
**STRATEGIC RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION COMPANIES IN KENYA**

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# STRATEGIC RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION COMPANIES IN KENYA

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**ABSTRACT**

*Due to competition over the world today, telecommunication companies have employed strategic resource management to survive and remain steady in the marketplace. The strategic practices are the results of managers' ideas to identify the forces that determine the changes allowing them to understand the opportunities in the business environment. It was against this backdrop the study examined strategic resource management and organizational performance of telecommunication companies in Kenya. The study questions was: what is the influence of strategic resource management on organizational performance of telecommunication companies in Kenya? The study employed resource based view theory. The study adopted a mixed methods research approach (qualitative and quantitative approach). Target population was 1238 employees drawn from 2 telecommunication companies that fall under the category of tier 1 Telecommunication companies in Kenya. Simple random sampling technique was used to select 473 respondents. Questionnaire, interview guide and document analysis was used as data collection instruments. The data was analyzed using quantitative analysis with the help of descriptive statistics and inferential statistics. On the other hand, qualitative data was analyzed through thematic analysis. The study revealed that there was a statistically significant relationship between strategic resource management and organizational performance of telecommunication companies in Kenya with p=0.000. The study concluded that strategic resource management plays a big role in performance of telecommunication companies in Kenya. The study recommends that the management of telecommunication companies take the responsibility of equipping the firm with adequate resources that enhance good network coverage in order to increase customer satisfaction as they use the company services.*

***Key Words:*** *strategic planning, Strategic Resource*

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**BACKGROUND**

Strategic resource management strategic planning, allocating, using, and evaluating resources to achieve organizational objectives. This process is strategic in nature as it is long-term and focused on aligning the organization's resource use with its overall business strategies according to Rothaermel (2023). The role of strategic resource management is to identify the general approaches that the organization utilizes to achieve its organizational objectives. The challenges of the business environment in the global world characterized by fragmented markets, increased competition, rapid technological changes, shifting regulatory frameworks, and a growing dependence on non-price competition have forced many businesses to more closely scrutinize their competitive strategy (Dess et al., 2024). Farid (2022) argues that firms create competitive advantage by conceiving new ways to deliver superior value to customers. Strategic resource is a key source of competitive advantage and can occur at any stage of the value chain.

**Organizational Performance**

Organizational Performance is the end result of the organization's activities; it includes the actual outcomes of the strategic resource management. The practice of strategic management is justified in terms of its ability to improve the organization's performance (Zhiang & Kathleen, 2023). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Zhiang & Kathleen, 2023). According to Gutterman (2023), profitability is the ability of a business to earn a profit. It is the primary goal of all business ventures and increases organizational performance. Without profitability the business will not survive in the long run. So measuring current and past profitability and projecting future profitability is very important. Sales are an important factor in determining profitability.

Good performance influences the continuation of the firm and can be divided to financial or business performance (Gutterman, 2023). Financial performance is at the core of the organizational effectiveness domain. Accounting-based standards such as return on assets (ROA), return on sales (ROS) and return on equity (ROE) measure financial success. Business performance measures market-related items such as market share, growth, diversification, and product development (Kumar et al., 2023). The organizational performance measures as indicated by Kumar et al. (2023) include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment. Kaplan and Norton (2019) asserted that firm performance can be measured based on profitability, sales volume, market share, customer satisfaction among others according to balance scorecard. In this study, the organizational performance was measured based on market share, sales volume and profitability.

According to Gutterman (2023), market share is the proportion of the total quantity or dollar sales in a market that is held by each of the competitors. The market can be defined as broadly as the industry, or all substitutes, or as narrowly as a specific market segment. The choice of market depends on which level gives the best insight into competitive position As market share increases, a business is likely to have a higher profit margin, a declining purchases-to-sales ratio, a decline in marketing costs as a percentage of sales, higher quality, and higher priced products (Kaplan & Norton, 2019). Market share has been seen as the most influential measure to evaluate the firm performance. Companies which have focused on gaining market share can enjoy the economies of scale and long-term profitability. Companies with higher market shares are able to enjoy higher rates of return on invested capital (Kumar et al., 2023).

Sales volume plays a crucial role in determining the overall performance of a business. Research indicates that accurate sales volume forecasting is essential for effective budgeting planning (Kaplan & Norton, 2019). In the automotive industry, sales volume has been found to positively impact economic growth, highlighting its significance in driving business success (Zhiang & Kathleen, 2023). Moreover, in the context of marketing activities, increasing sales volume is identified as a key factor in achieving business goals and overcoming competitive challenges (Farid, 2022). Additionally, studies emphasize the correlation between sales volume, business capital, and marketing strategy in influencing the net profit and survival of a business, further underlining the importance of sales volume in business performance ((Dess et al., 2024; Kumar et al., 2023). Therefore, maintaining and increasing sales volume is critical for enhancing the overall performance and sustainability of a business (Kumar et al., 2023).

Profitability is aimed at measuring the financial health of a business enterprise. The income statement, which is usually recorded, reports profits on annual basis but some firms may have quarterly and semi-annual statements as the telecommunication companies does. According to Gutterman (2023), profitability is a good measure of organizational performance for a firm as it measures the result against the resources provided by the owners of firm. Researchers contend that profitability and it variants are good measures of performance as objectivity in the historical data is readily available (Kumar et al., 2023; Mutuku et al., 2019).

**Strategic Resource Management**

The strategic thinking and the strategic management are seen as the most-important activities of any organization (Sigane, 2018). The way in which these activities are performed can explain the success or a failure in the long run. The majority of managers are eager to develop and implement the best strategy that could sustain an increased level of performance for their organizations. The main aim of strategic management process is to analyze telecommunication companies' both internal and external environment and to offer a solution for improving their firm performance (Gabow, 2019).

