1.3.1 General Objective

The research general objective was to evaluate the influence of change management practices on performance of telecommunication companies in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The research was dictated by the subsequent precise objectives;

- i. To ascertain the influence of strategic leadership on the performance of telecommunication companies in Nairobi city county, Kenya
- ii. To assess the influence of strategic alliance on the performance of telecommunication companies in Nairobi city county, Kenya
- iii. To determine the influence of strategic marketing on the performance of telecommunication companies in Nairobi city county, Kenya
- iv. To ascertain the influence of technology adoption on the performance of telecommunication companies in Nairobi city county, Kenya

1.4 Research Questions

The study sought answers to the subsequent research questions;

- i. How does strategic leadership influence the performance of telecommunication corporations in Nairobi city county, Kenya?
- ii. To what extent does strategic alliance influence the performance of telecommunication corporations in Nairobi city county, Kenya?
- iii. How does strategic marketing influence the performance of telecommunication corporations in Nairobi city county, Kenya?
- iv. How does technology adoption relate with the performance of telecommunication corporations in Nairobi city county, Kenya?

1.5 Significance of the Study

The research contributes more to the current body of literature, providing scholars with additional insights into the field of change management in Kenya. In addition, besides

-serving as a point of reference for students in higher education institutions, the findings would contribute to the existing literature by providing information to future scholars.

To enhance the company's efficiency, the decision-makers will utilize the research findings to develop strategies inside the telecoms sector. By doing this, it would identify the degree to which change management methods should be aligned with corporate development plans. The results of this study would provide equal advantages to the telecommunications firms in Kenya. Applying the principles of change management can enhance performance and provide aggressive edge in the sector.

Policy makers, including the relevant ministry and regulatory authorities in Kenya, would find the findings and results of this study invaluable. They would serve as a reliable guide for evaluating service providers' performance, particularly in terms of improving customer service.

1.6 Scope of the Study

The research aimed to determine the influence of change management on performance of organization in the telecommunication industry in Nairobi City County Kenya. The independent variable was Change Management Practices while the dependent variable was organization performance. Change management indicators were strategic leadership, strategic alliance, strategic marketing and technology adoption. The Geographical scope covered Nairobi City County where headquarters of the telecommunication companies in Kenya are domiciled.

1.7 Limitations of the Study

This study could be hampered by respondents' reluctance to provide the necessary information because they could fear being victimized by the management personnel. Respondents were ensured of the privacy and discretion of the data collected to address this limitation. As a result, the researcher guaranteed respondents of their privacy and confidentiality of the data obtained, as well as providing them with a permission document from management. The researcher also expected respondents to take too long to complete and return the questionnaire. The researcher made some reminders to the respondents in order to resolve this. The scope of population was another study limitation. The study findings were limited to telecommunication companies in Nairobi City County in Kenya and could not fully be applicable to other sectors of the economy.

1.8 Organization of the Study

The study is characterized as follows; The first chapter introduces the variables that were examined and tested, as well as the problem statement, objectives, importance, scope, and constraints of the study. The second chapter contains a review of the literature, a summary of the gaps in the literature, and a conceptual framework. The procedures for selecting a sample from the population, data gathering methods, validity and reliability testing techniques, data processing, and ethical considerations are all discussed in Chapter 3. Chapter 4 presents the research outcomes and discussions. Chapter 5 presents the summary, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains the theories that are used to support the phenomenon under study. It also covers the empirical literature based on the constructs in the study, the research gap summary and the proposed conceptual framework.

2.2 Theoretical Review

This section reviews relevant theories on which the study constructs underpinned on. They are as follows; Upper Echelons Theory, Resource Dependency Theory, Market-based View Theory and Disruptive Innovation Theory.

2.2.1 Upper Echelons Theory

The upper echelons idea was established by Hambrick and Mason in 1984. Mymoona (2018) posit that the theory posits that the leaders at the highest level of the business perceive their situations in a highly personalized manner. Thus, strategic executives leverage their organization's potential to maximize its capacity with the primary objective of enhancing firm performance.

Moreover, strategic leadership should encompass the aptitude to integrate the enduring plans, immediate goals, and ambitions of the organization (Kallenberg, 2020). The primary responsibilities of strategic leaders include supervising and coordinating the overall strategy direction, managing the interactions between employees, stakeholders, and the external environment, and facilitating the development of management skills (Burgelman et al., 2018). These jobs stress the crucial importance of leadership in

businesses by concentrating on strategic guidance, resource allocation, organizational culture, and ethical conduct.

Greenleaf (1977) urges that a crucial trait of a leader is the capacity to attentively listen to and empathize with their subordinates. This aspect will engender a sense of affiliation among the support personnel and other senior executives in the corporation. Consequently, the higher-ranking individuals wouldn't be functioning in isolation. Priem, Lyon, and Dess (1999) determined that the upper echelons approach has been practically implemented by researchers who assess demographic disparities among top-level managers as a means of elucidating organizational performance.

The model consists of four primary components: the objective circumstance, which can be internal or external; traits of the upper echelon; psychological principles and cognitive foundation; and observable attributes related to age, education, and group dynamics. Additionally, it encompasses strategic decisions like as introducing new products, utilizing financial leverage, and making acquisitions, all of which largely impact the organization's growth and profitability. Several study inquiries have been formulated utilizing this framework, and a substantial volume of research has been carried out following this approach (Hambrick, 1994).

Various leadership styles have the potential to impact workplace performance in different ways. The leadership styles that are included include authoritarian, laissez-faire, democratic, and bureaucratic. These styles derive from transactional theory. Additionally, there is the participative leadership style, it is founded on transformative leadership. According to this notion, leadership provides guidance and a sense of purpose in order to accomplish the goals of an organization. Additionally, it influences the social dynamics

inside a work group and molds the collective behavior of the group, wherever the individual employees' sense of dedication towards accomplishing organizational objectives is rooted (Gachugu, 2019). This theory provides support for the variable related to strategic leadership.

2.2.2 Resource Dependency Theory

The theory, established by Pfeffer and Salancik in 1978, aims to elucidate the impact of an organization's external resources on its behavior. Resource dependence theory provides multiple perspectives on economic theories regarding mergers and board interlocks. Additionally, it enhances comprehension of the inter-organizational connections that have resulted in market failures (Pfeffer, 2003). The key objective of group management is to ensure the longevity of the organization and enhance its self-governance, while also maintaining stability in its business transactions, which served as the organization's motivation for its global market activities.

Resource Dependence Theory (RDT) avers that power within a corporation is established through the control and management of strategic resources (Pfeffer and Salancik, 1978). RDT is derived from the open systems theory, which explains how organizations have varying levels of dependence on the external environment. Faced with expensive resources, the management strategically leverages external dependencies to benefit their firms.

The theory postulates that individuals who encounter limitations in their economic environment will actively pursue alliances with others so as to acquire the essential resources. Organizations should contemplate altering their dependency connections by either diminishing their own reliance or escalating the reliance of other organizations on

them. Organizations are seen as groups that adapt their structure and behavior to obtain and sustain the necessary external resources (Ulrich and Barney, 1984).

Scholars frequently analyze both uncertainty and resources to comprehend the correlation between an organization's external environment and its strategies, structure, and performance. These notions are predicated on the notion that for an organization to achieve success, it must operate in alignment with its external surroundings. Barnard initially addressed this topic in his influential publication, 'The Functions of the Executive' (Barnard, 1938). Barnard proposed that the continued existence of an organization depends on achieving a state of agreement between the external environment and the internal choices and operations of the organization. This study will utilize the theory to substantiate the variable pertaining to strategic alliances.

2.2.3 Market-based View Theory

The foundational principles of this theory can be attributed to Mason and Bain (1950), who identified a correlation between the organization of an industry and a firm's achievement within the Structure-Conduct-Performance-Paradigm. They contend that the key factors influencing an organization's success are the barriers to entry, the level of competition in the market, and the elasticity of demand. In 1980, Michael Porter further developed this concept in his book 'The Competitive Edge', which has since become a seminal work in the field of management science. The MBV, alternatively referred to as the market positioning view, highlights the significance of market conditions in formulating the firm's strategy.

The market-based view of the firm suggests that the firm's performance is principally determined by industrial factors and external market orientations. The firm's value is derived from the competitive situation that sets it apart in terms of its strategic position in the market. The strategic position alludes to the distinct collection of activities that a corporation engages in, which sets it apart from its competitors. Within this framework, the firm's performance and likelihood of success are only influenced by the structure and competitive dynamics of the industry in which it works.

Researchers observed that the firm's success is greatly impacted by the manufacturing setting in which it operations. Within the industry context, strategy was perceived holistically, encompassing the firm's whole approach and its competitive position in the market relative to its rivals (Askarany & Yazdifar, 2018).

This theory is based on the assumption that innovative companies strive to adapt to and exploit evolving market conditions. These market characteristics are anticipated to establish the essential conditions that dictate the trajectory and caliber of an organization's innovative endeavors. The capacity of a business to tailor its plans using branded facilitators and constraints within its surroundings is highly influential in gaining a competitive edge (Hu, 2022).

