STRATEGIC CHANGE DRIVERS AND FIRM PERFORMANCE IN MOBILE TELECOMMUNICATION INDUSTRY: A CASE OF AIRTEL KENYA LIMITED.

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DECLARATION

I declare that this research project is my original work and to the best of my knowledge has not been presented to any other university or college for academic purposes.

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This research project has been submitted with my approval as the supervisor.

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DEDICATION

To my beloved Family which has been a great source of inspiration and encouragement.

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I am thankful to the Almighty God for His continued Mercy and Love upon my life and also strengthening me throughout my course.

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ABBREVIATIONS AND ACRONYMS

ATL	Above the Line
CAK	Communication Authority of Kenya
CCK	Communication Commission of Kenya
CSR	Corporate Social Responsibility
EPS	Earning Per Share
GDP	Gross Domestic Product
GOK	Government of Kenya
NSE	Nairobi Stock Exchange
RBV	Resource Based View
RDT	Resource Dependency Theory
ROA	Return on Assets
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Strategy A chosen unique and valuable position that is rooted in the activities of a business. It revolves around a plan of action that allows the organization to accomplish its goals, objectives and purpose as enshrined in its mission.

Strategic change Refers to what changes in the organization between two time periods and how the change occurred. It can be incremental or transformational and it is affected both by organizational inertia or environmental stress.

Strategy implementation The process of turning processes strategies and plans into actions in order to accomplish strategic objectives/goals. It focuses on the processes through which strategies are achieved. Questions addressed are who, where, when and how, the organizational objectives will be achieved.

Organizational culture Organizational culture denotes a way of doing things within an organization. It is manifested in the typical characteristics of an organization. As used in this study, organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character

Performance Performance refers to a set of outcomes that an organization produces during a certain period of their job. It is the extent to which an organization achieves a predetermined set of outcomes. In the context of this study, performance does not include the traits, personal characteristics, or competencies of the organization.

Organisational Structure An outline depicting how the activities are directed to achieve the strategic goals of an organization.

Organisational Leadership The way in which people are motivated to act towards a certain goal. It encompasses people within an organization who are tasked to lead others towards the goal.

ABSTRACT

Transition is an ever-present feature of corporate life, and the pace and degree of transition in recent years has increased considerably. All the companies are hit by the hurdle of transition. Change is relentless, and those who try to resist are inevitably and easily swept away. Those who respond best to shifting economies, evolving cultures, changing industry and technology have already gone on and out wrought the avalanche. The general aim of this study was to investigate strategic change drivers and firm performance in the mobile telecommunication industry, case of Airtel Kenya Limited. The study sought to achieve four specific objectives, which were to establish effect organizational culture, find out effects of organizational structure, examine effects of organizational leadership, and to establish the effect of strategic alliances on performance of Airtel Kenya Limited. The study was guided by the Agency Theory, Institutional Theory, The Resource Based View, and Resource Dependency Theory. The study adapted the descriptive research design. The target population was 288 and it consisted of top management, middle level management and low level management staff of Airtel Kenya Limited. The sample size for the study was 167 and was determined based on Yamane's (1967) sampling formula. The study used a structured questionnaire to collect data for the research. The validity of the instrument was established by constructing questionnaire items from the literature and seeking marketing professionals and experts' opinion. The study used the Statistical Package for the Social Sciences version 22 to analyze the data using descriptive statistics, Pearson's (r) correlation, and multiple regression analysis. The data was presented in tables, pie charts and histograms. The researcher upheld honesty and integrity while conducting the research. Confidentiality was also practiced, and strict care was taken to guard all information disclosed. The findings established a positive and significance association between organizational culture ($r=0.875$; $p=0.00$), structure (0.481; $p=0.00$), and leadership ($r=0.20$; $p=0.027$) with firm performance whilst there was no association between strategic alliances ($r=0.13$; $p=0.153$) with firm performances. Regression analysis confirmed that organisational culture ($p=0.00$; $p<0.05$) and organisational structure ($p=0.00$; $p<0.05$) significantly affect firm performance while organisational leadership ($p=0.768$; $p>0.05$) and strategic alliances ($p=0.554$; $p>0.05$) do significantly affect firm performance. The study recommends for more leadership training for managers at Airtel Kenya to increase the level of leadership given to subordinates to bring out the best in them to enhance the performance of the organization. There is a need for Airtel Kenya management should emphasize on the chain of command structure of the organization and provide clear job roles for employees for staff to understand and internalize their roles in the running of the firm.

CHAPTER ONE
INTRODUCTION

This chapter focused on the background of the study. It briefly outlined the problem statement, objectives and research questions. It also explained the scope and significance of the study.

1.1 Background of the Study

Kenya's telecoms industry is experiencing profound changes, as is the rest of the world. In comparison, mobile telecommunications systems are rising more rapidly than fixed networks. By 1992, there were around 200 mobile operators around the world, but there were more than 600 by the end of 2001. By the end of 2001, more than 940 million internet phones were in service worldwide, compared to just over one billion fixed telephone lines in 2016. Moreover, Kenya had a total 3,749 million mobile subscribers in Kenya at the end of 2016, accounting for in a penetration ratio of approximately 80%. Total mobile subscribers have risen to 3,948 million at the end of 2017) from 7.27 million at the end of 2006 (CAK, 2015). The mobile market in Kenya is divided into three network operators- Safaricom, Bharti Airtel (which was Zain), and Kenya Telkom (Helios was Orange/France Telecom). In late 2014, Essar Telecom Kenya (known as the Yu brand) with its business assets broken up between Safaricom and Airtel and its subscriber base was later released. Kenya is now in its hands.

CAK (2015) states that the overall local mobile voice traffic of Airtel Kenya Limited decreased by 1.7 billion minutes from 1.8 billion of minutes last quarter. In the period under review, its share in the market subsequently dropped by 4.0% to 16.2. This has contributed to the business as a whole's dismal performance and is why Safaricom has still had a huge margin of nearly ten million subscribers and market share of 80 percent, compared with Airtel's less than two million subscribers and a market share of less than 16.2 percent. The two companies founded in the same year is important to note; thus, the gap in performance should not be too great. The challenges Airtel was unable to overcome (CAK, 2015)

Increased competition puts pressure on companies to be pro-active and to build successful strategy to allow them to respond proactively to expected and current environmental changes (Otieno, 2016). The implementation of the Structural Adjustment program and subsequent market liberalization opened the telecommunications sector in Kenya, thus,

placing companies at the mercy of the market forces. Telecommunications companies are therefore facing increased competition and rising profits and even losses (Gatobu & Maende, 2019). Communications companies in Kenya have adopted a range of competitive overtime strategies, among them cost control, product separation, internalization, focused business strategies and corporate growth strategies.

The company was heavily changed, beginning initially as Kencell in Kenya, after being bought from Bharti Airtel Limited. The company then rebranded to Celtel, then to Zain and now to Airtel. Airtel Kenya Limited has become Kenya's second largest mobile operator by laying down value added items. Among the value added items that the company offers include Airtel money, blackberry devices and services, 24-hour customer service, prepaid and postpaid plans, a single network, international roaming, cheaper local and international text messaging, and integral customer service, as the second largest mobile operator in the Kenya's telecommunication industry. Airtel Kenya is rising in its customer base as a result of additional innovation. In the 2014 year, the share of the market of the sector rose to 17.6% compared with 10.6% in 2013, according to the survey conducted by the Communication Authority of Kenya (2015). The same report states that the management of Airtel Kenya expects growth in the short-term.

Airtel Kenya's trail in August 2010 produced a groundbreaking decrease in the local tariff scene of mobile phones to Kshs.3 of more than 50 percent throughout the entire networks for its prepayment customers and post-paid clients. The step by Airtel Kenya has reinforced Bharti Airtel's commitment to provide better quality services, including the rural population and to increase the digital experience through 3G in 2010, by Bharti Airtel CEO International and Managing Director Manoj Kohli. This is an Achilles heel for far too long, and it is now the violent leader of the company who is putting all its cards on the table (Lepoutre & Oguntoye, 2018). The organization wants to finish its early affiliation with the more moneyed corporates.

1.1.1 Firm Performance

The actual output or outcomes of an entity as calculated against its expected outputs constitute organizational success. The dictionaries of advanced Oxford students explain what works well or poorly. Nyororo (2006) government agencies, however, have no such standardized and widely accepted performance measure of success in the private sector. The key measure of performance is benefits. It is calculated primarily by their set goals in

their initiatives and by the achievement of desired results. The success assessment can be divided into two distinct functions: the financial aspect, primarily reported in terms of profitability at the end of each financial year. The other is primarily the non-financial component; employer security, involvement of the company in company social obligations, customer satisfaction, production efficiency; and a company's ability to fulfill its contractual obligations in due time (Sitdikova et al., 2015). The other approach is the non-financial function.

The performance of an organization can also be evaluated according to the planned goals and objectives. Raduan et al. (2008) also describes the company's performance in three specific areas, namely financial performance, performance of the product market, and returns for shareholders. Management campaigns aimed at reinventing and achieving results to maximize performance assessment in order to achieve expanded obligations and enhanced organizational productivity (Jabar, Othman & Idris, 2011). Although not all public sector academics are confident, many places importance in measuring performance as a way to understand the success of an organization (Yilmaz & Ergun, 2008).

The idea of corporate success is fundamental to businesses, as corporations have the main objective of making profits. Toppo and Prusty (2012) claimed that the reason why some companies succeed and why others struggle was a significant business concern and this motivated the analysis of the successful leaders in the company. Awino (2011) says that in order to succeed an organization, high returns must be reported and performance drivers established from top to bottom. If Mose, Njihia and Magutu (2013) assertion is something to go by, performance measurement remains one of the instrumental tools that helps firms in monitor performance, identify the areas that need attention, enhance motivation, improve the quality of communication as well as strengthen accountability.

Wadongo et al. (2010) argues that just like any other boss, administrators of financial institutions can use performance input to change policies and other organizational modes of operations. Wadongo (2014) considers performance to be a tool for measuring an organization's functioning under certain criteria such as competitiveness, employee values and quality. Odhiambo (2014) has defined three success strategies within an organization that are the objective approach and that an organization has definite recognizable objectives. The approach describes how these targets are accomplished. The second approach is the device resource approach, which describes the output as the relation

between an object and the environment. This definition refers to success according to an entity's ability to protect scarce and precious resources of the environment. The third perspective is a process view explaining the operations of human resources of an enterprise (Waiganjo et al., 2012).

Quality, which depends on the metrics used to measure it, is a multidimensional term. Empirical literature has a high range of performance indicators, which make a common difference between financial and non-financial measures (Combs, Crook & Shook, 2005). One can distinguish between growth measures and productivity measures on a conceptual level. While these definitions are empirical and abstract, significant differences exist between them as well (Combs, Crook & Shook, 2005). For example, a company that heavily invests in long-term economic growth and sacrifice short-term profits.

Brand management companies can take advantage of identifying, brand protection, improved loyalty, new collaborations and improve their efficiency. Even a strong brand will facilitate the acceptance of goods and services without any benefit. Measuring brand efficiency is the central aspect of brand management (Tebrani, 2003). A company's performance mainly depends on the actions of consumers, be they buying particular products or services. This behavior is, on the other hand, based largely on the consumers ' opinion that a brand is important to them and how distinctive the product or service is relative to other brands (Tavitiyaman, Qu & Zhang, 2012). In turn, perceptions of customers are obtained from their interactions with the brand.

The brand concept which reflects the commitment that the company is prepared to make and maintain on the market informs customers ' experiences in ideal situations. Branding offers real benefits to companies that reflect the value and increased income directly or indirectly. Airtel Kenya's current performance is rather poor. With frequent ownership changes and the consequent management teams that always come with a host of new ways of doing things. Most of these new strategies have not succeeded well on the market because workers do not believe in themselves and therefore will not accomplish this purpose in an optimal way (Bennet, 2010).

Market share is the crucial element of organisational performance that Stuart (2000) recognised in his study on factors that affect performance of organisations. However, Akewushola, Tijani and Adelekan (2018) believe that it is not possible to retain a market

share unless the customers are fully satisfied. Hence, Gachimu and Njuguna (2017) included customer satisfaction as core element of performance in their study. According to Gituma and Gachunga (2016), the chances of ensuring customer satisfaction are high in instances characterised by significant employee satisfaction. What this means is that organisations should be structured in ways that they satisfy their employees for them to increase the effort of increasing customer satisfaction and market share.

