

**DETERMINANTS OF STRATEGIC CHANGE IMPLEMENTATION
AMONG TELECOMMUNICATION COMPANIES IN KENYA**

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DECLARATION

I declare that this thesis is my original work and has not been presented in any other University.

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DEDICATION

This thesis is dedicated to my family and friends for their great effort to see me make a breakthrough in academic welfare. With their limited resources I have acquired education up to this level. May this thesis serve as my sincere thanks of your sacrifices and support towards my study.

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ABSTRACT

The telecommunication companies over the globe are growing very fast and this has been attributed to the strategic change implementation for growth strategies. However, it is disappointing that there are inadequate frameworks within the sector for management of strategic change initiatives. Despite the industry experiencing a boom in the recent past, only a handful of scholarly studies have been conducted in Kenya to capture strategic change implementation for these growth moments and make sense of them. This study locked this gap by analyzing determinants of strategic change implementation in telecommunication companies in Kenya with the specific objectives being; to determine the; influence of government policy on implementation of strategic change in telecommunication companies in Kenya, influence of market positioning on implementation of strategic change in telecommunication companies in Kenya, influence of leadership style on implementation of strategic change in telecommunication companies in Kenya, and influence of organizational structure on implementation of strategic change in telecommunication companies in Kenya. the theories informing the study included; Resource-Based View (RBV), Lewin Three-Step Change theory and the Lippitt's Phases of Change Theory. The study adopted

The study targeted 562 executive and supervisory managers of the three main telecommunication players in the Country namely Safaricom, Airtel, and Telekom Kenya. A sample size 234 respondents where representation from each company were determined using stratified proportionate sampling and the respective respondents selected using random sampling. Data was gathered through administration of a questionnaire that had been pretested for validity and reliability. Data collected was analyzed using quantitative analysis, with aid of SPSS version 22, to obtain descriptive statistics and inferential statistics. Correlation and regression analysis was used for drawing of inferences. The study found that at 5% level of significance, government policy ($\beta=0.293$; $p=0.031$) has a statistically significant positive influence on implementation of strategic change in Telecommunication Companies in Kenya, market positioning ($\beta=0.319$; $p=0.014$) has a statistically significant positive influence on implementation of strategic change in Telecommunication Companies in Kenya, leadership style ($\beta=0.272$; $p=0.043$) has a statistically significant positive influence on implementation of strategic change in Telecommunication Companies in Kenya and organizational structure ($\beta=0.410$; $p=0.002$) has a statistically significant positive influence on implementation of strategic change in Telecommunication Companies in Kenya. It was recommended that telecommunication companies to consider; allowing government involvement in commercial activities enhancing market positioning practices and ensuring strategic structure alignment is enhanced to have an effective strategic change implementation.

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LIST OF ABBREVIATION AND ACRONYMS

CEO	Chief executive Officer
GDP	Gross Domestic Products
GoK	Government of Kenya
IEA	International Energy Agency
KBV	Knowledge Based View
KPTC	Kenya Posts and Telecommunications Corporation
KRA	Kenya Revenue Authority
NCC	Nigerian Communication Commission
PARLSCOM	Parliamentary Service Commission
PPP	Public private Partnership
RBV	Resource-Based View
SME	Small and Medium-sized Enterprises
SPSS	Statistical Package for the Social Sciences
UNCTAD	United Nations Conference on Trade and Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the telecommunication industry has been developing anonymously in the past three decades (Neirotti et al., 2016). Within this period the extent of people who have been getting to the telecom industry has also been on the rise. Various people have had the choice to get to cell phones, broadband and fixed phone lines. In this manner, various countries are setting resources into the business as a methodology for pushing cash related development . China and India are among the best and speediest making economies on earth today, which offer some strategic standard parts. The telecom business is an interesting industry to consider, not by virtue of its irregular nature to the degree mechanical advance and its strategies, yet in like way in setting on the high progress pace of this industry all through late decades and the titanic responsibility of the business to the economies of these countries. China is immediately the world's hugest telecom pitches and as appeared by specialists' figures, there are more than 1.25 million cell supporters joining each week (Pyramid, 2018). In the meantime, India has changed into the strongest making telecom markets with a common improvement pace of over 26% and passed on business open entryways for around 10 million people.

Nigeria is recognized to be perhaps the best medium a transmission advances on earth, having an ordinary supporter base of about 149.2 million (Nigerian Communication Commission [NCC], 2017). The endorser base is in constant addition and the portion has passed on strong benefit for endeavors year on year. Telecommunication in Nigeria is a basic supporter of the nation's Gross Domestic

Products (GDP) addressing about 9.1% of the Nigerian GDP (Nwakanma et al., 2018). Going before 2013, telecommunication sorting supporters were required to surrender their advantageous number for new ones when exchanging among the couple of structure suppliers in Nigeria. This way of thinking was not helpful for endorsers in view of the methodical costs appended thusly, clients expected to manage with the business the suppliers were progressing paying little regard to whether they were unsatisfied with it (Demir & Kocaoglu, 2019). With the improvement in number of suppliers, several industry packs and strategies went for pulling in new clients wound up normal and impelling challenge in the division and with the hands-off of government from standards of telecommunication section, conflict has wound up being stiffer consistently, precisely true to form of privatization and supporters legitimately have an inexorably wide choice to legitimize their pays (Berson & Avolia, 2004). Thusly, the specific strategic suppliers attempt the more prominent piece of the pie, making the adaptable telecommunication market to be progressively connected with and dynamic as the need to procure new clients and hold the present one change into a key issue for all doing combating firms (Neirotti et al., 2016).

In Kenya research has exhibited that strategic implementation is one point of view that has influenced implementation among firms(Sharabati & Fuqaha, 2014). According to Awino (2015), on picked strategic variables affecting implementation in gigantic get-together firms there is a check that strategic competency model gives a space to improve corporate implementation. There is a requirement for telecommunication companies to make gainful methodology that encourages them to stay centered. This can be accomplished through sensibility during the time spent in strategic implementation. Safaricom, Airtel and Telkom in this manner are not

surrendered in this endeavor being the central telecommunication companies in Kenya. Safaricom also leads in compensation base over all endeavors in Kenya and is the most valuable industry in Eastern Africa (Safaricom Kenya Ltd, 2018b). Safaricom has held a market movement position with the most supporters ignoring being consistently preposterous and showed up particularly in connection to its rivals. Among aptitudes that have made its incredible edge join M-PESA, regardless of what you look like at it makes consolidation and its fast information improvement (Safaricom Kenya Ltd, 2018a). The business is the subject of the appraisal as it has strengthened high ground over the ten years of assignments and this assessment would have gotten a kick out of the chance to pick whether to ensure there exist strategic implementation challenges (Safaricom Kenya Ltd, 2018b).

1.2.1 Implementation of Strategic Change

Strategy implementation as indicated by Gabriel and Kazanjian (2016) includes the improvement of structures and strategies in an organization. Implementation on the other hand is a strategic stage and in the strategy that cannot be directionless anyway as a rule ignored. In addition, consequently being a determinant of implementation, there is having to define strategies that could trigger more prominent performance when viably actualized. Strategic arranging and performance should join depictions of the various models that could show the organization's characteristics which will enable the implementation to gather effective strategies for implementation (Gabriel & Kazanjian, 2016)).

According to Abdul-Hamid and Hinson (2016), it is important for Every individual in the organization to be highly involved in the process of implementing strategic development. At the same time, the leaders in the organization should be individuals

who have a vision for the future and this will ensure that staff are motivated to attain the goals of the firm. The leadership has to have skills that will balance the different political and cultural inclinations and focus them towards achieving the results. Employees need to be involved as far as is possible in the strategy formulation, they need to be equipped through training to acquire the necessary skills(Keraro, &Isoe 2015).

The whole area of staff management must receive the very important attention it deserves as it is through people that successful implementation can be achieved(Rauf et al.2015). Strategy managers need to be trained in strategic management, organizations need to position managers with strategic mentality in power, reward and incentive systems must be focused on the strategy while taking into account the working environment and the labor market. Rodríguez-Díaz et al. (2018) observe that an organization is able to fully implement its strategies by ensuring that the labor force in place is well trained and qualified enough.

When organization leadership encourages free and fast information flow, there develops a culture of cooperation and commitment as people understand where the organization is going (Mbaka & Mugambi, 2014). When corporate culture is aligned to strategy, people tend to rally behind the strategy leading to minimal resistance. Desired culture must flow from the top and if need be new employees can be brought in from outside to change and align culture to the desired strategy. It is therefore important that corporate culture is influenced towards strategy for effective implementation (Stourm et al. 2017).

Moreover, the nature of strategic arranging is a strategy that could help organizations in recognizing potential shots (Mbaka & Mugambi, 2014). This proposed suitable

system masterminding is a basic for strategy implementation; by and large, implementation would not occur inciting an organization frustration as the agents would not be in a circumstance to move toward achieving the organization's characterized destinations (Khayota, 2014). Therefore, organizations should concentrate their energy on recognizing and perceiving the enormous relationship that exists between strategy definition and performance to offer business satisfaction other than customer dedication and progressively critical advantages (Allen & Helms, 2006).

1.2.2 Telecommunication Industry

The history of the telecommunication sector in Kenya extends to as far as the 20th century when the telecommunication firm that was owned by colonialists (Communications Commission of Kenya [CCK], 2014). This telecommunication firm served the whole region of East Africa by then and thus it was autonomous. However, there was a breakout of East Africa in the period of 1977 and this latter ushered in the rise of Safaricom and Kencell in Kenya. In 2015, CAK offered licenses to a third minimized supporter to sort out the ECONET trades (Government of Kenya [GoK], 2015).

As of now, there are four participants in the industry of telecommunication that cover Safaricom, Airtel, Telkom Kenya (Orange) and Yu and the first three participants cumulatively account for a market share of 75%, 12% and 9% freely. The business in Kenya is experiencing significant changes. In the prior decade, mechanical advancement and hierarchical revamping have changed the business. Markets that were some time back irrefutable, discrete and vertical have mixed over their old Boundaries with an enormous theory of capital-a huge amount of it

beginning from the private part people. The telecommunication company's part in Kenya has confronted colossal regular changes in the most recent decade. Development, mechanical change and rivalry are the remarkable changes in this industry (Communication Commission Kenya[CCK], 2014).

1.2.3 Safaricom, Airtel and Telkom Company

Safaricom PLC is the best conveyed exchanges suppliers in Kenya, and a victor among the most productive relationships in the regions of Central and East Africa (Safaricom Kenya Ltd., 2018a). The association offers flexible correspondence, moderate cash move, buyer gear, electronic business, spread figuring, information, music spilling, and fiber optic associations. It is most undeniable as the home of MPESA, an adaptable cash related SMS-based association. About 64.2% of the market is controlled by Safaricom PLC with a supporter base educated at around 25.7 million (Safaricom Kenya Ltd, 2018b).

In May 2015, Vodafone Group PLC of the United Kingdom protected a 40% stake and the master commitment concerning the association. (United Nations Conference on Trade and Development [UNCTAD], 2015) Safaricom is regarded among the best employers in Africa and stands at position 67 around the world in view of Forbes Global 200. It has the country over sellers to guarantee clients the nation over approach its things and associations. In November 2014, Safaricom clarified it would offer another remote budgetary thing related to the Commercial Bank of Africa, abusing enthusiastic money related associations show up (European Investment Bank, 2014)

1.2.4 Airtel

The entry of Airtel into the telecommunication market space was strategic right from its inception (Keter, 2015). This was able to work towards its competitive advantage and eventually its recognition as a service provider. Bharti Telecom Limited formed the initial establishment of Airtel. It was in 1986 that Bharti came into effect and it is located in India.

From its inception, Airtel has strived to become number two after Safaricom PLC in terms of the base of those customers who have subscribed to the services. It is estimated that the firm has close to 9.7 million clients who have subscribed to its offering. In fact, Airtel is regarded as a third subscriber of mobile services around the globe (Keter, 2015).

1.2.5 Telkom Company

Telkom Kenya is a combined communicated correspondence provider in Kenya. It originated from the Kenya Posts and Telecommunications Corporation (KPTC) which was the sole supplier of both postal and media transmission organizations (Keter, 2015). The organization was made as a media correspondences boss the year 1999 of the month oof April. Among the key stakeholders in the firm include the government and other Kenyan at a private level. The key shareholder is Helios Investment Stakeholders that account for 60% of the equity in place. Telkom Kenya offers joined media trades responses for people, Small and Medium-sized Enterprises (SMEs), Government and huge corporate in Kenya, drawing from another plans suite that breakers voice, information, versatile cash in like manner as structured organizations. Engaged by its huge fiber optic structure, it is moreover a

basic supplier of markdown, transporter-to-deliver traffic inside the nation and the area.