Organizations should formulate strategies based on the industry's structure in which they operate, aiming to achieve a strategic competitive advantage.

The market-based approach refers to a perspective that emphasizes the significance of market forces and competition in shaping business strategies and outcomes. The company's policies and plans are formulated by the strategy department, taking into account the prevailing trends and the distinct qualities of the business's surroundings. It

assists in identifying the most effective combination of marketing strategies for the product, which the company implements as part of its overall plan. The strategy facilitates the development of the company's approach and structure by utilizing market study of the industry. Throughout this stage, the emphasis is placed on the internal environment of the organization as well as the external forces. The firm's performance is very consequential and contingent upon its surroundings. Strategy, in the industrial context, refers to the overall approach and market position of a corporation in relation to its competitors (Putri, 2022).

This theory will serve as the foundation for strategic marketing variables in the communications industry. Organizations must formulate strategies that align with the specific industrial structure in which they operate in order to get a competitive edge. Typically, companies measure their competitive edge by doing a comprehensive review of the external environment.

2.2.4 Disruptive Innovation Theory

Christensen invented this theory in 1995. He defines innovation as a systematic procedure and considers disruptive technologies to be ones that are of lower quality, offer distinct values compared to mainstream technologies, and are not significant to mainstream clients. Christensen and Raynor (2015) aver that disruption is a phenomenon in which a tiny company with limited resources is capable of posing a threat to a well-established company in the market. They achieve this by developing a straightforward application, product, or service that first targets the lower end of the market. Over time, they gradually rise up the market and eventually surpass established companies.

Lara, Kolasani, and Ramamurthy (2021) found that companies have a tendency to innovate at a faster pace than the demands of consumers. Consequently, companies inadvertently create excessively intricate products on the market by implementing sustained advances in order to maximize profits. Nevertheless, this approach unintentionally creates an opportunity for disruptors who want to cater to the overlooked lower market segment by offering affordable and user-friendly products. These goods typically have lower profit margins, narrower target audiences, and are less appealing than existing solutions when evaluated using traditional performance criteria (Govindarajan and Kopalle's 2019).

The theory demonstrates that when incumbents prioritize enhancing their products to cater to their most discerning clients (cash cow), they surpass the requirements of certain segments while neglecting the needs of others. These groups, which are typically disregarded or underestimated, are effectively targeted by new entrants that provide a relevant product or service, sometimes at a lower price. This initiates the process of disruption. Adner (2022) argues that incumbents prioritize the profitable segments in the higher-end market, while neglecting the operations of smaller enterprises that cater to the lower-end markets. Over time, smaller companies gradually transition to higher-end markets by offering the necessary level of performance while maintaining the benefits that contributed to their success. Disruption is said to have occurred when the high-end clients begin to widely accept the products and services of the new competitor.

Govindarajan and Kopalle (2021) posit that several conditions must be met in order for disruptive innovations to occur. Initially, disruptive innovations must emerge from positions of low market share or new market opportunities. Furthermore, the items of

new competitors do not gain popularity among mainstream customers until the products' quality matches the customers' expectations. Chao and Kavadias (2022) have a different opinion from the theory, arguing that it fails to accurately represent real-world situations. They contend that incumbents possess knowledge of the innovations introduced by new entrants, but due to their business contexts, they are unable to promptly react to the acts of these new entrants. This is because many technologies initially lack profitability and potentially divert limited resources. This hypothesis will be employed to bolster the variable pertaining to technological innovation.

2.3 Empirical Literature Review

The empirical review identifies works of other scholars with the aim of highlighting the methodologies adopted, findings and conclusion and how they can inform the direction of this study.

2.3.1 Strategic Leadership and Organizational Performance

Kitonga, Bichanga, and Muema (2020) researched the correlation between strategic leadership practices, strategic direction, and organizational efficiency in Nairobi City County. This research involved surveying a total of 305 respondents. Both quantitative and qualitative data analysis approaches were employed to analyze the research variables. The study uncovered a robust association between strategic leadership and the achievement of organizational success.

Ng'ang'a (2019) researched the correlation between strategic leadership and organizational performance in the tourism business of Kenya. Utilizing a cross-sectional survey approach that incorporates both quantitative and qualitative data, he suggested that strategic leadership has a significant impact on organizational performance. The survey

also suggested that junior staff members were excluded from the process of formulating strategies, although being responsible for implementing them.

Owolabi and Makinde (2019) studied the impact of strategic leadership on the performance of the Arabian service industry. They employed an exploratory methodology in their research. A total of 280 service organizations were examined, and it was observed that strategic leadership techniques have a favorable correlation with organizational success. The examined investigations were done in various cultural contexts and industries distinct from the present study. The examined studies were also constrained in establishing a connection between strategic direction and the performance of organizations in the benevolent Ambulance service industry.

Uwambayingabire and Mulyungi (2019) researched the influence of strategic leadership on the effectiveness of organizations. The Pearson's Product Moment Correlation Coefficient was employed to test the hypotheses and ascertain the significance of the relationship between the various performance-measuring variables. A significant positive correlation was shown between strategic leadership and organizational success.

Dua'a Adnan *et. al.* (2022) examined the impact of strategic leadership on the functioning of telecommunications firms in Jordan. So as to achieve the objective of the study, a comparative approach was employed, which entailed reviewing previous research on the subject and discussing the most noteworthy findings that were derived. Based on this, he reached the conclusion that strategic leadership has a proactive and significant impact on facilitating organizational growth, which in turn has a good effect on the organization itself.

2.3.2 Strategic Alliance and Organizational Performance

Makau (2018) studied the correlation between strategic alliances and corporate competitiveness in the commercial banking sector in Kenya in a case study of Kenya financial institutions. The study utilized a descriptive case study approach, selecting an adequate sample of 33 respondents to build a sample frame. The study utilized structured and semi-structured questionnaires to gather data. The data was analyzed utilizing Microsoft Excel Spreadsheet, and the connection between variables was discovered utilizing correlation analysis. The study revealed that strategic alliances aim to acquire a competitive edge by means of collaboration rather than rivalry. Strategic partnerships are formed when partners possess reciprocal confidence in one other.

Bernadette (2018) researched the utilization of strategic alliances as a means for achieving rapid growth among questor enterprises situated in New Zealand. The research issues were addressed using the qualitative method of semi-structured in-depth interviews to collect primary data. This study suggests that the primary factor influencing the outcome of alliances is whether all parties involved would receive fair and equal benefits from the partnership, as well as the relative significance of the alliance to the stakeholders.

Kibira (2019) studied the influence of strategic alliances on the competitiveness of Kenyan financial institutions. The research found that banks engage in strategic alliances with other enterprises in order to enhance profitability and expand market share. Other factors that contribute to the formation of strategic alliances include reducing costs, conquering barriers to entering the market and slow market penetration, sharing risks, obtaining economies of scale, acquiring new skills and knowledge, considering socio-

political factors, improving efficiency and service quality, and countering competitive threats. The research also found that the existing strategic relationships significantly influence the banks' competitiveness.

Kinyua (2020) studied the strategic relationships formed between JKUAT and medium level institutions in Kenya. The results indicated that the alliance was formed with the goal of enabling learners who might not get admission to institutions due to intense competition to pursue their studies and capitalize on this particular market segment. It is also aimed at mitigating the emigration of highly skilled individuals and the outflow of capital from the Kenyan economy. The agreements are also meant to use the resources from vocational economies of scale and achieve a quicker return on investment.

2.3.3 Strategic Marketing and Organizational Performance

Amisu, Otegbade, &Shomade (2018) analyzed the influence of strategic marketing management on the overall performance of Globacom Ltd. This research utilized a descriptive survey approach, employing administered questionnaires to gather data on strategic marketing. Participants were chosen utilizing a conventional random procedure. The study's findings suggest that efficient strategic marketing management has a positive impact on the performance of Globacom Limited. The outcomes also suggested that the utilization of market segmentation is a successful tactic for enhancing customer happiness, whereas market orientation significantly influences the telecom industry's profitability and revenues.

Waiswa *et al.* (2018) examined the correlation between the market performance of Uganda Telecom Ltd (UTL) M-Sente mobile money product and its marketing strategies.

The research findings encompassed an examination of the correlations between pricing and M-Sente market share, advertisement and M-Sente market success, and geography and M-Sente market share. Design and methodology: This research included a combination of quantitative and qualitative approaches within a longitudinal framework. The study's findings suggest a strong association between the market success of UTL's M-Sente mobile money product and its marketing techniques.

Asamoah (2021) conducted a study investigating customers' knowledge and understanding of the marketing methods employed by mobile communications carriers. The research also examined consumers' purchasing decisions about the products and services provided by these enterprises, as well as the influence of customers' understanding of marketing methods on their purchasing choices. The study employed a quantitative methodology and involved a total of 300 participants. Based on the study, customers of different mobile telecoms companies were knowledgeable about the 7Ps marketing strategies employed by the mobile service providers. However, the level of client awareness regarding the marketing mix and plan did not have a major impact on their decision to utilize the services of their mobile communications corporations.