According to Gamble, Thompson and Peteraf (2023), the value of resources lies in their ability to neutralize threats and enable company to exploit opportunities that arise in a business environment, i.e. resources are valuable if they enable a company to design and implement strategies that improve its efficiency and effectiveness and it is important to emphasize that the value of resources has to be estimated in the context of corporate strategy and the specific environment in which the company operates to determine the most important resource that generate competitive advantage and increase firms' profit. Le (2021) specified that the value and rarity of resources are necessary conditions for achieving strategic management practices to increase firm' performance and for achieving sustainable competitive advantage, resources also have to be imperfectly imitable and not substitutable.

According to Gabow (2019), a company has a strategic resource management when its strategies enable it to maintain above average performance for a number of years. If a company has a strategic management practices, it is likely to gain market share from its rivals and thus grow its profits more rapidly than those of rivals. Strategic resource management will also lead to higher profit growth than that shown by rivals. According to Gamble, Thompson and Peteraf (2023) adoption of strategic resource management by U.S.A firms has helped to control its value chain and costs in order to achieve higher profit thus increasing competitive advantage. In recent years in EU, companies have adopted strategic resource management which has enhance competition within industries. According to Dess (2024) firms make tremendous efforts to implement strategic resource management nd protect their future growth options from duplication efforts by rivals. A study by Gamble, Thompson and Peteraf (2023), found that the most important issue companies' in USA face is to use its strategic resource management that facilitate them to achieve firm goals and objectives and long-term profit.

Strategic resource management considered to be a critical requirement for the growth and performance of organizations in Africa. Sigane's study (2018), revealed that strategic resource management, organizational innovation, core competency and quality management practices had significant and positive effects on organizational performance in telecom companies in Mogadishu.

Muturi, Ombaka and Muchiri (2019) revealed that physical resources had a significant influence on performance of small and medium manufacturing enterprises in Kenya. Krop (2014) found out that there is a positive significant between human resource, finance, information communication technology, competitive strategies and performance of SMEs.

**Telecommunication Companies in Kenya**

Telecommunication is now the hub for the economic development of the country. Since 1999, Kenya has experienced radical changes as the liberalization process of the telecommunications sector began. Kenya has today become host to a flourishing ecosystem where numerous software applications, services and even social habits have emerged from the country's aptitude, and appetite, for mobile transaction platforms. The era of industrialization and information age has made the telecommunication industry expand into diversified functions to support the growth of technological advancement for better services demanded by any nation (Ikonya, 2015). Its importance to any country cannot be overemphasized. Telecommunication operators in both fast growing and mature markets are under high pressure in today's business climate. These changes create opportunities but there is also increasing competition within the industry and from other industries. The liberalization of the sector, the extension of services by multinational conglomerates and the active competition currently in place in the sector have all contributed to the telecom revolution (Sigane, 2018).

Due to competition over the world today, telecommunication companies in Kenya have tried to employ the use of strategic practices in order to survive and remain steady in the market place (Mwakai, 2018; Sigane, 2018) The strategic practices are the results of managers' ideas to identify the forces that determine the changes allowing them to understand the opportunities from the business environment (Mutema, 2017). The ultimate goal of managers is to obtain the best results with minimum effort and lowest investments. All these can be accomplished only if they can choose the best strategies and thus obtain the competitive advantage (Nyongesa, Makokha & Namusonge, 2017). It was against this background information the research sought to examine strategic resource management and organizational performance of telecommunication companies in Kenya.

**Statement of the Problem**

Communication sector was recognized as amongst the fastest growing industries while witnessing a high amount of rivalry in Kenya (Ikonya, 2015). The sector saw a rise in the amount of players at 22,6 M client base in 2020 than in the year 2016 (The Communications Authority of Kenya (CAK), 2021). Sigane (2018) observes that at the clients have become quite enlightened and demand better product and services at reduced rates than before. Telecommunication companies offers integrated communication solutions for people, businesses, government in Kenya, using a variety of technology in production of products and services. Despite this crucial role played by telecommunication companies, it is faced with challenges arising from changing environment including increased competition, changes in regulatory framework, rapid advancement in technologies and globalization. This ever changing environment that the companies operate in has impacted on their ability to generate enough revenues for better performance (Mutema, 2017).

However, in the financial year report of 2022, the telecommunication companies in Kenya reported a 18.6% profit reduction from Kshs. 23.7 Billion in 2019 compared to Kshs. 19.3 Billion in 2020. This is due to poor strategic resource management with business operations since it has resulted to poor service delivery, increased internal inefficiencies, poor sales and profits; intensive competition; and most importantly reduced contribution to the creation of job opportunities and also the overall organization performance according to Communications Authority of Kenya (CAK), 2022. Marketing executives of telecommunication companies therefore need to generate appropriate strategic resource management to assist them to manage effectively the changes in the current market they are operating so as to faster growing or accelerate their performance (Communications Authority of Kenya (CAK), 2021). This study therefore sought to bridge the gap of knowledge by examining how strategic resource management influences organizational performance of telecommunication companies in Kenya since they have not been fully researched.

### Research Questions

What is the influence of strategic resource management on organizational performance of telecommunication companies in Kenya?

### Hypothesis

$Ha_1$. Strategic resource management has no significant influence on organizational performance of telecommunication companies in Kenya.