The organization works and keeps up the foundation over which Kenya's changing web get to supplier's work. Starting in 2004, most web access was given by systems for dial-up organization. Jambonet, a gigantic Kenyan ISP, is an aide of Telkom Kenya. It in like manner offers adaptable GSM voice and snappy internet providers under the Orange Kenya brand, in which it is the third in bit of the pie after Safaricom and Airtel Kenya. In March 2018, the organization continued with a flexible cash organization that it had dropped in 2017. Implied as T-kash, the organization is a brisk contender to the M-pesa organization, offered by market-pioneer Safaricom.

1.2 Statement of the Research Problem

The telecommunication companies over the globe are growing very fast and this has been attributed to the strategic planning and implementation of growth strategies. These changes are constant for all telecommunication entities around the globe. Among the forces creating change in the telecommunication firms include instability in the political arena, advances in the field of technologies, variation in the tastes of the customers and culture as well as the globalized experiences. This has intensified the level of competition besides the existence of a huge portfolio for customers to select from (International Energy Agency [IEA], 2018). Thus, the various players and participants in such a sector should appreciate the essence of management of change. However, it is disappointing that there are inadequate frameworks within the sector for management of strategic change initiatives (Beshtawi & Ayham, 2014)

In the East African region and specifically for the telecommunication companies, it is only Somalia that has documented studies on evaluation of strategic planning processes. Ahmed and Aaron (2017) looked at the practice done during strategies planning and their link with the ability of the entity to perform. In Kenya, some of the notable studies that have been conducted in strategic planning practices on firm performance in Nairobi are for organizations in the educational sector for instance University of Nairobi, Kenya Power and Lighting Company, Parcel delivering companies and many others. However, this has not been done on the three top telecommunication operators in Nairobi, Kenya. The technological change and advancements have led to telecommunication companies focusing on strategic change and its implementation. This has given rise to innovations that have made positive contributions to these telecommunication companies. Despite the industry experiencing a boom in the recent past, a limited number of scholarly studies have been conducted in Kenya to capture these growth moments and make sense of them. This study aimed at analyzing the determinants of strategic change implementation practices that have led to growth in telecommunication companies in Kenya.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to assess the determinants of strategic change implementation among telecommunication companies in Kenya.

1.3.2 Research Objectives

The specific research objectives were;

- (i) To determine the influence of government policy on implementation of strategic change in telecommunication companies in Kenya.
- (ii) To determine the influence of market positioning on implementation of strategic change in telecommunication companies in Kenya.
- (iii) To determine influence of leadership style on implementation of strategic change in telecommunication companies in Kenya
- (iv) To determine influence of organizational structure on implementation of strategic change in telecommunication companies in Kenya.

1.4 Research Hypotheses

The following were the research hypotheses which were tested.

- H₀₁ There is no significant relationship between government policy and implementation of strategic change in telecommunication companies in Kenya.
- H₀₂ There is no significant relationship between market positioning and implementation of strategic change in telecommunication companies in Kenya.
- H₀₃ There is no relationship between leadership style and implementation of strategic change in telecommunication companies in Kenya.
- H₀₄ There is no significant relationship between organizational structure and implementation of strategic change in telecommunication companies in Kenya.

1.5 Significance of the Study

1.5.1 The Management of Safaricom, Airtel and Telkom Company

The management of Safaricom, Airtel and Telkom Company may profit much from the study as they would most likely realize the wasteful aspects affecting the implementation of strategic change and implementation of telecommunication industries in Kenya and come up with measures which would help in its effective implementation. Consequently, improving the managements to their customers and this consequently would prompt benefit boost through consumer loyalty and delight.

1.5.2 The Government of Kenya

The study findings would also assist the government to know the issues that impact the implementation of strategic change in telecommunication industry and particularly Safaricom, Airtel and Telkom Company, that are hindering their development through the implementation of digital nervous system that ensures that telecommunication strategy is entirely diffused everywhere in Kenya. For this situation the management would join forces with the telecommunication enterprises through Public Private Partnership, (PPP) to help in the implementation strategy.

1.5.3 Other Researchers

The study findings would be useful to any future research that would attempt in a similar region of study and particularly where further research would be required. For this situation more factors would be explored on a similar subject under study.

1.5.4 Contribution to Knowledge

It is from strategic planning that an entity is able to enhance the level of its efficiency as it seeks to ensure that its activities both presently and in future are enhanced. The vision of the entity is largely shaped by the strategic planning dimension. It enables and determines the ability of the firm to go through change while leveraging on the available opportunities and this helps in solving issues linked with the end users of the products in the firm. Strategic planning demands that an individual is able to effectively think out and come up with solutions that are relevant. The firm is able to come up with the key goals for realization through strategic planning dimensions.

1.6 Limitations of the Study

The study focused on licensed telecommunication companies in Kenya listed as Safaricom, Airtel, and Telkom Companies based only in Nairobi. The centers in Nairobi serve a huge population and of customers and most of the time, the managers had limited time to handle other issues. This was a limitation for this study since they may not find adequate time to respond to questionnaires presented to them in time. To counter this limitation, managers were granted considerable time to respond to the issues addressed in the questionnaires.

1.7 The Scope of the Study

This research was limited to analyzing the determinants of strategic change implementation in telecommunication companies in Kenya with specific reference to Safaricom, Airtel and Telkom Company located in Nairobi. It focused on government policy, market positioning, leadership style and organizational structure of the telecommunication companies. The study was refrained from looking at any other determinants of strategic change management outside the ones defined in the study.

1.8 Assumptions of the Study

It was anticipated that the respondents to the study tool would be able to provide information that is a true reflection of the company's strategic change management. It was also assumed that the determinants studied in this study had a considerable influence on strategic change management in telecommunication companies in Kenya. It was also assumed that the participants of the study had true information

with respect to the strategic change management carried out by the telecommunication companies.

1.9 Definition of Operational Terms

Government Licensing; Government licensing is viewed as a determinant with regards to strategy implementation in any organization as it is an official or legal permission to engage in a regulated activity. The job of government in this way is not just about the political oversight of the business activities yet in addition think of adequate enactment that aids the tasks of any business. In such manner it winds up trying for the legislature of the day to successfully screen advance in the business practice (Lufthans, 2012)

Leadership Style; Refers to the process of influencing the behavior of others to work willingly and enthusiastically to achieve predetermined goals (Burnes, 2004).

Market Positioning; positioning along these lines is respected to be on the focused advertising device which is probably going to flood the organization limits (Tang & Wezel, 2015).

Organizational Structure; It determines how activities are done with the flow of messages, responsibility and authority between the staff in the entity (Decker et al. 2002).

Managerial competence; these are behavior needed for an individual to carry out the assigned activities in the most proper way. It covers the attributes at an individual level which can be determined (Whiddett & Hollyford, 2003)

Strategic change; this is the reorganization of the business in a way that is aimed at increasing the business competitiveness and market positioning. The main goal is to win more customers and widen its customer base so that it can be able to serve in a specific region or globally (Burnes, 2004).

Resource allocation; the ability to assign the assets to the units that demand them most and these are utilized for realization of the goals in the entity (Trice & Beyer, 1993).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The views of other scholars relevant for this inquiry are reviewed in this chapter. This review is centered along the key propositions that will act to offer anchorage to the inquiry and its related objectives. There are also reviews on the constructs of the inquiry that helped in formulation of the tool for gathering the views and opinions of the participant in the inquiry.

2.2 Theoretical Literature Review

This is a number of concepts which are interlinked that have been developed over time and may be theories but have not been well researched and explained. Hence, they were used to guide the study and research in helping to determine the variables that were studied and how well they were measured and what statistical approaches which were adapted so as to make more meaning out of the study. The underpinning theories were; Resource-Based View (RBV), Lewin Three-Step Change theory and the Lippitt's Phases of Change Theory.

2.2.1 Resource-Based View (RBV)

It was Wernerfelt (1984) who advanced this theory. This theory suggests that firm resources are the most crucial determinant of the firm's ability to successfully implement strategies. The theory thus lays its emphasis on the importance of the organization's resources and capabilities in strategy implementation. The theory's major concern is the strategic identification and usage of the firm's resources to develop a sustainable competitive advantage (Penrose, 1959). The theory is of the opinion resources are key for effectively implementing their strategies which would make the organization gain competitive advantages that in turn enhance its

performance. in this study, these resources were identified as government policy, market positioning, leadership style, organizational structure

Wernerfelt (2014) opined that the ability of the firm to remain competitive is pegged on the need to ensure that there is a supply of relevant resources and capabilities in the entity. Such resources should be far aside from what the other rival participants in the industry have.

The Resource Based View also posits that organizations gain competitive advantage through effectively implementing strategies that create value to the firm. According to Barney (1991), the competitive advantages gained by the organization as a result of effectively implemented strategies can then be maintained through use of firm strategic resources. Scholars such as Tippins and Sohi (2003) support Wernerfelt's (1984) idea through suggesting that firm resources are important determinants of organizational performance.

However, the theory is also criticized by Hoopes et al. (2003) for possessing limited prescriptive consequences as well as "for having a limited focus on firm capabilities". However, the theory is relevant and strong since it views availability of resources in the firm as the most critical determinant of the degree which an entity implements strategies which in turn enhances firm performance.

The RBV therefore is a strategic advocate of an organization's progression strategy, (Penrose, 1959). It further fights that an organization's creation of one of a kind resources which give the premise to strategy improvement and income. The novel resources are the essential drivers that move an organization's performance paying little personality to the organization's structures or competitive advantage. Therefore, RBV sees a fruitful company's strategy as that which can sustain

competitive advantage. The RBV offers a rationale of how an entity is able to ensure that its resources in place have been deployed to achieve alternative competitive market positioning. The RBV was very useful in helping identify the vital resource for driving implementation of strategic change in telecommunication companies in Kenya as being those which cuts across organization's structures. Market positioning (Penrose, 1959) and capabilities (Wernerfelt, 2014). The capabilities in the case of telecommunication companies include the government policy. Leadership style and market positioning. The theory further shows Wernerfelt's (1984) indicating that firm resources are important determinants of organizational performance which helped suggest implementation of strategic change in telecommunication companies in Kenya as suitable dependent variable. Thus, this theory helped ascertain the key constructs.

2.2.2 Lewin Three-Step Change theory

According to Burnes (2004), three models of the change implementation, namely the, the 3-Step scheduled Change model; action research model, were suggested by Lewin (1958). The three known Lewin phases are unfreezing, modifying, and refreezing. Unfreezing is where the administrators of transition plan the situation for change and build a sense of need. This moves away from the old ways of doing it. According to Lewin (1958), effective reform relies heavily on the structure to be altered and must be prepared for the change as an individual community or association. The transition team wants the unfreezing process to help people realize that change is inevitable. The stage ensures that individuals are guided and motivated to accept change, according to the model. (Burnes, 2004; Lewin, 1958).

As telecommunication companies struggle to research the developments in the market, they will lose out and they will not be able to recognize the market's demands and cope successfully with their competitors (Senior, 2002). In order for companies to excel in the management of transition, leaders should always research the industry pattern and be aware of what is going on so they know how important the unfreezing step process is to allow them to change (Schein, 2002). Thus, the companies require obtaining relevant understanding of the government policy, market positioning, leadership style, organizational structure

The transition process is the implementation phase, where everything is finally introduced by the transition (Mullins, 2010). Shift should be incorporated in the corporate priorities of; government policy, market positioning, leadership style, organizational structure (Lewin, 1958). The execution of the transition starts by developing the corporate goal, and as new members enter the organization, the workers join the change process (Cummings & Worley, 2005). The staff in the organization now support the current vision of the chief for the future. Through government policy, market positioning, leadership style, and organizational structure, improvement, progress in change management is then understood. There is a need for change agents and administrators during the transformation period to ensure that individuals feel a need for change before introducing it otherwise they face opposition.

According to Burnes (2004), The refreezing period aims to maintain the company in a new equilibrium state to ensure the new ways do not regress to the old ones, as the new ways of doing things are improved during the freezing stage. New behavior is reinforced at this point and improvement is encouraged. Changes must be diffused

and stabilized within the organization to achieve progress in change management. The company has to come up with a design that guarantees consistency and ensures that the transition remains part of its routine (Lewin, 1958) for the feasibility of change management performance. This was focused on the introduction of change-supporting management mechanisms, the enforcement of disciplinary action as appropriate, and the reinforcing of agendas-supporting actions and efficiency (Mullins, 2010). Frozen behaviors should facilitate sustained adaptability, resilience and quality development, and those behaviors should preserve important core principles, such as reflecting on significant market objectives and the organization's last-built values. However, badly performed refreezing shifts in yields that are quickly ignored or abandoned (Luthans, 2008).

From this theory, the key proposition of this inquiry is informed by the fact that various forms of knowledge in terms of; government policy, market positioning, leadership style, and organizational structure are required to be applied by an entity so as to remain viable (Grant, 2002). The theory offers an explanation of the key activities that are involved in generation of new forms of knowledge including for instance how it is created, shared and implemented in an entity. These activities in utilization of knowledge are seen to support the ability of an entity to attain the formulated goals. Adopting knowledge provides an opportunity to an entity to ensure that it is able to attain the goals in a feasible way (Moorman & Miner, 2008). This gives an entity a competitive hand as other players in the industry cannot be able to replicate such assets that are linked with knowledge (Kaivo-oja, et al., 2017).

