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

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ABSTRACT

This research ascertained the impact of change management strategies on the performance of telecommunication firms in Nairobi City County, Kenya, taking into account the current situation. This research utilized a descriptive research design. The study population consisted of all the managers drawn from the four telecommunication firms in Nairobi City County. The data gathering process utilized both primary and secondary data collection methodologies. Questionnaires were utilized to collect primary data. The data was analyzed utilizing both descriptive and inferential statistics, utilizing the SPSS version 24. The descriptive analysis entailed calculating the frequencies and percentages of the demographic data of the respondents. Furthermore, means and standard deviations were utilized for all variables. The study investigated the impact of strategic leadership, strategic alliance, strategic marketing, and technology adoption on the performance of telecommunication businesses in Nairobi city county, Kenya. The results showed a considerable beneficial influence of these factors on company performance. Strategic leadership helps in setting a clear direction and vision for the organization and facilitates effective decision-making. Strategic alliances, when effectively utilized as a change management strategy, can significantly enhance an organization's performance by enabling organizations to access new markets and customers, facilitating knowledge sharing and learning and helping organizations reduce costs and risks. Strategic marketing as a change management strategy can help improve an organization's performance in helping in aligning the organization's marketing efforts with its overall strategic goals and objectives, ensuring that all marketing activities are working towards the same end result. Technology allows for more efficient and effective communication within an organization. The research recommends that the firm should focus on creating a culture of innovation and continuous improvement. The organization should focus on building strong relationships with partners and stakeholders so as to create a collaborative environment that fosters innovation and creativity. Organization should utilize marketing principles and techniques to drive positive change within an organization. One of the most effective ways to enhance technology adoption is through training and education programs.

Key Words: *Strategic Leadership, Strategic Alliance, Strategic Marketing, Technology Adoption*

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INTRODUCTION

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

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

In Kenya, organizations continue to implement change management with a view of influencing firm performance (Sharabati & Fuqaha, 2019).Awino (2015) suggests that strategic leadership in large conglomerate firms can improve corporate performance, as observed through selected change variables. Telecommunication firms are required to develop profitable strategies that help them maintain their focus. This can be achieved by exercising prudence and practicality while engaging in change management.

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

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

Safaricom plc, Telkom Kenya, Airtel, and Equitel Networks are prominent participants in the communication network industry in Kenya. Safaricom is the leading telecommunication corporation with more than 18 million users, whilst Equitel, owned by Equity bank, is the newest company in the industry. Airtel has the second highest number of subscribers behind Safaricom, with Telkom following in third place (Communications Authority of Kenya, 2016).

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

Statement of the Problem

The telecommunication industry in Kenya has not always been attractive to prospective investors. Investors frequently withdraw from the market shortly after entering, which may be a sign of poor firm performance (Tharamba, Rotich & Anyango, 2018). The existingfirms do not perform to the expectations of the stakeholders and have continued to perform below their potential (Kyengo, Ombui & Iravo, 2016). According to Research ICT Africa, (2019), their services are unaffordable to majority of consumers and concentrated in the urban areas. Additionally, there is poor connectivity of both network and internet in most parts of the country.

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

Kenya, although having a greater GDP than its neighboring countries, continues to encounter difficulties in terms of the affordability and accessibility of internet services, as reported by the World Bank in 2019. Internet connectivity is mostly focused in the capital city, whereas minor towns have limited access. As a result, the majority of rural areas lack network coverage and do not have enough internet bandwidth. Institute of Economic Affairs (2018) reported that the industry is hindered by inadequate infrastructure, which limits the growth of the digital economy and e-commerce. These two areas are crucial components of the government's economic reforms.Some operators have criticized the sector for lacking policies and regulations thatrestrict Safaricom from engaging in unhealthy competition practices like prohibited interoperability (Research ICT Africa, 2019).

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

Objectives of the Study

The research general objective was to evaluate the influence of change management practices on performance of telecommunication companies in Nairobi City County, Kenya. The research was dictated by the following subsequent precise objectives;

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

LITERATURE REVIEW

Theoretical Review

Upper Echelons Theory

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

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

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

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

Resource Dependency Theory

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

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

The theory postulates that individuals who encounter limitations in their economic environment will actively pursue alliances with others so as to acquire the essential resources. Organizations should contemplate altering their dependency connections by either diminishing their own reliance or escalating the reliance of other organizations on them. Organizations are seen as groups that adapt their structure and behavior to obtain and sustain the necessary external resources (Ulrich and Barney, 1984).

