STRATEGIC CHANGE DRIVERS AND ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION FIRMS IN NAIROBI COUNTY

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ABSTRACT

Organizational performance has taken center stage in telecommunication firms in Kenya which tend face decline rate of performance given the turbulent economic environment in Kenya thus need several strategic approaches. In this regard, strategic change drivers both internally and externally and shapes the goals and objectives that the organization intends to achieve within a particular period of time. The study's endeavored to establish influence of strategic change drives on the performance of telecommunication firms in Nairobi county. Descriptive research design was considered for this study; a target population of 393 companies; where Taro Yamane proportional sampling formula was used to arrive at a sample size of 198. 119 questionnaires were returned completely filled in all sections, depicting a response rate of 60.1%. Results showed that the study's independent variables (organizational system, government regulations, organizational culture and organization leadership) had a significant effect on overall performance of sampled telecommunication firms. The study concluded that one, clear division of the work of senior management, the establishment of a command and a unified system can be improved to improve the organizational performance; two, Government policies to impose taxes and duties on telecommunications companies while protecting consumers from hidden charges have reduced the revenues of telecommunications companies in Nairobi Count; three, managers who encourage employee collaboration, reward new hires, and have transparent communication to resolve problems will achieve significant improvements in the work of their communications companies. From study findings, it can be recommended that Communication Authority of Kenya should craft feasible policy and consumer protection frameworks and tax regimes meant to encourage operational performance of telecom companies as key employment creators in the Kenyan economy.

Key Words: Organizational System; Strategic Change Drivers; Strategic Approaches Organizational Performance; Telecommunication Companies

INTRODUCTION

Background of the study

Rapid development of the Internet and information technology has pushed communication organizations into a new era of business competition (Chong and Wong, 2017). Key strategic choices are crucial to the success of integration in Kenya, so they must be studied. This process is completed. It was done in a Kenyan context.

The concept of strategic change directs the organization to the most appropriate path that allows it to take advantage of the opportunities emerging in the market. In order to use strategy requires more than the strategy itself, and management change is characterized by changes in the context of the company's strategy (Lichtenstein, 2018).

All organizations are going through some type of change (Beckhard, 2019) and integration is the key (Meyer (2019). According to Paterman (2008), turning ideas into results often requires collaboration between people, business, and ideas (Pearce and Robinson, 2017); however, the lack of leadership is one of the biggest obstacles (Hrebinia, 2015), thus need for top management (Management Today, 2008).

According to Downes (2019), there are two types of strategies that most organizations face and hinder their growth. Both the internal and external problems that organizations face are influenced by forces within the business in which the organization operates.

According to a study conducted by Awino (2019) on the selection of variables affecting the performance of large manufacturing companies, showed that requisite application of strategic drivers can enhance firm performance.

Management change is characterized by changes in the context of the company's strategy in terms of capabilities, resource allocation, competitive advantage and integration (Lichtenstein, 2018) and another motivation for reform stems from the need for companies to change themselves in light of the changing business environment (Beckhard, 2017).

Most business leaders today believe that change is an ongoing process that must be adjusted and implemented correctly to be successful in business. The processes, products and services created are greatly affected by technology, changes in the business world, information, globalization, usability benefits, employee performance and policies (Burnes, 2016).

There are many drivers of change in the communications industry; Hodges, 2017) skills (Tang and Gao, 2012), however, managing employee resistance during change requires effective change management. Communication, especially from appropriate places in the organization, can help improve employees' responses to organizational change (O'Neill (2012).

Additionally, Minerich (2018) stated that raising awareness and the reasons for change should be clear and simple, and communicating these reasons should be clear and linked to the company's vision of accepting employees. This paper aimed at closing this gap by constructing a managerial framework of change management in the telecommunication sector.

Strategic Change Drivers Kenyan Perspective

Regardless of size, profit making firms are the most important agencies in the medium term. Medium and large-sized organizations see the increasing role of non-financial information and the development of integrated reporting models as a key driver of change. With this comes a change in the roles of accountants and an expansion of their remit to include many new and changing needs and services. In addition, accountants need to take more responsibility for risk management and ensure that strategic decisions provide stable value.

Strategic change is the overall design and review of the strategies an organization uses to ensure that the business can respond to business needs, stay aware of new opportunities, and respond to threats from other competitors (Kevin, 2019), and more important, swift strategic changes by top managers directly affect the firm(Burnes, 2019).

Schein (2019) noted that the last few decades have seen significant changes in management, especially in international organizations. Great emphasis has been placed on this significant change, although not limited to competition being the driving force behind changes in organizational strategies.

More so, according to Racelis (2018), the work culture in an organization will influence the change and performance of the organization at all levels, and strategic changes help the organization influence the work of employees to ensure sustainability.

The Kenya Communications Act (KCA) of 2019, established the National Communication Secretariat (NCS), headed by a Communication Secretary, whose main objective is to advise the government on the adoption of a communication policy, which, among other things is meant to encourage competition in the provision of communication services.

The Communications Authority of Kenya is thus the sole state body mandated to license all systems and services in the communications industry, including; telecommunications, postal, courier, and broadcasting. CAK provides licenses in various groups representing the types of ICT services a company can provide (CAK,2023).

On the local level, there exist three Network Facility Operator tiers: Tier 1, Tier 2, and Tier 3. These levels basically describe the network coverage that a service has (CAK,2023).

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.

Barney (2018) argued that the nature of change in organizations allows organizations to improve their activities and achieve goals and objectives. Although the drivers of change have become important, problems are encountered in their implementation (ibid., 2021), and the need for organizations to be competitive in the environment positively affects companies' preferences in seeking mergers and acquisitions (Barney, 2019) and consequently affects its performance (Murimi, 2020).

In terms of local research, Ochola (2013) conducted outsourcing research in Kenyan telecommunication service provider companies and found that all participating companies agreed to use outsourcing to improve their competitiveness and overall business performance. Research by Wambui and Gachunga (2016) found that restructuring has a positive impact (on business communication performance).

Raps (2019) study highlights the lack of academic thought in the field of strategy selection for the use of integrated systems, while Otley (2017) argued that most information focuses on long-term planning and details rather than facts

According to Communications of Kenya statistics, Airtel total local mobile calls fell to 1.7 billion minutes from 1.8 billion minutes in the previous quarter; its share in the market fell by 4.0% to 16.2 in 2017. Comparatively, Safaricom still led by nearly ten million subscribers and a market share of 80 percent (CAK, reports,2019). Further CAK annual reported that 40% of complaints relate to poor service (voice and data) and 30% to billing and unauthorized payment/subscription. Total data/Internet subscribers dropped from 467,400 to 43.74 million.