The through was very useful in assisting identify the key constructs of the research. It suggested that effective reform such implementation of strategic change in

telecommunication companies in Kenya, relies heavily on the structure. Based on this the study was able to establish organisation structure as a key independent variable. Also it was suggested that people throughout the organization should adopt the leader's new vision for the future which make the leadership a key component in implementation of strategic change in telecommunication companies in Kenya (Cummings & Worley 2005). Furthermore, the theory suggests that for the organizations to be successful during change management, the leaders should always study the market trend and should be aware of what is going on as they know how significant the process of the unfreezing stage is to enable them implementation of strategic change in telecommunication companies in Kenya. Now market positioning comes out as key determinant in implementation of strategic change in telecommunication companies in Kenya. so, based on this theory and adding gorm RBV, government policy, market positioning, leadership style, and organizational structure are vital in implementation of strategic change in telecommunication companies in Kenya

Although the emphasis on government policy, market positioning, leadership style, and organizational structure has been reinforced during the most recent decade it creates the impression that accurate research has still not practiced headway, and there are no in general perceived benchmarks for contemplating capacities (Moorman & Miner, 2008). With the true objective of this paper, the thesis assessed government policy, market positioning, leadership style, organizational structure as factors that have tremendous impact on strategic change implementation.

2.2.3 Lippitt's Phases of Change Theory

Armstrong (2006) indicates that Lippitt's Phases of Change Theory is an evolution of Lewin's three-step principle is the Phases of Transition Theory of Lippitt, on expected change in organizations and developed by Lippitt et al., (1958). Lippitt's theory of Stages of Change emphasizes the means and ways to cope with systemic shifts in the management of strategic change. The principle suggests that input on transition has to be freely shared to the whole change teams and the change team leadership should ensure that the change is put into effect under such a situation. The theory's authors have developed a theory of seven phases that reflects more on the function and duty of the agent of change than on the evolution of change itself. The theory suggests that problem identification is needed for the first level of improvement, while the second step requires determining the motivational potential for change.

The third step includes evaluating the resources and motivation of the change agent, including the engagement of the change agents to change, strength and resilience, as the fourth step involves the identification of progressive objects of change (Lippitt, et al., 1958). The change management process ensures that the position of change agents is preferred and well established by both stakeholders during the fifth phase, so that priorities are consistent. As the sixth step is used through collaboration, feedback and community cooperation to maintain transition, the last step includes progressively removing the change agent from their position (Armstrong, 2006). The present study finds that the principle of Lippitt is very helpful in understanding systemic changes within organizations as an important component among the factors affecting strategic change implementation (Tourish, 2015). Key among these factors

are the government policy, market positioning, leadership style, and organizational structure

By using the technique of Hammer and Champy (1993), participating diligent workers will pose critical problems that can be used in this way by the senior supervisory assembly, prompting tremendous data. Therefore, as individual constraints are fused during the execution of the plan, there would be an extraordinary base. The present study found that the Lippitt's theory very useful in explaining structural changes within the organizations as suitable component factors influencing strategic change management implementation (Gitonga & Kamure, 2014). Thus, based on the theory, government policy, market positioning, leadership style, and organizational structure are suitable factors for in implementation of strategic change in telecommunication companies in Kenya

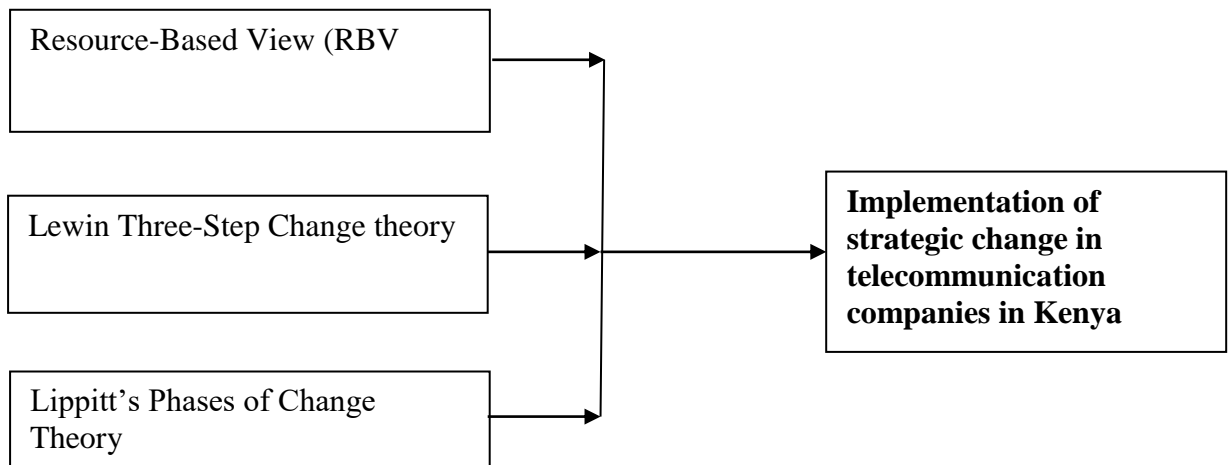
2.4 Theoretical Framework

Any inquiry is mostly supported by a theory Grant and Osanloo (2014) which offer an illustration of the link in the variables. Sinclair (2007) just as Fulton and Krainovich-Miller (2010) shared that the theory created a firm foundation for the inquiry with its related proxies. Lacey (2010) agrees that the theoretical structure is the particular theory or speculations about parts of human undertaking that can be valuable to the study of occasions. The theoretical system comprises theoretical standards, develops, ideas, and inhabitants of a theory (Grant & Osanloo, 2014). In a postgraduate theory or thesis explore, all parts of the research are required to be associated with the theoretical system (Grant & Osanloo, 2014). The understudy should prudently choose the significant theory or speculations that support the information base of the wonder to be examined. The understudy is relied upon to

make an extraordinary utilization of the chosen theory (Resource-Based View (RBV), Lewin Three-Step Change theory and the Lippitt's Phases of Change Theory) to apply the theoretical developments to his/her exposition study which are captured in figure 2.1.

Figure 2.1

Theoretical Framework



Source: Ahmed (2020)

2.3 Empirical Review

2.3.1 Government Policy

A study was done by Firman et al. (2017) focusing on the role that the government formulated policies play as far as the implementation of the projects were concerned. Relevant literature was reviewed around the following themes: management of the projects, strategic management and entrepreneurship. This reviewed literature supported the development of the hypotheses that were tested in the study. It was shared that some of the policies and regulations formulated by the government do have far reaching influence on the performance of the project activities. While some policies support the project activities, other policies will adversely affect execution of the project related activities.

A study conducted in Taiwan by Lee (2016) focused on the policies formulated by the government and the role they play as far as enhancing the loyalty of visitors during the music festivals. A total of 931 visitors during the festival of music were targeted and sampled out as the study respondents. The processing of the views of the respondents was conducted with aid of the Structural Equation Modeling (SEM). It was shown that the policies and regulations formulated by the government do have a direct interaction with the satisfaction of the visitors during the music festivity.

Kouki (2018) did an inquiry into the policies of the government and their essence in the sector of real estate in the context of Japan. The adopted design was quantitative with adoption of techniques like Granger causality and co-integration. There was also qualitative data gathered with aid of interview guides from the experts. It was shown that the formulated policies of the government have minimal effect on the real estate sector. The role of government regulations in the strategic planning processes of organizations has been studied from the perspective of the effects of the safety standards, quality principles and price standards on the strategy of organizations.

Buysee and Verbeke (2013) did an analysis of the benchmarks for quality and their link with the entity performance. The context of the inquiry was in Belgium. The key entities covered by the inquiry include the governmental and non-governmental entities that had a role to play in ensuring that the environmental concerns have been addressed in Belgium. It was suggested that the norms of quality supported the ability of the entity to improve and enhance on the available strategically formulated plans.

Ferro-Soto et al. (2018) looked at the standards of quality and their link with the interests of the stakeholders. It was suggested that the choice of the directors was

supported by the interests of the stakeholders. It was suggested that there were challenges in ensuring that all the interests of the stakeholders have been attained by the entity. However, the need for an entity to strongly place much emphasis on the strategic concerns emerged in the inquiry. The link between the regulations governing variability in prices and the strategies in the entity was explored by . The inquiry was conducted in the Kenyan context and more specifically at Nature Kenya. The findings of the studies indicated that the management teams held various perceptions on the job of different stakeholders while the influence of the different stakeholders was reflected in the overall performance of Nature Kenya.

Simiyu et al. (2017) focused on the policies and regulations formulated by the government and the role they play as far as SMEs owned by women in the County of Trans Nzoia was concerned. Overall, 170 firms were targeted and sampled for inclusion in the inquiry and the views from the respondents were gathered with aid of the observation, interview schedules and the questionnaire. An insignificant link was noted between the regulations that governments have established and the ability of small firms owned by women to grow. The various concerns raised by the study included the need for the government to collaborate with the county governments in upgrading technologies. Put in place adequate infrastructures and lower bureaucracies for small firms owned by women and this was seen to be a step towards enhancing entrepreneurial; activities.

2.3.2 Market Positioning

Vernanda and Sari (2020) looked at brand positioning and its role in quality of the services. The adopted design was quantitative that supported the ability to test the formulated hypotheses. In total, 115 respondents were sampled and covered in the

study. SEM was used in analysis of the results. It was shown that market positioning and the level; of loyalty of the customers are significantly linked with each other.

Hinson et al. (2017) did an inquiry into market positioning and the role it plays in hotels with star rating in Ghana. The variables of interest covered by the study included market positioning and orientation and their link with ability of the firm to perform. The adopted design was surveyed and there were formulated hypotheses that guided the analysis. It was shown that market positioning and the ability of the firm to perform are significantly linked with each other.

Iyer et al. (2019) did an inquiry into market positioning and the role it plays in brand enhancement. The specific emphasis of the undertaking was on the various strategies of market positioning and their link with the positioning of the brand and its ultimate performance. The views of the respondents were collected from various business to business brands in diverse sectors. It was shown that responsive and reactive types of market orientation help in supporting key strategies for positioning of the brands. The quest for clear strategies to be well positioned made sure that the entity did well in the goals established.

Munene (2013) did an inquiry into the positioning of the entity in the market and the link with performance. The area of concern of the investigation was the hospitality with bias on hotels belonging in the five-star rating in the Kenyan context. It was indicated that the majority of the firms in the hotel segment leverage on diverse means of ensuring that their products have been well positioned in the market while fully controlling the daily expenses. This helps the entity to remain competitive while at the same time being viable in the area of specialty. The study by Munene (2013) noted that the majority of the hotels have ensured that the offerings are

aligned with the needs of the end users. This is meant to ensure that the general size of the market of the entity is maintained while driving the efforts of the entity to generate more turnovers. It was further noted that similarly as marketing has turned into an inevitably significant component of the market the executive's strategy, so has the idea of positioning turned out to be basic to the achievement of firms' promoting strategies.

Kasyoka (2011) leveraged Safaricom as the case to bring out some of the strategies adopted in ensuring that the offerings are as competitive as possible. It was noted that as a result of the various technologies, Safaricom has been able to remain competitive. It was shown that the firm is not only seeking to remain viable but that such attained competitiveness remains forever for in the future times of the firm. The firm also strives to ensure that such attained competitiveness is not copied by other participants and rival entities in the sector either within the country or even beyond. It was argued that the firm invested in diverse assets that are supporting its drive to remain sustainable. According to the study by Kasyoka (2011), such assets of the firm noted by the inquiry include the various technologies, the individuals, viable knowledge, finances and the other assets in touchable form.

A study by Nyakondo (2013) linked the positioning of the entity in the market and the ability to perform with key emphasis on the banking entities in Kenyan context. It was shared that the positioning of the entity in the market does predict the extent which it is able to remain competitive and thus constantly improve. This was ideally possible when an entity was able to ensure that it estimates the expenses against the revenues attained. Remaining competitive was seen to support the stabilization of the entity whole shaping its productive ability. The research by Nyakondo (2013) showed that well positioned entities in the market are seen to be more competitive

and this is evidenced in the piece of the overall industry, piece of the pie originated from the appeal of the examined bank as far as spread of strategy, coordinate between item offering and client needs and uniqueness of its administration separation.

According to Ole-Kulet et al. (2019) conducted an inquiry into positioning of the product and the role it plays as far as performance of the firm is concerned. The focus of the study was on the telecommunication sector. The design adopted was a descriptive survey. It was shown that market positioning and the ability of the firm to perform are significantly linked with each other.