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

Market-based View Theory

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

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

Researchers observed that the firm's success is greatly impacted by the manufacturing setting in which it operations. Within the industry context, strategy was perceived holistically, encompassing the firm's whole approach and its competitive position in the market relative to its rivals (Askarany & Yazdifar, 2012).

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

Disruptive Innovation Theory

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

Lara, Kolasani, and Ramamurthy (2014) found that companies have a tendency to innovate at a faster pace than the demands of consumers. Consequently, companies inadvertently create excessively intricate products on the market by implementing sustained advances in order to maximize profits. Nevertheless, this approach unintentionally creates an opportunity for disruptors who want to cater to the overlooked lower market segment by offering affordable and user-friendly products. These goods typically have lower profit margins, narrower target audiences, and are less appealing than existing solutions when evaluated using traditional performance criteria (Govindarajan and Kopalle's 2006).

The theory demonstrates that when incumbents prioritize enhancing their products to cater to their most discerning clients (cash cow), they surpass the requirements of certain segments while neglecting the needs of others. These groups, which are typically disregarded or underestimated, are effectively targeted by new entrants that provide a relevant product or service, sometimes at a lower price. This initiates the process of disruption. Adner (2012) argues that incumbents prioritize the profitable segments in the higher-end market, while neglecting the operations of smaller enterprises that cater to the lower-end markets. Over time, smaller companies gradually transition to higher-end markets by offering the necessary level of performance while maintaining the benefits that contributed to their success. Disruption is said to have occurred when the high-end clients begin to widely accept the products and services of the new competitor.

Govindarajan and Kopalle (2006) posit that several conditions must be met in order for disruptive innovations to occur. Initially, disruptive innovations must emerge from positions of low market share or new market opportunities. Furthermore, the items of new competitors do not gain popularity among mainstream customers until the products' quality matches the customers' expectations. Chao and Kavadias (2012) have a different opinion from the theory, arguing that it fails to accurately represent real-world situations. They contend that incumbents possess knowledge of the innovations introduced by new entrants, but due to their business contexts, they are unable to promptly react to the acts of these new entrants. This is because many technologies initially lack profitability and potentially divert limited resources. This hypothesis will be employed to bolster the variable pertaining to technological innovation.

Empirical Literature Review

Kitonga, Bichanga, and Muema (2018) researched the correlation between strategic leadership practices, strategic direction, and organizational efficiency in Nairobi City County. This research involved surveying a total of 305 respondents. Both quantitative and qualitative data analysis approaches were employed to analyze the research variables. The study uncovered a robust association between strategic leadership and the achievement of organizational success.

Ng'ang'a (2019) researched the correlation between strategic leadership and organizational performance in the tourism business of Kenya. Utilizing a cross-sectional survey approach that incorporates both quantitative and qualitative data, he suggested that strategic leadership has a significant impact on organizational performance. The survey also suggested that junior staff members were excluded from the process of formulating strategies, although being responsible for implementing them.

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

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

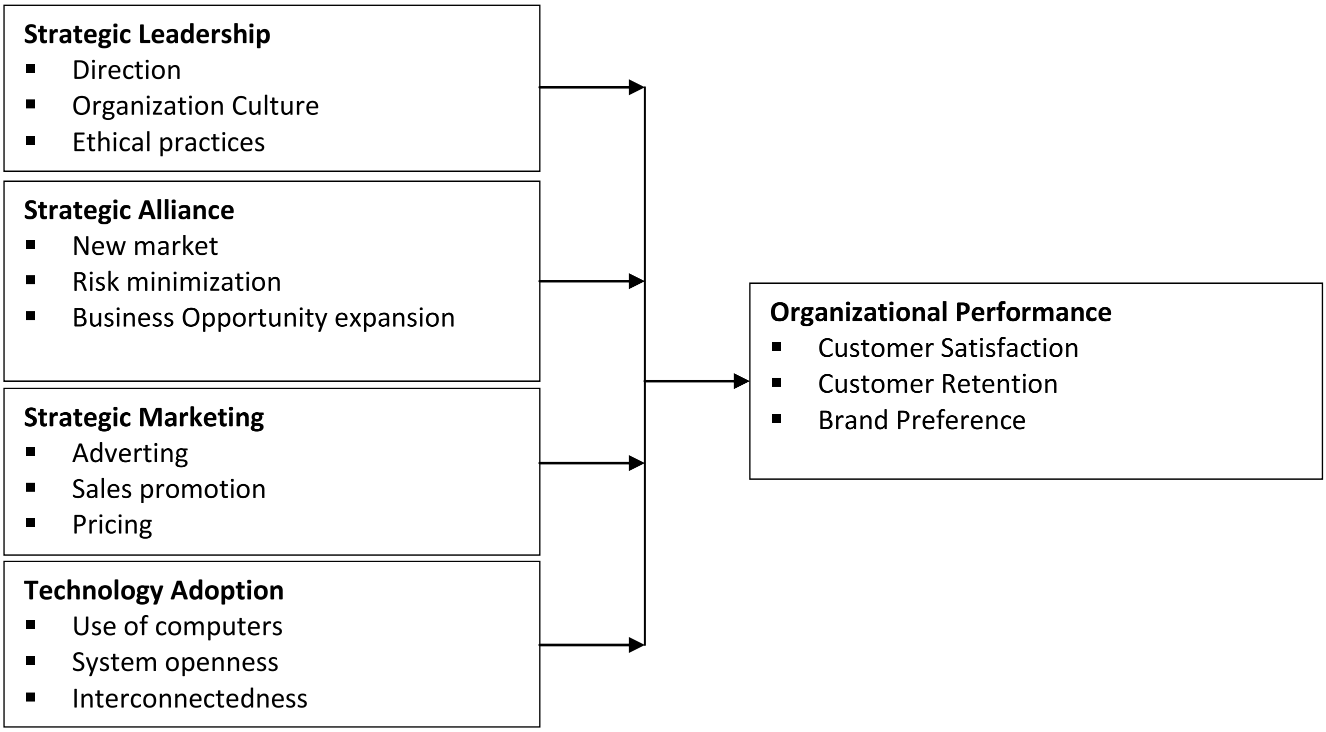
Amisu, Otegbade, &Shomade (2018) analyzed the influence of strategic marketing management on the overall performance of Globacom Ltd. This research utilized a descriptive survey approach, employing administered questionnaires to gather data on strategic marketing. Participants were chosen utilizing a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