## LITERATURE REVIEW

### Theoretical Framework

The study employed resource based view theory by Wernerfelt (1984). The assumptions of Resource Based View (RBV) theory are: The first assumption states that if all of the companies have the same amount and the same type of resources, different strategies was not employed by different companies. And this way, competitive advantage cannot be achieved by any company. The second assumption states that the resources cannot move from one organization to another for the short term. Because of this, companies are unable to copy similar strategies like their competitors and implement them in the market (Wernerfelt, 1984).

The resource based view theory magnifies the importance of internal resources within the firm and the use of these resources in formulating strategy to achieve sustainable advantage within the firms' competitive markets (Barney, 2015). According to the RBV, a firm's internal capabilities determine the strategic choice it makes in competing in its external environment. This is in line with the influence that strategic management practices have on the performance of a firm. Closer within the context of the telecommunication industry, the RBV is used to identify and explore man-power expertise and strategic planning systems that can help construction firms manage present construction projects and grab future business opportunities therefore increasing the firms portfolio. Capabilities, resources and knowledge acquired over time create options for future business exploration and gives a firm leverage over its competitors (Pearce & Robinson, 2013).

The resource-based theory emanates from the principle that the source of organization's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. It is however evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses (Barney, 2015). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 2001).

Based on the theory, it was difficult to determine the appropriate level of analysis due to the broad definitions of resources. Furthermore, certain types of resources, such as a company's reputation or knowledge, are subjective. Managers must also consider the fact that heterogeneity doesn't necessarily imply uniqueness. While it's true that a firm's resources are important, they are not the only factor behind business growth and performance. Regulatory policies, strategic planning and other aspects matter too. Another potential issue is that new technologies and trends are emerging every day and may have a dramatic effect on your key resources (Pearce & Robinson, 2013).

The theory of the study was important where it gives the management of telecommunication companies to identify the best strategic resource management which are in line with firm goals and objectives. It also provided the management of the companies on how strategic resource management enhance performance of the organization.

**Conceptual Framework**

This framework conceptualizes strategic resource management as independent variables while organizational performance of telecommunication companies in Kenya as dependent variable. Strategic resource management is very important in the organization since it has the potential for creating sustainable competitive advantage to allow companies enhance its performance. Therefore, strategic resource management include: rare resource, in-imitable resource, and unique resource (Sigane, 2018; Ikonya, 2015; Wambui, 2019; Dahir & Nyang'au, 2019; Muturi et al., 2019).

**Strategic Resource Management**
- Rare Resource
- In-Imitable Resource
- Unique Resource

→

**Organizational Performance**
- Market share
- Sales volume
- Profitability

**Independent Variable** **Dependent Variable**

**Figure 1: Conceptual Framework**

**Source:** *Adopted from (Sigane, 2018; Ikonya, 2015; Wambui, 2019; Dahir & Nyang'au, 2019; Muturi et al., 2019) and adopted by researcher (2024)*

**Empirical Review**

A study done by Sigane (2018) on effect of strategic management practices on organizational performance in Telecom Companies in Somalia. The study used descriptive survey design as study design. The study used purposive sampling technique to select 50 respondents. Closed ended questionnaires were used as research instrument. Data were evaluated using descriptive and inferential statistics. The results reveal that strategic resource management, organizational innovation, core competency and quality management practices have significant and positive effects on organizational performance in telecom companies in Mogadishu. The study presents methodological gap where it used descriptive survey design but this study employed mixed methods approach.

In the study of Talaja (2012) on how foreign firms achieve competitive advantage in the Chinese emerging economy: managerial ties and market orientation. The study revealed that both managerial ties and market orientation can lead to firm success. Market orientation enhances firm performance by providing differentiation and cost advantages, whereas managerial ties improve performance through an institutional advantage (i.e., superiority in securing scarce resources and institutional support). Institutional advantage, in turn, leads to differentiation and cost advantages and consequently superior performance. Andersén (2011) carried out strategic resources and firm performance. A qualitative research approach was used. The study found out that existing resources, management capability, marketing capability and firm appropriation of rent had a positive influence on firm performance. The study presents methodological gap where it used qualitative research approach but this study employed mixed methods approach.

The study on influence of business strategies on the performance of telecommunication companies in Kenya by Ikonya (2015). The study used descriptive survey design. The study targeted 64 companies operating in Kenya. Simple technique for random sampling was used to select respondents while questionnaires were used as study tools. Regression and correlation analysis was used in analyzing of data. The study found various strategies were employed that include: technology strategies, new product creation and differentiation, providing outstanding customer service, human resource strategies and competitive strategies. The study concluded that these strategies were found to enhance the performance of this companies resulting to growth and profitability. The study presents methodological gap where it used descriptive survey design but this study employed mixed methods approach.

The research done by Dahir and Nyang'au (2019) on effect of strategic management practices on organizational performance of Kenya Power. The study used descriptive research design where stratified random sampling was used to select 250 respondents. Data was collected through the use questionnaires. Finding was presented in forms of tables, bar graphs and charts. The study concluded that strategic human resource management, leadership, strategic technology and innovation and strategic outsourcing affected organizational performance of Kenya power limited. Strategic technology and innovation has also been found closely related to organizational performance; this because new skills and knowledge and high level of creativity are necessary in the current job market. The study presents methodological gap where it used descriptive research design but this study employed mixed methods approach. Contextually the study was conducted at Kenya Power unlike the present study that focused on telecommunication companies.