In their study Mokaya et al. (2017) used a case of Kenya Airways to bring out the link between market positioning and its ability to perform. A total of 215 staff was sampled out from the entire population of KQ. The views of the respondents were gathered with aid of the questionnaire tools. It was shared that the strategies used to price the products enhances the ability of the firm to perform. It was noted that market positioning is key in formulation of the strategies for marketing activities. The concerns raised included the need for KQ to ensure that it is well positioned within the global market for better performance.

The section has conducted an empirical inquiry into positioning of the entity in the market. However, there are some gaps created from the reviews as some of them lined this with the need of the entity to perform. The inquiries were also done in different contexts at the firm level including the banking entities and not the telecommunication entities.

2.3.3 Leadership Style

Musyoka (2017) looked at the styles of leadership and their link with implementation of strategies with a focus on the hotel sector. The specific focus of the study was on Safari Park Hotel. The adopted design was descriptive and 59 staff were targeted and censured. It was shown that transformational, democratic and charismatic styles of leadership were all applied at the Safari Park Hotel. It was indicated that the existence of good channels of communication enhances the implementation of strategies. The issues and concerns raised include the need to have in place clear channels of communication between the management team and the staff in the organization.

According to Inyang et al. (2018) looked at the style of leadership of the manager and the role it plays as far as the implementation of the sales strategy in the entity is concerned. The study covered a total of 190 respondents and it included development and testing of hypotheses. It was shown that transformation style of leadership and the implementation of strategies are linked with each other. Furthermore, it was shown that the implementation of the strategy for sales directly predicted performance of sales. The implications that were raised from the inquiry included the fact that the sales managers are required to ensure that their style of leadership has been adapted to the competitive environment in which they carry out their operations.

Tawse (2018) did an inquiry into the style of leadership where the subjects are involved to participate in the activities and how this boosts the need to ensure that strategies have been actualized. Besides actualization of the strategies formulated as one of the variables, the other variable was the ability of the firm to perform. The context of the inquiry was in the United States of America. Among the constructs

that were considered by the inquiry include the structure of the entity, the degree of involvement and the success in actualization of the strategies formulated. It was shared that having a culture where participants are involved in the activities of the actualization of the strategies boosts the degree of success.

Koech and Namusunge (2012) did an inquiry into the styles of leadership and their link with the ability of the firm to perform. The key area of concern in the inquiry was on corporations in the public domain covering the county of Mombasa. The constructs adopted in the inquiry included transformation and autocratic style of leadership. It was shown that free reign and the ability of the firm to perform are not linked with each other in significant terms.

Kumar and Pansari (2016) concentrated on the smaller firms with operations in Nairobi and looked at the style of a leader and its link with the ability of the firm to implement its strategic plan. The design used was descriptive. In total, 354 entities were covered by the inquiry. The key constructs of the style of leadership examined by the investigation include the ability to supervise, responsibility of the manager to the activities of the entity and the ability to exercise discipline. A positive link was noted between autocratic style of leadership and the ability of the firm to implement strategies. In agreement with these views, Murigi (2013) did an inquiry into the autocratic style of leadership and the role it plays in ability of the entity to perform. It was shared that an autocratic style of leadership covers the ability to exercise discipline, supervise and command. Thus, the key emphasis of the leader with autocratic attributes is to ensure that the key tasks in the entity have been completed as planned.

Nyong'a and Maina (2014) did an inquiry into the style of leadership and the link with implementation of strategies. The key styles of leadership that were covered in the inquiry include participative, autocratic, free reign and democratic styles. In total, 320 staff targeted from senior positions were targeted in the inquiry. The focus of the inquiry was on Kenya Revenue Authority (KRA) and it was shown that autocratic leadership Style has a positive relationship on strategy implementation at KRA.

Dehghani and Hosseininia (2017) did an undertaking on the styles of leading and the actualization of the strategies in the Iranian context. It was shared that the style of leading adopted in the entity goes a long way to ensuring that the strategies formulated have been actualized. Al-Jammal and Ghamrawi (2013) undertook to bring out the link between the style of leadership and the ability to actualize activities in the learning institutional context. It was noted that an entity having managers who are autocratic will have its strategies adversely affected at the actualization phase.

Awino (2017) did an inquiry into identified variables and their link with the ability of the body corporate to perform. The scope of the inquiry was on relatively larger manufacturing entities in Kenyan context. The adopted design was descriptive also including the use of surveys. These were meant to bring out the link between variables. Views were gathered as supported by first hand as well as auxiliary sources. It was found out that it is only good leadership which can ensure effective implementation of strategies. Awino (2017) further urged that the top management led by the Chief Executive Officer (CEO), must commit everything for strategy implementation to be a success, and this includes involving all members from staff.

Ndunge (2014) studied the job of a leader with strategic considerations and change at the Kenya Wildlife Service. The study used a graphic research plan and essential data was gathered utilizing a semi-organized survey. The study found that strategic leadership affected implementation of progress the board rehearses at the Kenya Wildlife Service. It is of importance for the leaders in the entity to ensure that various resources have been availed and that the vision of the entity has been shared to all other the staff. At the same time, the leaders should be dedicated to the need to actualize the strategies while buying all the new issues that are so diverse. The direct link between actualization of the change in the strategic dimension and the style of the leader is also supported by Bhargara (2013) who noted that when the management of the firm is effective, the change initiatives from a strategic angle are also strengthened.

Murigi (2013) was keen to bring out the leadership traits of the school head and how they predict the ability of learners to perform. The scope and focus of the inquiry was on Muranga. The key emphasis of the inquiry was on an autocratic style of leadership with its measures covering the ability to supervise, direct, arrange tasks and instill discipline. It was noted that those individuals who lead autocratically largely place emphasis on their roles as managers (mean =4.9) and getting things done (mean=4.2). It was shown through the leadership of autocratic style; the staff are motivated as the leader provides discipline to students. Surprisingly, this autocratic style of leadership was seen to have least link on performance of the learners.

Michira and Anyieni (2018) focused on leadership and the role it plays as fat as the implementation of strategic plans is concerned. The upper echelon provided anchorage to the inquiry and the adopted design was surveyed. Leveraging on

information gathered from primary sources, it was noted that the style of the leader will directly boost the ability of the organization to implement the strategic plans. Among the styles of leadership noted to have been adopted in the firm include democratic, transactional and transformational. However, there were some managers who practiced an autocratic style of leadership.

From the above review, the findings portray that strategic leadership assumes a significant job in predicting the degree which an entity actualizes the tactics. The sort of style of leading, correspondence approach and organizational assets profoundly shape the ability of the tactics to perform in an entity. Despite the fact that broad research has been done because of strategic leadership on approach implementation, restricted focus has been laid on telecommunication companies in the country. This study endeavors along these lines, to connect this hole by deciding the relationship between implementation of strategic change and performance of telecommunication companies in Kenya.

2.3.4 Organizational Structure

Mumi et al. (2018) did a study on the structure of the organization and the role it plays as far as performance of micro financing entities are concerned. The adopted methodologies included panel data covering a timer horizon of 20 years and 1,518 firms. A positive and significant link was identified between the structure and performance of the firm. Abuga and Deya (2019) used Safaricom as a point of reference to bring out the link between the structure of the organization and its ability to implement the formulated strategies. The key items covered in this inquiry include the divisional and functional structures besides centralization and their link with the ability to implement strategies. The resource based and stakeholder theories provided anchorage to the study. A significant link was identified between the

structure of the organization and the ability to perform. The key suggestions raised include the needs for organization to enhance the clarity of their structures.

Fitria et al. (2017) looked at the structure of the organization and the ability of teachers in secondary schools to perform. The context of the inquiry was the city of Palembang. The analysis demonstrated that the structure of the organization and the ability of the teachers to perform are significantly linked with each other. Alipoor et al. (2017) did an inquiry into the structure of the organization and its role as far as performance at the job is concerned. The focus of the study was among the hospitals with operations in Ahvaz. An inverse but significant link was noted between the structure of the organization and its ability to perform.

Njiru and Nyamute (2018) conducted an inquiry into the structure of the organization and its link with the ability of the commercial state corporations to perform. The adopted design was surveyed and 34 corporations were targeted and included in the inquiry. It was shown from the analysis that the size of the organization, the degree of formalization, complexity and centralization all have direct link with the ability of the firm to perform in financial terms.

Özşahin and Yürür (2018) looked at the structure at an organizational level and the role it plays in ensuring that the strategic plan has been actualized. The inquiry noted that was a formal and well organized step of ensuring that the formulated strategies have been actualized. It was argued that the major emphasis when developing the strategies is on ensuring the information linked with finances flows in the entity very smoothly. It was shared that during the implementation of strategies, the established budgets provide a guide on how the activities are conducted. It was indicated that the channels of relaying information between the individuals involved in implementation

of strategies is very key. Relaying of messages between the participants was seen to simply the actions and activities to be undertaken making them, to be clearer. Imagination, development, and view of an organization as processes is significant in implementing strategies. In most cases, the majority of the organizations put in place functional structures so as to ensure that every unit in the business is classified in view of its purpose. Such a structure may be characterized by various departments for instance, the production, sales and marketing functions. Such functional structure can be relevant in smaller entities unlike relatively larger forms like the multinationals. The larger firms will require such structures as conglomerates.

Matanda and Ewing (2012) studied multinational individual social insurance organization Kimberly-Clark's Implementation of Strategic Plans and shared that planning of the brands forms, multinational marketing and promoting abilities, and processes added to the organization's prosperity. The design and structure of an entity are significant as they involve choices identified with resource distribution for different units and exercises inside the business commercial ecosystem (Metin, 2017).

Kandie (2011) shared that the structure of the entity is one of the key issues when the actualization of plans developed on a strategic dimension are concerned in the insurance sector in Kenya's context. The specific point of reference of this inquiry was on Kenya Re. The participants were asked to share their views on how the structure of the entity predicts the ability to actualize the plans developed strategically. A vast portion of the participants were of the information that their entities had a lot of procedures and this was seen to adversely hinder the actualization of the developed strategies in the entity.

Amollo (2012) did an inquiry into the key hurdles when actualizing the plans formulated at a strategic angle. The key area of concern of the inquiry was the Parliamentary Service Commission (PARLSCOM). It was shared that the structure of the entity may support or delink the degree of actualization of the plans. It was thought that the entity should have relevant structures since the interlink between diverse units will predict the ability of the entity to materialize the plans. It was documented that an entity should provide an alignment between the structure and the plans developed at a strategic angle. It was also remarked that the structures in place should keep on varying and this should be in line with variability in the surroundings of the firm.

A study by Metin (2017) revealed that variables identified with organizational structure represent an extraordinary test to strategy implementation. Organizations spur and arrange their individuals using their controls and structures in place. In this way the organizational plan is basic to the actualization of the tactics in the entity. The entity's structure is a predictor of clear materialization of the tactics established in the entity. Besides, Mwajuma (2013) also shared that the structure of the entity will boost how the tactics are actualized in the firm.

Hitt, et al. (2016) argued that the stability of the structure of the entity ensures that the firm is able to ensure that all activities involved in implementation of strategies are well managed in the firm. The flexibility of the structure of the firm shapes the adequacy of the resources required for actualization of the tactics. Hitt et al. (2016) further argue that the degree which the strategy has flexibility will act to ensure that there is enhanced capability of the entity to explore the competitive positioning of the firm. In this manner, an entity is able to ensure that the changes in the strategic

dimensions have been well implemented. In essence, a functional structure is where an entity establishes the key divisions like production and marketing in the business.

Mwajuma (2013) looked at components shaping the actualization of strategies in the entity pointing out the role of the structure of the entity. Khayota (2014) distinguished the structure of the entity as a remarkable supporter when materializing the tactics. The studies prescribe a progressively refined study to comprehend the connection between the entity's structure and strategic planning under various methodologies of the executives. The recommendations raised by the inquiry include the need to adopt census on missionary health facilities. This was seen to avail the relevant information for clear comprehension of the key issues involved when actualizing the strategies in the entity.

2.3.5 Strategy Change Implementation

Strategy implementation as indicated by Gabriel and Kazanjian (2016) includes the improvement of structures and strategies in an organization. Implementation on the other hand is a strategic stage and in the strategy that cannot be directionless anyway as a rule ignored. In addition, consequently being a determinant of implementation, there is having to define strategies that could trigger more prominent performance when viably actualized (Mbaka & Mugambi, 2014). Strategic arranging and performance should join depictions of the various models that could show the organization's characteristics which will enable the implementation to gather effective strategies for implementation.

Moreover, the nature of strategic arranging is a strategy that could help organizations in recognizing potential shots (Abok, 2013). This proposed suitable system masterminding is a basic for strategy implementation; by and large, implementation

would not occur inciting an organization frustration as the agents would not be in a circumstance to move toward achieving the organization's characterized destinations. Therefore, organizations should concentrate their energy on recognizing and perceiving the enormous link between strategy definition and performance to offer business satisfaction other than customer dedication and progressively critical advantages (Allen & Helms, 2006).