Therefore, given reported declining performance of most telecommunication firms coupled with inconclusive finding eliciting conceptual, contextual and methodological gaps motivated this study.

General objective of the study.

To determine influence of strategic change drivers on organizational performance of telecommunication companies in Nairobi County, Kenya.

Specific objectives

i. To establish influence of organizational system on organizational performance of telecommunication companies in Nairobi County.
ii. To establish influence of government regulations on organizational performance of telecommunication companies in Nairobi County.
iii. To establish influence of organizational culture on organizational performance of telecommunication companies in Nairobi County.
iv. To establish influence of organizational leadership on organizational performance of telecommunication companies in Nairobi County.

Research questions

i. To what extent does organizational system influence organizational performance of telecommunication companies in Nairobi County?
ii. What is the influence of government regulations on organizational performance of telecommunication companies in Nairobi County?
iii. How does organizational culture influence organizational performance of telecommunication companies in Nairobi County?
iv. To what extent does organizational leadership influence organizational performance of telecommunication companies in Nairobi County?

Significance of the Study

Researchers

The study will be of great impact to other scholars, academicians as well as researcher to improve their knowledge and understanding of the study as well as gaining more insight on the study. Through this the researchers will understand how best they can improve strategies that they implement in the organization especially that relates to choices of strategies not only in the telecommunication sector but to other sectors too.

Government

The government will find this research very useful because it will understand the truth about what is happening in the telecommunications sector and can be effective in creating laws that will prevent new driving and interference with the country's finances as long as it benefits the public. .

Other Telecom Organizations

This research will increase awareness of current strategies to create perfect competition, not short-term results that competitors can easily pass on. Additionally, the results of this study will help senior managers of communications companies evaluate various factors and match them with the best options for integration.

Scope of the Study

The study only focused on four conceptualized independent variables (organizational system, government regulations, organizational culture and organizational leadership). The study was conducted on telecommunication companies registered by Communication Authority of Kenya as network facilities providers whose headquarters and in view of the fact that strategic change drivers are normally crafted from the company headquarters. The study was done in the months of July-August 2023.

LITERATURE REVIEW

Theoretical Literature Review

Efficiency Theory

This theory is also known as managerial synergy or managerial efficiency. From this theory it complements the managerial capability of different management drivers of the firms in dealing with strategic changes drivers and firm performance especially in the telecommunication sector (Bradley, 2016). This theory describes the role that leaders or leading groups play in influencing an organization through making better strategic changes and decisions in a dynamic business process (Child, 2017). They generally involve improving the performance of the target management or achieving a form of synergy.

Information and Signaling

A tender offer in the acquisition spreads the information that the target shares are undervalued and immediately the market revalues those shares even if the offer turns out to be unsuccessful (Dodd and Ruback, 2017). The signaling theory is a variation of the information hypothesis. It states that certain actions convey other significant forms of information (Downes, 2019). When the acquirer uses stock to buy a firm, this may be taken as a signal by the target and others that the common stock of the bidder firm is overvalued. When a firm buys back its own share, the market may take it as a signal that the management has information that its shares are undervalued and there are growth opportunities for the firm

Institutional Theory

Institutionalism represents one of the most prominent lines of scholarship in organizational studies. Institutional theory postulates that sociocultural prescriptions influence how organizations behave in a given field. Organizations with similar perspectives will follow similar practices and standards in the search for truth. Since the stress of the company affects all functions of its management, policies and relations, the transition to stress organization makes the organization isomorphic in a certain area. (Meyer & Rowan, 2017).

Research on strategic changes drivers and firm's performance has emphasized the role of the institutional process produced by coercive, normative, and mimetic pressures to explain the effect on performance in the telecommunication sector in Kenya.

Resource-Based View Theory

According to the RBV, firms exploit combinations of valuable organizational capabilities and resources to formulate value-creating strategies that are not duplicable by current or potential competitors (Wernerfelt, 2014).

Resources and capabilities are considered valuable when they are rare, indivisible, and irreplaceable. In this case, the organization's resources and resources are necessary to create and maintain a long-term competitive advantage and prevent the erosion of competitors. In the firm's business literature, RBV is normally applied on growth drivers of change and firm performance.

Economic Model of Firm Performance

This study is based on economic model of firm performance by Santos and Brito (2012) where they posit that while there is a range of specific models, major determinants of firm-level performance include: (1) characteristic of the industry in which the firm competes; (2) the firm's position relative to its competitors; and (3) the quality or quantity of the firm's resources. These also depend on industry variables (growth, concentration, capital intensity and advertising intensity) and firm variables (firm size, diversification).

Conceptual Framework

A conceptual framework is a diagrammed representation of the linear effects of the study's independent variables on the dependent variable (Orodho, 2019) and (Kothari, 2019).