Waiswa *et al.* (2018) examined the correlation between the market performance of Uganda Telecom Ltd (UTL) M-Sente mobile money product and its marketing strategies. The research findings encompassed an examination of the correlations between pricing and M-Sente market share, advertisement and M-Sente market success, and geography and M-Sente market share. Design and methodology: This research included a combination of quantitative and qualitative approaches within a longitudinal framework. The study's findings suggest a strong association between the market success of UTL's M-Sente mobile money product and its marketing techniques.

Sun and Lee (2017) examined the impact of technological innovation on the implementation of a novel product technology in a specific market. The study employed a cross-sectional survey methodology, utilizing a sample of 72 enterprises located throughout Korea. The experts observed in their findings and conclusions that innovation is gaining significance, particularly in the context of global market competition. Additionally, it was observed that companies operating in peripheral markets have recognized the importance of technology advancements in order to secure a significant portion of the market. Hence, it is imperative for them to meticulously evaluate the nature of innovation available in each market with respect to their whole product line. This association demonstrated a positive correlation, suggesting that innovations can yield significant benefits when effectively implemented. They emphasized the significance of both technology and non-technological innovation for achieving optimal company performance.

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

Conceptual Framework



Independent Variables **Dependent Variables**

Figure 1: Conceptual Framework

Source (Author, 2024)

METHODOLOGY

This study utilized a descriptive research approach by gathering general information through the administration of a questionnaire to a specific sample of participants. This study specifically examined the four telecommunications firms operating in Kenya, namely Safaricom, Airtel, Telkom Kenya, and Equitel (CAK, 2018). The target respondents were selected from the top level managers and middle level managers from the four enterprises. The total population of the managers is 300. The managers were purposively selected because they were involved in formulating and managing change management practices.

In order to select a sample for this research, the researcher utilized the Slovene's formula, a widely employed method for determining the appropriate sample size of 171.

The research employed primary data, which was collected via a semi-structured questionnaire. This tool was preferred as the researcher aimed to gather standard data from a relatively larger sample size. The instrument is easier to administer in terms of cost and time to these participants (Kombo & Tromp, 2006). The variable parts of the questionnaire contained a 5-point Likert scale items where respondents specified their level of agreement to statements for each variable.

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

$$Y= \beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\varepsilon$$

Where,

Y=Organizational Performance
X_1=Strategic Leadership
X_2=Strategic Alliance
X_3=Strategic Marketing
X_4=Technology Adoption
ε=Error Term.
β_0= the regression intercept
β_1, β_2, β_3 and β_4 are regression Coefficients

FINDINGS AND DISCUSSIONS

Response Rate

The response rate was calculated from 171 responders from the four mobile telecommunication companies in Nairobi City County drawn from the top and middle level managers of the four firms who were given questionnaires. The research obtained a response rate of 96.5%, with a mere 3.5% of participants declining to resubmit their questionnaires. Baruch and Holtom (2014) posit that a response rate of 80% or higher is considered adequate for data analysis. Consequently, the research's overall response rate of 96.5% was deemed suitable.