A study conducted by Akanni, Oba, and Ishola (2022) investigated the impact of strategic marketing on the operational effectiveness of telecommunications firms in Nigeria. The research employed a survey research approach. Two hypotheses were formulated based on the problem statement. The hypotheses were evaluated utilizing the statistical methods of analysis of variance and Pearson product moment correlation analysis. The results suggest that strategic marketing has a substantial influence on organizational success.

2.3.4 Technology Adoption and Organizational Performance

Muruiki and Makhamara, (2024) examined the impact of technological innovation on the implementation of a novel product technology in a specific market. The study employed a cross-sectional survey methodology, utilizing a sample of 72 enterprises located throughout Korea. The experts observed in their findings and conclusions that innovation is gaining significance, particularly in the context of global market competition. Additionally, it was observed that companies operating in peripheral markets have recognized the importance of technology advancements in order to secure a significant portion of the market. Hence, it is imperative for them to meticulously evaluate the nature of innovation available in each market with respect to their whole product line. This association demonstrated a positive correlation, suggesting that innovations can yield significant benefits when effectively implemented. They emphasized the significance of both technology and non-technological innovation for achieving optimal company performance.

Armbruster and Lay (2018) conducted a survey on technical innovation in 59 motor industry and transportation enterprises in Belgium using straightforward questions and observation guides. The researchers' research indicates that technological innovation has a significant impact on the processes, routines, and overall operations of an organization. They stress that such innovation involves implementing new processes and procedures that lead to the creation of new products or services within the firm. In highly volatile markets and settings, it also impacts the adaptability, efficiency, and excellence of production. The researchers stated that technological changes can lead to both beneficial and harmful consequences.

Jimenez and Sanz-Valle (2019) conducted a survey of 122 enterprises in the Spanish dairy industry to examine technical improvements in the industry. The scholars employed field visits and interview guides. The research demonstrated a robust positive correlation between organizational learning, innovation, and business performance. The experts reached the conclusion that firms that provided training to their personnel on new technologies saw improved performance and were less susceptible to redundancy issues.

Atalay et al. (2020) researched the correlation between innovation and the financial success of companies in the Turkish automotive supplier business. The scholars utilized cluster sampling to study automobile makers in 29 auto firms. The research found that technical innovation has a considerable and constructive influence on the performance of the firm. However, they also suggested that the implementation of new technology should not be immediate in emerging companies, as it was likely to result in some disruptions. The authors also suggested that effective innovation strategies and marketing activities are more probable to result in substantial competitive edge.

2.4 Summary of the Reviewed Literature

This section provides summary of the reviewed empirical in form of a table. Section provides the gaps and the way the current research seeks to address the gaps.

Table 2. 1Summary of the Reviewed Literature

Author	Focus	Results	Research Gaps	Focus of current study
Kitonga, Bichanga, Muema (2018)	Strategic leadership and performance of firms in Nairobi City County	Positive linkage of the strategic leadership and organisational performance.	The context of the research is not clear.	Study was conducted in telecommunication firms in Nairobi City County.
Ng'ang'a (2019)	Strategic leadership and performance of organizations on tourism industry in Kenya	Strategic leadership considerably impacts organizational performance	Strategic leadership measurements did not follow theory.	Theories were utilized in the current study.
Uwambayingabire, Mulyungi (2019)	Impact of strategic leadership on organizational performance.	Strategic leadership and organizational performance was found to have a strong positive link	The study population was small.	The population for this study was adequate.
Dua'a Adnan <i>et. al.</i> (2022)	Effects of strategic leadership on the operations of telecom businesses in Jordan.	Strategic leadership serves an active and vital part in facilitating the growth of organizations.	The context of the study was Jordan.	The context of the study was Jordan.

Author	Focus	Results	Research Gaps	Focus of current study
Makau (2018)	Strategic alliances and organizational competitiveness amongst Kenyan financial institutions: a case study of Kenya Commercial Bank.	Strategic alliances aim to establish a competitive edge.	The study employed a case study approach and the findings may not be generalizable.	This study included more than one firm in the sample.
Kibira (2019)	Effect of strategic alliances on competitive advantage of commercial banks in Kenya	Strategic alliances had a significant influence on the banks' competitive advantage.	Secondary data was used in analysis.	Primary data was used in analysis.
Kinyua (2020)	Strategic alliances between JKUAT and middle level colleges in Kenya	Alliances were formed with a motive of enabling students who w	The study findings were not conclusive	The study findings were not conclusive.
Akanni, Oba and Ishola (2022)	Impact of strategic marketing on the operational effectiveness of telecommunications firms in Nigeria	Organizational performance is significantly impacted by strategic marketing.	The study context was Nigeria.	The study context was Kenya.

Author	Focus	Results	Research Gaps	Focus of current study
Sun and Lee (2017) studied	Technological innovation on the introduction of a new product technology in 72 firms across Korea.	Positive relationship indicating that innovations can be beneficial if well adopted.	The study context was Korea.	The study context was Kenya.

(Source, Author 2024)

2.5. Conceptual Framework

A written or visual explanation of the main study variables and the presumptive connections between them is called a conceptual framework., (Malkoc, 2020). The Strategic Leadership, Strategic Alliance, Strategic Marketing and Technology adoption, were the independent variables of Change Management Practices used in the conceptual framework. The dependent variable was the organizational performance of Telecommunication Companies in Nairobi City County, Kenya.

Independent

Dependent

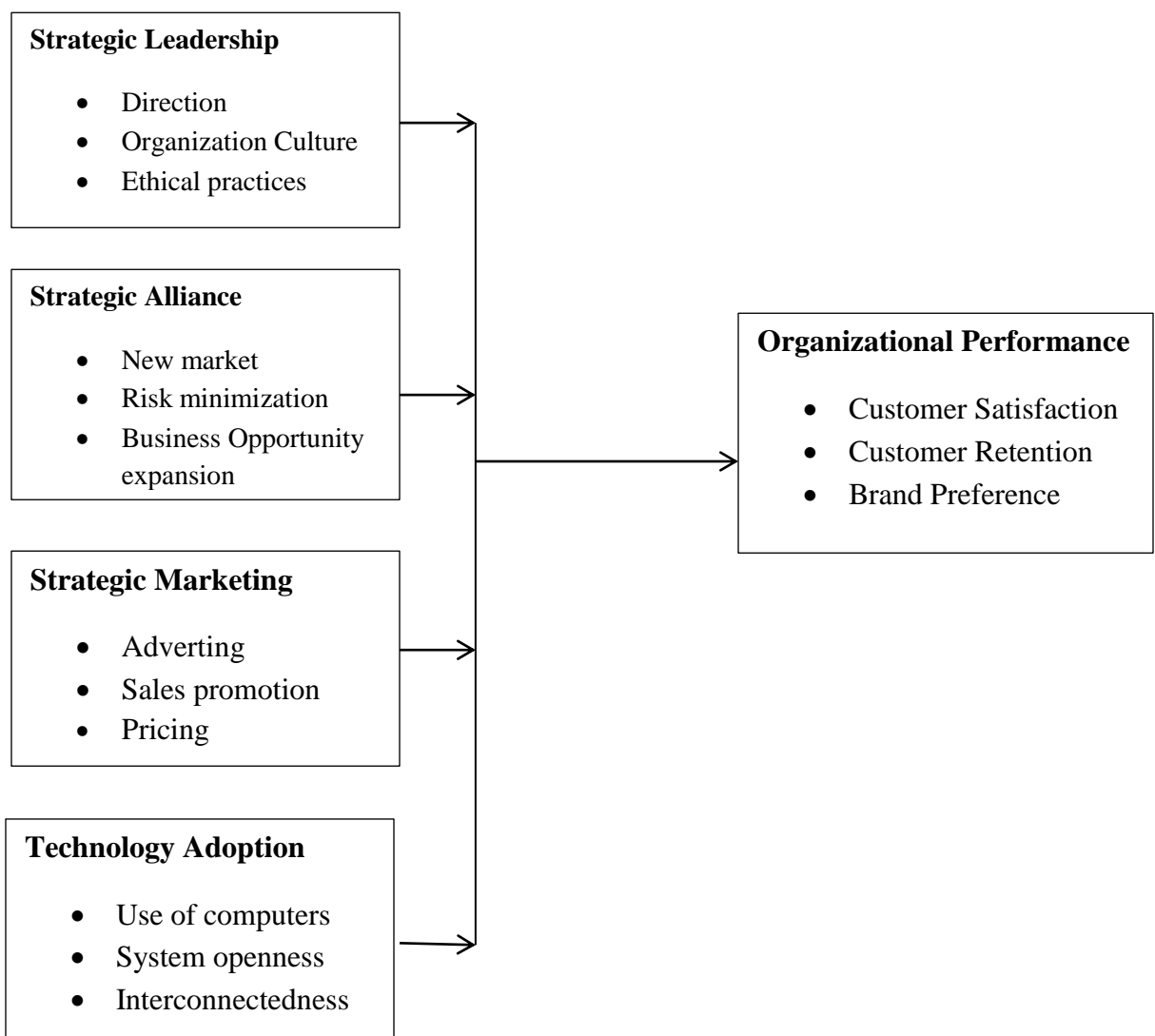


Figure 2.1 Conceptual framework
Source (Author, 2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter offers a concise summary of the research methods employed in this research. It details the research design, target audience, sample size, data gathering procedures, and data analysis methods employed for this specific research investigation.