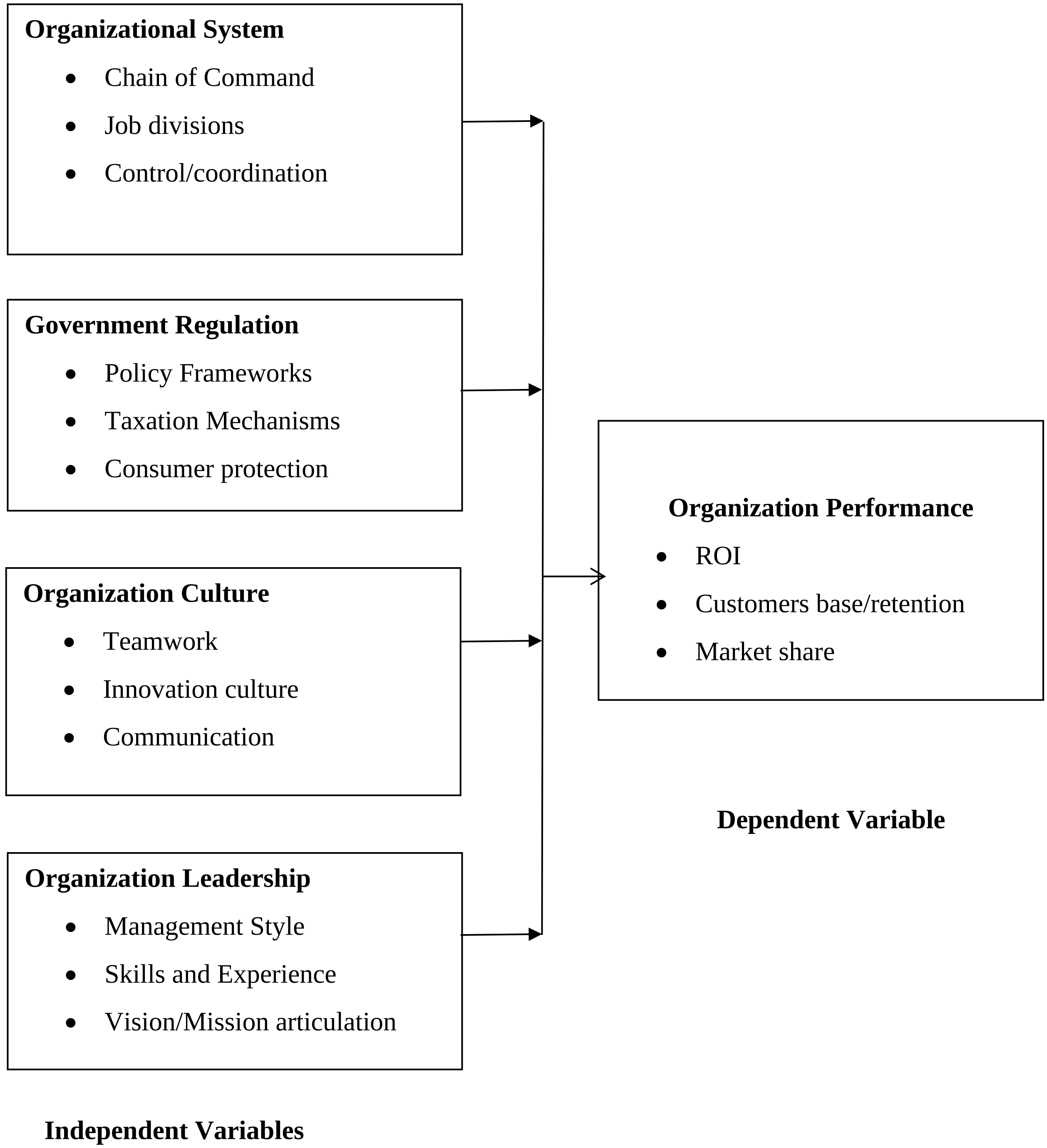


Figure 2.1 Conceptual framework

Organizational System

The organization's process regarding the orientation strategy for the use of integration in business communication plays an important role because it means how the organization achieves its mission (Mintzberg, 2018).

Government Regulation

Regulatory issues surrounding mergers include how customers benefit and the impact of mergers on competition. The basic point of merger policy is that the consumer should receive minimum benefit from the merger and the merger should not be allowed to create a significant monopoly business, increase the existing workforce or contribute to its exploitation (Chandler & Williamson, 2017). Mergers should not be allowed to distort competition by creating impenetrable bastions of market power, and if such cost savings or other efficiencies are achieved, the customer must also get a share (Mintzberg, 2018).

Organization Culture

Ozigbo (2013) conducted a survey on the effect on corporate success in the service sector of organizational culture and technology on listing services industry in Nigeria, and found influence of organizational cultures and the factors that allow the business to succeed and innovate. Researchers suggest that management should consider creating a culture of responsibility, teamwork, trust, independence and fairness that makes the company competitive.

Organization Leadership

Kemal (2019) pointed out that mergers and acquisitions are increasingly used worldwide to acquire more businesses, expand resource business to reduce business risks when entering new markets and regions, and increase the competitiveness of companies, including operating economies of scale (Sharma, 2009).

Liberalization coupled with market opening has led to internal and external competition in Kenya's business environment (Rankine, 2018).

Harney (2019) added that the most important variable that determines whether companies can achieve growth through mergers and acquisitions is strategic choice. However, business concentration, sales growth, stock market index and GDP growth also determine economic growth through integration, but to a lesser extent.

Organizational performance

The performance of an organization can be evaluated against planned goals and performance targets in product and returns to shareholders (Raduan et al., 2008), organizational efficiency (Jabar, Othman and Idris, 2011), financial performance (Yılmaz and Ergun, 2008). In this study performance of the targeted companies will be measured in terms of customer satisfaction/retention, market share and Return on Investment as a financial measure of performance.

Empirical Literature

Organizational System and firm performance

The structure of the organization is considered to be very important when implementing strategies (Heide et al., 2018), and according to Drazin and Howard (2019), it is very important for the organization to manage the use of ideas with its standards. effective. and enables the implementation of effective business strategies (Noble, 2019). Schaap (2018) believes that successful organizations always adjust their organizational processes around strategic ideas to ensure that organizational strategies can be implemented effectively.

Researchers believe that alignment between the company's strategy and the model leads to better performance because the model provides the framework and necessary process to make good choices (Rumelt, 2019)

According to Govindarajan (2019) limited points are focused on while creating different management systems that are very important in the success process of any business organization.

Govindarajan and Fisher (2019) also argued that despite the existence of physical control, it plays an important role because the characteristics of contemporary culture and the changing structure contribute to the effectiveness of strategies, while Noble (2019) acknowledges that there is a difference between the process and the individual process in the implementation of strategies in the organization.

Organization Leadership and firm performance

According to Kyarimpa (2019), organizational culture can be both a blessing and a challenge for the organization's strategic choices. Leadership challenges persist in developing countries, especially where leadership is ineffective (Harrington, 2017), thus

Leadership needs to create new partnerships to improve employee morale. Mintzberg (2018).

It is also argued that the business environment in which organizations operate is becoming increasingly complex. Therefore, managers should ensure that all employees in the organization have a common understanding that will enable them to be more creative towards achieving good choices (Schultz et al., 2017).

Government Regulation and firm performance

Government approval is also considered important in strategy selection in all organizations. Therefore, the role of the government is not only to ensure political control of the market, but also to establish adequate laws to guide the operation of market competition (Porter, 2019) plus industries controlled by government regulators, such as telecommunications (Oliver, 2017).

The company's ability to set the right price through its pricing strategy is an important part of the allocation of costs and therefore an important determinant of the company's ability to generate rent (Dutta, Zbaracki, and Bergen, 2017).

It has been proven that most organizations are dissatisfied with cost sharing (Jones, 2018) and while many companies are currently experimenting with cost optimization models, Lynch (2019) believed that only 3% of the companies he surveyed were trying to make price successful management.