The Mckinsey 7-S framework provides an important inter-relationship that if properly aligned can lead to successful strategy implementation (Demir & Kocaoglu, 2019). To begin with the strategy must in itself pass the test of being suitable, acceptable and achievable. A strategy that is clearly defined and communicated to all relevant parts of the organization can receive commitment and minimize resistance (Demir & Kocaoglu, 2019).

Hasbison and Meves (1959) shared that involving the managerial team in establishment of the strategies also ensures that the plans are properly actualized. It was suggested that the leaders should be guided by vision so that they are well placed to ensure that the tactics have been actualized. The leaders who are visionary also ensure that their subjects have been empowered in making sure that the strategies have been actualized (Heskett, 2012). The leadership has to have skills that will balance the different political and cultural inclinations and focus them towards achieving the results. Employees need to be involved as far as is possible in the strategy formulation, they need to be equipped through training to acquire the necessary skills.

The whole area of staff management must receive the very important attention it deserves as it is through people that successful implementation can be achieved(Rauf

et al., 2015). Strategy managers need to be trained in strategic management, organizations need to position managers with strategic mentality in power, reward and incentive systems must be focused on the strategy while taking into account the working environment and the labor market (Berson & Avolia, 2004). When organization leadership encourages free and fast information flow, there develops a culture of cooperation and commitment as people understand where the organization is going.

When corporate culture is aligned to strategy, people tend to rally behind the strategy leading to minimal resistance (Andersson & Zbirenko, 2014). Desired culture must flow from the top and if need be new employees can be brought in from outside to change and align culture to the desired strategy. It is therefore important that corporate culture is influenced towards strategy for effective implementation (Markovic, 2012). It is important for the organization to have a well-functioning path for change with emphasis on the speed and the extent which change is implemented in the firm. The starting point for change refers to the initial event that will trigger the need to adopt change in the entity (Kamau, 2014). There is no entity that has predetermined formulae for establishing where to start change from. This is because it can be triggered starting from the top or the bottom of the entity. It is critical to have consultation with most people in the firm before change is implemented.

Today's information age requires that communication is speedily transmitted internally, up and down as well as disseminating information from outside the organization (Awino, 2015). Despite the information overload that organizations experience today, it has been noted that continuous communication enhances strategy implementation. Organizations need to invest in appropriate information

systems that will provide feedback on progress for corrective action to be taken within reasonable time.

Any structure of the firm requires that new strategies have been formulated (Markovic, 2012). Efforts should be made to ensure that the structure of the entity is well aligned with the overall strategy in place. It is important for an entity to establish a fit between the strategies and the structure in place (Heskett, 2012). At the same time, it is important to have a fit between the structure in place and the systems as well as the budgetary provisions with the rewards paid to the staff of the entity. Similarly, the procedures and policies should be well aligned with the structure and the culture in the entity (Magada, 2016).

2.4 Conceptualization

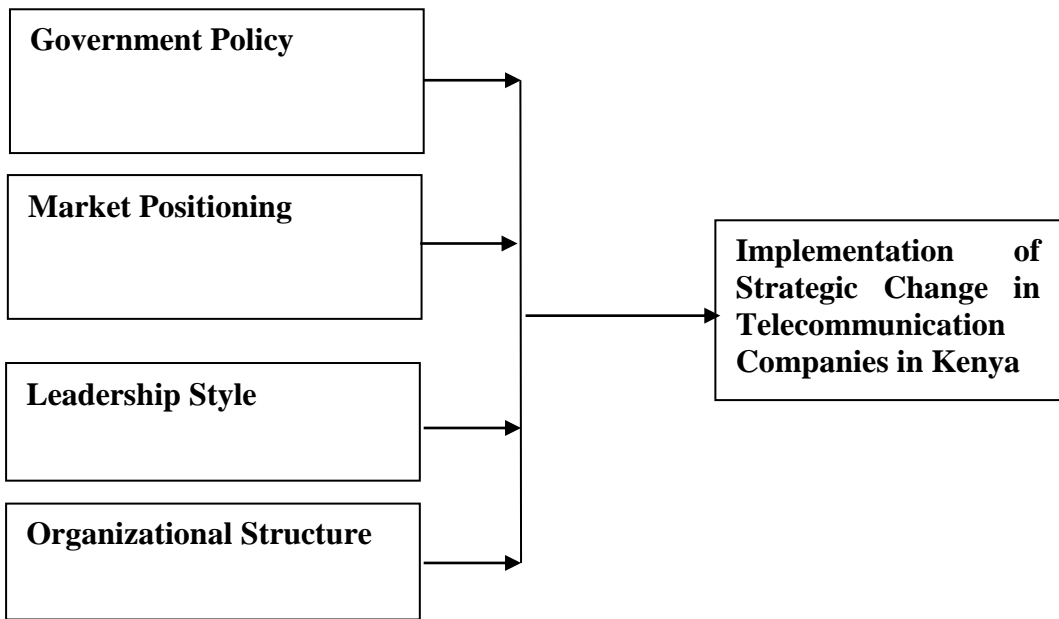
It is from the conceptual framework that the link between the study proxies is well noted. This link is extracted from the views borrowed from other relevant inquiries. Figure 2.2 provides a narration on the link between the determinants (government policy, market positioning, and leadership style and organization structure) and the ability to materialize change strategically (strategic change implementation among telecommunication companies in Kenya). Thus, government policy, market positioning, and leadership style and organization structure are the independent variables (IVs) and strategic change implementation among telecommunication companies in Kenya the dependent variable (DV).

Figure 2. 2

Conceptual Framework

Independent Variables

Dependent Variable

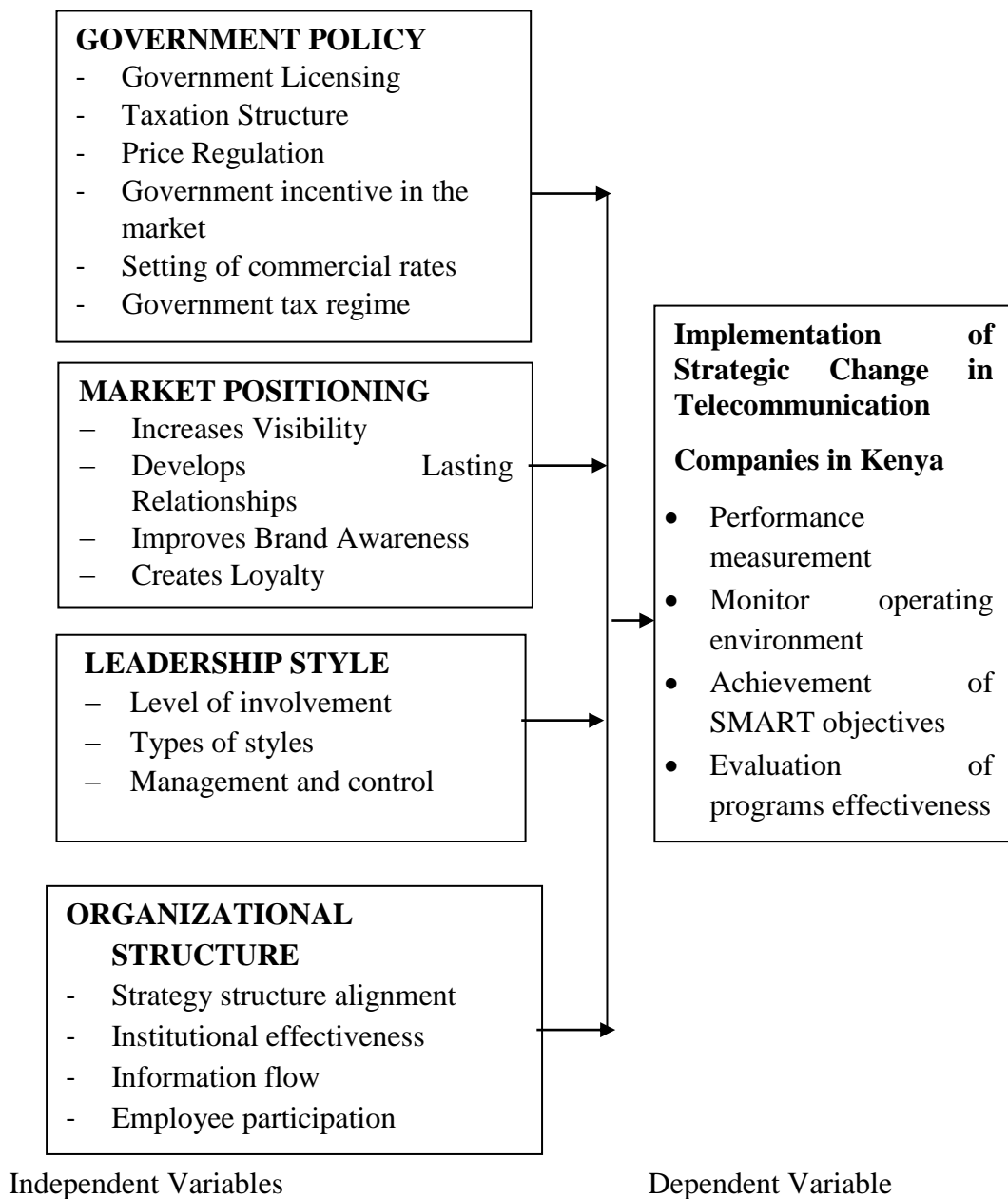


Source: Ahmed (2020)

2.5 Operationalization

Figure 2.3

Operational Framework



Source: Ahmed (2021)

2.6 Summary of Literature Review

This chapter focuses on the works of other authors and researchers with regards to the critical aspects of determinants of strategic change implementation in telecommunication companies. It further went on to show the relationship between the variables encompassed in the study namely government policy, market positioning, leadership styles and organizational structure and strategic change implementation. The section was majorly empirical drawing from various sources of literature and seeking to make sense of their findings.

In the case of the influence of government policy on strategic change implementation, it was found that most studies supported the fact that indeed this strategic determinant was highly influential. It was presented concerning selected parameters namely government licensing, taxation structure, price regulation, government incentive in the market and setting of commercial rates.

For the case of the influence market positioning, it was also found that most studies supported the fact that indeed this determinant was instrumental. It was also presented concerning selected constituent elements of market positioning namely increased visibility, developing lasting relationships and improving brand awareness. Even here, the elements were found to influence strategic change implementation positively.

The influence of leadership style was reviewed, and it was found that most studies were in support of the fact that this determinant positively influenced strategic change implementation. This determinant was presented concerning three elements of leadership styles namely level of involvement, types of styles, management and

control. In all of these elements, most studies indicated a direct link between the style of leadership and the ability of the entity to implement change in strategic dimension.

In the case of the influence of the organizational structure of the entity and its link with the implementation of change from a strategic dimension, it was found that most studies supported the fact that indeed this strategic determinant was highly influential. The selected indicators namely strategy structure alignment, institutional effectiveness, information flow, employee participation and key staff selection implied a positive influence on strategic change implementation.

2.8 Research Gap

The significant gap identified in this review is that there is not a single study focused on the analysis of fundamental determinants of strategic change in telecommunication companies in Kenya. It would have been more relevant to find articles, books, and other sources that were particularly touching on the topic at hand, but this was not the case. Secondly, most of the studies were conducted outside Kenya. The telecommunication industrial growth in Kenya is unique, and the findings made from investigations abroad may not be applicable in the country. Finally, some studies were found to be obsolete due to the time that they were conducted, and because of these reasons, there was a need for a fresh study to analyze the fundamental determinants of strategic change implementation in telecommunication companies in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The specific emphasis of this chapter is on the methods that will help in providing solutions to the research questions. The key areas covered include the adopted design, the targeted participants, the means used to select the participants, how the views of the respondents were gathered and the associated procedures in generating meaning from these opinions sought from the field by the inquiry.

3.2 Research Design

The design of the inquiry is an overall structure or plan that predicts how the opinions of the participants in the inquiry are gathered and processed (Kothari, 2012). The adopted design in this inquiry was descriptive research design. It was through this design that it was possible for the inquiry to provide a summary of information on the respondents. Through this descriptive research design, it is possible for an investigation to provide a narration on the way things are in their present state. Descriptive survey is useful for providing insights into the research problem by describing the variables of interest as was desired in this study. It helped provide useful and accurate information to answer the questions based on; who, what, when, where, why, way; the six Ws of research (Gupta & Rangi, 2014). Furthermore, descriptive research is suitable since it considers issues such as the economy of the design, rapid turnaround in data collection and it is suitable for extensive research. Descriptive research design significantly helped the present study

in soliciting information in the area of research to enhance strategic change implementation.

3.3 Target Population

Target population describes the items and events that form the basis for generalization of the evidence sought in the inquiry (Burns &, 2008). The researcher should strive to find out a possible element about the study population which includes age, gender and classes of the population. The thesis targeted 562 executive and supervisory managers of the three telecommunication companies in Kenya as shown in table 3.1 where the study was based at the Safaricom, Airtel and Telkom Company.