1.1.2 Strategic Change Drivers

The management of strategic change is characterized by the changes in the content of a company strategy based on scope, resource allocation, competitive advantages and synergy. Implementing strategic change requires fundamental corporate transformation and growth, which are motivated by financial, systemic and systems progress. Implementation of structural change essentially requires people not only to develop new skills and expertise, but also to develop new approaches to problems. This allows them to develop new actions and attitudes to changing needs through a whole internal reorientation (Lichtenstein, 2005). Currently all organizations experience some kind of transition. Many of those transformation programs, such as culture change, business process innovation, empowerment and absolute efficiency, derive from structured management strategies. Other reform efforts are motivated by the need for companies, in view of changing market dynamics, to reposition themselves. Political change also involves radical change within an organization, including political, systemic, systems, processes and culture (Beckhard et al., 2007). The long term strategic transition affects and is aimed at generating productivity throughout the enterprise.

Today most corporate managers accept that change is a continual process, which needs to be treated and implemented correctly to succeed in an enterprise (Burnes, 2004). The methods, products and services that are generated are all significantly affected by technology, market changes, information systems, the global economy, social values, the dynamics of workers and a political environment. The climaxing of these forces created a complex and volatile external environment, challenging and often debilitating for the unprepared or unable to respond organizations (Burnes, 2004).

With relation to the situation and challenges they are facing, the different type of improvements can be made to different organizations. Changing organizational culture consists of change. To go further, the fundamental shift in an enterprise that is not handled

in a traditional manner (Bresciani, Thrassou & Vrontis, 2013). In order to make strategic changes a reality, the way people work within an organization needs to be changed. It needs more that new systems should be restructured and implemented. Three issues need to be addressed by managers introducing structural change. The fundamental ethos, attitudes and behaviors of the workers of the company must be changed (Buchanan & Ess, 2009).

Schein (2011) recounts that the last two decades have seen phenomenal transformations in organizational management across the globe. One of the factors that have been significantly contributed to this is new aggressive competition that characterize the modern-day marketplace alongside the ever-expanding diversity of employees in majority of the organizations (Rhine & Christen, 2012). Additionally, the complex and dynamic contexts within which organizations operate have also compelled companies to opt for more efficient management strategies. What this means is that companies must change organizational cultures in order to ensure that they match with the new demands.

Based on the assertion by Kotter (2012), organizational culture influences a variety of organizational variables directly. Research also shows that workers would improve their performance if they were directed by the same expectations and principles within their organizations (Hofstede & Fink, 2007). Zheng and McLean (2010) noted that a good organization, concentrating on the consumer, self-sufficiency, and business skills, has a preconceived notion. Organizational culture is a feature of an integrated social system that serves the common good and promotes the success of organizations and the wellbeing of all its stakeholders (Smelser, 2005).

Focusing on organizational culture becomes more and more an integral part of daily organizational activities, as their success depends on their culture. According to Racelis (2010), a strong corporate culture demonstrates that employees think the same way and are motivated by the same market expectations. Organizations can thus achieve their goals only if they work with their management leadership in accordance with their community. The creation of a good culture helps an organization, which undoubtedly would ensure that workers have influence over their own jobs. As an obvious predictor of the sustainability of the company (Racelis, 2010) organizational success thus depends on the culture of the organization.

Today's business climate is so complex that the decision to organize and restructure is crucial. Structural choices, like any redefinition, perhaps the most important ones a leader needs to take are proposed by S Tavitiyaman, Qu and Zhang (2012). This is because the organizational structure determines the formal division, grouping and co-ordination of job tasks. Nelson and Quick (2011) also suggest that the framework of the company gives them a form for carrying out their environmental functions. Recognizing the views of those writers as central to corporate decision making and the ongoing debate on the interrelationships between strategy, structure and efficiency. It is crucial that the outcomes of the organizational design process are clearly an important determinant of companies ' success.

But the question is answered in part by McShane and Glinow (2005), which includes two fundamental elements: the workforce's division into different activities and the co-ordination thereof so that workers can achieve shared goals. Muthoka and Oduor (2014) argue that the purpose of the system is to contribute by assigning people and resources to the necessary tasks in order to contribute to effectively achieve the goals and by identifying and organizing the responsibility and authority for them. The above argument underlines the view that an organization's structure not only influences profitability and economic efficiency but also social and labor satisfaction. Loasby (2010) also suggests that the framework not only forms the organization’s capabilities, but also success processes. Clemmer (2008) also argues that an organization's success is affected by its structure. The institutional aspect is also an instrument for collaboration and incorporation, and managers will deal with six key elements when developing the structure of their organization: specialization in jobs, departmentalization, control chains, control duration, centralization, decentralization and officialisation (Wangila, 2018).

Wiesner, Chadee and Best (2018) argue that the role of strategic leader in change management is often directly linked. Leadership is the mechanism by which an individual determines the effort to achieve an objective. A leader is someone who can affect other agents and supporters of reforms and therefore play a leading role. The task of the leader includes the development of a vision, empowerment of people, teamwork and vision communication. The effective leader was creative, professional, knowledgeable, supportive, logical, diligent, persistent and versatile, while stressing the importance of an effective leadership in handling changes. Thompson and Strickland (2007) leadership is the

only element that separates efforts to change from failed ones. Leaders are the people who know what to do best.

Strategic alliances have been investigated in relation to firm performance. Park and Cho (2017) explained strategic alliances as the arrangement between two organisations to undertake a mutually beneficial project while each of the companies retain its independence. Unlike joint venture where two businesses combine efforts to invest by creating a separate business entity, strategic alliances are more complex and less bindings. The effect of strategic alliances on performance has been investigated previously and elicited mixed findings with some studies showing a positive effect while others established either a negative or neutral influence (Fang, 2011). Notwithstanding, the sharing of certain strategic resources can significantly influence firm performance, but there is need for more empirical studies to ascertain the effect.

1.1.3 Airtel Kenya Limited

Bharti Airtel Limited is a worldwide leading telecommunications company operating in Asia and Africa in 19 countries. The company offers high-speed internet, fixed and mobile voice and data services. Airtel was listed by weekly business as one of the six world's best performing technology companies. Airtel has over 250 million and five integrated telecom operators in the country, with over 250 million customers. As a company, Airtel has been the major catalyst for change in all the countries in which it operates and contributes to its economic recovery. Today Airtel touches the lives of its customers through the introduction of a new age of connectedness that provides a broader range of services. Airtel Kenya, formerly Kencell / Celtel / Zain, has become a Kenyan service. The business is one of Kenya's leading mobile network providers and one of Africa's most rapidly expanding telecommunication businesses.

1.2 Statement of the Problem

Telecommunication firms are struggling to achieve the desired level of performance in the modern highly competitive markets. Regardless of the several strategies they adopt, not all companies in the telecommunication industry have been able to achieve the level of performance that they expect. Notably, the performance of different firms exhibit significant differences with some firms performing exceptionally while some are almost leaving the market. It is worth noting that the basic goal of every company is organizational efficiency. This is because organizations can only grow and progress through performance.

According to Barney (2001), the idea that an organization is the intended connection of productive assets such as human, personnel, property, and other resources, to a common objective forms the basis for organizational success.

The 2015 by Communication Authority of Kenya (CAK) revealed that the overall local mobile voice traffic of Airtel Kenya Limited has declined to a low of 1.7 billion minutes from 1.8 billion minutes last quarter. Subsequently, its market share dropped by 4.0% to 16.2 when this study was conducted. The outcome was the company's poor performance, and Safaricom still leads through a substantial margin of nearly ten million subscribers and a market share of 80 percent. Airtel has less than two million subscribers and a market share of less than 16.2 percent, as evidence in the 2015 by Communication Authority of Kenya. It is important to note that the two companies were founded in the same year, so the gap in success should not be too great. Airtel could not cope with its problems.

The organization adopted various business management practices to improve performance. New technologies such as fiber connectivity, connectivity to underwater wire among other new technologies were launched by the company. In order to improve efficiency, the organization has its costs, formed partnerships, innovated and reengineered its products and services. Therefore, the structure of organization, strategic focus, number and distribution of staff and management orientation has changed. Given these improvements, however, the company's performance is far short of what is anticipated. It challenges the feasibility of these improvements and the impact of change management on the company's performance (Murimi, 2020). Consequently, strategic drivers of change and the implications for Airtel Kenya Limited's business performance are significant.

Many studies in the telecommunications sector were done locally. Ochola (2013) conducted an outsourcing study carried out by Kenya telecom vendors companies and found that all participating companies fully agreed with their competitiveness and overall business operations by outsourcing. A research on the effect of organization’s restructuring on telecommunications industry results was conducted by Wambui and Gachunga (2016) and found that re-engineering had a strong positive impact (influence on telecoms industry performance). Therefore, reduction, enhancement and downscaling were linked positively to the success of the telecommunications industry. Kituu (2013) conducted a study on strategic planning activities of companies in the Kenya telecoms sector and concluded that specific strategic planning practices in all sectors are applied as guidance to the

departmental roles of the companies. Oteri, Kibet and Ndung'u (2015) conducted a study into Kenya's telecommunications market on mobile access, penetration and coverage patterns. We showed significant growth, particularly in use of mobile phones, in the telecommunications sector. None of the studies focused on strategic change drivers and its impact on the performance of companies, particularly Airtel Kenya Limited in the mobile telecommunication industry. The scientist tried to bridge this lack of knowledge by carrying out a research on drivers of strategic change and the corporate success of the Airtel Kenya Limited Company.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the effect of strategic change drivers on firm performance in mobile telecommunication industry: A case of Airtel Kenya Limited.

1.3.2 Specific Objectives

The specific objectives of the study were:

i. To establish the effect of organizational culture on firm performance in the mobile communication industry.
ii. To find out the effect of organizational structure on firm performance in the mobile communication industry.
iii. To examine the effects of organizational leadership on firm performance in the mobile communication industry.
iv. To establish the effect of strategic alliances on firm performance in in the mobile communication industry.

1.4 Research Questions

The following research questions guided the study;

i. What is the effect of organizational culture on firm performance in the mobile communication industry?
ii. What is the effect of organizational structure on firm performance in the mobile communication industry?

iii. How does organizational leadership influence firm performance in the mobile communication industry?
iv. What is the effect of strategic alliances on firm performance in the mobile communication industry?

1.5 Significance of the Study

Findings from this are important Airtel Kenya Limited's management and the telecommunication industry at large. Using the findings, the industry stakeholders will develop informed policies and practices, which are important in strengthening strategy implementation while simultaneously enhancing efficiency and competitiveness. The Communication Authority of Kenya (CAK) would use the findings from the study to recognize the challenges that face the telecommunication sector in order to reformulate the existing policies to suit their needs. Furthermore, academicians and researchers conducting similar studies in future will find the results useful and use the information as part of the background to their studies.

1.6 Limitation of the Study

The study used a small sample size, which included a target population of only 288 participants with only 122 of them finally successfully participating. A small sample could expose the findings from to study to sampling bias; this would eventually undermine the generalizability of the findings from the study. The study was also limited to only four strategic drivers. There are several other strategic drivers that were left out from this study that would explain the reasons for the current firm performance of Airtel Kenya Limited.

1.7 Scope of the Study

This study focused on the strategic change drivers and performance of firms within the telecommunication industry. It was carried out at Airtel Kenya's head office at Parkside Towers and Airtel retail outlet at Koinange Street. It targeted the top management, middle level management and low-level management. The study adapted the descriptive research design. The target population consisted of top management, middle level management and low management staff of Airtel Kenya. The target population was thus 288 and the sample of the study was therefore 167 respondents. Data collection involved the use of structured questionnaire consisting of majorly Likert scale questions.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter contains views of accredited researchers who carried out studies and presented their findings and opinions related to this area of study. The focus of this part of the paper was to explore these researches to provide a broad understanding of telecommunications industry strategic change, and how the drivers impacted telecom's organization performance.

2.2 Theoretical Literature Review

The study adopted the Agency theory, Institutional Theory, The Resource Based View and Resource Dependency Theory.