Strategic alliances are considered very important in terms of strategic implementation (Oliver, 2017), and competition can serve many purposes (Wheelen and Hunger 2019). However, if it is true that not all members of the organization are like this, collaboration in the enterprise can lead to. If allowed to take responsibility for the integration of ideas, organizations will face problems in implementing their ideas (Jones, 2018). The quickest way to fill the gap is often to form partnerships with businesses that have better needs (Thompson, Strickland & Gamble, 2015).

Organization Culture and firm performance

Oduol (2015) investigated the impact of organizational culture on the performance of Kenya Regional Commercial Bank companies and the results showed that the most positive culture was the one that provided clear guidance, processes and procedures to employees.

Laksono (2013) analyzed the impact of business culture on business performance in Indonesia, and the results showed that business culture has a significant impact on successful business. Among the five leadership styles, individualism has a positive effect on business performance, while uncertainty avoidance has a small effect on company performance.

Critique of the Existing Literature Relevant to the Study

A study by Burgelman (2017) makes a great contribution to how the order of different bodies will work, considering the relationship between ideas and organizations. However the study doesn't show organizational structure influences drivers of change and sustainability in the Kenyan telecommunications industry. Therefore, this study aims to find out how organizational structure influences change drivers and sustainability in the Kenyan telecommunications industry.

A study by Bruhn (2019) shows that some changes led to a 5% increase in registered businesses as a result of former wage earners copying the business, not because the business was not registered before it was registered. However, the authors fail to show us how government policies affect the drivers of change and sustainability in the Kenyan telecommunications industry. Therefore, this study aims to find out how government policies drive strategic change and influence sustainable performance in the Kenyan telecommunications industry.

A study by Jones (2019) shows that it is difficult for companies that perform well or do not perform well to learn from these experiences. It turns out that regardless of industry, companies that buy more frequently are 1.7 times more successful than companies that buy less frequently. However, the authors do not tell us how creativity influences strategic changers on firm performance.

Research gaps.

This still gives room for the researcher to continue exploring more on how the objectives used in the study such as organization system, government regulation, organization leadership and organization culture has an impact on strategic change drivers. Samson (2018) on research on study of factors affecting change management in telecommunication industry pointed the need for better policies that can reform how change should be done in the organization to ensure better firm performance. With all this in mind the study still has a room for improvement from other researcher.

Chapter Summary

This chapter reviewed the work of different scholars in the study in relation how different firms apply varied strategic changes to enhance firm performance, showing that most firms just apply one or two strategic drivers. This study adopted selective strategic change drivers and showed how they significantly influenced organizational performance of telecommunication firms in Nairobi County, Kenya.

RESEARCH METHODOLOGY

Research design

According to Cooper and Schindler, 2017) research design is the blueprint that guides a researcher in answering research questions. This study adopted descriptive survey design in order to provide a framework or examine current conditions, trends and status of events. Descriptive research will be used here because it describes how specific variables relate with trends or phenomenon. It is easy to analyze and, in most cases, can enable researcher to single out how a variable or factor or individual subject related with the issue to be determined in the hand. According to Cooper and Schindler (2017) such a study is concerned with findings can who, what, where, and how of the relevant phenomenon.

3.3 Target population

This is the entire group of individuals or objects having common observable characteristics to which the research will need to generalize the result of the study (Mugenda and Mugenda, 2009). Chara & David (2015) defines population as the aggregate of all cases that conform to some designated set of specifications. The target population of this study was 393 telecommunication companies registered and regulated by the Communication Authority of Kenya.

Sampling frame

Cooper and Schinder (2014) defines sampling frame as a list of all the items or elements in the population where a sample is drawn. Thus, it is a complete list of everyone or everything you want to study. For this research it comprises of all telecommunication companies registered as Network Facility Operators.by Communication Authority of Kenya whose headquarters are in Nairobi County. The unit of analysis was 393 telecommunication companies where secondary data will be used to capture financial performance of the companies while unit of observation comprised top managers of the telecommunication companies.

Sample Size and Sampling Techniques

Existing literature on sampling methods offers various strategies for determining sample size. A researcher may use a census for small population or apply formulas to calculate sample size, provided a study sample is sufficient enough so as to capture the desired effect sizes and be representative of the target population (Cooper and Schinder, 20014). In this regard, Mugenda and Mugenda (2008) defines sampling technique as a process whereby individuals are selected for a study.

Cooper & Schinder, (20014) also describes sampling technique as a process whereby individuals are selected for a study and they are selected in such a way that they represent the larger group from which they have been drowned from. These researchers further define a sample size as a number of subjects included in a sample, that is, a group of subject that is selected from the general population which is considered a representative of the true population for that specific study

Taro Yamame formula was used in calculating sample size, that is,

$n = N/1+(e)^2$;

where;

n = sample size

N = target population
e = margin error (0.05)
I = constant 1.9825
Therefore;
n=393/ (1+393 (0.05)2)
n= 198.23 rounded off to 198 as sample size, from which purposeful sampling technique was used to select only one top company manager from each telecommunication company to participate in the study.

Data Collection Instruments

According to Mugenda and Mugenda (2009) data collection is the gathering of pieces of information that are necessary for research process. Data collection instrument refers to method or the facility that was used to gather such data from respondents. This study used questionnaires as the instrument of data collection. They were designed with open ended questions which were used to give the respondents a chance to contribute their views on the research problem while closed ended questions was geared at obtaining straight forward answers which will include opinions questionnaires was used because they are not only flexible but also cost effective as a means of collecting opinions or views and also a means of gathering quantifiable information required to solve research problem.

That is Primary data was collected by means of self-administered structured questionnaires. Kothari (2007) insists that questionnaires are simple to administer and collect a lot of information. These questionnaires were structured and designed in multiple choice formats using 5 point likert scale while secondary data collection sheet was used to collect secondary data on financial performance of the firms.

Pilot Study

These can be pointed out as a beginning step in researcher where the researcher often samples a small population in the entire study to assist in the analysis to see whether the study is worth being done and also help in planning for the main study (Mugenda and Mugenda, 2009).

Kothari (2007) asserts that a pilot study is a small scale preliminary study before the main research in order to measure the validity and reliability of data collection instruments. For purposes of this research, all components of the questionnaires were checked and coded to ensure clarity of words and the accuracy of the statements, then pretested in an established telecommunication companies in Nairobi County. Ten percent of sample size (Kothari, 2007) was calculated (10% of 198) to get the number of respondents (20) who were used for the pilot study. This is because of the necessity to pre-test the instruments of the research on a small sample of respondents in a preparatory exercise to find out if there are any weaknesses in the instruments so that they could be corrected.