3.2 Research Design

Creswell (2014) defines a research design as a process that provides the overall foundation for a research. It encompasses the methods for collecting data and the means to analyze it. It is also a path for undertaking a research study. This study utilized a descriptive research approach by gathering general information through the administration of a questionnaire to a specific sample of participants. This design is suitable because it accurately represents the qualities of a specific event or the magnitude of an actual scenario (Kothari, 2018). Descriptive study approach can be used to characterize each construct and effectively establish the relationship between the study variables. Moreover, descriptive study design focuses specifically on a certain variable. The cross-sectional survey technique is employed to analyze data obtained from an entire sample or a representative subset at a certain point in time (Mackenzie & Knipe, 2021).

3.3 Target Population

In the context of research, the term "population" is the entirety of goods or individuals that are being studied or investigated (Craswell,2019). A population consists of a cohort of individuals on whom a survey was conducted. These persons share comparable traits

because they are investigated inside certain sub-groups that have similar demographic characteristics. Cooper (2016) aver that population is the complete quantity of elements that form the main focus of a scientific investigation. This study specifically examined the four telecommunications firms operating in Kenya, namely Safaricom, Airtel, Telkom Kenya, and Equitel (CAK, 2018).The target respondents were selected from the top level managers and middle level managers from the four enterprises. The total population of the managers is 300. The managers were purposively selected because they are involved in formulating and managing change management practices.

Table 3.1 Target Population

Telecom Firms	Population of Managers
Safaricom	130
Airtel	110
Telkom Kenya	50
Equitel	10
Total	300

Source field data (2024)

3.4. Sampling Technique and Sample size

3.4.1. Sampling Technique

Sample technique is the part of a study population that is intended to represent the entire study population. The research employed a proportionate stratified random sampling technique to guarantee that each subgroup of the population was adequately represented. telecommunication companies comprised the study's strata. A basic random sampling

technique was employed to select participants from every category. This made it possible to represent every subgroup within the target population.

3.4.2 Sample Size

A sample is a representative group chosen from a larger group and is the sample that gives the information that answers research questions (Mugenda & Mugenda, 2019). In order to select a sample for this research, the researcher utilized the Slovine's formula, a widely employed method for determining the appropriate sample size from the study population (Cooper & Schindler, 2014)

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

Whereby

n=Required sample size

N=Population size

e=Margin of error 5% for this research

$$n = \frac{300}{1 + 300(0.05)^2}$$

$$n = \frac{300}{1.75}$$

$$n = 171$$

Table 3.2 Sampling Frame

Telecom Firms	Population of Managers	Sampling Factor (n/N)=0.57	Sample Size
Safaricom	130	0.57	74
Airtel	110	0.57	62
Telkom Kenya	50	0.57	29
Equitel	10	0.57	6
Total	300		171

Source, Author (2024).

The research had a sample size of 171 participants, consisting of senior and medium level managers from the four mobile telecommunication firms in Nairobi City County.

3.5 Data Collection Instruments

Cooper &Schindler (2016) and Mugenda *et al.* (2013) posit that data gathering tools refer to the tools and techniques used to measure variables in research projects. There are various methods of collecting data that differ with respect of costs, duration, and other resources accessible to the researcher. The research employed primary data, which was collected via a semi-structured questionnaire. This tool was preferred as the researcher aimed to gather standard data from a relatively larger sample size. The instrument is easier to administer in terms of cost and time to these participants (Kombo & Tromp, 2006).

The variable parts of the questionnaire contained a 5-point Likert scale items where respondents specified their level of agreement to statements for each variable. Section A contained background information while section B contained change management.

Section contained aspects of organization performance. The Likert scale data was also supported by open-ended questions for each of the variable so as to allow respondents to give their own personal experiences on change management practices.

3.6 Data Collection Procedures

The Graduate School of Kenyatta University granted authorization to collect data and this was followed by applying for a research license. This documentation was presented to managers in the telecom companies to gain permission to interview their management staff. The instrument was self-administered meaning that participants had the chance to fill in information at their convenience. To achieve this, the researcher personally handed the tool to selected participants and then arranged to pick the tool later. Suggesting that an element of the drop off and pick up later approach was used if respondents could not be able to provide feedback at the point of contact.

3.7 Pilot Study

A pilot study was performed to evaluate the research instruments and procedures prior to the main data collection phase. Approximately 17 participants that is 10% of the sample size, representative of the target population was selected for this phase. They provided feedback on the questionnaire's clarity and relevance. Their input helped identify any issues or areas for improvement (Smith, 2018).

The pilot study involved participants who were randomly picked from the four telecommunication companies who were not involved in the final study. They completed the questionnaire and provide feedback on its clarity, response options, and overall flow. Their input was analyzed to refine the questionnaire and address any ambiguities or biases (Johnson, 2014).

3.8 Validity and Reliability of Data Collection Instrument

The data collection instrument was tested for reliability and validity.

3.8.1 Validity of the study

Validity is the extent to which an instrument accurately measures what it intend to measure and operates according to its intended design. Babbie (2017) argues that validity refers to the point at which the results obtained from analyzing data precisely reflect the phenomenon being studied. Construct validity was assessed in this study to ensure that the measurement instrument accurately captures the intended constructs. Construct validity examines the degree to which the questionnaire items accurately represent the underlying theoretical concepts (Hair *et al.*, 2019). Multiple strategies were employed to establish construct validity.

Convergent validity was evaluated by analyzing the correlations between similar constructs. It was expected that constructs such as brand perception, corporate sponsorship, purchase intention, and the mediating variable exhibited positive associations, indicating convergent validity. This meant that items within each construct should show a strong relationship with one another.

By establishing construct validity, this study ensured that the measurement instrument effectively captured the constructs of interest, providing valid and reliable data for analysis. Validity enhanced the credibility and confidence in the research outcomes, enabling meaningful and accurate interpretations of the study results.

3.8.2 Reliability of Data Collection Instrument

Reliability is the consistency shown by the method employed to measure a phenomenon.

A measurement is considered reliable if similar results are achieved consistently under

similar circumstances with similar methods (Lakshmi & Mohideen, 2017). The study instrument's reliability was evaluated utilizing Cronbach's alpha coefficient, an indicator of the internal consistency of the questionnaire items (Cronbach, 1951). A minimum acceptable value of 0.7 for Cronbach's alpha was used to ensure good internal consistency (Hair et al., 2019). The analysis involved computing Cronbach's alpha for each construct and examining item-total correlations. Low alpha values or poor item-total correlations may indicate the need for item revision or deletion. Assessing the reliability of the study instrument enhances the validity and confidence in the research findings.

3.9 Data Analysis and Presentation

The data was analyzed utilizing both descriptive and inferential statistics, utilizing the SPSS version 24. The descriptive analysis entailed calculating the frequencies and percentages of the demographic data of the respondents. Furthermore, means and standard deviations were utilized for all variables, both independent and dependent. Correlation and multiple regression analyses will be used for inferential statistics. Content analysis was employed to analyze any qualitative data gathered. The study adopted a multiple regression model shown below.

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

Where,

Y=Organizational Performance

X₁=Strategic Leadership

X₂=Strategic Alliance

X₃=Strategic Marketing

X₄=Technology Adoption

ϵ =Error Term.

β_0 = the regression intercept

$\beta_1, \beta_2, \beta_3$ and β_4 are regression Coefficients

3.10 Ethical Considerations

In each of the questionnaires, participants were given explicit instructions to engage in the process. Prior to conducting any interview, the researcher obtained consent from the respondents, clearly stating that their participation was voluntary and that they had the option to withdraw at any point. The confidentiality and anonymity of the respondents was guaranteed by not asking for any personal identification information. All information used from other sources was cited to avoid any cases of plagiarism in the document. The researcher also applied for a research license from the NACOSTI.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Chapter four present the findings, discussing how they align with or diverge from the existing literature and providing insights into the research variables. The sections of the chapter include; response rate, demographic information of the responders, results of descriptive statistics and inferential statistics. These are presented as follows using tables and figures.

4.2 Response Rate

The response rate was calculated from 171 responders from the four mobile telecommunication companies in Nairobi City County drawn from the top and middle level managers of the four firms who were given questionnaires. Table 4.1 exhibits that results obtained.

Table 4.1 Response Rate

Category	Frequency	Percentage
Responded	165	96.5
Did not respond	6	3.5
Total	171	100

Source: Survey Data (2024)

Table 4.1 demonstrates that the research obtained a response rate of 96.5%, with a mere 3.5% of participants declining to resubmit their questionnaires. Baruch and Holtom (2014) posit that a response rate of 80% or higher is considered adequate for data analysis. Consequently, the research's overall response rate of 96.5% was deemed suitable. The reliability test is exhibited in Table 4.2.