2.2.1 Agency Theory

Mitnick (2015) argues that the agency theory was proposed to examine the relationship between the agents and principals in a business. Thus, the theory was proposed to examine the legal relationship between a company and its directors. The philosophy of the corporation addresses the conflicting interests of management and administrators. Throughout corporate governance literature, Jensen's and Meckling's (1976) model on cost of organization and ownership structure plays a crucial role. In its primitive form, agency theory clarifies the circumstances under which a person (called the agent) is locked into a lock by another entity to carry out his / her business on the basis of a cost plan assigned. As both people are presumed to be utility optimizers and motivated by monetary and non-pecuniary objects, incentives that present problems, particularly under conditions of uncertainty and asymmetry of knowledge.

The objective function can thus be inconsistent with the principal and agent, which means that the agent will take actions that threaten the principal's advantage. Therefore, an organization is subject to risk and uncertainty. The agent in these lines advocates the benefits of the principals and their own unique advantages. To achieve the organization's corporate goals, a combination of those interests should be combined via the agent, since it is in charge of the organization's vast resources.

Omari, Nyongesa, Ochieng and Simeon (2011) suggest that the agency's theories on strategic management are as important as not only one but several other parties (leaders)

influence the acts chosen by a specific person (the agent). The role of the agents can therefore not be underestimated in the policy formulation and execution and the overall strategic management process. We add that the business is often defined as a link between the management and its various participants, including clients, staff, unions, consumers, suppliers and the state, in both overt and implied agreements.

The agency theory assumes that the management and its stakeholders have to have sufficient coordination to accomplish a common goal. The philosophy of the Agency was also defined as the central management strategy. According to Shapiro (2005), the principle of the agency is used as a theoretical framework for contract structure and management in management literature, one of the new topics in strategic management. This describes therefore the actions of managers and agents in management performance contracting. The philosophy of the organization appears to precede other theories of strategic management.

Shogren, Wehmeyer and Palmer (2017) state that a wide range of application of strategy is the agency's philosophy in operation at every stage of the strategic management process in his paper on strategy and goal management. In order to achieve the objective management of the organization, the agents and managers for the company need to supervise from the corporate strategy to the organizational strategy the priorities planned for all of these levels, according to him, with objectives, which observe that the organization needs to develop targets at all of the strategic hierarchies listed in Henry and Saul (2006).

2.2.2 Resource Dependency Theory

The proponents of the resource dependency theory were Pfeffer and Salancik in 1978 (Hillman, Withers & Collins, 2009). The primary focus of the dependency theory is to provide alternative option to economic theories of mergers and board interlocks. Moreover, Pfeffer and Salancik (2003) posit that the theory provides better understanding of how market failures are brought about by organizational relations existing within a given business entity. Management of groups seeks to achieve the goal of guaranteeing the survival of an organization while simultaneously enhancing business independence and permanence. These business qualities maintain the exchange dealings of firms, which are critical in driving the movement of a company into international business.

According to Pfeffer and Salancik (1978), the RDT speculates that authority is founded on the regulation of deliberate resources in the firm. The origin of the RDT is traced to the

open scheme theory, which is founded on the tenet that organizations exhibit fluctuating degrees of dependency with their external environments. Confronted with such factors that are mostly costly, the management of companies are made to utilize their external dependence with aim of improving their market advantages.

The idea aims to try to create partnerships with others to gain the necessary support from actors that lack key resources in their business environment. Organizations will also try to adjust their relationships of dependence by reducing their own dependency or increasing their reliance on other organizations. Organizations from this point of view are viewed as coalitions that warn their structure and conduct patterns to obtain and retain the required outside resources (Ulrich and Barney, 1984). Strategic alliances can therefore be regarded as the creation of the coalition. In relation to this theory, the study will endeavor to determine the extent to which the resources that Airtel Kenya Limited has affects the company's performance.

2.2.3 Institutional Theory

The institutional theory was proposed by DiMaggio and Powell in 1983 (Tina Dacin, Goodstein & Richard Scott, 2002). Institutional theory focuses on organizational deeper and more robust elements. The core focus of the institutional theory is the investigation of the mechanisms that defined systems, schemes, norms, rules and routines as guided by authoritative social behavior (Scott, 2014). Fundamentally, aspects such as the development, propagation, adoption and adaptation of these elements over time and space and how they degrade and are not used are described under various parts of the institutional theory.

In organizational theory and sociology, Powell and Bromley (2015) describe the current viewpoint of' modern institutionalism as opposing classical economic model actors. One tries instead cognitive and cultural explain of social and organizational phenomena by taking into account the features of supra-individual conceptual groups, which cannot be confined to aggregates or to direct effects of the qualities or motives of people. Scott (2014) says that to thrive, companies must comply with environmental rules and beliefs. Under the institutional theory, various components are described in regard to how their processes of formation, transmission, adoption and adaption over time and place.

Institutional theory says that in a hierarchical framework that determines and establishes the social reality in which organizations exist and operate (Scott, 2014). The current study applies institutional theory as Airtel Kenya Limited is an entity. The organization, which has systems, guidelines, standards and habits, is responsible for implementing structural change. The institutional theory thus emphasizes the need to focus on organizations that might affect the implementation of strategic change. This is the principle that supported the organizational structure of the second variable.

2.2.4 The Resource Based View Theory

The RBV came into existence during the late 1980s and 1990s upon Wernerfelt's major scholarly work conducted. RBV was named a strategy for gaining competitive advantage (Wernerfelt, 1984). The advocates of such opinion claim that organizations within the corporation should search for sources of competitive advantage, not look at a competitive environment for it. ("The Company's Resource-based views") The RBV supporters say that using existing resources in a new way is much easier to use instead of trying to acquire new skills for each occasion. The main role in supporting companies to enhance their levels of performance is given to resources in the RBV model.

In 1984, Wernerfelt coined the term "Resource Based View" (RBV). Barney, Wright and Ketchen Jr. (2001) suggested the core pillars. The theory suggests that an organization has only the resources which are human, political, technical or physical in its ability to profit from an advantageous position (Alexy, West, Klapper & Reitzig, 2018). This helps businesses to find and grow useful and inefficient resources that will give it a lead over its competitors. The RBV is based on the principle that its internal capital, rather than its external positioning, provides the competitive advantage of businesses. The theory says it is advantageous for a corporation to follow a policy which no other rival company currently implements. These tools should be uncommon or impossible to replicate or not easily replaced. Such strategic approaches allow the organization to identify and use different resources that make the resource-based theory extremely relevant to the study to enhance its corporate efficiency.

Strategic change is one sure way to improve a company's capabilities in the hope of having an impact on overall results. Foss and Foss (2005) noted that a company's resources and skills are the primary success foundation of a company, that is, that a company must first operate with the resources it holds before looking at other avenues. The effective use of

these resources allows the firm to overcome its rivalry and thus encourages theoreticians who support this view to continue improving its resources so as to remain ahead of competitors.

Scholars such as Foss and Foss (2005) and Peteraf and Barney (2003) have criticized RBV for several reasons. It was denied that resources actually "exist." In literature aspects like the way they are incorporated into the business have been under-explored. Through a process approach, Dynamic capacity theory attempts to address these gaps by connecting resources with the changing business climate.

The theory of how Airtel Kenya Limited has reached competitiveness through strategic recognition and resource utilization will be used in this report. The resource-based view provides a basis for this analysis to evaluate the potential and intermediate outcomes of strategic change. This claims that companies are able to achieve superior long-term success with certain capital. The achievement of a competitive advantage can be unique and uncommon resources, which can defend a business in the long term against resource imitation, transfers or replacement.

2.3 Empirical Literature Review

The empirical review section presents a critique of previous studies that were conducted on aspects related to the current study. Each study is analyzed independently and critiqued in a way that shows the gaps.

2.3.1 Organizational Culture and Firm Performance

An empirical research on strategy execution and organizational culture has been published by Eisenberger, Fasolo and Davis-LeMastro (1990). They used 210 workers in a target population and 110 respondents in interviews. They concluded that the culture of the company is linked to different attitudes and behaviors and that bad culture impacts the execution of strategy. The study suggested that administrators ensure that the corporate culture meets the needs of workers.

Ozigbo (2013) conducted a survey on the effect on corporate success in the service sector of organizational culture and technology. The main aim was to research the connection between corporate culture and IT efficiency in relation to company performance. Based on the annual reports of the listing services industry in Nigeria, the company's performance was calculated using the dependent variables, the return on assets (ROA) and the earnings

per share (EPS). The random sample provided 200 available responses. The findings of the Pearson correlation study showed that the cultural element for masculinity was most positively linked to corporate culture and technology. The results showed the influence of organizational cultures and the factors that allow the business to succeed and innovate. The research increased the conception of variability and quality in organizational culture and technology. The researcher proposed that management should consider developing a culture of accountability, teamwork, confidence, autonomies, and honesty that needs the benefit of the company.

Oduol (2015) sought to assess the performance of subsidiaries of the regional commercial banks based in Kenya as regards the influence of organizational culture. A descriptive cross-sectional survey analyzed the research problem. Ten subsidiaries of selected regional commercial banks based in Kenya included the population of this report. The research used primary data obtained using semi-structured surveys. The surveys were checked for completeness and coded for review in the Social Sciences Statistical package (Version 20). The study found that organizations participated in different organizational cultures to improve their efficiency. The research results showed that the most prevalent culture was to provide guidelines that provide clear guidance, processes and procedures for employees. It means that workers should take care of their roles carefully so that mistakes and thus better performance both on their side and on their side can be avoided. This study has concluded that the present organizational culture should endorse and be consistent with the expected strategies for enhancing organizations ' efficiency and with the daily operation of employees ' activities. The study advocated the use of good organizational culture in organizations like banks. The rationale behind this adoption is that corporate culture has a positive influence on policies and strategies and therefore creates a sustainable competitive advantage over competitors.

Laksono (2013) focused on the effect of corporate culture on Indonesia's corporate performance. In the Structural Equation Modeling (SEM), data were analyzed from 151 institutions. The findings demonstrated the important impact of corporate culture on corporate success. Individualism has a stronger impact on firm efficiency, whereas avoidance of uncertainty has a poor influence on firm performance, among the five cultural dimensions.

2.3.2 Organizational Structure and Firm Performance

Tran and Tian (2013) has carried out a study to determine factors that influences a sample of companies in Hanoi, Vietnam on their organizational structure. In response to these variables, standardized questionnaires have been administered. The studied variables were defined by incorporating elements of the strategic option method from the factors considered in contingency theory. After the variables had been divided into two factors (both external and internally) the results showed the effect on the organizational structure in three classes of businesses. In those groups where the variables of internal factors are seen as modifiers of the structure, the organizational structures are of the type "complex classically," while the group that thinks these variables do not change the structure is dominated by simple forms.

Adedapo, Dolapo (2014) focused on the organizational structure of architectural firms in which the process of management was undefined. Data from 92 architectural firms in Nigeria were used to determine the type of organizational structure in architectural firms. The results showed that companies ' sizes play a major role in shaping architectural companies ' organizational structures. While companies ' sizes have direct influence on the results, there have been no significant changes to the performance of this variable or of any internal firm characteristics with the organizational structure. It seemed that certain organizational systems worked best when certain external influences were strong and profitable. Results indicated that while adhoc systems lead to better results in companies with lower influences from other practitioners, the structures controlled by government privatization schemes were more successful and highly influenced. Nevertheless, only the adhoc framework was not appropriate for businesses that were strongly influenced by that environmental concerns. The results of the study show that while greater architectural firms may achieve greater profit, architectural firms adjust their corporate structures to the conditions of the environment in order to make better profit.

The focus of the study by Farhanghi, Abbaspour and Ghassemi (2013) was to investigate how information technology influences organisational structure and corporate efficiency. The research used cause-and-effect relationships between IT, the organizational structure and corporate performance based on previous studies with a causal and concise design. The structural equation modeling (SEM) was used to evaluate a model with these three constructs. A 14-question questionnaire was auto-administered and consisted of three parts.

Consulting engineering companies, general, managers and experts from Tehran, Iran, were the target population in this analysis. The field survey was carried out in conjunction with a cluster sampling protocol and questionnaires were sent to all selected businesses. The results show that IT impacts organizational output directly and indirectly. It was shown that the organizational structure has a direct impact on company performance.