Validity of Research Instruments

Validity refers to the accuracy of a measure, whether the results really do represent what they are supposed to measure (Kothari, 2007). Content method was applied to check validity, whereby copies of the instrument were used during pilot testing for validation. That is, pretesting of research instrument was used to confirm that questions are well written, meaningful plus having adequate content so as to ensure content validity. Construct validity was also used to test instrument validity because it is considered more scientific than content or face validity (Kothari, 2007)

Reliability of Research Instruments

According to Mugenda & Mugenda, (2008), reliability of an instrument is the measure of a test that should remain consistent over repeated tests of the same subject under identified conditions. A threshold cronbachs alpha coefficient of at least 0.70 was deemed reliable. Pilot testing was done and a Cronbach alpha will be computed using SPSS version 24.

Data Processing and Analysis

All collected data was coded, cleaned, tabulated and analysed using SPSS softare where central tendency measures summarized data and regression analysis used to show the nature and the strength of the relationships. SPSS version 24 is the analysis computer software that was used to compute statistical data due to robustness in inferential statistics.

The study multiple linear regression model;

$Y = \beta 0+ \beta 1x1+ \beta 2x2+ \beta 3x3+ \beta 4x4+e$

Where

y = organizational performance

$\beta 0$ = Constant

X_1 = organizational system

X_2 = government regulation

X_3= organizational culture

X_4 = organizational leadership

β_{1-4} = Beta coefficients

e = the error term

Diagnostic Tests

Diagnostic tests were also considered to test the model for multicolinearity, heteroscedasticity, and auto-correlation.

Multicollinearity Test

Multicollinearity test was adopted to assess any correlation among independent variables. Jones (2018) points out that any objective has a strategic change factor which is greater than 10, and then it should be dropped from the model.

Heteroscedasticity Test

Heteroscedasticity is the situation in which regression error term have unequal variance (Porter (1985), Breusch-Pagan test was applied and if p value will be less than 0.05 then the error term was not considered +homoscedastic.

Normality Test

A normality test is used to decide whether sample data has been drawn from a normally distributed population (Oduol, 2015) and was tested using Shapiro Wilk test Park (2018).

RESEARCH FINDINGS AND DISCUSSION

This chapter encompasses response rate, validity, reliability tests, descriptive statistics, correlation analysis, multiple regression analysis and lastly, discussion of findings. Summarized data is presented in form of tables and graphs. A topical approach has been adopted to guide the chapter presentation.

Response rate

A total of 198 questionnaires were sent to the sampled top management team of telecommunication companies in Nairobi County registered by Communication Authority of Kenya as Network Facility Operators. From 198 questionnaires that were dispatched, 119 questionnaires were returned completely filled in all sections, depicting a response rate of 60.1% which according to Mugenda and Mugenda, (2008) is sufficient for generalizability of the research findings to a wider population. The fairly good response rate was achieved by the researcher patiently waiting for the respondents to dully fill all sections of the questionnaire and also giving ample time to some busy managers to fill the questionnaire at their pace and coming back to pick a completely filled questionnaire.

Validity of research instrument

First, content validity, was tested by ensuring that all components of the research questionnaire were cross checked to ensure clarity of words, accuracy of each statement, meaningfulness and have adequate content as per independent variables and dependent variable.

Secondly, construct validity was also used to test instrument validity because it is considered more scientific than content or face validity since it measures the extent to which the items in a scale measure the abstract or theoretical construct (Kothari, 2007).

In this regard, component Factor Analysis (CFA) was adopted in pilot study to assess construct validity. Communalities were used in the CFA where items with factor loading below 0.5 were removed. The findings in table 1 shows that all the 6 statements measuring organization system, 6 statements measuring government regulations, 6 statements measuring organization culture, 6 statements measuring organization leadership and 6 statements measuring organization performance had factor loadings above 0.5 hence no question was eliminated in accordance with the argument by Cooper and Schindler (2013). This shows that all the questions in the questionnaire were valid hence used to collect data in the final study.

Table 4.1 construct validity

Communalities		
Organization system	**Initial**	**Extraction**
Strategy execution is dictated by the organizational structure	1	0.621
The organizational structure positively influences the strategy execution process	1	0.664
The organization always makes realignment to the organizations structure to always have a competitive advantage	1	0.698
The administrative system facilitates strategy execution	1	0.701
There is a business strategy is well aligned with organization system	1	0.692
Senior executive management have a significant impact on the strategies and the company's overall performance	1	0.643
Government regulations		

Table 4.1 construct validity

Communalities		
The government has properly disseminated necessary information that has helped in company's strategy implementation	1	0.761
The corporate strategy has been aligned with the benefits associated with government policies	1	0.813
There is adequate ICT infrastructure put up by government that can be well integrated with the company ICT framework	1	0.821
The company fully complies with KRA taxation measures	1	0.811
All billings are closely monitored by CAK	1	0.867
On overall there is a well monitored consumer protection framework by the CAK		0.847
Organization culture		
There viable team working spirit across all cadres in the company	1	0.747
The work environment enhances staff morale	1	0.717
Most employees are involved in decision making process	1	0.725
Challenges posed by customers and staff are fully addressed by with management with impartiality	1	0.785
There are open communication in the company for both employees and customers	1	0.811
There is dynamic innovation culture in the company	1	0.697
Organization leadership		
The leadership style gives equal attention to all employees	1	0.619
All section head of departments fully understand the vision and mission of the company	1	0.645
Most managers are commitment to organizational goals	1	0.683
Effective leadership is key to successful strategy execution.	1	0.643
Senior executive management have a significant impact on the implementation of strategic changes in the company	1	0.672
The company dynamically sources for skilled and experienced managers	1	0.791
Organization performance		
The company has realized consistent increase in its Return on Assets (ROA) in the past 3 years	1	0.715
The company has realized an increase in new number of customers in the past three years	1	0.813
The firm has increased in market share	1	0.693
The firm has maintained loyal clients	1	0.661
The firm has high customer retention	1	0.718
The firm has experienced positive turnover in its overall performance	1	0.809

Reliability of research instrument

Reliability of an instrument is the extent to which the measurement of a test remains consistent over repeated tests of the same subject under identified conditions (Mugenda & Mugenda, (2008).