Descriptive Analysis Results

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

Strategic Leadership

The descriptive statistics results obtained on strategic leadership are exhibited in Table 1.

Table 1: Strategic Leadership

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

Source: Survey Data (2024)

In Table 1, the aggregate mean and std dev of 4.27 and 0.715 respectively indicate that the respondents agreed that strategic leadership influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale. The findings corroborate the research undertaken by Kitonga, Bichanga, and Muema (2018) on the relationship between strategic leadership practices, strategic direction, and organizational performance in Nairobi City County. The research revealed a strong correlation between strategic leadership and organizational success.

The respondents strongly agreed that; thesenior executives provide a distinct strategic orientation to enhance the functioning of the firm(M=4.61, SD=0.389), senior management offers a well-defined strategic roadmap to enhance the functioning of the company in the long run(M=4.52, SD=0.477) and that senior management provides a well-defined implementation strategy to enhance the functioning of the organization(M=4.50, SD=0.500). The findings align with the perspective of Abner, Perry, Morrison, and Valdez (2019), who define strategic leadership as the distinct capability of leaders to empower their subordinates to make intentional choices and decisions that can enhance the organization's performance and sustainability in both the short and long term.

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

Strategic Alliance

The descriptive statistics results obtained on strategic alliance are exhibited in Table 2.

Table 2: Strategic Alliance

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

Source: Survey Data (2024)

In Table 2, the aggregate mean and std dev of 4.28 and 0.719 respectively indicate that the respondents agreed that strategic alliance influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale.The findings align with the research conducted by Makau (2018), which ascertained the connection between strategic alliances and organizational competitiveness in Kenyan financial institutions, specifically focusing on the case of Kenya Commercial Bank. The study discovered that strategic alliances aim to establish a competitive edge by means of collaboration rather than rivalry. Strategic partnerships are established upon the foundation of partners having a shared confidence in one another.

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

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

Strategic Marketing

The descriptive statistics results obtained on strategic marketing are exhibited in Table 3.

Table 3: Strategic Marketing

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

Source: Survey Data (2024)

In Table 3, the aggregate mean and std dev of 4.16 and 0.844 respectively indicate that the respondents agreed that strategic marketing influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale.The discovery aligns with the research conducted by Amisu, Otegbade, &Shomade (2018), which examined the effects of strategic marketing management on the performance of Globacom Ltd. The study's findings indicate that the performance of Globacom Ltd is optimistically influenced by effective strategic marketing management. The findings also indicated that implementing market segmentation is a successful approach to enhance customer happiness, while market orientation significantly influences the telecom industry's earnings and revenue growth.

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

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

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

Technology Adoption

The descriptive statistics results obtained on technology adoption are exhibited in Table 4.

Table 4: Technology Adoption

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

Source: Survey Data (2024)

In Table 4, the aggregate mean and std dev of 4.43 and 0.516 respectively indicate that the respondents agreed that technology adoption influences the performance of telecommunication companies in Nairobi city county, Kenya based on a 5-point likert scale.The findings align with the research by Sun and Lee (2017) on the impact of technological innovation when introducing a new product technology to a specific market. Additionally, they observed that companies in peripheral sectors have recognized that technical advancements are crucial for achieving a significant portion of the market.

The respondents strongly agreed that; the organization consistently seeks novel approaches to enhance the quality of service provided to our consumers(M=4.66, SD=0.339), the organization adopts business process re-engineeringminimizing costs (M=4.57, SD=0.428) and the firm enforce training on new innovations (M=4.51, SD=0.486).The finding agrees with the observation made by Ouma, Kwasira, & Imbambi (2019) that technology adoption is determined by the degree to which a company adjusts its tools and equipment to meet the requirements of its new strategic plan. This involves modifying technological operations inside and between departments and making use of existing, adaptable Information Technology (IT) systems to align with the changing business environment.

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

Organizational Performance

The descriptive statistics results obtained on organizational performance are presented in Table 5.