In the study of Wambui (2019) on the influence of strategic human resource management practices on firm performance of insurance firms in Kenya. This research used a descriptive cross-sectional survey design approach and structured questionnaires were used for data collection. The researcher targeted all the 55 insurance companies in Nairobi county-Kenya. Multiple regression analysis and correlation analysis (Karl Pearson) were used to analyze data. The finding of the indicated that training and development practices and employee relations practices influenced performance of insurance firms in Kenya. The study presents methodological gap where it used descriptive cross-sectional survey design approach but this study employed mixed methods approach. Contextually the study was conducted in insurance firms unlike the present study that focused on telecommunication companies.

The study of Muturi, Ombaka and Muchiri (2019) on influence of strategic physical resources on performance of small and medium manufacturing enterprises in Kenya. The study used descriptive survey design. The population for the study comprised of the management staff of the 350 small and medium manufacturing enterprises registered by the Kenya Association of Manufacturers (KAM) where a sample of 183 participants was chosen using stratified sampling method. Data analysis was conducted using descriptive statistics and regression analysis. The study revealed that physical resources had a significant influence on performance of small and medium manufacturing enterprises in Kenya. The study presents methodological gap where it used descriptive survey design but this study employed mixed methods approach. Contextually the study was conducted in SMEs unlike the present study that focused on telecommunication companies.

A research on the influence of business strategies on the performance of small and medium enterprises in Nairobi County, Kenya by Krop (2014). The study adopted descriptive research design in collecting data from respondents. The study employed a simple random sampling methodology to select a sample representative of the total population. The main tool for collecting data was questionnaire. The questionnaires were personally administered by the researcher to allow for further probing on issues that may not have been clear to the respondents. The data was analyzed using descriptive and regression statistics. The study found out that there is a positive significant between human resource, finance, information communication technology, competitive strategies and performance of SMEs. The study affirmed that those SMEs that have implemented business strategies have improved their performance. There exists an objective gap since the study seeks to determine influence of strategic resource management on organizational performance. The study presents methodological gap where it used descriptive research design but this study employed mixed methods approach. Contextually the study was conducted in SMEs unlike the present study that focused on telecommunication companies.

## METHODOLOGY

**Research Design:** The study adopted a mixed methods research approach. Mixed methods research approach is a research approach whereby researcher collects and analyze both quantitative and qualitative data within the same study. In quantitative approach the researcher employed data in form of numbers collected from respondents. Qualitative was used through interviews in order to describe the activities and its influence of strategic resource management on organizational performance of telecommunication companies in Kenya (Kothari, 2013). Convergent parallel design method was used to collect data that helped to assess strategic resource management and organizational performance of telecommunication companies in Kenya.

**Target Population:** The target population consisted of 2 telecommunication companies that fall under the category of tier 1 Telecommunication companies in Kenya. The unit of observation was 1238 managers in those telecommunication firms Kenya Limited (Airtel Kenya and Telkom Kenya Ltd Human Resource Departments, 2023).

**Table 1: Target Population**

| Company | Top management level | Middle level management | Lower level management | Total |
|---|---|---|---|---|
| Airtel Kenya | 37 | 261 | 379 | 677 |
| Telcom Kenya Limited | 23 | 257 | 281 | 561 |
| **Total** | **60** | **518** | **660** | **1238** |

**Source:** (Airtel Kenya and Telkom Kenya Ltd Human Resource Departments, 2023).

**Description of Sample and Sampling Procedure:** The study was used simple random sampling technique to select 473 respondents. Using this strategy, every member of the group is given an opportunity to be picked. A basic random sampling process was utilized with the lottery bowl method, in which respondents will be chosen at random. The sample size was determined using Krejcie and Morgan (1970) formula. Krejcie and Morgan (1970) propose the following formula to determine sample size as shown below.

$$S = \frac{x^2 \mathrm{NP}(1-\mathrm{P})}{D^2(\mathrm{N}-1) + x^2\mathrm{P}(1-\mathrm{p})}$$

Where:

S = Required Sample size

x = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%)

D = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

**For Airtel Kenya**

$$245 = \frac{1.96^2\ 677 * 0.5(1-0.5)}{0.05^2(677-1) + 1.96^2 0.5(1-0.5)}$$

=245 managers

**For Telkom Kenya Limited**

$$228 = \frac{1.96^2\ 561 * 0.5(1-0.5)}{0.05^2(561-1) + 1.96^2 0.5(1-0.5)}$$

=228 managers

**Table 2: Sample Size**

| Classifications | Airtel Kenya | | Telkom Kenya Ltd | |
|---|---|---|---|---|
| | Target Population | Sample Size | Target Population | Sample Size |
| **Top management** | 37 | 13 | 23 | 10 |
| **Middle Management** | 261 | 95 | 257 | 104 |
| **Lower management** | 379 | 137 | 281 | 114 |
| **Total** | **677** | **245** | **561** | **228** |

**Source:** (Airtel Kenya and Telkom Kenya Ltd Human Resource Departments, 2023).

**Description of Research Instruments:** The research used a questionnaire and an interview guide to obtain information as the primary instrument. The questionnaire contained both closed-ended questions that were administered to participants. The questionnaire was divided into 7 sections: section a explains background information of respondents, section b describes general information, section c explains strategic resource management, section d describes organizational innovation, section c explains customer relationship management, section e describes strategic quality management and lastly section g explains indicators of organizational performance of telecommunication companies.

Oral interviews were used to ask questions and obtain data from the respondents. This made it possible to access intensive data that covered a wider scope of research. The method also provided reliable and accurate information in an intensive manner that give satisfactory results. The interview guides were administered to the company managers available during data collection (Kothari, 2013). Document analysis used to collect secondary data through a review of published reports and documents available for the selected telecommunication companies.