That is, most scholars assert that a threshold cronbachs alpha coefficient of at least 0.70 is deemed reliable, thus, Cronbach alpha coefficient value of 0.7 and above is accepted.

From the values in table 2; Organization system α = 0.823; Government regulations α = 0.797, Organization culture α =0.853, Organization leadership α = 0.831, Organization performance α = 0.827, confirms reliability of the research instrument.

Table 4.2. Reliability Statistics Summary

Variable	No.of items	Cronbach's Alpha	Decision
Organization system	6	0.823	Reliable
Government regulations	6	0.797	Reliable
Organization culture	6	0.853	Reliable
Organization leadership	6	0.831	Reliable
Organization performance	6	0.827	Reliable

Descriptive statistics

These are descriptive statistics based on the study's independent variables (organization system, government regulation, organization culture, organization leadership) in as far as they are perceived by sampled respondents (top management team) to influence the outcome variable (organization performance of telecommunication companies in Nairobi County). They are summarized responses showing measures of central tendency (mean, mode) and dispersion (standard deviation, skewness, and kurtosis).

Table 4.3 Descriptive Statistics Summary

		Organization System	Government Regulation	Organization Culture	Organization Leadership	Organization Performance
N	Valid	119	119	119	119	119
	Missing	0	0	0	0	0
Mean		3.5721	3.4532	3.6261	3.5668	3.6905
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		1.11037	.99189	1.32553	1.23497	1.03748
Skewness		-.141	-.003	.372	-.676	-.843
Std. Error of Skewness		.222	.222	.222	.222	.222
Kurtosis		.192	.991	.837	-.606	-.120
Std. Error of Kurtosis		.440	.440	.440	.440	.440

To begin with; table 4.3; this dataset assumes normal distribution, since most of the values are within one standard deviation on either side of the mean- thus showing normal small spread without outliers. That is, the dataset shows small spread, because all values are close to the mean, yielding smaller variance and standard deviation.

Secondly, the values for skewness (degree and direction of asymmetry) and kurtosis (peakedness), are well within ±1.96 limits, suggesting that the departure from normality is not extreme. The values of skewnwess show both positive and negative implying that some data are slightly right-skewed while some slightly left-skewed. Kurtosis values fall within +1 and -1 showing that few observations highly deviate from the mode.

Thirdly, in terms of interpreting the grand mean and mode of responses each study variable (measures of central tendency), first, the mean of organization system is 3.5721(rounded to nearest number is 4-which is agree on the likert scale)

Organization culture had mean of responses is 3.6261 rounded off to 4 (agree on the likert scale) confirming Ozigbo (2013) assertion that top managers that consider developing a culture of accountability, teamwork, confidence, innovativeness, autonomies really benefit the company in which they lead.

More so, organization leadership had a mean response of 3.5668 rounded off to 4 (agree on the likert scale) with a mode of 4 ((agree on the likert scale) with a standard deviation of 1.23497; indicating that most respondents perceived organization leadership as key factor influencing organization performance of the studied telecommunication companies in Nairobi County. This is supported by Kyarimpa (2019) assertion that the leadership style of the organization can be either a blessing or a challenge to an organization's strategic choices; to the extent that it can help in the effective implementation of the overall organizational strategy and create new synergies to enhance the employee's morale in enhancing organization performance.

Lastly, organization performance had a mean response of 3.6905rounded off to 4 (agree on the likert scale) with a mode of 4 ((agree on the likert scale) with a standard deviation of 1.03748; implying that most respondents agreed that organization performance (in terms of customer satisfaction/retention, market share and return on investment) of the studied telecommunication companies could have been determined by perceived implementation of the studied strategic change drivers (organization system, government regulations, organization culture and organization leadership) of course not withstanding confounding factors not captured in the study's model.

Inferential statistics

This section entails, assumptions of multiple regression analysis/ diagnostic tests, correlation analysis, multiple regression analysis.

Assumptions of multiple regression analysis/Diagnostics tests

Shapiro-Wilk test was used to test normality. For tests on samples of $n = 3$ to 2000, Shapiro Wilks test is recommended; but for those of $n > 2000$ use Kolmogorov-Smirnov (Park (2018). Since n is less than 2000, Shapiro-Wilk test was deemed suitable to test normality. When testing normality the following normality hypotheses were stated;

H_0 = data come from a normally-distributed population (observed distribution fits normal distribution)
H_a = data did not come from a normally-distributed population (observed distribution does not fit normal distribution)
If you accept H_0, then assume normality
If you reject, then do not assume normality

Table 4.4 Normality test

	Shapiro-Wilk		
	Statistic	df	Sig.
Organization system	.897	119	.221
Government regulations	.783	119	.087
Organization culture	.791	119	.232
Organization leadership	.759	119	.161
Organization performance	.767	119	.171

From the SPSS output shown in table 4.4, the p-value is greater than 0.05 so we accept the null hypothesis that the data came from an approximately normally distributed population.
Secondly, Multicollinearity is a situation when independent variables in the regression model are highly inter-correlated.

Table 4.5 Correlations

		Org System	Govt Regulation	Org culture	Org Leadership	Org Performance
Org System	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	119				
Govt Regulation	Pearson Correlation	.482**	1			
	Sig. (2-tailed)	.000				
	N	119	119			
Org culture	Pearson Correlation	.491**	.416**	1		
	Sig. (2-tailed)	.000	.000			
	N	119	119	119		
Org leadership	Pearson Correlation	.418**	.476**	.433**	1	
	Sig. (2-tailed)	.000	.000	.000		

	N	119	119	119	119	
Org performance	Pearson Correlation	.673**	.768**	.683**	.709**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	119	119	119	119	119

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

Thus multicollinearity was tested using correlation analysis (table 4.5). Scholars asserts that if correlation coefficient, (r) is close to 1 or -1, then there is multicollinearity but if correlation coefficient (r) is not above 0.8, then there is no multicollinearity In this study-table 5 on correlation analysis), the highest correlation coefficient between all pairs of independent variables (organization system, government regulations, organization culture, organization leadership) is 0.491 (organization system and organization culture), which is quite below the threshold of 0.8, thus multicollinearity assumption was checked and met.

More so, there was test of linearity. That is, before running multiple regression as conceptualized in the study's multiple regression model, independent variables must have direct effect on outcome variable and correlation analysis (table 4.5) shows that the study's independent variables (organization system (0.673**), government regulations (0.768**), organization culture (0.683**), organization leadership; 0.709**) have significant linear relationship with the outcome variable (organization performance); thus this linearity assumption was checked and met.