Table 4.2 Results of Reliability Tests

Variable	α -value
Strategic leadership	0.814
Strategic alliance	0.754
Strategic marketing	0.709
Technology adoption	0.791
Organizational performance	0.800

Source: Pilot Study (2024)

The results obtained on reliability test for every variable and presented in Table 3.3 indicate that the Cronbach's alpha value were above 0.7 which indicates that the questionnaire was reliable based on recommendation made by Hair et al., (2019).

4.3 Demographic Information

The following section offers a summary of the participants' background information, including their gender, age range, educational level, and tenure with the organization.

This information is outlined below.

4.3.1 Gender

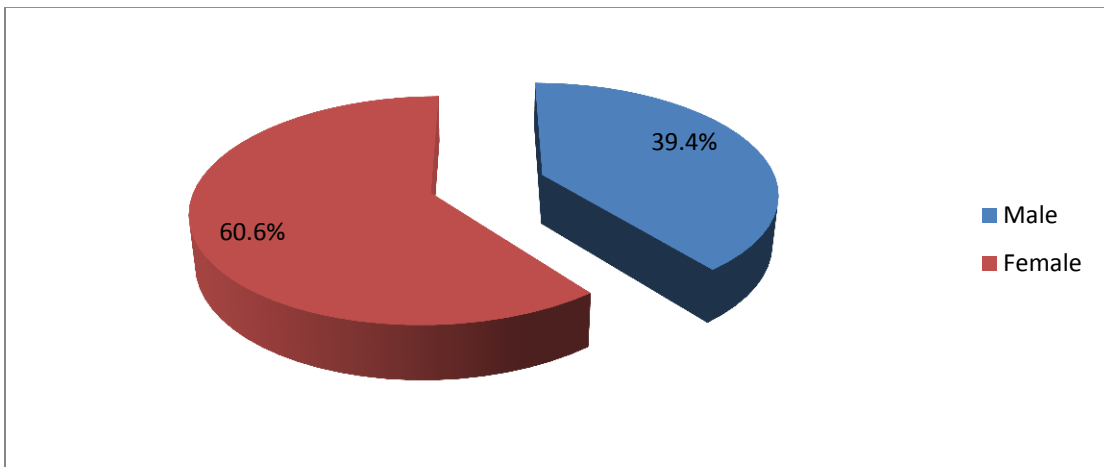


Figure 4.1 Gender

Source: Survey Data (2024)

Figure 4.1 show that the female respondents in the study accounted majority at 60.6% while 39.4% were male respondents. The results suggest that the study had considered a good representation of both genders. Gender diversity among respondents in a study can lead to more inclusive and representative findings that accurately reflect the population being studied.

4.3.2 Age Bracket

Table 4.2: Age Bracket

Age Bracket	Frequency	Percentage
Below 28 years	15	9.1
29 to 35 years	30	18.2
36 to 44 years	56	33.9
45 to 50 years	45	27.3
51 years and above	19	11.5
Total	165	100

Source: Survey Data (2024)

Table 4.2 show that majority (33.9%) of the participants were aged between 36 years to 44 years, 27.3% aged between 45 to 50 years, 18.2% aged between 29 to 35 years, 11.5% aged 51 years and above and 9.1% aged below 28 years. This finding indicates that the study engaged respondents from a diverse age gaps. This was important because different age groups may have unique perspectives, experiences, and knowledge that can contribute to a more holistic analysis of the subject matter.

4.3.3 Academic Level

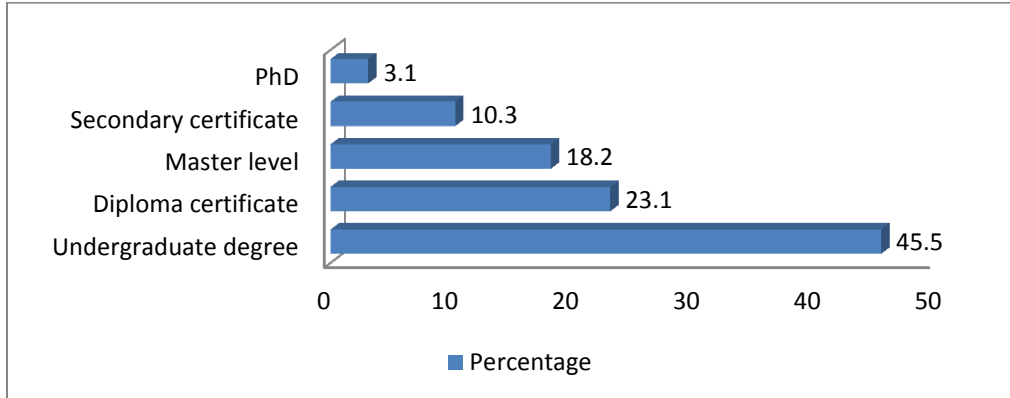


Figure 4.2 Academic Level

Source: Survey Data (2024)

Figure 4.2 show that most of the responders had undergraduate degree as represented by 45.5% followed by those with diploma certificate being represented by 23.1%, 18.2% had a master level of education, 10.3% secondary certificate and 3.1% had PhD. This shows that all levels of respondents' academic level were represented in the study. Having a diverse range of ages among participants in a research study offers several benefits. Participants with different educational backgrounds bring unique viewpoints and ways of thinking to the research project. This diversity can lead to a more comprehensive understanding of the topic being studied, as different educational backgrounds often shape individuals' approaches to problem-solving and analysis.

4.3.4 Tenure with the Organization

Table 4.3 Tenure with the Organization

Tenure	Frequency	Percentage
Below 1 year	7	4.2
2 to 4 years	23	13.9
5 to 7 years	58	35.2
8 to 10 years	45	27.3
More than 10 years	32	19.4
Total	165	100

Source: Survey Data (2024)

Table 4.3 shows most of the respondents' tenure with organization was between 5 to 7 years as represented by 35.2%, this was followed by 27.3% between 8 to 10 years, 19.4% more than 10 years, 13.9% between 2 to 4 years and 4.2% below 1 year. The range of tenure levels among participants could allow for a deeper exploration of how length of employment may influence attitudes towards work and the organization.

4.4 Descriptive Analysis Results

Descriptive statistics such as Mean (M) and Standard Deviation (SD) were utilized to present the results of quantitative data with the utilization of SPSS version 17.0. These were presented in accordance with the study objectives:

4.4.1 Strategic Leadership

The descriptive statistics results obtained on strategic leadership are exhibited in Table 4.4.

Table 4.4 Strategic Leadership

Statement	M	SD
The senior executives provide a distinct strategic orientation to enhance the functioning of the firm.	4.61	0.389
The management establishes the context in which the firm operates, enabling the identification of areas for improvement.	4.02	0.879
Senior management provides a concise and explicit short-term strategy to enhance the functioning of the company.	3.85	1.148
Senior management offers a well-defined strategic roadmap to enhance the functioning of the company in the long run.	4.52	0.477
Senior management provides a well-defined implementation strategy to enhance the functioning of the organization.	4.50	0.500
The organization is headed by a team of committed and ambitious leaders.	4.11	0.899
Aggregate mean and standard deviation	4.27	0.715

Source: Survey Data (2024)

In Table 4.4, the aggregate mean and std dev of 4.27 and 0.715 respectively indicate that the respondents agreed that strategic leadership influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale. The findings corroborate the research undertaken by Kitonga, Bichanga, and Muema (2018) on the relationship between strategic leadership practices, strategic direction, and organizational performance in Nairobi City County. The research revealed a strong correlation between strategic leadership and organizational success.

The respondents strongly agreed that; the senior executives provide a distinct strategic orientation to enhance the functioning of the firm (M=4.61, SD=0.389), senior management offers a well-defined strategic roadmap to enhance the functioning of the

company in the long run(M=4.52, SD=0.477) and that senior management provides a well-defined implementation strategy to enhance the functioning of the organization(M=4.50, SD=0.500). The findings align with the perspective of Abner, Perry, Morrison, and Valdez (2019), who define strategic leadership as the distinct capability of leaders to empower their subordinates to make intentional choices and decisions that can enhance the organization's performance and sustainability in both the short and long term.

The respondents agreed that; the management establishes the context in which the firm operates, enabling the identification of areas for improvement(M=4.02, SD=0.879), The organization is headed by a team of committed and ambitious leaders(M=4.11, SD=0.899) and that senior management provides a concise and explicit short-term strategy to enhance the functioning of the company(M=3.85, SD=1.148). The analysis aligns with Mistarihi's (2021) perspective, which posits that strategic leaders have the responsibility of establishing coherence and equilibrium among various components to achieve optimal performance.

4.4.2 Strategic Alliance

The descriptive statistics results obtained on strategic alliance are exhibited in Table 4.5.