Kariuki (2015) assessed the effect of the corporate structure on Kenya's customer perspective. This research aimed specifically at assessing the consumer viewpoint effect of the organizational structure of large manufacturing companies in Kenya. The research consisted of a cross-sectional survey of 102 big manufacturing companies with 94 companies responding volume. The data were analyzed with the Social Science Statistical Kit. Null hypothesis has been tested and findings suggest that the corporate structure has impacts on the perspective of customers.

2.3.3 Organizational Leadership and Firm Performance

Obiwuru, Okwu, Akpa and Nwankwere (2011) explored the impact of leadership in small-scale organizations on organizational efficiency. The main aim was to assess the success impact of management styles in small companies. This research addressed forms of change and transactional leadership. The study was conducted using a survey framework and an evaluation process. The findings shows that while transactional leadership is a positive impact on performance, it is a positive but negligible effect on performance transformational leadership style. The study found that the transaction style of leadership was best suited to induce small-scale efficiency, rather than transformative leadership and thus proposed transactional leadership styles as small companies formed, evolved and matured, using integrated transitional leadership strategies.

Özer and Tınaztepe (2014) has conducted a study to examine and check the impact of strategic leadership on different leadership styles. The study was conducted in Turkey with an export firm. The study consisted of white partners who worked as managers and non-managers in different client divisions. There have been a total of 215 full empirical replies. With regard to hypotheses, only relationship and transition types are substantially linked to firm success are partial support for the first hypothesis of the analysis. In respect to the second theory, change management has a stronger impact on company performance, as opposed to other leadership styles. As considering the methods of leadership, it was clear that the most common form of leadership in three countries was focused on relationships.

Flanigan, Bishop, Brachle and Winn (2017) sought to build on current leadership literature by exploring the role of population variables in the domestic wholesale market (including age, tenure as a leader, industry experience and education level) as a refinement of the relationship between leadership style and small enterprise efficiency Among the aspects that the study focused on included data based on finance, leadership, and demographic as pertains to s total of one hundred (100) small organizations operating in industrial distribution. The relationship between the independent variables (leadership styles-transformational and transactional) and dependents (income performance in terms of year-over-year revenue and profit margin) as well as possible mitigating effects of demographic variables (age, tenure, employment, and experience) have been examined using statistical regression models. The results showed that the financial performance of an industrial distribution company is strongly related to changing leadership. The demographic features analyzed also revealed that the association between leadership and organizational success was not moderated.

Koech, Namusonge (2012) examined the main impacts that leadership styles have on Kenya's organizational efficiency. In particular, it tried to assess the impact on organizational performance of Kenya's state-owned firms of laissez-faire, transactional and transformation types. In Kenya, 30 state-owned companies headquartered in Mombasa conducted a comprehensive survey focused on their views of middle and senior managers. A formal, self-completed survey was subsequently distributed. The five-point scale was used to classify three independent variables of various factors and calculate them. The dependent factor was the degree to which in the previous financial year the company achieved its business objectives. Using correlation analysis, the researchers sought to identify leadership styles that influence organizational performance. the study revealed that correlations between transformational leadership and corporate performance were strong while correlations were relatively low between transactional leader components and corporate performance. Leadership is not, as predicted, closely linked to organizational efficiency.

2.3.4 Strategic Alliances and Firm Performance

Akewushola, Tijani and Adelekan (2018) examined the influence of strategic alliance on firms' performance. A quantitative approach was adopted in data collection and analysis. A sample size of 175 was drawn from the total population in the four selected firms in

Nigeria having a synergistic relationship using judgmental sampling technique. Simple regression analysis was used in analyzing the data collected through structured questionnaire from respondents at the four selected firms in Nigeria. The results revealed that production had significant effect on sales revenue while marketing alliances had effects on sales revenue. It also showed a positive effect of technology alliance on firms' effectiveness. In the light of the findings, the study submitted that strategic alliance is indeed a veritable tool in enhancing organizational performance.

The impact of strategic alliances on ICT companies ' organization efficiency in Kenya were examined by Mong'are (2016). Specific goals included the definition of strategic alliances in Kenya used by IT companies and finding out how strategic alliances influence the organizational efficiency of IT firms in Kenya. This study was carried out with the descriptive cross-sectional survey design. This study was conducted in Nairobi by ICT firms. In this report, the 150 ICT companies were chosen as their target population, which was 25 percent of the target population. The primary data have been obtained by using questionnaires self-administered. On the basis of the results, the study concluded that ICT businesses in Kenya have for a number of reasons entered into strategic alliances with other companies to boost their sustainability and their competitiveness. Strategic alliances make a significant contribution to the organizational performance of ICT companies through the regression analysis and that strategic alliances have a significant impact on ICT companies ' organizational efficiency.

Soares (2007) carried out a study by New Zealand based search firms on the use of strategic alliances as a vehicle for rapid growth. The researchers used in-depth, semi-structured interview methodology collect qualitative, primary information to answer questions of the study. The study showed that the secret to the alliances ' success or failure was whether the partnership and the perceived strategic importance of the alliance to the stakeholders were to favor both parties equally. More recently, Kibira (2015) studied the impact of strategic alliances on commercial banks' competitive advantage. The study revealed that the option between banks and other companies to shape strategic alliances was to generate more income and market share. Other factors highlighted as reasons behind the formation of strategic alliances included to reduce operational costs, to overcome market entry restrictions and slow market penetration, for risk sharing purposes, to achieve economies of scale, to learn new skills and knowledge, for socio-political factors/considerations, to

increase efficiency and quality of services and for blocking a competitive threat. The study also found out that the existing strategic alliances had a significant influence on the banks' competitive advantage.

2.4 Summary of Literature Review

This study explored the strategic drivers of change and the success of Airtel Kenya in the mobile telecommunications industry. Variables of interest in the analysis included corporate culture, organizational structure, corporate leadership and strategic alliances on corporate effectiveness. The literature review indicated that several studies on the relationship between strategic drivers of change and efficiency had been performed. But there was no evidence that the four variables (organizational culture, organizational structure, organization's leadership and strategic alliances), which this research filled, had been identified as factors for structural change in corporate efficiency.

Table 2.1: Summary of research gaps

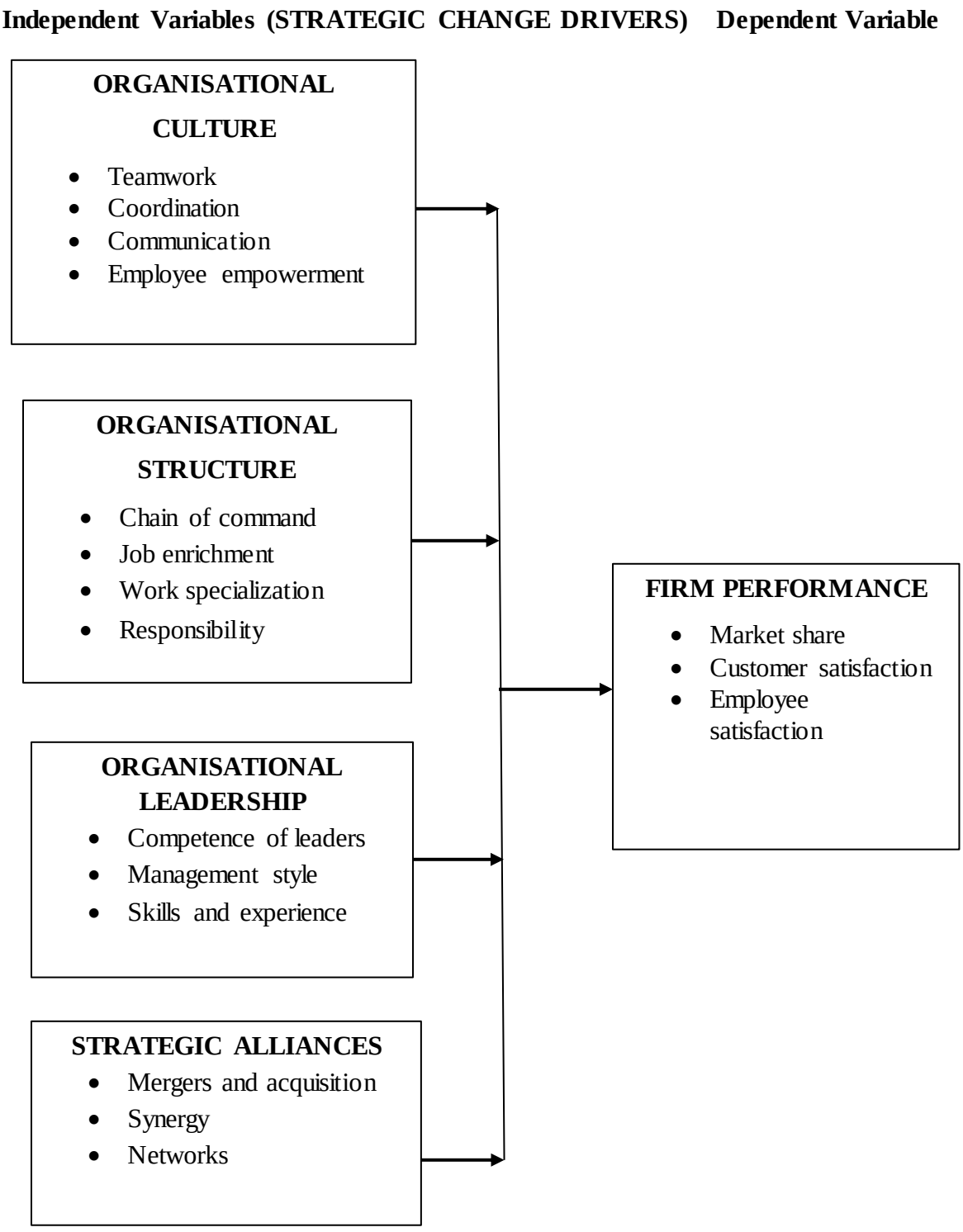
Researcher	**Study**	**Findings**	**Gaps**	**Focus of current study**
Ozigbo (2013)	Effect of organizational culture & technology on firm performance in the service sector.	Organizational culture and technology capability significantly related to masculinity.	Focused on the Nigerian context and did not specialize in change management drivers.	Teamwork, coordination, communication employee empowerment on firm performance.
Laksono (2013)	Impact of organizational culture on firm performance in Indonesian manufacturing firms.	Organizational culture had significant effect in the firm performance.	Studied only organisational culture; no mention of other strategic drivers.	Teamwork, coordination, communication, employee empowerment on firm performance
Abbas, Ali and Reza (2013)	Effect of information technology on organization structure and firm performance.	Information technology and organization structure directly influence performance of firms.	Included only organisational structure and did not study telecommunication industry firms.	Chain of command, job enrichment, work specialization, responsibility on

				firm performance.
Kariuki (2015)	Effect of organization structure on customer perspective of large manufacturing firms in Kenya.	Organization structure had influence on customer perspective.	Focused only on organization structure and left out other strategic change drivers.	Chain of command, job enrichment, work specialization, responsibility on firm performance
Idowu and Akpa(2011)	Effects of leadership style on organizational performance in small scale enterprises.	Transactional and transformational leadership styles significantly influences performance of firms.	The author focused on two types of leadership and did not study other strategic change drivers.	Competence of leaders, management style, skills and experience on firm performance.
Koech and Namusonge (2012)	Effects of leadership styles on organizational performance at state-owned corporations in Kenya	High correlation ratings for transformational leadership on performance; low correlation ratings for transactional leadership styles against performance.	Did not study other unique strategic change drivers apart of organisational leadership. The state contextualized on state-owned corporations in Kenya.	Competence of leaders, management style, skills and experience on firm performance.
Kibiria (2015).	Effect of strategic alliances on competitive advantage of commercial banks in Kenya.	Banks decision to form strategic alliances with other firms was so as to generate more profits and market share.	Focused on strategic alliances, but failed to include other strategic change drivers.	Mergers and acquisition, Synergy, Networks, Area of partnership on firm performance.

(Source: Researcher, 2020)

2.5 Conceptual Framework

Figure 2.2 shows the conceptual framework of the study which shows independent variables on the left-hand side and dependent variable on the right-hand side of the page. The independent variables are each measured using specific indicators derived from the literature review.



Source: Researcher (2019)

Figure 2 1: Conceptual Framework of the study.