Further, there was homoscedasticity test. Homoscedasticity refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable (Hair et al., 2016). Where the Breusch-Pagan null hypothesis states that there is constant of error term (Warner, 2008). Warner (2008) recommends that the probability value should be greater than 0.05 in order to meet the homoscedasticity assumption and to allow the regression model for further analysis. That is the null hypothesis in the Breusch-Pagan test is homoscedasticity. The significance value in table 4.6 is 0.667 which is more than 0.5, thus, there was no problem of homoscedasticity.

Table 4.6 Homoscedasticity Test

Chi-Square	df	Sig.
.079	1	.667

a. Dependent variable: Organization performance of telecommunication companies

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + organization system + Government regulation + Organization culture + Organization leadership

Correlation analysis

Correlation analysis was computed using Pearson's product moment correlation coefficient to determine correlation between the study's conceptualized independent variables (organization system, government regulation, organization culture, organization leadership) and the outcome variable.

When ranking correlation coefficient values; government regulation had the highest correlation coefficient (0.768) implying that Communication Authority of Kenya regulations on varying maximum voice and data charges, taxes, and customer related complains on billing, unauthorized charges and subscriptions significantly determine the profit margin of the telecommunication companies in Nairobi County. Organization leadership was the second with a correlation coefficient (0.709), implying that the top managers management style, his/her skills and experience in articulating the company mission and vision will influence its performance. Though organization system was the least (0.673), it however has a significant relationship with organization performance.

Multiple regression analysis

Multiple regression results show an R^2 of 0.699 from which we can infer that the study model explains 69.9% of variations in organization performance of telecommunication companies in Nairobi County, while confounding factors not in the study's model accounts for 30.1% of organization performance of telecommunication companies in Nairobi County; thus it is a good study model.

Further, the ANOVA results shows the F-statistical value is significant (F=66.253, *significant* at $p<.01$), which confirms the fitness of the model' that is, the regression model is good fit for data; and that; the study's conceptualized independent variables (organization system, government regulation, organization culture, organization leadership) are indeed different from each other and explain a significant amount of variance in the outcome variable.

Table 4.7 Multiple Regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.836[a]	.699	.689	.57888	.699	66.253	4	114	.000

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.808	4	22.202	66.253	.000[b]
	Residual	38.202	114	.335		
	Total	127.011	118			

a. Dependent Variable: Organization Performance of telecommunication companies in Nairobi County

b. Predictors: (Constant), Organization Leadership, Organization culture, Organization System, Government Regulation

Table 4.8 Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.629	.200		3.144	.002
	Organization System	.436	.084	.416	5.197	.000
	Government Regulation	-.390	.089	-.373	4.360	.000
	Organization culture	.139	.058	.181	2.383	.019
	Organization leadership	.255	.061	.304	4.207	.000

a. Dependent Variable: Organization performance

Further, from the values of unstandardized regression (β) coefficients with standard errors in parenthesis (table 4.8), all the independent variables; organization system; $\beta = 0.436$ (0.084) at $p<0.05$; government regulation; $\beta = -0.390$ (0.089) at $p<0.05$; organization culture; $\beta = 0.139$ (0.058) at $p<0.05$, organization leadership; $\beta = 0.255$ *(0.061) at* $p<0.05$; all significantly predicted the study's dependent variable.

The final multiple linear regression model was;

$y = 0.629 + 0.436x_1 - 0.390x_2 + 0.139x_3 + 0.255x_4$

where;

y = organizational performance

X_1= Organization system

X_2= Government regulation

X_3= Organization culture

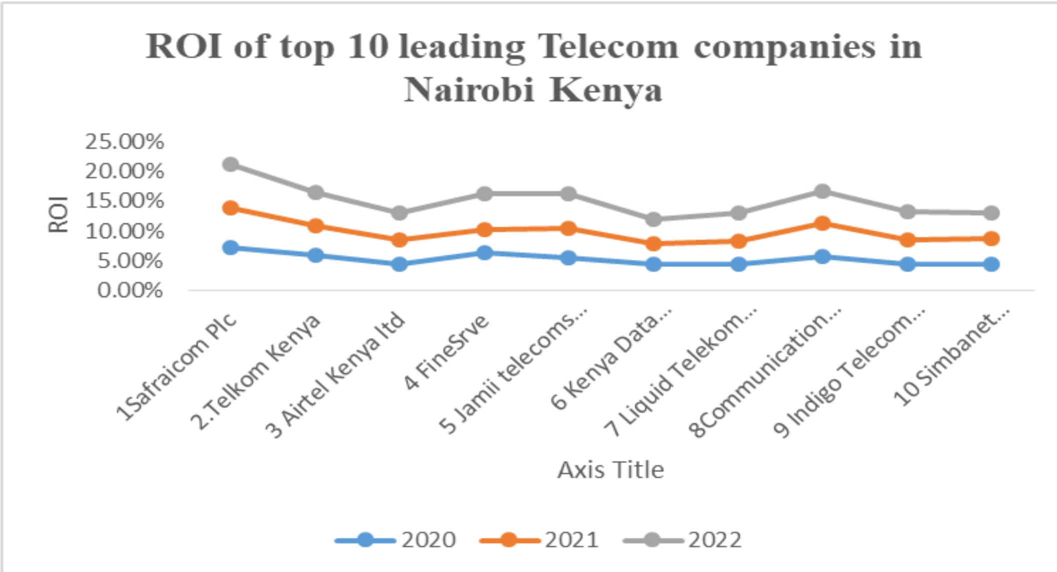
X_4= Organization leadership

Secondary data analysis

Table 4.9 Secondary data analysis

Name of Telecommunication Company	**ROI**		
	2020	**2021**	**2022**
1Safraicom Plc	7.26%	6.56%	7.40%
2.Telkom Kenya	5.93%	5.01%	5.50%
3 Airtel Kenya ltd	4.44%	3.99%	4.60%
4 FineSrve	6.42%	3.83%	6.00%
5 Jamii telecoms ltd	5.44%	5.01%	5.80%
6 Kenya Data networks	4.31%	3.56%	4.10%
7 Liquid Telekom Kenya	4.47%	3.69%	4.90%
8Communication Carrier ltd	5.64%	5.66%	5.50%

9 Indigo Telecom ltd	4.43%	4.14%	4.70%
10 Simbanet Com ltd.	4.31%	4.30%	4.50%



Extracted financial data (ROI %) from audited financial statements of leading telecommunication companies in Nairobi, the trend in Return on Investment percentage keeps going slightly up and down due to expansions costs incurred by the telecom firms in meeting growing new market, thus purchase of requisite equipment and operational costs slightly alter the return on investment rates. Thus growth is driven by M-PESA transactions costs , double-digit growth in mobile data, fixed data growth alongside growth in customers and usage That is, Kenya Telecom Market witnesses steady financial growth mainly due to increasing urban population with rising adoption of the mobile phones that supports 3G, 4G and 5G services across the country plus high demand for data connectivity due rising demand for virtual space where more offices are undergoing internet connectivity plus most urban dwellers really rely on online platforms for virtual working, online marketing and digital content creations.