Table 4.5 Strategic Alliance

Statement	M	SD
The enterprise has implemented inter-organizational synergy as a strategy to grow its business.	4.22	0.780
The organization has achieved low investment costs through collaboration with other enterprises in the industry.	4.51	0.489
The establishment of alliances has facilitated the firm in mitigating market uncertainty by sharing risks.	4.55	0.447
The establishment of coalitions has contributed to the improvement of stakeholder satisfaction.	3.99	1.009
Alliances have facilitated the establishment. Enhancing operational efficiency and effectiveness within the company	4.57	0.438
The organization has improved the process of establishing ties in order to facilitate the exchange of ideas among stakeholders.	3.85	1.149
Aggregate mean and standard deviation	4.28	0.719

Source: Survey Data (2024)

In Table 4.5, the aggregate mean and std dev of 4.28 and 0.719 respectively indicate that the respondents agreed that strategic alliance influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale. The findings align with the research conducted by Makau (2018), which ascertained the connection between strategic alliances and organizational competitiveness in Kenyan financial institutions, specifically focusing on the case of Kenya Commercial Bank. The study discovered that strategic alliances aim to establish a competitive edge by means of collaboration rather than rivalry. Strategic partnerships are established upon the foundation of partners having a shared confidence in one another.

The respondents strongly agreed that; alliances have facilitated the establishment. Enhancing operational efficiency and effectiveness within the company (M=4.57, SD=0.438), the establishment of alliances has facilitated the firm in mitigating market uncertainty by sharing risks (M=4.55, SD=0.447), organization has achieved low investment costs through collaboration with other enterprises in the industry(M=4.51, SD=0.489). The findings are incongruent with Drucker's (2016) observation that strategic alliances entail the exchange of information among service partners. This aids in mitigating superfluous expenses and hazards in the implementation of novel technology and the creation of new items.

The respondents agreed that; the enterprise has implemented inter-organizational synergy as a strategy to grow its business (M=4.22, SD=0.780), the establishment of coalitions has contributed to the improvement of stakeholder satisfaction(M=3.99, SD=1.009) and the organization has improved the process of establishing ties in order to facilitate the exchange of ideas among stakeholders(M=3.85, SD=1.149). The findings are consistent with Elmuti and Kathewala's (2011) observation that strategic alliances such as mergers, acquisitions, and outsourcing are regarded as a reaction to the phenomenon of internationalization and the increasing volatility in the worldwide telecommunications sector.

4.4.3 Strategic Marketing

The descriptive statistics results obtained on strategic marketing are exhibited in Table 4.6.

Table 4.6 Strategic Marketing

Statement	M	SD
The enterprise has consistently employed the advertising strategy to broaden our market share.	3.33	1.669
We have a comprehensive strategy for engaging with individuals and converting them into customers of the product or service offered by the business.	4.56	0.438
Our pricing strategy is more competitive than that of our competitors.	3.80	1.199
The organization has consistently implemented the sales promotion strategy in order to broaden our market reach.	4.12	0.878
The organization consistently discovers and allocates resources to elucidate one or more sustainable competitive advantages.	4.59	0.409
Our firm distinguishes itself from competition by leveraging its strength to constantly deliver superior value to customers.	4.53	0.469
Aggregate mean and standard deviation	4.16	0.844

Source: Survey Data (2024)

In Table 4.6, the aggregate mean and std dev of 4.16 and 0.844 respectively indicate that the respondents agreed that strategic marketing influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale. The discovery aligns with the research conducted by Amisu, Otegbade, & Shomade (2018), which examined the effects of strategic marketing management on the performance of Globacom Ltd. The study's findings indicate that the performance of Globacom Ltd is optimistically influenced by effective strategic marketing management.

The findings also indicated that implementing market segmentation is a successful approach to enhance customer happiness, while market orientation significantly influences the telecom industry's earnings and revenue growth.

The respondents strongly agreed that; The organization consistently discovers and allocates resources to elucidate one or more sustainable competitive advantages($M=4.59$, $SD=0.409$), they had a comprehensive strategy for engaging with individuals and converting them into customers of the product or service offered by the business($M=4.56$, $SD=0.438$) and their firm distinguishes itself from competition by leveraging its strength to constantly deliver superior value to customers($M=4.53$, $SD=0.469$). The findings align with Hollensen's (2015) assertion that strategic marketing involves a company successfully distinguishing itself from rivals by leveraging its capabilities to consistently deliver outstanding value to customers.

The respondents agreed that; the organization has consistently implemented the sales promotion strategy in order to broaden our market reach($M=4.12$, $SD=0.878$), their pricing strategy is more competitive than that of our competitors($M=3.80$, $SD=1.199$). The finding agree with Ward and Peppard (2016) who observe that marketing strategies serve as a key measure of firm performance, as they are essential for identifying the company's purpose and how it can provide long-term benefits to target consumers.

The respondents were neutral that; their enterprise has consistently employed the advertising strategy to broaden our market share ($M=3.33$, $SD=1.669$). The finding contradicts the observation made by Waiswa et al. (2018) that the connection between strategic marketing and the firm's performance is crucial for the organization's survival.

4.4.4 Technology Adoption

The descriptive statistics results obtained on technology adoption are exhibited in Table 4.7.

Table 4.7 Technology Adoption

Statement	M	SD
The company promptly embraces emerging technological innovations in the market.	4.45	0.349
The organization consistently seeks novel approaches to enhance the quality of service provided to our consumers.	4.66	0.339
The corporation utilizes internet-based platforms to recruit prospective inventive talent to the organization.	4.05	0.849
The organization adopts business process re-engineering minimizing costs	4.57	0.428
The advancements in the industry are being sufficiently safeguarded in terms of intellectual property rights.	4.35	0.647
The firm enforce training on new innovations	4.51	0.486
Aggregate mean and standard deviation	4.43	0.516

Source: Survey Data (2024)

In Table 4.7, the aggregate mean and std dev of 4.43 and 0.516 respectively indicate that the respondents agreed that technology adoption influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale. The findings align with the research by Sun and Lee (2019) on the impact of technological innovation when introducing a new product technology to a specific market. Additionally, they observed that companies in peripheral sectors have recognized that technical advancements are crucial for achieving a significant portion of the market.

The respondents strongly agreed that; the organization consistently seeks novel approaches to enhance the quality of service provided to our consumers(M=4.66, SD=0.339), the organization adopts business process re-engineering minimizing costs (M=4.57, SD=0.428) and the firm enforce training on new innovations (M=4.51,

SD=0.486). The finding agrees with the observation made by Ouma, Kwasira, & Imbambi (2019) that technology adoption is determined by the degree to which a company adjusts its tools and equipment to meet the requirements of its new strategic plan. This involves modifying technological operations inside and between departments and making use of existing, adaptable Information Technology (IT) systems to align with the changing business environment.

The respondents agreed that; the company promptly embraces emerging technological innovations in the market (M=4.45, SD=0.349), the advancements in the industry are being sufficiently safeguarded in terms of intellectual property rights (M=4.35, SD=0.647) and that the corporation utilizes internet-based platforms to recruit prospective inventive talent to the organization (M=4.05, SD=0.849). The finding concurs with Spanjol (2017) who observe that firm technology can be measured through a number of indicators including responsive IT systems, product innovation and operation efficiency. Responsive IT systems refer to how effective and efficient the IT systems are in delivery of services. It is demonstrable through how wide and strong a firm's network competencies covers across a given geographical setting.

4.4.5 Organizational Performance

The descriptive statistics results obtained on organizational performance are presented in Table 4.8.

Table 4.8 Organizational Performance

Statement	M	SD
Our company's financial ROA has experienced a substantial improvement throughout our operations in the country.	3.66	1.340
The ROE has experienced a substantial and noteworthy improvement throughout the period of our activities in the country.	4.25	0.749
The sales growth has increased throughout our activities in the country.	3.91	1.088
Our cash flows have experienced a positive trend throughout our operations in the country.	3.77	1.229
Our company has a significant market share and a high rate of client retention.	4.09	0.886
The organization has witnessed a surge in new and loyal consumer subscriptions to our products.	4.32	0.678
Our clients consistently express contentment with our products.	3.76	1.240

Source: Survey Data (2024)

Table 4.8 shows that the responders agreed that; The organization has witnessed a surge in new and loyal consumer subscriptions to our products(M=4.32, SD=0678), ROE has experienced a substantial and noteworthy improvement throughout the period of our activities in the country(M=4.25, SD=0.749),their company has a significant market share and a high rate of client retention(M=4.09, SD=0.886), sales growth has increased throughout our activities in the country(M=3.91, SD=1.088), cash flows have shown an improvement during the course of our activities in the country (M=3.77, SD=1.229), cash flows have experienced a positive trend throughout our operations in the country(M=3.76, SD=1.240), the company's financial ROA has experienced a substantial improvement throughout our operations in the country(M=3.66, SD=1.340). According to

Vanderstraeten and Matthyssens (2012) an institution’s performance can be seen as an indicator of how firms manage customer requests and utilize skills, as opposed to simply accumulating and possessing them. Therefore, the performance of organizations can be attributed to their strategies and operational methods, reflecting the extent to which they achieve their set goals.