Table 5: Organizational Performance

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

Source: Survey Data (2024)

Table 5 shows that the responders agreed that; The organization has witnessed a surge in new and loyal consumer subscriptions to our products(M=4.32, SD=0678), ROE has experienced a substantial and noteworthy improvement throughout the period of our activities in the country(M=4.25, SD=0.749),their company has a significant market share and a high rate of client retention(M=4.09, SD=0.886), sales growth has increased throughout our activities in the country(M=3.91, SD=1.088), cash flows have shown an improvement during the course of our activities in the country (M=3.77, SD=1.229), cash flows have experienced a positive trend throughout our operations in the country(M=3.76, SD=1.240), the company's financial ROA has experienced a substantial improvement throughout our operations in the country(M=3.66, SD=1.340). According to Vanderstraeten and Matthyssens (2012) an institution's performance can be seen as an indicator of how firms manage customer requests and utilize skills, as opposed to simply accumulating and possessing them. Therefore, the performance of organizations can be attributed to their strategies and operational methods, reflecting the extent to which they achieve their set goals.

Inferential Statistics Results

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

Correlation Analysis

The results on correlation analysis are exhibited in Table 6.

Table 6: Correlation Analysis

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

Source: Survey Data (2024)

Results in Table 6, the strategic leadership had a strong positive correlation with organizational performance because the Pearson r value was 0.803 and a significance value of 0.000. The findings is congruent with the research conducted by Owolabi and Makinde (2019), which analyzed the impact of strategic leadership on the performance of the Arabian service industry through an exploratory methodology. A total of 280 service organizations were examined, and it was observed that strategic leadership techniques have a favorable correlation with organizational success.

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

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

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

Multiple Linear Regression Analysis

The results on multiple linear regression analysis are exhibited in Table 7, Table 8 and Table 9 as follows;

Table 7: Model Summary

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

Source: Survey Data (2024)

Table 7 findings suggests that the adjusted r squared value is 0.651, meaning that the impact of strategic alliances, strategic marketing, strategic leadership, and technology adoption accounted for to a 65.1% variation in the performance of telecommunications companies in Nairobi City County, Kenya. Consequently, this indicates that the remaining 34.9% covers alternative, unresearched change management techniques.

Table 8: Analysis of Variance

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

Source: Survey Data (2024)

The data in Table 8 suggests that the attained significant value was .000, which is lower than the threshold of 0.05. Furthermore, the F statistics calculated at a significance level of 5% was 134.539, with a p-value that above the statistical average of 50.580. This demonstrates the statistical importance of the model.

Table 9: Coefficients

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

Source: Survey Data (2024)

Table 9 show that the performance of telecommunication companies in Nairobi city county, Kenya would be 0.608 when strategic leadership, strategic alliance, strategic marketing and technology adoption are held constant. The regression coefficients indicate that an improvement on strategic leadership would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.854. An improvement on strategic alliance would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.773. An improvement on strategic marketing would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.806 and an improvement on technology adoption would improve the performance of telecommunication companies in Nairobi city county, Kenya by 0.770. This leads to a regression equation expressed as follows;

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

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

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

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

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

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

SUMMARY

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

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

The research aimed to ascertain the impact of strategic alliances on the performance of telecommunication providers in Nairobi city county, Kenya.The research found that strategic alliances have a substantial and beneficial effect on the performance of communication providers in Nairobi city county, Kenya.Alliances have facilitated the establishment. The company has achieved operating efficiency and effectiveness through the development of partnerships. These alliances have helped the company mitigate market uncertainties by sharing risks and cooperating with other firms in the industry. As a result, the company has been able to reduce its investment expenses.

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

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

CONCLUSIONS

The study concluded that Strategic leadership, as a change management practice, plays a crucial role in improving organizational performance by offering numerous benefits. Firstly, strategic leadership helps in setting a clear direction and vision for the organization.Secondly, strategic leadership facilitates effective decision-making. Leaders with a strategic mindset are adept at analyzing complex situations, weighing various options, and making informed choices.Furthermore, strategic leadership promotes effective communication and collaboration within the organization. Leaders who possess strong strategic skills are able to articulate the vision and goals clearly to all stakeholders, ensuring that everyone is on the same page.

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

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

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

RECOMMENDATIONS

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

The study recommended that the organization should focus on building strong relationships with partners and stakeholders in order to create a collaborative environment that fosters innovation and creativity. This can involve regular communication and collaboration with partners to ensure that everyone is aligned on goals and objectives.Carefully select partners that bring complementary skills and resources to the table. The organizations can use strategic alliances as a way to expand their reach into new markets or industries.

The study recommended that organization should utilize marketing principles and techniques to drive positive change within an organization. This approach recognizes that marketing is not solely limited to external customer-facing activities, but can also be applied internally to improve overall performance and achieve organizational goals. The organization should focus on aligning marketing efforts with the organization's overall strategic objectives. The organizations should conduct a thorough analysis of the organization's current marketing practices, identifying areas for improvementand implementing targeted initiatives to overcome resistance and drive change.

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

Suggestions for Further Studies

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

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