In summary, Kenya's telecom market continues to undergo considerable changes in the wake of increased competition, improved international connectivity, and rapid developments in the mobile market. The additional internet capacity has meant that the cost of internet access has fallen dramatically in recent years, allowing services to be affordable to a far greater proportion of the population in urban areas. In parallel, the sector's regulator has reduced interconnection tariffs and implemented a range of measures aimed at developing further competition.

Discussion of findings

Specific objective one of the study was to establish influence of organizational system on organizational performance of telecommunication companies in Nairobi County. Descriptive statistics showed that the mean of organization system is 3.5721(rounded to nearest number is 4-which is agree on the likert scale) and a mode of 4 (agree on the likert scale); and inferential results also showed a positive significant influence of organization system influence This showed that telecommunication companies with orderly and well-coordinated systems can enhance their performance. This is reinforced with Rumelt's (2019) assertion that compliance with the company's strategy and structure leads to better performance because the structure provides the necessary processes and procedures to choose the right strategy.

More importantly, Drazin and Howard's (2019) research emphasizes that organizations (chain of command, division of labor, and coordination) must be integrated with strategies in order to have effective business strategies that can improve the overall performance of the organization.

The second specific objective was assess the influence of government regulations on organizational performance of telecommunication companies in Nairobi County. Descriptive statistics showed that Government regulations had a mean response of 3.4532 and a mode of 4 (agree on the likert scale) and a standard deviation of 0.99189, showing that respondents were divided about this variable; with multiple regression results showing that a single increase in stringent government regulations such as exorbitant taxes and highly protecting consumer complains on billings and perceived hidden unfair charges on customers will yield 0.390 unit decrease in the profit margin of the telecommunication companies in Nairobi County.

This is also supported by Lynch (2019), who says that only 3% of the companies surveyed have tried cost management; that is, most organizations are reluctant when it comes to shared costs due to concerns that sharing these costs will harm the majority. Disadvantage for competitors.

Descriptive statistics in specific objective three showed that the mean of responses is 3.6261 rounded off to 4 (agree on the likert scale); and multiple linear regression analysis showed a positive significant influence of organization culture on the outcome variable; indicating that most respondents agreed that dynamic organizational culture that is innovative, collaborative, creates better customer experience and attracts employee retention significantly organizational performance of the studies telecommunication firms.

The results are supported by a study by Bruhn (2019) which checked that companies with a larger culture (around the company's mission, mission and the importance of employee feedback) are the ones that truly love and retain good new employees. to a higher level.

Lastly, descriptive statistics in specific objective four (organizational leadership influence on organizational performance of telecommunication firms), showed that most of the respondents think that the main factor affecting performance in the communication companies examined is organizational leadership. Multiple regression results also indicated that a single increase in the top managers' commitment to the company mission, harmonious management style and skillful approaches to dynamic challenges will yield 0.061 unit increase in the organization performance of telecommunication companies in Nairobi County; which is reinforced by Schulz et al. (2017) arguement that strong organizational leaders ensure that all employees in the organization have a common vision that unites them, thus creating a sense of unity in the development of all organizational functions.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of findings

This study endeavored to determine influence of strategic change drivers on organizational performance of telecommunication firms in Kenya.

Organizational system and organizational performance of telecommunication firms in Nairobi County

Both descriptive and quantitative regression analysis indicate that the ability to viable job dissection, chain of command efficiency, and effective coordination of company operations through top management will impact the overall organizational performance of telecommunications companies in Nairobi County.

Government regulation and organizational performance of telecommunication companies in Nairobi County

Both descriptive and multiple linear analysis shows that although government policies protect consumers from spending money from telecommunications companies, excessive taxes and other costs will reduce the profits of telecommunications companies in Nairobi County'.

Organizational culture and organizational performance of telecommunication companies in Nairobi County

Both descriptive and multiple regression analysis indicated that telecommunications companies' overall performance in Nairobi County can be improved by viable productivity/ collaboration oriented, customer focused, innovation and feasible corporate communication culture.

Organizational leadership and organizational performance of telecommunication firms in Nairobi County

Descriptive and multiple regression analysis showed that the effective combination of strategic leadership model, senior managers' skills and experiences can yield effective performance of the company's mission and vision.

Conclusion

First, the study concluded that the performance of telecommunications companies in Nairobi County can be improved by clear division of work by top management through command and system integration.

Secondly, government policies to impose taxes and duties on telecommunications companies while protecting consumers from hidden charges can reduce the revenues of telecommunications companies in Nairobi County.

Thirdly, Telecommunication Company managers who encourage teamwork among their employees, reward new hires, and communicate transparently to solve problems will ensure continuous improvement in the overall performance of the companies they lead.

Fourth, overall performance of telecommunications companies in Nairobi County can be enhanced by top management using their skills and experience to inform the company's mission statement and vision through strategic leadership.

Recommendations

The study recommends that senior managers of telecommunication companies should clarify the distribution of job responsibilities and establish effective communication and conflict-free coordination to improve the performance of telecommunication companies.

Secondly, Communication Authority of Kenya should craft feasible policy and consumer protection frameworks and tax regimes meant to encourage operational performance of telecom companies as key employment creators in the Kenyan economy.

Thirdly, top management team of telecom companies should encourage team collaboration amongst employees, reciprocate innovation and encourage transparent communication channels so as to realize a significant increase in the companies' overall performance scores.

Lastly, senior management team should use their knowledge and skills when making decisions that will shape the company's mission and vision through strategic leadership and thus enhance the companies' organizational performance.

Areas for further studies

First, a similar study can be replicated but based on sustainable competitive advantage as an outcome variable.

Secondly, another study can adopt longitudinal approach to ascertain the empirical effect of selected strategic drivers on competitiveness of telecommunication firms in Kenya.

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