4.5 Inferential Statistics Results

The inferential statistics were done using correlation analysis and multiple linear regressions analysis. These findings are displayed as follows;

4.5.1 Correlation Analysis

The results on correlation analysis are exhibited in Table 4.9.

Table 4.9 Correlation Analysis

		Strategic leadership	Strategic alliance	Strategic marketing	Technology adoption	Organizational performance
Strategic leadership	Pearson Corr	1				
	Sig.(2-tailed)					
	N	165				
Strategic alliance	Pearson Corr	.204	1			
	Sig.(2-tailed)	.105				
	N	165	165			
Strategic marketing	Pearson Corr	.334	.052	1		
	Sig.(2-tailed)	.264	.211			
	N	165	165	165		
Technology adoption	Pearson Corr	.229	.307	.119	1	
	Sig. 2-tailed)	.094	.103	.347		
	N	165	165	165	165	
Organizational performance	Pearson Corr	.803	.779	.709	.831	1
		.000	.001	.000	.000	
		165	165	165	165	165

Source: Survey Data (2024)

Results in Table 4.9, the strategic leadership had a strong positive correlation with organizational performance because the Pearson r value was 0.803 and a significance value of 0.000. The findings is congruent with the research conducted by Owolabi and Makinde (2019), which analyzed the impact of strategic leadership on the performance of the Arabian service industry through an exploratory methodology. A total of 280 service organizations were examined, and it was observed that strategic leadership techniques have a favorable correlation with organizational success.

The study found that strategic alliance had a strong positive correlation with organizational performance because the Pearson r value was 0.779 and a significance value of 0.001. The results are congruent with the study conducted by Kibira (2019), which investigated the effect of strategic alliances on the comparative edge of financial institutions in Kenya. The research found that banks engage in strategic alliances with other enterprises in order to enhance profitability and expand their market dominance. The research further discovered that the current strategic alliances have a substantial impact on the banks' competitive edge.

The study revealed that strategic marketing had a strong positive correlation with organizational performance because the Pearson r value was 0.709 and a significance value of 0.000. The results contrast with those of Asamoah (2021), who investigated consumers' awareness of mobile telecommunication enterprise marketing strategies and discovered that consumers' decisions about utilizing the services of these businesses were not substantially influenced by their level of awareness of the marketing mix and plan.

The study established that technology adoption had a strong positive correlation with organizational performance because the Pearson r value was 0.831 and a significance value of 0.000. The findings corroborate the findings of Atalay et al. (2020), who examined the correlation between innovation and company success in the Turkish automotive supplier industry. The research revealed that technical innovation has a considerable and favorable influence on the performance of the company.

4.5.2 Multiple Linear Regression Analysis

The results on multiple linear regression analysis are exhibited in Table 4.10, Table 4.11 and Table 4.12 as follows;

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.651	.0215

Source: Survey Data (2024)

Table 4.10's findings suggests that the adjusted r squared value is 0.651, meaning that the impact of strategic alliances, strategic marketing, strategic leadership, and technology adoption accounted for to a 65.1% variation in the performance of telecommunications companies in Nairobi City County, Kenya. Consequently, this indicates that the remaining 34.9% covers alternative, unresearched change management techniques.

Table 4.11 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.321	4	50.580	134.539	.000
	Residual	60.152	160	0.376		
	Total	262.473	164			

Source: Survey Data (2024)

The data in Table 4.11 suggests that the attained significant value was .000, which is lower than the threshold of 0.05. Furthermore, the F statistics calculated at a significance level of 5% was 134.539, with a p-value that above the statistical average of 50.580. This demonstrates the statistical importance of the model.

Table 4.12 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.608	.215		2.828	.000
	Strategic leadership	.854	.118	.354	7.238	.000
	Strategic alliance	.773	.325	.413	2.378	.001
	Strategic marketing	.806	.334	.290	2.413	.001
	Technology adoption	.770	.294	.338	2.619	.001

Source: Survey Data (2024)

Table 4.12 show that the performance of telecommunication companies in Nairobi city county, Kenya would be 0.608 when strategic leadership, strategic alliance, strategic marketing and technology adoption are held constant. The regression coefficients indicate that an improvement on strategic leadership would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.854. An improvement on strategic alliance would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.773. An improvement on strategic marketing would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.806 and an improvement on technology adoption would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.770. This leads to a regression equation expressed as follows;

Organizational performance = 0.608 + 0.854 (strategic leadership) + 0.773 (strategic alliance) + 0.806 (strategic marketing) + 0.770 (technology adoption)

The study suggested that strategic leadership had a optimistic significant influence on the performance of telecommunication companies in Nairobi city county, Kenya ($\beta=0.354$, $p=0.000$). The findings align with Ng'ang'a's (2019) study on the correlation between strategic leadership and organizational performance in the tourism industry of Kenya. The study concluded that strategic leadership has a significant influence on organizational success.

The study discovered that strategic alliance had a positive significant influence on the performance of telecommunication companies in Nairobi city county, Kenya ($\beta=0.413$, $p=0.001$). The findings align with the research conducted by Kibira (2019), which examined the impact of strategic alliances on the competitive edge of financial institutions in Kenya. The research found that banks engage in strategic alliances with other enterprises in order to increase their earnings and market share. The research also discovered that the current strategic alliances have a substantial impact on the banks' competitive edge.

The study determined that strategic marketing has a statistically significant and favorable impact on the performance of telecommunication enterprises in Nairobi city county, Kenya ($\beta=0.290$, $p=0.001$). The discovery aligns with the research undertaken by Akanni, Oba, and Ishola (2022) regarding the influence of strategic marketing on the performance of firms in the Nigerian telecoms sector. The results suggest that strategic marketing has a substantial influence on organizational success.

The study found that the deployment of technology has a considerable and favorable impact on the performance of telecommunications firms in Nairobi city county, Kenya ($\beta=0.338$, $p=0.001$). The findings align with the research conducted by Armbruster and Lay (2018), who surveyed 59 motor industry and transportation enterprises in Belgium. They utilized straightforward questionnaires and observation guides to investigate technical innovation. The researchers suggested that technological changes can lead to both beneficial and detrimental outcomes.

Jimenez and Sanz-Valle (2019) conducted a survey of 122 enterprises in the Spanish dairy industry to examine technical improvements in the sector. The scholars employed field visits and interview guides. The study found a robust positive correlation between organizational learning, innovation, and business performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a concise overview, definitive findings, practical advice, and recommendations for further research.

5.2 Summary of Findings

The research main goal was to evaluate the influence of change management practices on performance of telecommunication companies in Nairobi City County, Kenya. The change management practices studied were; strategic leadership, strategic alliance, strategic marketing and technology adoption. The study focused on performance of telecommunication companies Data was gathered via semi-structured questionnaires. Data was analysed utilizing descriptive statistics and inferential statistics. The following is the summary of the findings;

The study aimed to ascertain the influence of strategic leadership on the performance of telecommunication companies in Nairobi city county, Kenya. The research investigated the beneficial and substantial effect of strategic leadership on the performance of communications firms in Nairobi City County, Kenya. The senior leadership provides a distinct strategic orientation to enhance the organization's operations, including a well-defined long-term plan and a precise implementation strategy.

The research aimed to ascertain the effect of strategic alliances on the performance of telecommunication providers in Nairobi city county, Kenya. The research found that strategic alliances have a substantial and beneficial effect on the performance of communication providers in Nairobi city county, Kenya. Alliances have facilitated the

establishment. The company has achieved operating efficiency and effectiveness through the development of partnerships. These alliances have helped the company mitigate market uncertainties by sharing risks and cooperating with other firms in the industry. As a result, the company has been able to reduce its investment expenses.

The study aimed to ascertain the influence of strategic marketing on the performance of telecommunication companies in Nairobi city county, Kenya. The research determined that strategic marketing had a positive significant influence on the performance of telecommunication companies in Nairobi city county, Kenya. The company constantly recognizes and allocates resources to one or more sustainable competitive advantages. They have a comprehensive approach for enticing and transforming clients to engage with their product or service. Additionally, the firm effectively differentiates itself from competitors by utilizing its capabilities to constantly provide exceptional value to clients.

The study aimed to ascertain the influence of technology adoption on the performance of telecommunication companies in Nairobi city county, Kenya. The study found that technology had a positive significant influence on the performance of telecommunication companies in Nairobi city county, Kenya. The firm consistently seeks innovative methods to enhance the quality of service provided to our clients. The organization implements business process re-engineering to reduce costs, enforces training on new innovations, and promptly adopts emerging technologies in the market.

5.3 Conclusions of the Study

The study concludes that Strategic leadership, as a change management practice, plays a crucial role in improving organizational performance by offering numerous benefits.

Firstly, strategic leadership helps in setting a clear direction and vision for the organization. Secondly, strategic leadership facilitates effective decision-making. Leaders with a strategic mindset are adept at analyzing complex situations, weighing various options, and making informed choices. Furthermore, strategic leadership promotes effective communication and collaboration within the organization. Leaders who possess strong strategic skills are able to articulate the vision and goals clearly to all stakeholders, ensuring that everyone is on the same page.