**Pilot Study:** A pilot study was done before the actual field work to test whether the questionnaire yielded the expected data. This was also done to determine the time that respondents would take to complete the questionnaires and consequently, point out the way data collection instruments were perform in the field. The pilot study fall under the category of tier 2 and tier 3 telecommunication companies in Kenya.

**Validity of Instrument Results:** The content validity was achieved by ensuring relevance of the research results with theoretical approaches and literature reviews (Du Plooy, 2002). All data collection tools were evaluated before data collection by the managers. Given this, content validity was checked during the pilot study to ensure that instruments were adjusted and modified to accurately reflect the concept the researcher sought to measure. The questionnaire was then given to the supervisor who read and analyzed it to see whether the questionnaire make sense (Saunders, Lewis & Thornhill, 2007). Validity of qualitative data was measured through data triangulation. Construct validity was used to assess response in the questionnaire and interview guide.

**Table 3: Constructs Validity Results**

| Correlations | | Total score |
|---|---|---|
| Use of ICT in our organization has improved our efficiency | Pearson Correlation | .732** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Presence of inadequate resources affects organizational performance either negative or positive | Pearson Correlation | .893** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Quality resources enable an organization to achieve its profitable goals | Pearson Correlation | .864** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| This firm encourage sharing of databases with our customers to monitor their internet | Pearson Correlation | .825** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| The company has adequate distribution channel for their services and products | Pearson Correlation | .874** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| This company has a strong marketing infrastructure | Pearson Correlation | .577** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Adoption of strategic resource management helps the company in using the resources efficiently and effectively without waste of materials | Pearson Correlation | .188** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Total score | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 393 |
| The company offers good employee customer relationship | Pearson Correlation | .807** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| The company makes sure the services and products offered are of high quality | Pearson Correlation | .829** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Our firm has been experiencing growing sales volume | Pearson Correlation | .183** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| The complains of customers are solved | Pearson Correlation | .385** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Our customers have been gradually increasing their order volumes | Pearson Correlation | .846** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Our main products and services occupy the bigger portion of market share | Pearson Correlation | .853** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| The quality of our products and services has helped us increase the number of customers | Pearson Correlation | .797** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| This company has over the years experienced gradual growth in profit | Pearson Correlation | .842** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Total score | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 393 |

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

**Source:** Study Results (2024).

Test of construct validity of the questionnaire and interview schedule was conducted using Pearson Product Moment correlations using SPSS. The construct validity test Pearson Product Moment correlations done by each item questionnaire scores with the total score (Orodho, 2012). Item-item questionnaire that significantly correlated with the total score indicates that the items are valid (Du Plooy, 2002).

The research showed a strong positive and significant correlation coefficient between strategic resource management statements (r above .1, p<0.05) indicating the statements were valid. Also, the research showed a strong positive and significant correlation coefficient between performance of telecommunication companies statements (r above .1, p<0.05) indicating the statements were valid.

**Reliability of Instrument Results:** The consistence of instruments in getting the same outcomes is what is referred to as the reliability of research instrument (Orodho, 2012). The reliability of the questionnaire was assessed using the test-retest during the pilot study and each questionnaire was administered twice to the same respondent at an interval of two days. Scores obtained in one item were correlated with those obtained from other items in the questionnaire. The Cronbach's alpha reliability coefficient was used to test the reliability of the questionnaire. This was achieved by computing Cronbach's alpha of greater than 0.7 value coefficients on data collected using the developed questionnaire (Kothari, 2013). Reliability of interview guide was achieved by using rigorous and systematic procedure for data collection and analysis, and by documenting and reporting them clearly and comprehensively.

**Table 4: Reliability Analysis**

| | **Before Factor Analysis** | | **After Factor Analysis** | | **Reliable>.7/not reliable <.7** |
|---|---|---|---|---|---|
| | **Cronbach's Alpha** | **No of Items** | **Cronbach's Alpha** | **No of Items** | |
| Strategic resource management | **.830** | 7 | **.830** | 7 | Reliable |
| Performance of telecommunication companies | **.828** | 8 | **.828** | 8 | Reliable |

**Source:** Study Results (2024).

The reliability test in table 4 indicates that strategic resource management was α=.830>.7 and performance of telecommunication companies α=.828>.8. This means that research instrument was reliable for data collection under this study.

**Description of Data Analysis Procedures:** The data was analyzed using quantitative and qualitative analysis. Data was presented in form of descriptive statistics which included frequencies, percentages, means and standard deviation. On the other hand, qualitative data was analyzed through content analysis whereby data collected was organized in various patterns, categories, and themes identified and assigned codes for interpretation. Also, data was presented in form of inferential statistics which involved multiple regression method with the help of SPSS version 25. The multiple regression model used was as follows:

$Y= \beta_0+\beta_1X_1 +\varepsilon$……………………………Equation (i)

Where:

Y denotes Performance of teleccommunication companies

$X_1$ denotes Strategic resource management

β denotes Slope parameter; slope of the regression surface, β represents the Regression coefficient associated with each $X_{1i(i=1,2.....n)}$

ε denotes an error term(Stochastic error term);, normally distributed about a mean of 0

(ε is assumed to be 0)

$\beta_0$ denotes A constant, the value of Y when all X values are zero

**Strategic Resource Management**

The study sought to determine the influence of strategic resource management on organizational performance of telecommunication companies in Kenya.