Figure 2.1 above presents a conceptual framework, which depicts the hypothesized relationship between strategic change drivers (organisational culture, organisational structure, organisational leadership and strategic alliances) on organisational performance.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the designs and methods of the study and discussed the justification for its use. It also explained the population characteristics used during the research, a detailed description of the sampling methods used in the analysis and procedures, data collection instruments and the process of data gathering.

3.2 Research Design

The research design is a master plan / framework or strategy according to Zikmund (2003), which specifies the methods and procedures used for collecting and analyzing the information needed. The analysis adapts the concise style of the sample. This type of research design defines the ways in which items like actions, attitudes, values and characteristics are represented. This research method is also appropriate because the characteristics of a single person or group of persons are to be identified (Kothari, 2004). The purpose of this analysis is to describe the situation as it stands and therefore found the descriptive research design most suitable for this task. A concise research attempts to find answers to who, what, where, when and how questions, often according to Cooper and Taherdoost (2016).

3.3 Target Population

Zohrabi (2013) defines population a sum of all members that meet a set of specifications or a specified criterion. In this study, the population of the study was all staff of Airtel Kenya. On the other hand, a target population refers to the aggregate of cases about which the researcher would like to generalize (Taherdoost, 2016). The target population was 288 and it consisted of top management, middle level management and low management staff of Airtel Kenya.

Table 3.1: Target Population

Category	Target Population	Percentage
Top Management	19	6.6
Middle level Management	51	17.7
Low management staff	218	75.7
Total	**288**	**100.0**

Source: (Airtel Kenya Limited, 2018)

3.4 Sampling Design and Procedures

The sampling method is a concrete strategy to collect a specimen from a given population, according to Osuala (2007). This refers to the technique or method which the investigator would use to pick sample objects. The research aimed to follow the random sampling method of stratification. Stratified samples are divided into several forms or layers of a population and sampled raIn this case, the population was stratified into the management staff levels at Airtel. These levels were top, middle, and low-level management staff as shown in Table 3.2. Determining the sample size relied on Yamane (1967) formula. The sample size of the study was 167 respondents as shown in Table 3.2. $n = \frac{N}{1+N\,(e^2)}$

Where;

n = sample size

N = study population

e = tolerance at the preferred level of confidence

α = 0.05 at 95% confidence level.

$n = 288 / 1 + 288\ (0.05)^2$

$= 288 / 1.72$

$= 167$

Table 3.2: Sample Size

Category	Sample size	Percentage
Top Management	11	6.6
Middle level Management	30	18.0
Low management staff	126	75.4
Total	**167**	**100.0**

Source: Researcher (2020)

3.5 Data Collection Procedures

The purpose of this thesis was to use quantitative data on qualitative and numerical calculation. In order to achieve generalizable outcomes for the wider population, observational work needs to be conducted on larger size samples (Zikmund, 2003).

In particular, a standardized questionnaire was used for the collection of data. If attempting to compare responses of a large number of people directly (Zohrabi, 2013), you should have a standardized questionnaire with a large majority of closing questions and pre-coded answers. The standardized survey consists of questions of a similar scale. This question form allows respondents to show their level of agreement with the statements mentioned for each variable of the sample. The questionnaire used a five-point scale from which it strongly disagrees. A section on demographic information, organizational culture, organizational structure, organizational management and strategic alliances was included in this questionnaire. To increase the validity and reliability of the test, the statements given in the questionnaire were modified and adopted from previous studies.

3.6 Data Analysis and Presentation

The Statistical Package for the Social Sciences (SPSS) version 22 was used to analyze the data. The first step of data analysis was keying the data into MS Excel and then copying it to an SPSS file. The study used descriptive statistics to summarize the data and observe trends in the data relying on frequencies, percentages, means, and standard deviation tools. Inferential statistics were used to show the relationship between variables. The association between the independent and dependent variables were done using Pearson's (r) correlation and the influence of independent variables on the dependent variable was assessed using multiple regression analysis. The data was presented in charts for the demographic

information and tables for the variable results and supported by interpretation from the researcher.

Linear relationship $Y= a + bX_1 + cX_2 + dX_3 + eX_4 + \varepsilon J$…….. (1)

Where:

Y = Firm performance

a = Constant, b, c, d, and e coefficients of X_1, X_2, X_3 and X_4 respectively

X_1 = Organizational culture

X_2 = Organizational structure

X_3 = Organizational leadership

X_4 = Strategic alliances

εJ = Error term

3.7 Validity

Validity implies that the calculation is sufficient or significant. The quality of the instrument shows how well a building it aims to measure steps. Validity types include structural validity, validity of material and validity of the criterion. This research only attempted to determine the quality of contents and assess the suitability of the products to a panel of reviewers who knew the subject (Mohajan, 2017). The research analyzed the appropriateness of the products used in the instrument from marketing experts and professional opinions. The thesis also used buildings from previous research on strategic drivers of transition and organizational efficiency.

3.8 Reliability

A study is known to be accurate when it can be used under stable conditions by a number of different researchers with consistent results and outcomes. Faithfulness is persistent and time-created (Zohrabi, 2013). A pilot study of 10 participants from the survey was performed who were not included in the actual study. To calculate the precision of the instrument, Cronbach's Alpha (α) is used. Alpha values over 0.7 were considered generally acceptable and adequate according to Mohajan (2017), over 0.8 were generally considered excellent and over 0.9 was considered to referring to exceptional internal consistency.

3.9 Ethical Considerations

When conducting research, the researcher upheld honesty and integrity. Security was also practiced and strict attention was taken to protect all released information. For each questionnaire, the researcher prepared a cover letter which was clarifying the study purpose and the position of the participants. The letter also guaranteed that the information supplied by the respondents was anonymous and confidential.

CHAPTER FOUR
DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1 Introduction

This is the fourth chapter of this project that presents an analysis, discussion and interpretation of the results from the primary research. The sub sections included in the chapter include the response rate, demographic information of respondents, and descriptive statistics for each of the study variables, correlation analysis, and regression analysis.

4.2 Response Rate

Table 4.1 shows the response rate for the study which is the share of questionnaires returned and used in analysis from the number that was administered. The researcher administered 167 questionnaires from which 122 were returned and were used in the analysis which adds up to a response rate of 73.5 %. This response rate is above the threshold of 50.0 % recommended by Mugenda and Mugenda (2019) and thus acceptable.

Table 4 1: Study Response Rate

Category	Frequency	Percent
Questionnaires administered	167	100.0
Questionnaires returned	122	73.5

Source: Survey data (2020)

4.3 Demographic Information

This section presents the data about the demographic details of the respondents that the researcher collected through the questionnaire.

4.3.1 Gender

The study sought to establish the gender distribution of gender among the sample and the study found that 56.6 % of the sample were female with male representing 43.4 % of the sample as shown in Figure 4.1.

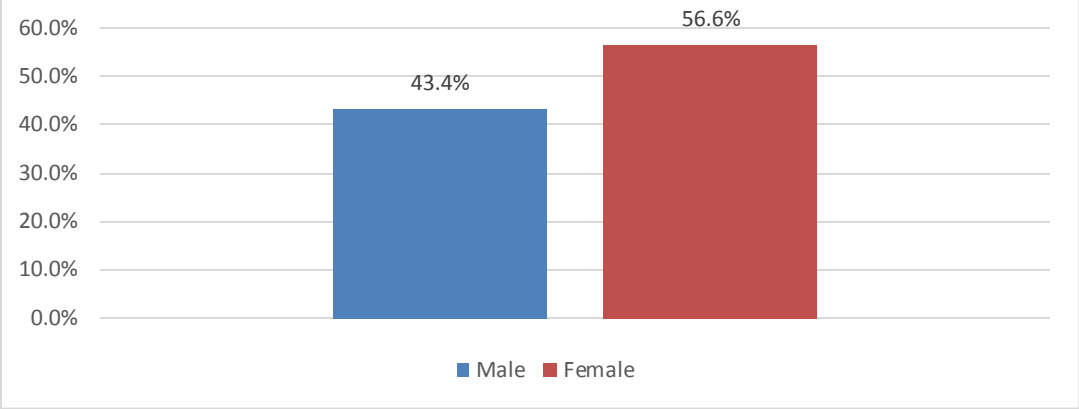


Figure 4 1: Gender Distribution

Source: Survey data (2020)

4.3.2 Age

In terms of their age, the results show that respondents in the 45 -54 years and 35 – 44 years were the most of the respondents representing 25.4 % of the sample as shown in Figure 4.2. The respondents in the 18 – 24 years age bracket accounted for 18.0 %, 18.8 % of the sample were in the 25 – 34 years age group, with 12.4 % being 55 years and above.

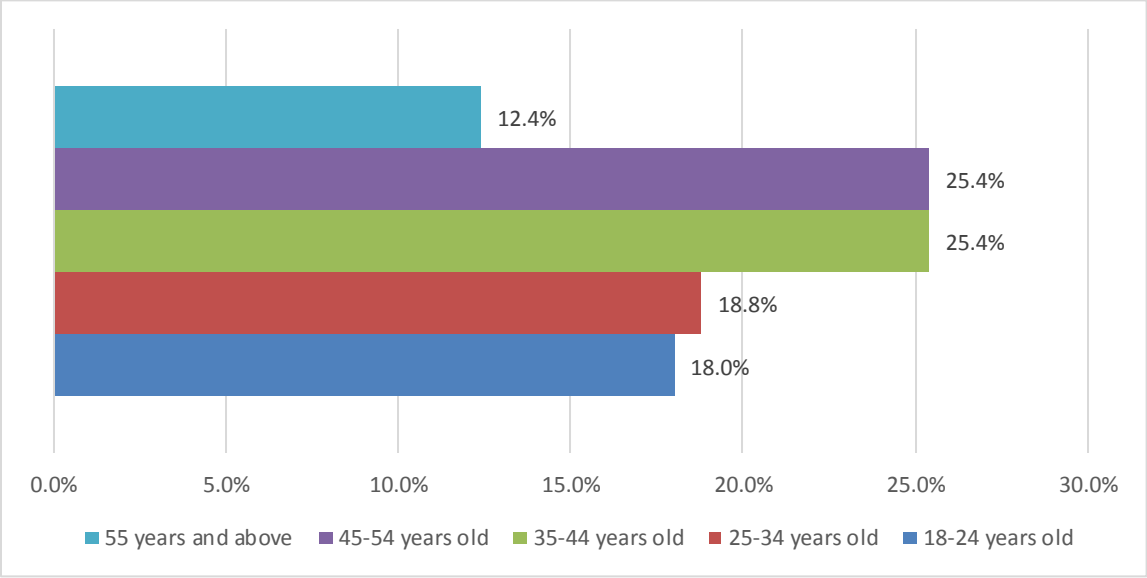


Figure 4.2: Age Distribution

Source: Survey data (2020)

4.3.3 Education Level

Figure 4.3 shows the level of education among the sample where 50.0 % of the sample had a bachelor's degree followed by those who had a postgraduate degree represented as 29.5 % of the sample, and diploma level of education was cited by 20.5 %

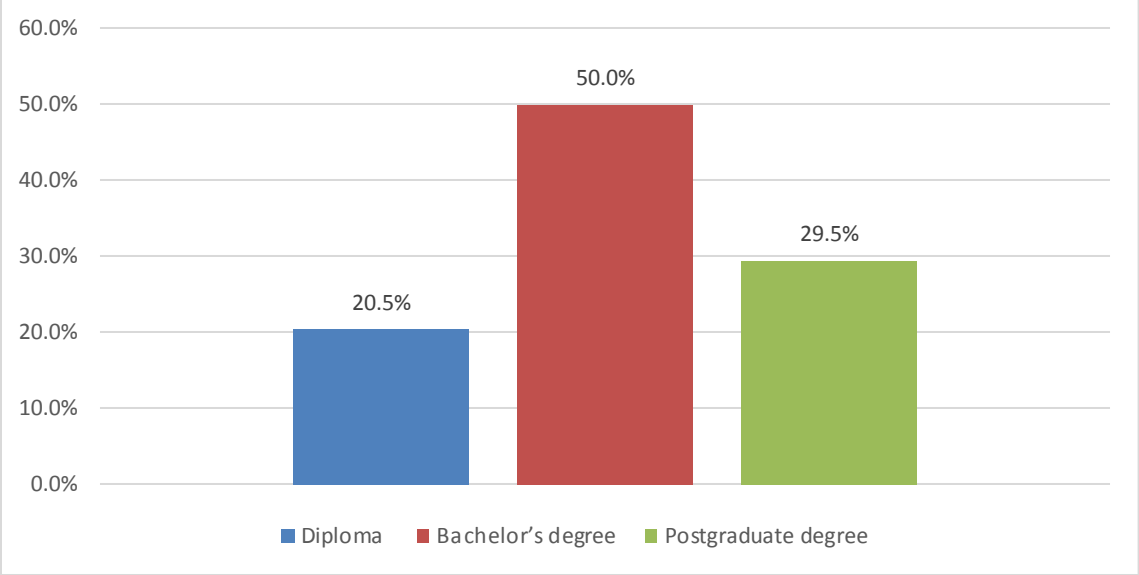


Figure 4.3: Education Level Distribution

Source: Survey data (2020)

4.3.4 Level of Management

Majority of the respondents were in middle management and accounted for 52.4 % of the respondents with 33.7 % being in middle management, and 13.9 % were in top management as shown in Figure 4.4.