The study concludes that strategic alliances, when effectively utilized as a change management strategy, can significantly enhance an organization's performance by enabling organizations to access new markets and customers, facilitating knowledge sharing and learning and helping organizations reduce costs and risks. Moreover, strategic alliances can enhance the organization's brand image and reputation. By partnering with reputable and well-established companies, organizations can benefit from the positive association and credibility that the partner brings. This can lead to increased customer trust and loyalty, ultimately improving the organization's performance.

The study concludes that strategic marketing as a change management strategy can help improve an organization's performance in helping in aligning the organization's marketing efforts with its overall strategic goals and objectives, ensuring that all marketing activities are working towards the same end result. Strategic marketing can help the organization adapt to changes in the market and industry, allowing it to stay ahead of the competition and capitalize on new opportunities. Strategic marketing can help improve the organization's brand reputation and customer loyalty. Strategic marketing may enhance customer satisfaction and loyalty by establishing a robust and

consistent brand message, which fosters trust and credibility with customers. The study concludes that technology allows for more efficient and effective communication within an organization. Through tools such as email, instant messaging, and video conferencing, employees can stay connected and informed about changes happening within the organization. Technology facilitates employees to collaborate on projects and activities irrespective of their geographical location. Technology provides organizations with access to vast amounts of data that can be used to inform decision-making processes. Technology can streamline and automate various processes within an organization, making change management more efficient and effective.

5.4 Recommendations of the Study

The study recommends that the organization should focus on creating a culture of innovation and continuous improvement. This involves encouraging employees to think creatively, take risks, and embrace change as an opportunity for growth. By cultivating a culture that places a high importance on innovation, firms may maintain a competitive edge and swiftly adjust to evolving market circumstances. Invest in developing strong leadership capabilities at all levels of the organization. Organizations can enhance their performance through strategic leadership in change management by leveraging technology and data analytics to make informed decisions.

The study recommends that the organization should focus on building strong relationships with partners and stakeholders in order to create a collaborative environment that fosters innovation and creativity. This can involve regular communication and collaboration with partners to ensure that everyone is aligned on goals and objectives. Carefully select partners that bring complementary skills and

resources to the table. The organizations can use strategic alliances as a way to expand their reach into new markets or industries. The study recommends that organization should utilize marketing principles and techniques to drive positive change within an organization. This approach recognizes that marketing is not solely limited to external customer-facing activities, but can also be applied internally to improve overall performance and achieve organizational goals. The organization should focus on aligning marketing efforts with the organization's overall strategic objectives. The organizations should conduct a thorough analysis of the organization's current marketing practices, identifying areas for improvement and implementing targeted initiatives to overcome resistance and drive change.

The study recommends that one of the most effective ways to enhance technology adoption is through training and education programs. This can involve providing employees with the necessary skills and knowledge to effectively use the technology. Engage in transparent communication regarding the advantages of the technology, actively involve employees in the decision-making process, and offer assistance and resources to facilitate their adjustment to the new technology. By providing ongoing support and addressing any concerns, organizations can ensure that employees feel supported and confident in using the technology.

5.5 Suggestions for Further Studies

The study proposes conducting additional research to investigate alternative change management strategies that were not examined, in order to fill the existing gap. In addition, other studied can be done that focus on other sectors apart from telecommunication sector.

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APPENDICIES

APPENDIX I: INTRODUCTION

MOSES LUTTA OMUKOKO

P.O BOX 66827

NAIROBI.

Greetings,

RE: INTRODUCTION LETTER

I am a student of Kenyatta University undertaking anMBA (strategic management) research titled CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF TELECOMMUNICATION COMPANIES IN NAIROBI CITY COUNTY, KENYA. I kindly ask that you fill the questionnaire with utmost objectivity. The research work is a requirement for the partial fulfilment for the award of MBA degree.

This research activity is solely for academic purposes and will maintain absolute secrecy. The report will not contain any personal identifying information such as your name or private data. Please allocate a few moments to complete the accompanying questionnaire.

Yours Faithfully

MOSES L OMUKOKO

D53/OL/CTY/22344/2022.

APPENDIX II: QUESTIONNAIRE

This questionnaire has been structured in a way that improves data collection on change management practices and performance of telecommunication corporations in Nairobi city county, Kenya. Please respond to each question by ticking inside the brackets.

SECTION A: Demographic Characteristics

1. Your gender?

Female Male

2. Indicate your age bracket?

Below 28 Yrs 29 to 35 Yrs

36 to 44 Yrs 45 to 50 Yrs

51 Yrs and above

3. Please specify your academic level?

PhD Masters Level

Undergraduate degree Diploma certificate

Secondary certificate

4. For how long have you worked with this company?

Below 1 yr. 2 to 4 yrs

5 to 7 yrs. 8 to 10 yrs

Less than 10 yrs

SECTION A: Change Management Practices

i) Strategic Leadership

Please specify your agreement level on different statements concerning the strategic leadership on organizational performance. Please tick inside the blank spaces by selecting the number which corresponds with your answer. Scale: Strongly Agree=5, Agree=4, Disagree=3, Strongly Disagree=2 and Not sure=1

	Strategic Leadership	1	2	3	4	5
a	The senior executives provide a distinct strategic orientation to enhance the functioning of the firm.					
b	The management establishes the context in which the firm operates, enabling the identification of areas for improvement.					
c	Senior management provides a concise and explicit short-term strategy to enhance the functioning of the company.					
d	Senior management offers a well-defined strategic roadmap to enhance the functioning of the company in the long run.					
e	Senior management provides a well-defined implementation strategy to enhance the functioning of the organization.					
f	The organization is headed by a team of committed and ambitious leaders.					

ii) Strategic Alliance

Please specify your agreement level on different statements concerning the strategic alliance on organizational performance. Please tick inside the blank spaces by selecting the number which corresponds with your answer. Scale: Strongly Agree=5, Agree=4, Disagree=3, Strongly Disagree=2 and Not sure=1

	Strategic Alliance	1	2	3	4	5
a	The enterprise has implemented inter-organizational synergy as a strategy to grow its business.					
b	The organization has achieved low investment costs through collaboration with other enterprises in the industry.					
c	The establishment of alliances has facilitated the firm in mitigating market uncertainty by sharing risks.					
d	The establishment of coalitions has contributed to the improvement of stakeholder satisfaction.					
e	Alliances have facilitated the establishment. Enhancing operational efficiency and effectiveness within the company					
f	The organization has improved the process of establishing ties in order to facilitate the exchange of ideas among stakeholders.					

iii) Strategic Marketing

Please specify your agreement level on different statements concerning the strategic marketing on organizational performance. Please tick inside the blank spaces by selecting the number which corresponds with your answer. Scale: Strongly Agree=5, Agree=4, Disagree=3, Strongly Disagree=2 and Not sure=1

	Strategic Marketing	1	2	3	4	5
a	The enterprise has consistently employed the advertising strategy to broaden our market share.					
b	We have a comprehensive strategy for engaging with individuals and converting them into customers of the product or service offered by the business.					
c	Our pricing strategy is more competitive than that of our competitors.					
d	The organization has consistently implemented the sales promotion strategy in order to broaden our market reach.					
e	The organization consistently discovers and allocates resources to elucidate one or more sustainable competitive advantages.					
f	Our firm distinguishes itself from competition by leveraging its strength to constantly deliver superior value to customers.					

iv) Technology Adoption

Please specify your agreement level on different statements concerning the technology adoption on organizational performance. Please tick inside the blank spaces by selecting

the number which corresponds with your answer. Scale: Strongly Agree=5, Agree=4, Disagree=3, Strongly Disagree=2 and Not sure=1

	Technology Adoption	1	2	3	4	5
a	The company promptly embraces emerging technological innovations in the market.					
b	The organization consistently seeks novel approaches to enhance the quality of service provided to our consumers.					
c	The corporation utilizes internet-based platforms to recruit prospective inventive talent to the organization.					
d	The organization adopts business process re-engineering minimizing costs					
e	The advancements in the industry are being sufficiently safeguarded in terms of intellectual property rights.					
f	The firm enforce training on new innovations					

Section C Organizational Performance

Please specify your agreement level on different statements concerning organizational performance. Please tick inside the blank spaces by selecting the number which corresponds with your answer. Scale: Strongly Agree=5, Agree=4, Disagree=3, Strongly Disagree=2 and Not sure=1

	Organizational Performance	1	2	3	4	5
a	Our company's financial ROA has experienced a substantial improvement throughout our operations in the country.					

b	The ROE has experienced a substantial and noteworthy improvement throughout the period of our activities in the country.					
c	The sales growth has increased throughout our activities in the country.					
d	Our cash flows have experienced a positive trend throughout our operations in the country.					
e	Our company has a significant market share and a high rate of client retention.					
f	The organization has witnessed a surge in new and loyal consumer subscriptions to our products.					
g	Our clients consistently express contentment with our products.					