**FINDINGS**

**Table 5: Strategic Resource Management**

| Statements | | SD | D | UD | A | SA | Total | Mean | Std |
|---|---|---|---|---|---|---|---|---|---|
| Use of ICT in our organization has improved our efficiency | Freq | 21 | 12 | 15 | 69 | 279 | 393 | 4.44 | 1.07 |
| | % | 5.3 | 3.1 | 3.8 | 17.9 | 70.2 | 100 | 88.8 | |
| Presence of inadequate resources affects organizational performance either negative or positive | Freq | 42 | 18 | 18 | 96 | 219 | 393 | 4.1 | 1.32 |
| | % | 10.7 | 4.6 | 4.6 | 24.4 | 55.7 | 100 | 82 | |
| Quality resources enable an organization to achieve its profitable goals | Freq | 48 | 24 | 33 | 135 | 153 | 393 | 3.81 | 1.34 |
| | % | 12.2 | 6.1 | 8.4 | 34.4 | 38.9 | 100 | 76.2 | |
| This firm encourage sharing of databases with our customers to monitor their internet | Freq | 36 | 45 | 18 | 141 | 153 | 393 | 3.84 | 1.3 |
| | % | 9.2 | 11.5 | 4.6 | 35.9 | 38.9 | 100 | 76.8 | |
| The company has adequate distribution channel for their services and products | Freq | 48 | 0 | 18 | 129 | 198 | 393 | 4.09 | 1.28 |
| | % | 12.2 | 0 | 4.6 | 32.8 | 50.4 | 100 | 81.8 | |
| This company has a strong marketing infrastructure | Freq | 0 | 18 | 42 | 144 | 189 | 393 | 4.28 | 0.83 |
| | % | 0 | 4.6 | 10.7 | 36.6 | 48.1 | 100 | 85.6 | |
| Adoption of strategic resource management helps the company in using the resources efficiently and effectively without waste of materials | Freq | 54 | 81 | 69 | 105 | 84 | 393 | 3.21 | 136 |
| | % | 13.7 | 20.6 | 17.6 | 26.7 | 21.4 | 100 | 64.2 | |

**Source:** Study Results (2024).

The findings indicated that 5.3% of the respondents strongly disagreed, 3.1% disagreed, 3.8% were undecided, 17.6% agreed and 70.2% strongly agreed that use of ICT in our organization has improved our efficiency as evidenced by a mean of 4.44 and Std of 1.10.

From the findings 10.7% of the employees strongly disagreed, 4.6% disagreed, 4.6% were undecided, 24.4% agreed and 55.7% strongly agreed that presence of inadequate resources affects organizational performance either negative or positive as shown by a mean of 4.10 and Std of 1.32.

Also, the study showed that 12.2% of the participants strongly disagreed, 6.1% disagreed, 8.4% were undecided, 34.4% agreed and 38.9% strongly agreed that quality resources enable an organization to achieve its profitable goals as evidenced by a mean of 3.81 and Std of 1.34.

The findings indicated that 9.2% of the respondents strongly disagreed, 11.5% disagreed, 4.6% were undecided, 35.9% agreed and 38.9% strongly agreed that this firm encourage sharing of databases with our customers to monitor their internet as evidenced by a mean of 3.84 and Std of 1.30.

From the findings 12.2% of the employees strongly disagreed, 4.6% were undecided, 32.8% agreed and 50.4% strongly agreed that the company has adequate distribution channel for their services and products as shown by a mean of 4.09 and Std of 1.28.

In addition, the research revealed that 4.6% of the participants disagreed, 10.7% were undecided, 36.6% agreed and 48.1% strongly agreed that this company has a strong marketing infrastructure thus increasing market share and competitive advantage as shown by a mean of 4.28 and Std of 0.83.

Moreover, the study showed that 13.7% of the participants strongly disagreed, 20.6% disagreed, 17.6% were undecided, 26.7% agreed and 21.4% strongly agreed that adoption of strategic resource management helps the company in using the resources efficiently and effectively without waste of materials as evidenced by a mean of 3.21 and Std of 1.36.

Furthermore, the research revealed that 7.3% of the participants strongly disagreed, 24.9% disagreed, 32.9% were undecided, 31.8% agreed and 3.4% strongly agreed that organizational culture contributes towards job satisfaction, which, in turn, improves employee's productivity have job stability as shown by a mean of 2.99.

Based on the results of interviews, one of the respondent asserted that the telecommunication companies offered every resources to make their network efficient such as finances, boasters among others. Another employee stated that they make a lot of effort to maintain in the market and enhance competitive advantage through offering of every resources. In addition some participants asserted that they use advanced technology in order to enhance their service delivery to its customers.

From the results organizational performance of telecommunication companies as far as strategic resource management was concerned was relatively high. This is an implication that telecommunication companies in Kenya are working towards enhancing market share and competitive advantage by adopting strategic resource management as strategic management practice.

The results of this finding are in consonance with Sigane (2018) reveal that strategic resource management, organizational innovation, core competency and quality management practices have significant and positive effects on organizational performance in telecom companies in Mogadishu. Also, the study is in line with Ikonya (2015) who found out that technology strategies, new product creation and differentiation, providing outstanding customer service, human resource strategies and competitive strategies enhance the performance of this companies resulting to growth and profitability.

**Indicators of Organizational Performance of Telecommunication Companies**

The research sought to assess the indicators of organizational performance of telecommunication companies in Kenya.