Table 3.1

Target Population

Company	Population
Safaricom Ltd	386
Airtel	73
Telecom	103
Total	562

Source: HR depts in Safaricom, Airtel and Telecom, (2019)

3.4 Sample Size and Sampling Technique

A total population of 562 management staff at Safaricom, Airtel and Telkom Company was used. Yamane (1967) selection formula was employed to come up with a sample size of the study. This selection formula which was used in this study was

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

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

where.

n=desired sample,

N=accessible population size,

e = desired level of precision (0.05).

$$\begin{aligned}
 n &= \frac{562}{1 + 562 \cdot (0.05)^2} \\
 &= \frac{562}{1 + 562 \cdot (0.025)} \\
 &= \frac{562}{1 + 1.405} \\
 &= \frac{562}{2.405} \\
 n &= 234
 \end{aligned}$$

This thesis adopted stratified proportionate sampling to determine the respondent required from each telecommunication company (Palinkas, et al., 2015). The sample size for each telecommunication company was determined as the number of managers from that company divided by the target population times sample size as shown in Table 3.2.

Table 3.2

Sample Size

Company	Target Population	Sample Size
Safaricom Ltd	386	$= \frac{386 \times 234}{562} = 160.72 = 161$
Airtel	73	$= \frac{73 \times 234}{562} = 30.40 = 30$
Telecom	103	$= \frac{103 \times 234}{562} = 42.89 = 43$
Total	562	234

Source: Researcher Own Computation (2020)

Then a simple random technique was used to select the respective respondents for each telecommunication company. For each telecommunication company, a sampling interval was developed, depending on the number of respondents required in that telecommunication company. The sampling interval was obtained by dividing the total number of managers in that telecommunication company with the respondents required. After this, a random starting point was established based on the predetermined sampling intervals. The respondents were selected starting at the random starting point and skipping at the rate of the sampling interval.

3.5 Data Collection

The views in response to the research questions in this investigation were gathered from first hand sources. In essence, the questionnaires were adopted. Most of the items on the tools required fixed responses from the participants in the inquiry. This was meant to give easier time to the team charged with processing these views into meaningful insights (Mugenda & Mugenda, 2012). There were different sections that were included in the tool of gathering the opinions of the participants. In the first area, the key details of the participants were captured while the other areas covered information on the study objectives. Some of the items on the questionnaire were rated on a Likert system. This was meant to ease the entire process of analysis of the views of the respondents.

In administering the tools to the participants, efforts were made to ensure that each of them has been given adequate time to ponder about the items raised. This meant administering the items and then picking them at a later date. The details of the participants were captured and follow ups were made to ensure each of the items had been filled. This also gave the researcher ample time to respond to any concerns being faced by the participants in the inquiry as they capture their views on the tools.

3.6 Validity of the Research Instruments

A valid tool is one that determines and predicts that which it is designed to determine (Bryman, 2012). Among the dimensions of validity include content validity, criterion-related validity and construct validity. Ascertainment of content validity is usually done with the aid of the experts in a given field. In this investigation, the supervisor helped in reviewing the items on the study tools. Criterion validity was determined by making sure that the items indicated in the questionnaire are in line with the study objectives. Construct validity refers to the degree which a tool results based on its claim. For the sake of ensuring construct validity, the tools of the inquiry were piloted. The tools were pretested among 5 participants who were not allowed to undertake the final inquiry. This was meant to ensure that they did not remain biased.

3.7 Reliability of the Research Instruments

The tools of an investigation are said to be reliable when it has the ability to predict the interested feature over several attempts. Saunders et al. (2012) shared that the instrument is deemed to be reliable in the event that it gives results that have some consistency. Kothari (2012) regards reliability as the stability or consistency of the tool in prediction of a desired outcome overtime. The manner in which the tools provide findings that are consistent can largely be viewed as reliability. Reliability is established after a number of attempts in predicting the measurement of the tools of the inquiry. Saunders et al. (2012) argues that the reliability of the tool is usually used in reference to internal perspectives. The key avenue of ruling out whether the tools of the inquiry are reliable is the Cronbach Alpha coefficients. In most cases, the threshold when making a decision on reliability is 0.7.

3.8 Data Analysis

To analyze is to generate meaning from the raw views and assertions shared by the participants in the field. Efforts were made to ensure that there was standardization of the various items gathered from the respondents. In particular, this was supported by determining and identification of complete responses and views. There was coding of the tools of the inquiry coupled with assignment of identification numbers that were so unique. Ascertainment of the data was done to ensure that it was as complete and accurate as possible. The data was then analysed using quantitative technique to obtain descriptive statistics. The data analysis was done by the help of Statistical Package for the Social Sciences (SPSS) version 23. After data analysis the results were presented using frequency tables.

Multiple linear regression analysis was run using the following model.

$$Y = c + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \varepsilon$$

Whereby;

c = Constant term

Y = Implementation of strategic change

X_1 =Government policy

X_2 =Market positioning

X_3 =Leadership style

X_4 =Organizational structure

ε =is the error term

3.9 Ethical Consideration

Ethics refer to the moral dimensions and concerns that need focus and attention in an inquiry and establish the actions that can be regarded as relevant to be undertaken in an inquiry (Saunders et al., 2012). The study first obtained a letter from the directorate of postgraduate of KEMU to conduct the research. Then the researcher applied for permit to conduct research from national council of science and technology innovation (NACOSTI) which was awarded. One other ethical dimensions that the study focused on was, where assurance was provided to the respondents that any information and views shared were to be held in strict confidence. Assurance was availed to the participants that any opinions expressed in this inquiry were only to be used for the purpose of providing academically oriented solutions. The consent of the participants was sought before engaging in the inquiry. The participants were at liberty to make a decision on whether to take part in the inquiry or not as no one was under any sort of pressure. All the views and knowledge borrowed from diverse fields were acknowledged to ensure there were no traces of plagiarism.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the responses from targeted senior managers from Safaricom, Airtel and Telkom firms. This was meant to provide an analysis of the link between government policy, market positioning, leadership style and organizational structure and strategic change implementation in telecommunication companies in Kenya. The response rate was first established followed by a presentation of the general views and the descriptive summary based on the objectives. These were followed by regressing of the variables so as to draw relevant deductions on how the constructs link with each other.

4.2 Response Rate

The sampled respondents were 234 senior managers from top, middle and lower management levels in the 3-telecommunication companies who were administered with the study tools. From these participants, 168 of them gave feedback representing a response rate of 71.79%. This response was adequate for the sake of presentation of the results as detailed in this inquiry.

4.3 Reliability Analysis

Cronbach's Alpha helped in predicting and suggesting the degree which the study tools are reliable. According to Kothari (2012), Cronbach's Alpha threshold value of 0.70. As per table 4.1, all the variables had items that had Cronbach Alpha values of over 0.7. This could be an implication that the tools of the inquiry were reliable enough.

Table 4.1

Reliability analysis

Determinant	No of items	Cronbach's	Decision
		Alpha	
Government policy	8	.708	Reliable
Market positioning	8	.886	Reliable
Leadership style	12	.773	Reliable
Organizational structure	7	.715	Reliable
Strategic change implementation	5	.771	Reliable

Source: Research Data (2020)

Face validity helped in ensuring that the tools of the inquiry are as valid as possible. This was done to ensure that there was a link between the items on the tools and the underlying feature of focus in the inquiry. Peers and the supervisor were engaged in the entire process of predicting the degree of validity of the tools of the investigation. Pretesting was also done with managers who were not part of study participants. This ensured that construct validity was observed.

4.4 General information of the respondents

This part of the study gives general information relating to respondents. This information was sought in respect to the 3 entities that were covered by the inquiry.

4.4.1. Gender distribution of the respondents

Table 4.2 depicts the results sought for the distribution of the gender categories of the participants in the inquiry.

Table 4.2

Gender of the Respondents

Gender	Number of Respondents	Percent (%)
Male	102	60.71%
Female	66	39.29%
Total	168	100.00%

Source: Research Data (2020)

The study findings show that female respondents were 66(39.29%) while the male respondents were 102(60.71%) of the 168 respondents who participated in the study. It shows that there are more males than females in the three management levels in telecommunication companies in Kenya.

4.4.2 Age brackets of the respondents

The study also established the age distribution of the respondents. Results are summarized in table 4.3.

Table 4.3

Age Brackets of the Respondents

Age Bracket	Number of Respondents	Percent (%)
Below 30	21	12.50%
30-34 Years	76	45.24%
35-39 Years	43	25.60%
40-44 Years	16	9.52%
Above 45 Years	12	7.14%
Total	168	100.00%

Source; Research Data (2020)

The findings show that the age of 30-34 years constituted 76(45.24%) of the participants in the inquiry. Those in the age of bracket 35-39 years were 43(25.60%) while below 30 years were 21(12.50%). Those in the age bracket between 40 and 44 years were 16(9.52%) and 12(7.14%) were aged over 45 years old. The findings imply that the majority of managers in the three management levels were above 35 years of age.

4.4.3 Working experience in the company

The study sought to find out the duration of time each respondent had worked in the telecommunication company. This was to find out the working experience the respondent has in the company. The findings are shown in the table 4.4.

Table 4.4

Working Experience in Telecommunication Company

Period	Number of Respondents (N)	Percent (%)
Below 5	54	32.14%
6-10 Years	96	57.14%
11-15 Years	12	7.14%
Above 16 Years	6	3.57%
Total	168	100.00%

Source: Research Data (2020)

According to the findings shown in table 4.4, it was shown that 96(57.14%) of participants had been carrying their duties among the telecommunication entities for 6 to 10 years, 54(32.14%) for less than 5 years while 12(7.14 %) had worked for between 11 and 15 years, as 6(3.57%) had worked for above 16 years. It was shown that the respondents had enough work experience to make them conversant understanding the extent to which each determinant influenced strategic change implementation in telecommunication companies in Kenya and therefore the data collected from them was sufficient to test the study hypotheses.

4.4.5 Education level

The need to bring out the various qualifications of the participants from an academic angle emerged in this inquiry and table 4.5 gives the breakdown.

Table 4.5

Highest Education level

Level	Number of Respondents (N)	Percent (%)
Diploma	36	21.43%
Undergraduate	108	64.29%
Masters	15	8.93%
PhD	9	5.36%
Total	168	100.00%

Source: Research Data (2020)

From the findings 108(64.29%) of the respondents had a university degree, 36(21.43%) had a diplomas, and 15(8.93%) had a master degree while 9(5.35%) of the respondents had doctoral degrees. This implies that the respondents were better placed to read and get to understand the items presented in the questionnaire. The information collected is accurate and adequate to test study hypotheses.

4.5 Descriptive analysis of the Study Variables

The descriptive processing of the views of the participants on the independent variables (government policy, market positioning, leadership style and organizational structure) and dependent variable (strategic change implementation) of the study are documented in this section.

4.5.1 Strategic change implementation

The study first assessed the status of strategic change implementation among these telecommunications using data collected at a 5-point Likert scale. The Likert based items developed on strategic change implementation were interpreted using frequencies and percentages as indicated in 4.6.

Table 4.6*Descriptive Statistics for Strategic change implementation*

	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
The company regularly tests its performance measurement	35%	42.7%	3.8%	13.4%	5.1%
The company regularly monitors and analyzes our operating environment	49.7%	26.8%	5.1%	11.4%	7.0%
The company has goals, objectives and strategies	45.2%	41.8%	8.9%	3.5%	0.6%
The company evaluates its efficiency in the delivery of its programs	61.1%	22.9%	9.6%	4.5%	1.9%
Unexpected project/ program results or unusual trends are investigated	27.4%	49.7%	10.8%	4.5%	7.6%

Source: Research Data (2020)

From the findings shown in table 4.7 out of 168 respondents, majority (42.7%) agreed that the telecommunication company regularly tests its performance measurement to ensure it generates meaningful and practical information while 35% strongly agreed, 3.6 % indicated neutrality, 13.4 % responded they disagreed and 5.1% strongly disagreed. As to whether the telecommunication company regularly monitors and analyzes its operating environment and uses that information to determine future activities, the majority strongly agreed (49.7%) of the respondents, 26.8% agreed. 5.1% were neutral. 11.5% disagreed and only 7% strongly disagreed. Regarding the telecommunication company having its own goals, objectives and

strategies which are specific, measurable and manageable 45.2 % strongly agreed that the company have them, 41.8% agreed, 8.9 were neutral, 4.5% disagreed and only 0.6% strongly disagreed. On whether the telecommunication company evaluates its efficiency in the delivery of its programs in regards to financial and human costs of delivering against impact received 61.1% strongly agreed, 22.9% agreed, 9.6 were neutral, 1.9% disagreed and only 1.9% strongly disagreed. Respondents were asked to indicate whether unexpected projects' and programs' results or unusual trends in telecommunication companies were investigated, 27.4% of the respondents strongly agreed they were investigated, 49.7% agreed, 10.8% indicated neutral, 4.5% disagreed and 7.6% strongly disagreed.