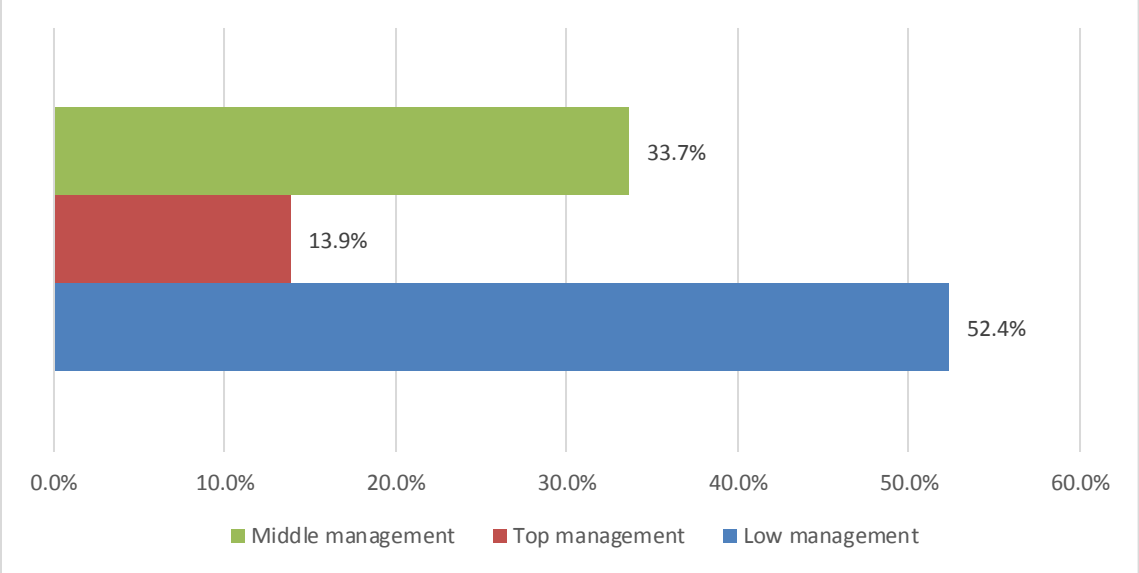


Figure 4.4: Respondents' Level of Management

Source: Survey data (2020)

4.3.5 Years of experience at Airtel Kenya

In reference to the years of experience that respondents had at Airtel Kenya, the results show that 38.5 % had 2 – 5 years' experience, 35.2 % had 6 – 11 years' experience, 22.3 % had more than 12 years' experience, and 4.0 % had less than one year experience as illustrated in Figure 4.5.

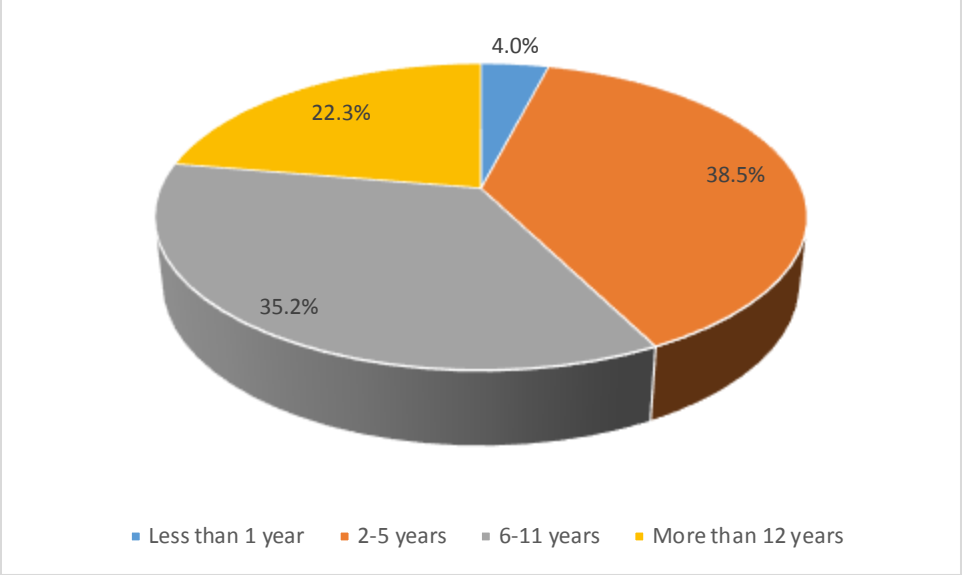


Figure 4.5: Respondents years of experience at Airtel Kenya Limited

Source: Survey data (2020)

4.4 Descriptive Analysis Strategic Change Drivers

Descriptive analysis was carried out for means and standard deviations for each of the independent and dependent variables.

4.4.1 Organizational Culture

The first objective of the study was to e establish effect of organizational culture on the performance of Airtel Kenya limited. The respondents were asked to indicate their level of agreement with the following statements on a 5 point Likert scale.

Table 4.2: Descriptive Analysis Results for Organizational Culture

Organizational Culture statements	Mean	Std. Deviation
The top leadership of Airtel Kenya believes in employee involvement in decision making	2.82	1.554
Airtel Kenya has a culture of teamwork and consultation	3.16	1.363
There is mutual relationship among the workers	2.13	1.460
Managers allow information to flow freely either way	2.11	1.421
Decision making is participatory at Airtel Kenya Limited	2.70	1.303
The reporting relationships hinders effective implementation of the strategic change	3.20	1.573
Airtel Kenya limited Staff are consulted during the process	3.56	1.472
Communication of change management involves all departments.	3.01	1.654
Airtel Kenya Limited optimizes a culture of transparency and accountability.	3.48	1.386
At Airtel Limited, there is adequate training to enable employees cope with the management changes.	2.45	1.516
The company trains its staff across the board when changes are made and how they are implemented.	1.94	1.145
During the change management process, Airtel Kenya Limited uses promotions as an incentive to reward employee's efforts.	3.04	1.496
Overall mean score	**2.80**	**1.445**

(Source: Survey data, 2020)

Table 4.2 shows that overall mean score for organizational culture which is 2.80 and standard deviation of 1.445. When rounded off to the nearest whole number, the value 2.80 becomes 3, which means that most of the respondents neither agreed nor disagreed with the Likert scale statements. The standard deviation of 1.445 indicates that there was a high variability in the responses as chosen by the participants.

4.4.2 Organizational Structure

Under the variable, *organizational performance,* the respondents were asked to indicate their level of agreement with the following statements on a 5 point Likert scale. Table 4.3 presents the analyzed results.

Table 4.3: Descriptive Analysis Results for Organizational Structure

Organizational structure statements	**Mean**	**Std. Deviation**
There is a clear line of authority at Airtel Kenya Limited.	2.31	1.409
Airtel's current structure allows for seamless implementation of strategic change.	2.78	1.519
The nature of organizational structure that Airtel has adopted enhances the free flow of information necessary to execute strategic change implementation.	2.51	1.450
The existing structure of Airtel Kenya organization allows employees to participate in decision making	2.30	1.470
The vision of the organization is widely shared by employees	2.12	1.302
The flexibility of Airtel Kenya's structure does not maintain structural status quo.	2.68	1.473
My current area of specialisation fully satisfies m needs.	2.65	1.521
The specifications of my job corresponds with my training	2.07	1.248
My low performance of staff is as a result of monotonous tasks	1.99	1.095
There are clear procedures, rules and responsibilities that give organizational members certainty during an implementation effort	2.13	1.499
Airtel Kenya limited promotes the culture of delegating responsibilities	2.62	1.582
Tasks and responsibilities are not adequately defined	3.30	1.795
Overall mean score	**2.46**	**1.447**

(Source: Survey data, 2020)

The overall mean score is 2.46, which indicate that respondents disagreed with the statements but on organizational structure at Airtel Kenya because the value 2.46 becomes 2 when rounded off to the nearest whole number. The standard deviation indicates how spread the data is from the mean and the standard deviation was 1.447, which shows that the data was spread highly from the mean.

4.4.3 Organizational Leadership

The third aim of the study was to examine effects of organizational leadership on performance of Airtel Kenya limited. The study participants were asked to indicate their level of agreement with the following statements on a 5 point likert scale.

Table 4.4: Descriptive Analysis Results for Organizational leadership

Organizational leadership statements	**Mean**	**Std. Deviation**
Leaders are exceptional in motivating employees to increase commitment to organizational goals.	3.48	1.022
New strategic directions are formulated and communicated by the top managers.	3.68	0.964
Top management effectively plays the role of a catalyst integrates the efforts of all other functions of the company.	2.82	1.575
The leaders of Airtel Kenya have sets particular goals for each department	2.22	1.358
Individual workers are held responsible and accountable for objectives set by Airtel Kenya	3.51	1.450
Airtel Kenya has a culture of participatory leadership	2.46	1.538
Employees at Airtel Kenya are equipped with relevant knowledge and skills prior to introductions of new changes.	2.30	1.342
Employees at Airtel Kenya are engaged on specific duties based on specific competencies.	2.43	1.348
The company considers the skills and experience of employees before hiring them.	2.85	1.353
Overall mean score	**2.86**	**1.328**

(Source: Survey data, 2020)

The findings show the overall mean score was 2.86, which is nearest to 3. Based on the Likert scale key, 3 stands for neutral; hence, most of the respondents neither agreed nor disagreed with the statements. The standard deviation indicates how spread the data is from the mean and the standard deviation was 1.328, which shows that the data was spread highly from the mean.

4.4.4 Strategic Alliances

The fourth objective of the study was to establish effect of strategic alliances on firm performance of Airtel Kenya Limited. The results from analysis were presented using table 4.5 below.

Table 4.5: Descriptive Analysis Results for Strategic alliances

Strategic alliances statements	Mean	Std. Deviation
Mergers and acquisition improved return on investments at Airtel Kenya limited	3.01	1.196
Mergers and acquisition improved profitability at Airtel Kenya Limited	2.83	1.395
Mergers and acquisition cash flow at Airtel Kenya Limited	2.87	1.240
Airtel Kenya encourages financial synergies which aim to in lower costs of capital	2.24	1.179
Airtel Kenya has achieved a reduction in costs per unit thanks to the increase in a company's operations	2.40	1.383
Airtel Kenya firm managers possess managerial skills and knowledge which lack in the management of the firm being acquired	2.29	1.182
Airtel Kenya depends on the external environment to prove resources and capabilities as opposed to normal market transactions	2.07	1.211
Airtel Kenya has a mutual connection between actors within a directed network	1.80	0.944
Airtel Kenya's enjoys external resources and capabilities through its networks	1.93	0.955
Overall mean score	**2.38**	**1.187**

(Source: Survey data, 2020)

The results indicated that respondents disagree with the statements on strategic alliances at Airtel Kenya as the mean score fell in the disagreement scale as it was 2.38, which when rounded off to the nearest whole number becomes (disagree). The standard deviation indicates how spread the data is from the mean and the standard deviation was 1.187, which shows that the data was spread highly from the mean.

4.4.5 Firm Performance

The dependent variable for the study was firm performance. The study participants were asked to indicate their level of agreement with the following statements on a 5 point Likert scale.