**Table 6: Indicators of Organizational Performance of Telecommunication Companies**

| Statements | | SD | D | UD | A | SA | Total | Mean | Std |
|---|---|---|---|---|---|---|---|---|---|
| The company offers good employee customer relationship | Freq | 22 | 50 | 88 | 107 | 126 | 393 | 3.67 | 1.21 |
| | % | 5.6 | 12.7 | 22.4 | 27.2 | 32.1 | 100 | 73.4 | |
| The company makes sure the services and products offered are of high quality | Freq | 28 | 32 | 48 | 194 | 91 | 393 | 3.73 | 1.12 |
| | % | 7.1 | 8.1 | 12.2 | 49.4 | 23.2 | 100 | 74.6 | |
| Our firm has been experiencing growing sales volume | Freq | 60 | 81 | 99 | 87 | 66 | 393 | 3.04 | 1.31 |
| | % | 15.3 | 20.6 | 25.2 | 22.1 | 16.8 | 100 | 60.8 | |
| The complains of customers are solved | Freq | 71 | 91 | 40 | 121 | 70 | 393 | 3.07 | 1.41 |
| | % | 18.1 | 23.2 | 10.2 | 30.8 | 17.8 | 100 | 61.4 | |
| Our customers have been gradually increasing their order volumes | Freq | 20 | 50 | 91 | 102 | 130 | 393 | 3.69 | 1.2 |
| | % | 5.1 | 12.7 | 23.2 | 26 | 33.1 | 100 | 73.8 | |
| Our main products and services occupy the bigger portion of market share | Freq | 30 | 30 | 40 | 203 | 90 | 393 | 3.75 | 1.12 |
| | % | 7.6 | 7.6 | 10.2 | 51.7 | 22.9 | 100 | 75 | |
| The quality of our products and services has helped us increase the number of customers | Freq | 50 | 70 | 40 | 132 | 101 | 393 | 3.42 | 1.37 |
| | % | 12.7 | 17.8 | 10.2 | 33.6 | 25.7 | 100 | 68.4 | |
| This company has over the years experienced gradual growth in profit | Freq | 40 | 20 | 131 | 182 | 20 | 393 | 3.31 | 1.02 |
| | % | 10.2 | 5.1 | 33.3 | 46.3 | 5.1 | 100 | 66.2 | |

**Source:** Study Results (2024).

The findings indicated that 5.6% of the respondents strongly disagreed, 12.7% disagreed, 22.4% were undecided, 27.2% agreed and 32.1% strongly agreed that the company offers good employee customer relationship thus increasing customer satisfaction as evidenced by a mean of 3.67 and Std of 1.21.

From the findings 7.1% of the employees strongly disagreed, 8.1% disagreed, 12.2% were undecided, 49.4% agreed and 23.2% strongly agreed that the company makes sure the services and products offered are of high quality as shown by a mean of 3.73 and Std of 1.12.

Also, the study showed that 15.3% of the participants strongly disagreed, 20.6% disagreed, 25.2% were undecided, 22.1% agreed and 16.8% strongly agreed that our firm has been experiencing growing sales volume as evidenced by a mean of 3.04 and Std of 1.31.

The findings indicated that 18.1% of the respondents strongly disagreed, 23.2% disagreed, 10.2% were undecided, 30.8% agreed and 17.8% strongly agreed that the complains of customers are solved due to adoption of strategic customer relationship management as evidenced by a mean of 3.07 and Std of 1.41.

From the findings 5.1% of the employees strongly disagreed, 12.7% disagreed, 23.2% were undecided, 26% agreed and 33.1% strongly agreed that our customers have been gradually increasing their order volumes as shown by a mean of 3.69 and Std of 1.20.

In addition, the research revealed that 7.6% of the participants strongly disagreed, 7.6% disagreed, 10.2% were undecided, 51.7% agreed and 22.9% strongly agreed that our main products and services occupy the bigger portion of market share as shown by a mean of 3.75 and Std of 1.12.

Moreover, the study showed that 12.7% of the participants strongly disagreed, 17.8% disagreed, 10.2% were undecided, 33.6% agreed and 25.7% strongly agreed that the quality of our products and services has helped us increase the number of customers as evidenced by a mean of 3.16 and Std of 1.52.

Furthermore, the research revealed that 10.2% of the participants strongly disagreed, 5.1% disagreed, 33.3% were undecided, 46.3% agreed and 5.1% strongly agreed that this company has over the years experienced gradual growth in profit as shown by a mean of 3.31 and Std of 1.02.

**Table 7: Results of Document Analysis**

| **Company** | **Variable** | **Year** | | | | |
|---|---|---|---|---|---|---|
| | | **2019** | **2020** | **2021** | **2022** | **2023** |
| **Airtel Kenya** | Market share | 25.9 | 27.2 | 29.5 | 31.3 | 33.6 |
| | Profitability | 28.7 | 32.5 | 36.8 | 41 | 45.2 |
| | Sales volume | 19.5 | 21.1 | 22.7 | 24.3 | 25.9 |
| **Telkom Kenya** | Market share | 6.2 | 6.2 | 7.1 | 7.8 | 8.9 |
| | Profitability | 19.6 | 19.6 | 20.7 | 21.3 | 22.6 |
| | Sales volume | 13.9 | 13.9 | 14.4 | 14.9 | 15.5 |

**Source:** (Airtel Kenya and Telkom Kenya Published Documents).

The study recorded the highest percentage for the five year period of market share recorded was (Airtel Kenya with 33.6%; Telkom Kenya with 8.9%) in 2023 and (Airtel Kenya with 25.9%; Telkom Kenya with 6.2%) in 2019 which was the lowest. The findings revealed a significant increase of telecommunication companies' market share from 2019 to 2023. Also, the research recorded the highest percentage for the five year period of profit recorded was (Airtel Kenya with 45.2%; Telkom Kenya with 22.6%) in 2023 and (Airtel Kenya with 28.7%; Telkom Kenya with 19.6%) in 2019 which was the lowest. The findings revealed a significant increase of telecommunication companies' profitability from 2019 to 2023. In addition, the study recorded the highest percentage for the five year period of profit recorded was (Airtel Kenya with 25.9%; Telkom Kenya with 15.5%) in 2023 and (Airtel Kenya with 19.5%; Telkom Kenya with 13.6%) in 2019 which was the lowest. The findings revealed a significant increase of telecommunication companies' sales volume from 2019 to 2023.