These results indicate that on average, the rate of strategic change implementation among these telecommunication companies in Kenya was very high. These findings agree to those in the study by Njue and Ongoto (2018) which revealed an important positive relationship exists between strategic drivers and the implementation of changes. The research concluded that organizations should aim to adopt higher levels of strategic change implementation for successful competition. More so, Hussein (2018) revealed that the telecommunications companies in Kenya had adopted diverse strategic change implementations as was found in this study. Thus, the findings in this study are confirming those in the study. (Hussein ,2018).

Further, the study by Hussein (2018) revealed that the implementation of strategic change management strategies has a high effect on returns on investment returns, cash flow, total performance over successive years, and has made it possible to estimate revenue pipeline and profit prediction to a significant degree. In general, the results suggest that the implementation of strategic management practices for transformation has a strong impact on organizational success. Meanwhile this study

found that the telecommunication company regularly tested their performance measurement to ensure it generates meaningful and practical information as they regularly monitored and analyzed their operating environment and uses that information to determine future activities. According to these results, the telecommunication companies had their own goals, objectives and strategies which were specific, measurable and manageable and they evaluated their efficiency in the delivery of its programs in regards to financial and human costs of delivering against impact received. The study found that unexpected projects' and programs' results or unusual trends in telecommunication companies were investigated. Thus, the telecommunications companies were carrying out these tasks to confirm the outcome of the strategic change implementation as posited by Hussein (2018) that the implementation of strategic change has a strong impact on organizational success.

Importantly, during implementation of strategic change; downsizing, acquisition, operational improvements and strategy changes are changes that have taken place at among the telecommunication companies. The organization structure, its strategic focus, its staff size and makeup and even its management orientation have been updated by the corporation. Competition, industry liberalization, technical advances and more competitive consumers have brought about improvements. In addition, Ndunge (2014) study found that strategic leadership affected implementation of progress. It is of importance for the leaders in the entity to ensure that various resources have been availed and that the vision of the entity has been shared to all other the staff. At the same time, the leaders should be dedicated to the need to actualize the strategies while buying all the new issues that are so diverse. The direct link between actualization of the change in the strategic dimension and the style of the leader is also supported by Bhargara (2013) who noted that when the

management of the firm is effective, the change initiatives from a strategic angle are also strengthened.

4.5.2 Government Policy and Strategic Change Implementation

The first objective to determine the influence of government policy on implementation of strategic change in telecommunication companies in Kenya. was assessed to obtain findings covering descriptive statistics on the policies formulated by the government and their link with the actualization of change in the organization from, with results as summarized in table 4.7.

Table 4.7***Influence of Government Policy on Strategic Change Implementation***

	Very High %	High	Moderate %	Low %	Very Low %
Rating the effects of regulations on implementation of commercial strategies in the company	35.7%	36.3%	12.7%	12.1%	3.2%
Government involvement in Setting of commercial rates	38.2%	40.8%	15.3%	3.8%	1.9%
Government initiative of being a market catalyst	54.8%	37.6%	1.9%	3.8%	1.9%
Government licensing procedure and fees	45.9%	38.7%	8.0%	4.2%	3.2%
Government tax regime	54.8%	37.6%	3.9%	1.7%	2.0%

Source: Research Data (2020)

From the findings shown in table 4.7 out of 168 respondents, a majority (36.3%) claimed that there was a high influence of government regulations on implementation of commercial strategies in Telecommunication Company, 35.3% claimed that there was very high influence, 12.7% indicated moderate influence, 12.1% indicated there was low influence and only 3.2 % claimed that there was very low influence. Respondents we asked to rate the influence of government involvement in setting of commercial rates in Telecommunication Company, 38.2% indicated that there was very high government involvement in setting of commercial rates in telecommunication companies, 40.8% indicated high involvement, 15.3% indicated moderate involvement, and 3.8% responded low involvement while only 1.8 % indicated very low government involvement in setting commercial rates in telecommunication companies in Kenya. In relation to the influence government initiative of being a market catalyst on strategic change implementation in telecommunication companies in Kenya, out of 168 respondents a majority (54.8 %)

indicated there is a very high influence of this government initiative, 37.6 % indicated that there was high influence, 1.9% responded it was moderate, 3.8% low influence and only 1.9% indicated there was very low influence. In regard to the influence of government licensing procedure and other fees charged on implementation of strategic change in telecommunication companies in Kenya, majority of the respondents (43.9%) claimed that there was very high influence, 36.3% high influence, 7% claimed the influence was moderate, 1.3% low influence and only 3.2% indicated that the influence was very low. As to whether government tax regime influenced implementation of strategic change in telecommunication companies in Kenya a majority of respondents (54.8%) indicated there was very high influence, 37.6% responded there was high influence, 3.9% claimed the influence was moderate, 1.7% indicated low influence and only 2 % responded the influence was very low.

Generally, the study found that government policy has very strong influence on government policy on implementation of strategic change in telecommunication companies in Kenya. The results confirmed those in the study by Keter (2015) which found that government policies on licensing as well as regulations affected the strategic change implementation of the telecommunication industry in Kenya. As a matter of justifying the study by Keter (2015), this study established that there was a very high influence of government regulations on implementation of commercial strategies in Telecommunication Company

Notably, the study found that there was very high government involvement in setting commercial rates in telecommunication companies as there was also a very high influence of this government initiative. Just as was the case with study by Keter (2015), this study established that the influence of government licensing procedure

and other fees charged on implementation of strategic change in telecommunication companies in Kenya was very high. Further, the government tax regime was found to have very highly influenced implementation of strategic change in telecommunication companies in Kenya. Furthermore, while the study by Firman et al. (2017) revealed that policies and regulations formulated by the government had reaching influence on the performance of the project activities, Lee (2016) showed that the policies and regulations formulated by the government directly affected customer satisfaction (Kouki, 2018; Simiyu et al., 2017; Buysee & Verbeke, 2013). Thus, the high performance of government policies would significantly affect the strategic change implementation of the telecommunication industry in Kenya. accordingly, Simiyu et al. (2017) found that government regulations were a strategic determinant of the strategic direction of a firm.

4.5.3 Market Positioning and Strategic Change Implementation

In assessing objective two to determine the influence of market positioning on implementation of strategic change in telecommunication companies in Kenya, the respondents were requested to several statements relating to how market positioning influenced strategic change implementation in their telecommunication company. The findings obtained are as shown in Table 4.8.

Table 4.8***Influence of Market Positioning on Strategic Change Implementation***

	Very High %	High %	Moderate %	Low %	Very Low %
The company experiences increase in its visibility	48.7%	32.3%	8.7%	7.1%	3.2%
The developed and lasting relationships.	32.2%	41.8%	18.3%	5.8%	1.9%
The company improved Brand Awareness	48.8%	37.7%	5.9%	4.4%	3.2%
Company created loyalty with its customers	46.7%	35.7%	8.2%	6.2%	3.2%
Maintaining Company's history and reputation	32.4%	37.2%	18.5%	9.1%	2.8%

Source: Research Data (2020)

The respondents were asked to rate marketing practices in relation to the market advantage level on organization competitive advantage strategy implementation in their telecommunication company. They were asked to rate the market advantage level as very high, high, moderate, low and very low. In regard to the company experience in increase in its visibility, findings in table 4.8 shows out of 168 respondents 48.7% indicated very high, 32,3% high advantage level, 8.7 % moderate advantage level, 2.1% low level while 3.2% indicated very low level. As to whether the company development in lasting customer relationships, 32.2% claimed that there is a very high advantage level of this marketing practice to influence implementation of competitive advantage strategy in the telecommunication company, 41.8% indicated high advantage level. 18.3% claimed it had a moderate level, 5.8% low level and only 9% indicated it has a very low advantage level. Responding to whether the company's practice of creating brand awareness influenced implementation of competitive advantage strategy, 48.8% it had a very high advantage level, 37.7% high advantage level, 5.9% moderate level, 4.4% low

advantage level and 3.2% very low level. As to whether company created loyalty with its customers had an advantage in implementation of competitive strategy in telecommunication company, a majority (46.7%) indicated that it has a very high advantage level, 35.7% high advantage level, 8.2% moderate advantage level, 6.2% low level of advantage and only 3.2 %indicated very low advantage level. In response to whether the telecommunication company practice of maintaining company's history and reputation had an advantage in implementation of competitive strategy in the company, 34.4% indicated very high advantage level, 37.2% high level, 18.5% moderate advantage level, 1.9% low advantage level and 2.8% indicated very low advantage level.

On average, the study results show that there was a very strong influence of market positioning on implementation of strategic change in telecommunication companies in Kenya. These findings confirm those in the study by Iyer et al. (2019) that market positioning plays a key role in brand enhancement. According to Iyer et al. (2019) the specific emphasis of the undertaking was on the various strategies of market positioning and their link with the positioning of the brand and its ultimate performance. The quest for clear strategies to be well positioned made sure that the entity did well in the goals established

According to the results in table 4.8, the market advantage level was very high which made the company experience an increase in its visibility. The study found that the company developed lasting customer relationships, implying that there was a very high advantage level of this marketing practice to influence implementation of competitive advantage strategy in the telecommunication company. It was found that the company's practiced brand awareness creation which very highly influenced implementation of competitive advantage strategy. Also, the companies created

loyalty with its customers which had an advantage in implementation of competitive strategy in telecommunication companies and the telecommunication companies practiced maintaining company's history and reputation which highly ensured an advantage in implementation of competitive strategy in the company. These findings confirm the findings in the study by Vernanda and Sari (2020) which showed that market positioning and the level; of loyalty of the customers are significantly linked with each other. Also, the study by Hinson et al. (2017) revealed that market positioning and the ability of the firm to perform are significantly linked with each other.

Further study by Munene (2013) shows that similarly as marketing has turned into an inevitably significant component of market the executive's strategy, so has the idea of positioning turned out to be basic to the achievement of firms' promoting strategies. Meanwhile, Nyakondo (2013) linked the positioning of the entity in the market and the ability to perform with key emphasis on the banking entities. While the study by Ole-Kulet et al. (2019) revealed that market positioning and the ability of the firm to perform are significantly linked with each other, the study by Mokaya et al. (2017) noted that market positioning is key in formulation of the strategies for marketing activities.

4.5.4 Leadership Style and Strategic Change Implementation

Objective three to determine influence of leadership style on implementation of strategic change in telecommunication companies in Kenya was assessed. Leadership style was one of the study variables and Table 4.9 reports the descriptive statistics.

Table 4.9

Influence of leadership style on strategic Change implementation

Indicator	5	4	3	2	1
Level in the company in which management and control of the strategic change implementation process occurs	37.40 %	39.30 %	12.50 %	6.30%	4.50 %
Management regularly updated employees about the plans as well as progress made towards realization of change in strategic view in the telecommunication company	31.60 %	37.80 %	16.40 %	9.30%	4.90 %
leadership style on implementation of strategic change in telecommunication companies in Kenya	30.90 %	39.30 %	8.90%	14.20 %	6.70 %

Source: Research Data (2020)

In regard to the level in the company in which management and control of the strategic change implementation process occurs respondent were asked to indicate their responses using nominal codes of 1-5 where ;5= top level, 4= Middle Level, 3= Functional Level, 2=Others and 1= Impossible to tell. 37.4% of the respondents indicated top level, 39.3% middle level, 12.5% functional level, 6.3% other levels and 4.5% indicated it was impossible to tell which level the telecommunication company strategic implementation process occurred. Respondents were asked state whether the management regularly updated employees about the plans as well as progress made towards realization of change in strategic view in the telecommunication company, 31.6% of the participants in the inquiry were in strong agreement, 37.8% agreed, 16.4% indicated neutral, 9.3% disagreed and 4.9 strongly disagreed. In regard to the leadership style which enhanced the effectiveness of implementing change from a strategic point, respondents were asked to indicated

with nominal codes 1-5 where 5= Authoritarian, 4= Democratic, 3=Laissez Faire, 2= Bureaucratic and 1= Neurocratic. 30.9% of the respondents indicated authoritative, 39, 3% democratic, 8.9% laissez faire, 14.2% bureaucratic and 6.7% indicated bureaucratic leadership style.

On average, the results indicate that the influence of leadership style on implementation of strategic change in telecommunication companies in Kenya was high which address the findings in the study by Musyoka (2017) that the styles were their link with implementation of strategies. The study by Musyoka (2017) indicated that the existence of good channels of communication enhances the implementation of strategies.

The study established that the level in the company in which management and control of the strategic change implementation process occurred was very high. It was found that the management regularly updated employees about the plans as well as progress made towards realization of change in strategic view in the telecommunication companies while the authoritative leadership style highly enhanced the effectiveness of implementing change from a strategy.