Table 4.6: Descriptive Analysis Results for Firm Performance

Firm performance statements	Mean	Std. Deviation
The company provides a mix of products and services for the customers	2.70	1.666
The company has a limited number of complaints from its customers	2.83	1.365
The company has increased it repurchase rate among its customers	2.66	1.400
The company has been able to increase its capacity for new customer retention	2.82	1.554
The company has been able to increase its general customers' satisfaction	3.16	1.363
The company has increased the number of new products/services launched	2.13	1.460
There has been a low rate of employee turn-over in the company	2.11	1.421
The company is continuously investing employee's development and training	2.70	1.303
The company is continuously revising its wages and rewards policies	3.20	1.573
The company has well mapped career plans for its employees	3.56	1.472
The company has a conducive organizational climate for employees	3.01	1.654
The company caters to the general employees' satisfaction	3.48	1.386
The company's market share growth has increased	2.45	1.516
The company's asset growth has increased	1.94	1.145
The company's net revenue growth has increased	3.04	1.496
The company's Net Income Growth has increased	2.31	1.409
The company's Number of staffs has increased	2.78	1.519
Overall mean score	**2.76**	**1.453**

(Source: Survey data, 2020)

The findings show that the overall mean score was 2.76 which reveal respondents' maintained neutrality in regard to the statements on performance of Airtel Kenya Limited as shown in table 4.6 above. The standard deviation indicates how spread the data is from

the mean and the standard deviation was 1.453, which shows that the data was spread highly from the mean.

4.6 Correlation Analysis

A bivariate correlation was conducted for the findings of the study where the results indicated that there existed a positive and statistically significant association between Organizational cultures (r = 0.875, p = 0.000), Organizational structure (r = 0.481, p = 0.000), Organizational leadership (r = 0.200, p = 0.027) and firm performance. The results however show that strategic alliances and firm performance (r = 0.130, p = 0.153) had a positive, but statistically insignificant association as shown in table 4.7.

Table 4 7: Correlations

		Organizational culture	**Organizational structure**	**Organizational leadership**	**Strategic alliances**
Organizational culture	Pearson Correlation	1			
	Sig. (2-tailed)				
Organizational structure	Pearson Correlation	.272**	1		
	Sig. (2-tailed)	.002			
Organizational leadership	Pearson Correlation	.244**	.106	1	
	Sig. (2-tailed)	.007	.245		
Strategic alliances	Pearson Correlation	.134	.202*	.473**	1
	Sig. (2-tailed)	.141	.026	.000	
Firm Performance	Pearson Correlation	.875**	.481**	.200*	.130
	Sig. (2-tailed)	.000	.000	.027	.153
	N	122	122	122	122

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
Source: Survey data (2020)

The results showed positive and significant associations between organizational culture, structure, leadership and firm performance. The findings disagree with earlier studies that found no positive and significant correlations between organizational culture and firm

performance. Lee and Yu (2004) found no significant correlations with hospital performance and organizational culture. Yesil and Kaya (2013) also found no correlations between cultural dimensions with financial performance variables. The findings disagree with previous research (Awino, 2015) that found no correlation between organizational structure and firm performance. The findings disagree with other scholars (Muthoka & Oduor's, 2014; Onje & Oloko, 2017) who found that strategic alliances had positive and significant correlation with firm performance.

4.7 Regression Analysis

Table 4.8 shows the model summary from the regression analysis which indicates that the coefficient of determination (R^2) is 0.831 which means that the model explains 83.1 % of variation on Airtel Kenya's performance while the remaining variability 16.9% is explained by other factors that are not part of this model.

Table 4 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912[a]	.831	.825	.20241

a. Predictors: (Constant), Strategic alliances, Organizational culture, Organizational structure, Organizational leadership
Source: Survey data (2020)

The significance of the model is shown by the results of the ANOVA which show that the F statistic was positive and the *p* value is less than 0.05 ($p = 0.000$) which means that the model is statistically significant as shown in Table 4.9.

Table 4.9: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.568	4	5.892	143.811	.000[b]
	Residual	4.793	117	.041		
	Total	28.361	121			

a. Dependent Variable: Firm Performance
b. Predictors: (Constant), Strategic alliances, Organizational culture, Organizational structure, Organizational leadership
Source: Survey data (2020)

The coefficients results show the effect of each of the independent variables on the dependent variable. The results show that organizational culture ($\beta = 0.682$; $p = 0.000$) and organizational structure ($\beta = 0.211$; $p = 0.000$) had a positive and significant effects on firm performance at Airtel Kenya. Organizational leadership ($\beta = -0.011$; $p = 0.768$) and strategic alliances ($\beta = -0.026$; $p = 0.554$) had a negative, but insignificant effects on Airtel Kenya's firm performance as shown in Table 4.10. The proposed regression model ($Y = a + bX_1 + cX_2 + dX_3 + eX_4 + \varepsilon_J$) then becomes:

$$\text{Firm Performance} = 0.424 + 0.682\ X_1 + 0.211\ X_2 + -0.011\ X_3 + -0.026\ X_4 + \varepsilon J$$

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.424	.134		3.165	.002
	Organizational culture	.682	.034	.809	19.963	.000
	Organizational structure	.211	.032	.268	6.669	.000
	Organizational leadership	-.011	.038	-.013	-.296	.768
	Strategic alliances	-.026	.044	-.026	-.593	.554

a. Dependent Variable: Firm Performance

Source: Survey data (2020)

The coefficient results indicate that a unit increase in organizational culture resulted in a 0.682 increase in firm performance; a unit increase in organizational structure resulted in a 0.211 increase in firm performance; a unit increase in organizational leadership resulted in a 0.011 decrease in firm performance; and a unit increase in strategic alliances would result in a 0.026 decrease in firm performance.

The correlation analysis results indicated that there existed a positive and significant association between performance and culture of the organization at Airtel Kenya. This result was further confirmed by the regression analysis which found that firm performance was influenced by organizational culture and this effect was significant. The study agrees with previous studies that found positive effects of organizational culture and firm performance. For example, the results agree with Ozigbo's (2013) survey on effect on corporate success in the service sector of organizational culture and technology that showed

organizational cultural elements were positively associated with performance of the organization.

The findings from the study also corroborate those of Yusoff (2011) exploration on the relationship between Malaysian corporations' organizational culture and financial performance which found that all four dimensions of culture (power distance, avoidance of uncertainty, individualism and manhood) used in the research had affected the ROA and EPS, but the ROA and EPS were positively influenced by only one compound (uncertainty avoidance). This trend was also observed in Laksono's (2013) research on effect of corporate culture on Indonesia's corporate performance in which the findings demonstrated the important impact of corporate culture on corporate success.

The findings revealed a positive and significant association between performance and the organization structure at Airtel Kenya. The regression coefficients also showed a positive and significant effect of organizational structure on firm performance. The results suggest that an increase in the structure of the organization will enhance performance of the company. These findings support those of Kariuki (2015) who assessed the effect of the corporate structure on Kenya's customer perspective among a sample of manufacturing companies and found that the corporate structure had impacts on the customer satisfaction dimension of firm performance. The findings also agree with those of Farhanghi, Abbaspour and Ghassemi (2013) that investigated into effects of IT on organizational structure and corporate efficiency in Iran and established that organizational structure has a direct impact on company performance.

The results from the correlation analysis indicated that there existed a positive and significant association between organizational leadership and firm performance. The regression coefficient findings revealed that there existed a negative but insignificant effect of organizational leadership on firm performance at Airtel Kenya. The results show not relationship between leadership and firm performance. These findings agree with other studies. For instance, Koech and Namusonge (2012) examined the main impacts that leadership styles have on Kenya's organizational efficiency and found evidence to show that leadership was not closely linked with organizational efficiency which was used as a proxy for firm performance.

However, the findings disagree with other studies that found positive effects of leadership on firm performance. These studies include Flanigan et al.'s (2017) exploration on relationship between leadership style and small enterprise efficiency which revealed that the financial performance of an industrial distribution company is strongly related to changing leadership. The findings also show support for Obiwuru et al.'s (2011) study on impact of leadership in small-scale organizations on organizational efficiency which found that The findings shows that there existed a positive impact on performance by the leadership of an organization.

The correlation between strategic alliances and firm performance of Airtel Kenya Limited was found to be positive but insignificant. Similarly, the regression coefficients revealed that strategic alliances had a negative but insignificant effect on firm performance at Airtel Kenya. The results suggest that strategic alliances do not guarantee any impacts on the performance of a firm. This result can be supported by other studies that found no relationship between strategic alliances on firm performance. These include Muthoka and Oduor's (2014) research on the effects of strategic alliances on organizational performances supermarkets and their alliances in Kenya in which the ANOVA test indicated that there is no statistically significant relationship between strategic alliances and performance of the supermarket alliances. The findings agree with other studies conducted further afield. For instance, Jabar, Othman, and Idris's (2011) research on enhancing organizational performance through strategic technology alliances among Malaysian manufacturers found that strategic technology alliance did not have any significant impact on company performance.

The findings, however, do go against studies that have established significant relationship between strategic alliance and performance. These include Akewushola, Tijani, and Adelekan (2018) research on influence of strategic alliance on firms' performance which established that strategic alliance is indeed a veritable tool in enhancing organizational performance. Kibira's (2015) study on impact of strategic alliances on the competitive advantage of commercial banks in Kenya found out that the existing strategic alliances had a significant influence on the banks' competitive advantage thus disagreeing with the findings of this study.

CHAPTER FIVE
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study's discussions, conclusions, and recommendations of the study. The discussion and conclusion sections are presented in line with the research objectives of the study.

5.2 Summary

The first objective of the study was to establish effect of organizational culture on the performance in the telecommunication industry. Organizational culture was indicated by teamwork, coordination, communication, and employee empowerment. The correlation statistics showed that there existed a positive and statistically significant association with firm performance and this was also confirmed by the regression coefficients which indicated that firm performance in the telecommunication industry was influenced by organizational culture. The descriptive showed that communication factors were ranked highly by the respondents showing that there was a high level of communication among staff and management. The findings indicate that staff was consulted during organizational process and this had a positive effect on the performance of the firm. The respondents' moderately agreed that there was culture of transparency and accountability in the telecommunication industry and this had a positive effect on the performance of the firm.

The second objective of the study was to find out effect of organizational structure on the performance in the telecommunication industry. The findings revealed a positive and significant association between organizational structure and firm performance which was further supported by the regression coefficient results which showed positive and significant effects of organizational structure on performance in the telecommunication industry. The organizational structure was measured by chain of command, job enrichment, work specialization, and responsibility. The findings showed that respondents ranked work specialization at the firm as low were most of the responses disagreed with the statements on job specification corresponding with their training and associating their low performance due to monotonous tasks. This means that the work specialization in the telecommunication industry affected performance although this was not at a large extent.

The third objective of the study was to examine effects of organizational leadership on performance in the telecommunication industry. Competence of leaders, Management style, Skills and experience were used as parameters to measure the organizational leadership variable. The descriptive statistics showed that respondents moderately agree with the statements that leaders motivate employees to increase dedication to organizational goals and that top managers at Airtel help in formulating and communicating new strategic directions indicating that staff alluded that competency of leaders was a factor that resulted in an increase in firm performance. This is supported by the correlation results which showed a positive and significant association between the two variables. The regression coefficients revealed that organizational leadership had an inverse effect on firm performance and this was insignificant. This means that influence of organizational leadership on Airtel Kenya performance was inconclusive.

The fourth objective of the study was to establish effect of strategic alliances on performance in the telecommunication industry. Strategic alliances were measured by Mergers and acquisition, Synergy, and Networks. The correlation results showed no significant associations between firm performance and strategic alliances at Airtel Kenya. The regression coefficients indicated negative but insignificant effects on firm performance and this suggests that strategic alliances have no effect on Airtel Kenya's performance. This finding can be attributed to the fact that Airtel Kenya has had very limited or non-existence strategic alliances in the years that it has been operational in Kenya. However, Airtel Kenya and Telkom Kenya were in negotiations to enter into a merger which did not materialize thus indicating the relevance of these findings.

5.3 Conclusion

This regression results showed that firm performance was influenced by organizational culture and this effect was significant. The study therefore concludes that organizational culture had a positive and significant effect on firm performance at Airtel Kenya Limited.

The regression coefficients also showed a positive and significant effect of organizational structure on firm performance. Therefore, the study therefore concludes that organizational structure had a positive and significant effect on firm performance at Airtel Kenya Limited.