From the results organizational performance of telecommunication companies as far as strategic resource management was concerned was relatively high. This is an implication that telecommunication companies in Kenya are working towards adopting strategic resource management.

The results of this finding are in consonance with Wambugu and Waiganjo (2015) found out that strategic management practices influence organizational performance of construction companies in Nairobi City County. Also, the study is in line with Daudi and Mbugua (2018) found that the strategic management practices have a significant effect on performance of transport SACCOs in Nairobi County, Kenya.

**Correlation Analysis**

The research attempted to determine the independent variable's correlation.

**Table 8: Results of Correlation Analysis**

| Correlations | | |
|---|---|---|
| | | Indicators of organizational performance of telecommunication companies in Kenya |
| Strategic resource management | Pearson Correlation | .619** |
| | Sig. (2-tailed) | .000 |
| | N | 393 |
| Indicators of organizational performance of telecommunication companies in Kenya | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 393 |

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

**Source:** Study Results (2024).

The research revealed there was a significant correlation between strategic resource management and organizational performance of telecommunication companies in Kenya since there was a strong positive association between the two variables with r of .619**. The study revealed that correlation exists with ($p<0.000$) between strategic resource management and organizational performance of telecommunication companies in Kenya. This implies that strategic resource management helps the companies to use its resource efficiently and effectively thus reducing operations costs..

### Overall Linear Regression Analysis

The research sought to determine the relationship between variables using linear regression.

**Table 9: Overall Regression Model Summary of Strategic Resource Management**

| Model Summary[b] | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .619[a] | .384 | .382 | .68179 |

a. Predictors: (Constant), Strategic resource management

b. Dependent Variable: Organizational performance of telecommunication companies in Kenya

**Source:** Study Results (2024).

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variable. The R-squared in this research was 0.384 which shows that the independent variable [strategic resource management] can explain 38.4% of the change in dependent variable (Organizational performance of telecommunication companies in Kenya). This shows that the other factors not studied in this research explain 61.6% of the dependent variable (Organizational performance of telecommunication companies in Kenya).

**Table 10: Results of Goodness of Fit of Linear Regression Model**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 113.169 | 1 | 113.169 | 243.458 | .000[b] |
| | Residual | 181.751 | 391 | .465 | | |
| | Total | 294.920 | 392 | | | |

a. Dependent Variable: Organizational performance of telecommunication companies in Kenya

b. Predictors: (Constant), Strategic resource management

**Source:** Study Results (2024).

Based on the study results obtained F-calculated value was 243.458 greater the F-critical value 2.7 ($Fc = 243.458 > Fo = 2.7$) significance of $0.000^b$. Since the significance level of $.000^b < 0.05$, the study concludes that the set of independent variable influence the Organizational performance of telecommunication companies in Kenya (Y-dependent variable) and this shows that the overall model was significant. Thus strategic resource management play a significant role in Organizational performance of telecommunication companies in Kenya.

**Table 11: Results of Overall Regression Model Coefficients**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.632 | .101 | | 16.108 | .000 |
| | Strategic resource management | .525 | .034 | .619 | 15.603 | .000 |

a. Dependent Variable: Organizational performance of telecommunication companies in Kenya

**Source:** Study Results (2024).

The regression equation was modeled as follows:

$Y=\alpha_0+\beta_1X_1 +\varepsilon$

The regression equation computed was:

$Y = 1.632 + 0.525X_1 + 0.101$

Y (Organizational performance of telecommunication companies in Kenya) = 1.632 + 0.525(strategic resource management) + 0.101 (Standard Error).

The data findings analyzed also shows that taking all indicators of strategic resource management at zero, a unit increase in strategic resource management would lead to a 0.525 increase in organizational performance of telecommunication companies in Kenya.

### Hypothesis Testing

The study sought to test the research hypothesis.

**Table 12: Hypothesis Testing**

| Hypothesis | P-Value | Decision Rule |
|---|---|---|
| **$H_{01}$.** Strategic resource management has no significant influence on organizational performance of telecommunication companies in Kenya. | $P=0.000<0.05$ | Reject $H_{01}$ |

**Source:** Study Results (2024).

From the results, a probability value of ($p=0.027 < 0.05$) was obtained implying that the hypothesis (strategic resource management has no significant influence on organizational performance of telecommunication companies in Kenya) is rejected and therefore indicating existence of significant relationship between strategic resource management and performance of telecommunication companies in Kenya.

### Discussions of the Findings

The study findings indicated there was a statistically significant relationship between strategic resource management and organizational performance of telecommunication companies in Kenya. The results of this finding are in consonance with Dahir and Nyang'au (2019) found out that strategic human resource management, leadership, strategic technology and innovation and strategic outsourcing affected organizational performance of Kenya power limited. Also, the study is in line with Wambui (2019) found that training and development practices and employee relations practices influenced performance of insurance firms in Kenya.

**CONCLUSIONS AND RECOMMENDATIONS**

The study found out that strategic customer relationship management had a significant and positive influence on organizational performance of telecommunication companies in Kenya. Through resource based view theory, quality resources enable an organization to achieve its profitable goals. The study recommends that the management of telecommunication companies take the responsibility of equipping the firm with adequate resources that enhance good network coverage in order to increase customer satisfaction as they use the company services.

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