The regression coefficient findings revealed that there existed a negative but insignificant effect of organizational leadership on firm performance at Airtel Kenya. Therefore, the study concludes that organizational leadership does not have any effects on firm performance at Airtel Kenya Limited.

The regression coefficients revealed that strategic alliances had a negative but insignificant effect on firm performance at Airtel Kenya. The study therefore concludes that strategic alliances do not have any effects on firm performance at Airtel Kenya Limited.

5.4 Recommendations

Based on the findings from the study, two recommendations can be made. First, the findings show that organizational leadership had a positive effect on performance. The study therefore recommends for more leadership training for managers at Airtel Kenya to increase the level of leadership given to subordinates to bring out the best in them to enhance the performance of the organization. Second, the results exhibited a positive effect of organizational structure on performance. The study therefore recommends that Airtel Kenya management should emphasize on the chain of command structure of the organization and provide clear job roles for employees for staff to understand and internalize their roles in the running of the firm.

5.5 Suggestions for Future Research

Future researchers may consider replicating this topic to larger sample sizes in order to validate the findings from this study and generate more generalizable findings. More advanced studies may adopt mixed research methods to allow for triangulation, which is crucial in enhancing the validity and applicability of the findings. Further studies may also investigate other strategic change drivers that affect firm performance of telecommunication industry apart from those discussed in this study.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Mary Nyokabi
Kenyatta University
P.O Box 57018-00200
Nairobi
November 2018
Dear Respondent,

RE: REQUEST TO PARTICIPATE IN DATA COLLECTION

I am a student at Kenyatta University pursuing a master's degree in business administration with a specialty in Strategic Management. I am carrying out a study on **STRATEGIC CHANGE DRIVERS AND FIRM PERFORMANCE OF MOBILE TELECOMMUNICATION INDUSTRY: A CASE OF AIRTEL KENYA.** The success of the research substantially depends on your cooperation.

I hereby request you to respond to the questionnaire items as honestly as possible and the best of your knowledge.

The questionnaire is designed for the purpose of this study only, therefore the responses shall absolutely be confidential and anonymously no name shall be required from any respondent.

Thanks in advance.

Yours faithfully,

Mary Nyokabi

Mobile No.: 0729393297

Email address: mnyokabi06@gmail.com

APPENDIX II: QUESTIONNAIRE FOR AIRTEL KENYA MANAGEMENT STAFF

Section 1: Demographic Information

1. Gender

   Male ( )

   Female ( )

2. Age

   18-24 years old ( )

   25-34 years old ( )

   35-44 years old ( )

   45-54 years old ( )

   55 years and above ( )

3. Education level

   Certificate ( )

   Diploma ( )

   Bachelor's degree ( )

   Postgraduate degree ( )

4. Level of management

   Top management ()

   Middle management ( )

   Low management ( )

5. Years of experience at Airtel Kenya

   Less than 1 year ( )
   2-5 years ( )
   6-11 years ( )
   More than 12 years ( )

Section 2: Organizational Culture

The following statements refer to organizational culture statements. Please indicate your level of agreement in regard to these statements in your company. **Where: 1= Strongly Disagree, 2=Disagree, 3= Neither Agree or Disagree, 4= Agree, 5=Strongly Agree**

Organizational culture statements	**1**	**2**	**3**	**4**	**5**
Teamwork					
The top leadership of Airtel Kenya believes in employee involvement in decision making					
Airtel Kenya has a culture of teamwork and consultation					
There is mutual relationship among the workers					
Coordination					
Managers allow information to flow freely either way					
Decision making is participatory at Airtel Kenya Limited					
The reporting relationships hinders effective implementation of the strategic change					
Communication					
Airtel Kenya limited Staff are consulted during the process					
Communication of change management involves all departments.					
Airtel Kenya Limited optimizes a culture of transparency and accountability.					
Employee empowerment					
At Airtel Limited, there is adequate training to enable employees cope with the management changes.					
The company trains its staff across the board when changes are made and how they are implemented.					
During the change management process, Airtel Kenya Limited uses promotions as an incentive to reward employee's efforts.					

Section 3: Organizational Structure

The following statements refer to the organizational structure statements. Please indicate your level of agreement in regard to these statements in your company. **Where: 1=**

Strongly Disagree, 2=Disagree, 3= Neither Agree or Disagree, 4= Agree, 5=Strongly Agree

Organizational structure statements	**1**	**2**	**3**	**4**	**5**
Chain of command					
There is a clear line of authority at Airtel Kenya Limited.					
Airtel's current structure allows for seamless implementation of strategic change.					
The nature of organizational structure that Airtel has adopted enhances the free flow of information necessary to execute strategic change implementation.					
Job enrichment					
The existing structure of Airtel Kenya organization allows employees to participate in decision making					
The vision of the organization is widely shared by employees					
The flexibility of Airtel Kenya's structure does not maintain structural status quo.					
Work specialization					
My current area of specialization fully satisfies m needs.					
The specifications of my job corresponds with my training					
My low performance of staff is as a result of monotonous tasks					
Responsibility					
There are clear procedures, rules and responsibilities that give organizational members certainty during an implementation effort					
Airtel Kenya limited promotes the culture of delegating responsibilities					
Tasks and responsibilities are not adequately defined					

Section 4: Organizational Leadership

The following statements refer to the organizational leadership statements. Please indicate your level of agreement in regard to these statements in your company. Where: 1= Strongly Disagree, 2=Disagree, 3= Neither Agree or Disagree, 4= Agree, 5=Strongly Agree

Organizational leadership statements	1	2	3	4	5
Competence of leaders					
Leaders are exceptional in motivating employees to increase commitment to organizational goals.					
New strategic directions are formulated and communicated by the top managers.					
Top management effectively plays the role of a catalyst integrates the efforts of all other functions of the company.					
Management style					
The leaders of Airtel Kenya have sets particular goals for each department					
Individual workers are held responsible and accountable for objectives set by Airtel Kenya					
Airtel Kenya has a culture of participatory leadership					
Skills and experiences					
Employees at Airtel Kenya are equipped with relevant knowledge and skills prior to introductions of new changes.					
Employees at Airtel Kenya are engaged on specific duties based on specific competencies.					
The company considers the skills and experience of employees before hiring them.					

Section 5: Strategic Alliances

The following statements refer to strategic alliance's statements. Please indicate your level of agreement in regard to these statements in your company. Where: 1= Strongly Disagree, 2=Disagree, 3= Neither Agree or Disagree, 4= Agree, 5=Strongly Agree

Strategic Alliances statements	1	2	3	4	5
Mergers and acquisition					
Mergers and acquisition improved return on investments at Airtel Kenya limited					
Mergers and acquisition improved profitability at Airtel Kenya Limited					
Mergers and acquisition cash flow at Airtel Kenya Limited					
Synergy					
Airtel Kenya encourages financial synergies which aim to in lower costs of capital					
Airtel Kenya has achieved a reduction in costs per unit thanks to the increase in a company's operations					
Airtel Kenya firm managers possess managerial skills and knowledge which lack in the management of the firm being acquired					
Networks					
Airtel Kenya depends on the external environment to prove resources and capabilities as opposed to normal market transactions					

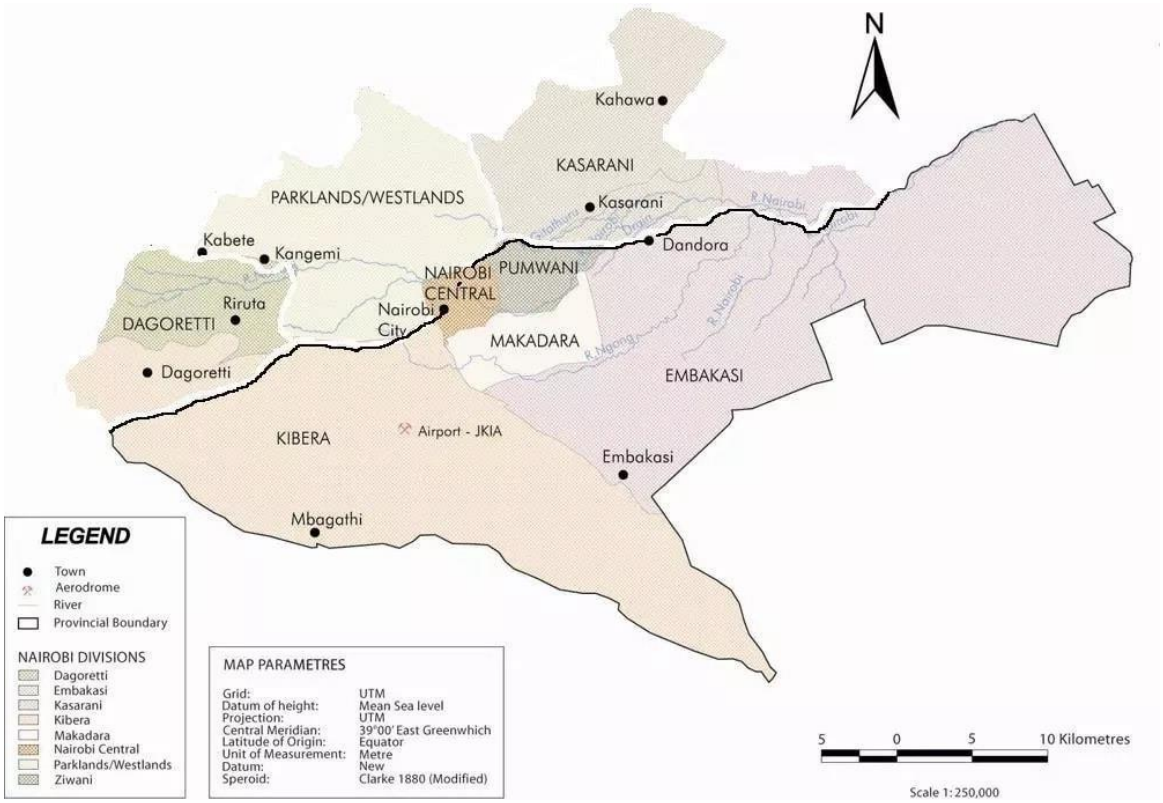
Airtel Kenya has a mutual connection between actors within a directed network					
Airtel Kenya's enjoys external resources and capabilities through its networks					

Section 6: Firm Performance

The following statements refer to the Firm Performance statements. Please indicate your level of agreement in regard to these statements in your company. Where: 1= Strongly Disagree, 2=Disagree, 3= Neither Agree or Disagree, 4= Agree, 5=Strongly Agree.

Firm performance	**1**	**2**	**3**	**4**	**5**
Customer satisfaction					
The company provides a mix of products and services for the customers					
The company has a limited number of complaints from its customers					
The company has increased it repurchase rate among its customers					
The company has been able to increase its capacity for new customer retention					
The company has been able to increase its general customers' satisfaction					
The company has increased the number of new products/services launched					
Employee satisfaction					
There has been a low rate of employee turn-over in the company					
The company is continuously investing employee's development and training					
The company is continuously revising its wages and rewards policies					
The company has well mapped career plans for its employees					
The company has a conducive organizational climate for employees					
The company caters to the general employees' satisfaction					
Growth performance					
The company's market share growth has increased					
The company's asset growth has increased					
The company's net revenue growth has increased					
The company's Net Income Growth has increased					
The company's Number of staffs has increased					

APPENDIX III: MAP



APPENDIX IV: AUTHORIZATION LETTER FROM GRADUATE SCHOOL

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/38552/2016

DATE: 11th March, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MARY NYOKABI - REG. NO. D53/CTY/PT/38552/2016

I write to introduce Mary Nyokabi who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Mary intends to conduct research for a M.B.A Project Proposal entitled, "Strategic Change Drivers and Firm Performance in the Mobile Telecommunication Industry: A Case of Airtel Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EM/lnn

APPENDIX V: RESEARCH PERMIT FROM NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **618313**

Date of Issue: **10/July/2020**

RESEARCH LICENSE

This is to Certify that Miss.. Mary Wairimu Nyokabi of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Strategic Change Drivers and Firm Performance in the Mobile Telecommunication Industry: A case of Airtel Kenya for the period ending : 10/July/2021.

License No: **NACOSTI/P/20/5627**

618313

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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