In the study by Koech and Namusunge (2012) it was shown that free reign and the ability of the firm to perform are not linked with each other in significant terms while the study by Kumar and Pansari (2016) established a positive link was noted between autocratic style of leadership and the ability of the firm to implement strategies. In agreement with these views, Murigi (2013) shared that autocratic style of leadership covers the ability to exercise discipline, supervise and command. Thus, the key emphasis of the leader with autocratic attributes is to ensure that the key tasks in the entity have been completed as planned. Furthermore, Nyong'a and Maina (2014) did an inquiry which showed that autocratic leadership Style has a

positive relationship on strategy implementation at KRA. Further, Dehghani and Hosseininia (2017) shared that the style of leading adopted in the entity goes a long way to ensuring that the strategies formulated have been actualized. In a more detailed perspective, Al-Jammal and Ghamrawi (2013) revealed a link between the style of leadership and the ability to actualize activities in the learning institutional context (Awino, 2017). Michira and Anyieni (2018) showed that leadership plays a key role as far as the implementation of strategic plans is concerned. The upper echelon provided anchorage to the inquiry and the adopted design was survey. Leveraging on information gathered from primary sources, it was noted that the style of the leader will directly boost the ability of the organization to implement the strategic plans.

4.5.5 Organizational Structure and Strategic Change Implementation

The study assessed objective four; to determine influence of organizational structure on implementation of strategic change in telecommunication companies in Kenya using data measured on a 5-point Likert based items. The interpretation of these items was done using the values of frequencies and percentages as indicated in Table 4.10.

Table 4.10*Organizational structure Influence on strategic change implementation*

Indicator	5	4	3	2	1
importance of strategy-structure alignment on effective implementation of commercial strategies in their company	37.30%	38.20%	8.90%	9.20%	6.40%
current organization structure enhances institutional effectiveness in the telecommunication company	32.20%	37.80%	18.30%	9.40%	2.30%
nature of the structure enhanced the flow of information for implementation of strategy	34.50%	39.90%	12.60%	9.30%	3.70%
current organization structure allowed employees participation in decision making in the telecommunication company	36.90%	40.30%	12.20%	7.20%	3.40%
To enhanced strategic implementation success in telecommunication company my organisation selects the right people to key positions	42.50%	33.70%	12.50%	8.10%	3.20%
Managers always determine the degree of authority relevant for management of every unit in the telecommunication firms bearing in mind of both the benefit and cost of decentralized decision making	40.30%	38.20%	9.30%	10.10%	2.10%

Source: Research Data (2020)

Table 4.10 shows the findings obtained from respondents who were asked to rate the importance of strategy-structure alignment on effective implementation of commercial strategies in their company. With regard to importance of strategy-structure alignment on effective implementation of commercial strategies in the telecommunication company, out of 168 respondents 37.3% indicated very high importance, 38.2% high importance, 8.9% moderate importance, 9.2% low importance and finally 6.4% very low importance. In regard to whether the current

organization structure enhances institutional effectiveness in the telecommunication company the respondents, 32% of the respondents indicated strongly agree, majority of the respondents (37.8%) % indicated agree, 18.3% indicated neutral, 9.4% indicted disagree and only 2.4% strongly disagreed that the current organization structure enhanced institutional effectiveness in the telecommunication company.

With respect to the item that the nature of the structure enhanced the flow of information for implementation of strategy, out of 168 respondents, 34.5% responded strongly agreed, 39.9% indicated agree, 18.6 % were neutral, 9.3 % indicated disagree while only 3.7% indicated strongly disagree. In regard to whether the current organization structure allowed employees participation in decision making in the telecommunication company 36.9% of the respondents were in strong agreement with the statement, 40.3% agreed, 12.2% were neutral about the statement, 7.2% disagreed and 3.4% strongly disagreed that the current organization structure allowed employees participation in decision making in the telecommunication company. Concerning the selection of the right people to key positions and how this enhanced strategic implementation success in telecommunication company, majority of the respondents (42.5%) were in strong agreement, 33.7% agreed, 12.5% indicated neutral, 8.1% disagreed with the statement while 3.2% strongly disagreed. On whether managers determined the degree of authority relevant for management of every unit in the telecommunication firms bearing in mind of both the benefit and cost of decentralized decision making, 40.3% of respondents were in strong agreement, 38.2% agreed with the statement, 9.3% were neutral, 10.1% disagreed and 2.1% strongly disagreed with the statement. On average, the results indicate that the influence of organisational structure on implementation of strategic change in telecommunication companies in Kenya was

high which address to the findings in the study by Mumi et al. (2018) which revealed a positive and significant link was identified between the structure and performance of the firm.

The findings in this study show that strategy-structure alignment was effective on implementation of commercial strategies in the telecommunication company while the organization structure highly enhanced institutional effectiveness in the telecommunication company. In these results, the nature of the structure was shown to highly enhance the flow of information for implementation of strategy while organization structure allowed employees participation in decision making in the telecommunication companies and selection of the right people to key positions and highly enhanced strategic implementation success. The results show that managers determined the degree of authority relevant for management of every unit in the telecommunication firms bearing in mind both the benefit and cost of decentralized decision making. These findings agree to this in the study by Inyang et al. (2018) that the implementation of the strategy for sales directly predicts performance of sales. Awino (2017) further urged that the top management must commit everything for strategy implementation to be a success, and this includes involving all members from staff. Furthermore, in the study by Abuga and Deya (2019) a significant link was identified between the structure of the organization and the ability to perform. The key suggestions raised include the needs for organization to enhance the clarity of their structures (Njiru & Nyamute, 2018; Özşahin & Yürür, 2018; Fitria et al., 2017; Alipoor et al., 2017).

While the study Fitria et al. (2017) demonstrated that the structure of the organization and the ability of the teachers to perform are significantly linked with each other, the study by Alipoor et al. (2017) obtained an inverse but significant link

was noted between the structure of the organization and its ability to perform. Njiru and Nyamute (2018) analysis showed that the size of the organization, the degree of formalization, complexity and centralization all have direct link with the ability of the firm to perform in financial terms. Özşahin and Yürür (2018) inquiry noted that it was a formal and well-organized step of ensuring that the formulated strategies have been actualized. It was argued that the major emphasis when developing the strategies is on ensuring the information linked with finances flows in the entity very smoothly. It was shared that during the implementation of strategies, the established budgets provide a guide on how the activities are conducted (Matanda & Ewing, 2012; Metin, 2017; Amollo, 2012) Besides, Mwajuma (2013) also shared that the structure of the entity will boots how the tactics are actualized in the firm (Hitt, et al., 2016; Khayota 2014).

4.6 Hypothesis Testing

The outcome of regressing the proxies of the inquiry are documented in this section. The link between government policy, market positioning, leadership style and organizational structure was tested and compared with the dependent variable that was implementation of strategic change in telecommunication companies in Kenya. This entailed the use of regression and correlation analysis.

4.6.1 Relationship between dependent and independent variables

Table 4.11 is the model summary.

Table 4.11

Model Summary

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.905. ^a	.752	.5650	.21410

a. Predictors: (Constant), government policy, market positioning, organisational structure, leadership style

b. Dependent variable: Strategic change implementation

Source: Research Data (2020)

From the model summary table 4.10 the R^2 is 0.752 implying that 75.2 percent of variations in strategic change implementation in telecommunication companies in Kenya is explained by variations in government policy, market positioning, organizational structure and leadership style in those companies implying that variations in other determinants accounts for 24.8 percent variations. The model summary implies that there is strong explanatory power for the whole regression.

4.6.2 Relationship between independent variables

Table 4.12 gives the results of correlation analysis.

Table 4.12

Relationship between independent variables

		Strategic change implementatio n	Governmen t policy	Market positionin g	Leadershi p style	Organisation al structure
Strategic change implementation	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	168				
Government policy	Pearson Correlation	.582**	1			
	Sig. (2- tailed)	0.000				
	N	168	168			
Market positioning	Pearson Correlation	.666**	0.138	1		
	Sig. (2- tailed)	0.006	0.057			
	N	168	168	168		
Leadership style	Pearson Correlation	.506**	0.049	0.123	1	
	Sig. (2- tailed)	0.003	0.732	0.376		
	N	168	168	168	168	
Organisational structure	Pearson Correlation	.738**	.412**	.552**	.415**	1
	Sig. (2- tailed)	0.007	0.12	263	0.406	
	N	168	168	168	168	168

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

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

As shown in table 4.11, there was a high correlation between the structure of the entity and its ability to implement change in a strategic dimension at (0.05) significance level with a strength of 73.8 percent. Also, the company's market

positioning was highly positively correlated with implementation of strategic change in telecommunication companies in Kenya at (0.05) significance level of 66.6 percent. In regard to government policy and strategic change implementation, the correlation level was at 58.2 percent. The correlation between leadership style and strategic change implementation had strength of 50.6 percent at (0.05) significance level. The findings therefore implied that all independent variables were positively correlated with the dependent proxies of the investigation.

Table 4.13

Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.073	4	1170.47	24.012	0.000 ^b
Residual	48.912	118	48.746		
Total	69.985	122			

a. Predictors: (Constant), government policy, market positioning, organizational structure, leadership style

b. Dependent variable: Strategic change implementation

Source: Research Data (2020)

Table 4.13 shows the results of ANOVA test which revealed that the combined independent variables; Government policy, market positioning, leadership style and organizational structure have significant influence on strategic change implementation in telecommunication companies in Kenya. This is explained by high F value of (20.78) and low p values (0.003) which are less than 5% level of significance.

Table 4.14

Regression Coefficients

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.877	1.510		.581	0.564
Government policy	0.437	0.212	0.293	2.061	0.031
Market positioning	0.493	0.192	0.319	2.568	0.014
Leadership style	0.228	0.110	0.272	2.072	0.043
Organizational structure	0.624	0.187	0.410	3.337	0.002

a. Dependent Strategic change implementation

Source: Research data (2020)

The investigation had variables that were regressed multiple to bring out the link between each other. These are government policy, market positioning, leadership style and organizational structure against the dependent variable that is implementation of strategic change in telecommunication companies in Kenya. The choice and justification of regressing the study constructs was to bring out the link between them. This also made sure that all the objectives have been attained as set out by the investigation.

From table 4.14, taking 5% as the significance level, the construct of the inquiry was supported by a link that was significant (as shown the t-values that were relatively higher and $p < 0.05$). All the determinants were seen to pose a direct link with the ability of the entity to actualize the strategic change initiative. It was documented that for 1 unit change in other determinants other than those included as independent variables can be predicted to influence strategic change implementation by a change of 0.877 units given that the other constructs have been relaxed. Consider below the study model:

$$Y = .877 + 0.437 X_1 + 0.493 X_2 + 0.228 X_3 + 0.624 X_4 + \varepsilon$$

whereby;

c = Constant term

Y = Implementation of strategic change

X_1 =Government policy

X_2 =Market positioning

X_3 =Leadership style

X_4 =Organizational structure

ε =is the error term

The findings therefore revealed that government policy, market positioning, leadership style and organizational culture all positively influenced strategic change implementation in telecommunication companies in Kenya.

In regard to hypotheses testing, the first null hypothesis that there is no significant influence of government policy on strategic change implementation in telecommunication companies in Kenya if $\beta_1=0$. From the results obtained $\beta_1=0.437$; ($\neq 0$) and with a p value = (0.013) which is less than p value of (0.050) implies that null hypothesis is rejected concluding that the alternative hypothesis is true that at 0.05 significance level the policies established by the government were seen to shape the ability of the entity to actualize the change from a strategic consideration.

The second null hypothesis that there is no significant influence of market positioning on strategic change implementation in telecommunication companies in Kenya if $\beta_2=0$. From the results obtained $\beta_2=0.493$; ($\neq 0$) and with a p-value = (0.014) which is less than p value of (0.050) implies that null hypothesis is rejected concluding that the alternative hypothesis is true that at 5% significance level there is a significant influence of market positioning on realization of change from a strategic

level in telecommunication companies in Kenya. The third null hypothesis that there is no significant influence of leadership style on strategic change implementation in telecommunication companies in Kenya if $\beta_3=0$. From the results obtained $\beta_3=0.228$; ($\neq 0$) and with a p-value = (0.043) which is less than p-value of (0.050) implies that null hypothesis is rejected concluding that the alternative hypothesis is true that at 5% significance level there is a significant influence of market positioning on strategic change implementation in telecommunication companies in Kenya.

Lastly the fourth null hypothesis that there is no significant influence of organizational structure on strategic change implementation in telecommunication companies in Kenya if $\beta_4=0$. From the results obtained $\beta_4=0.624$; ($\neq 0$) and with a p-value = (0.002) which is less than p value of (0.050) implies that null hypothesis is rejected concluding that the alternative hypothesis is true that at 5% significance level there is a significant influence of organizational structure on strategic change implementation in telecommunication companies in Kenya.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the views from the respondents that were processed from the field. The key issues noted from the processing of the views of the respondents are used to make conclusions. The recommendations creating key issues of concern are also presented as informed by the established findings.

5.2 Summary of the findings

The inquiry analyzed the influence of strategic determinants of strategic change implementation in Telecommunication companies in Kenya. Specifically, the study focused on the extent in which government policy influenced strategic change implementation; the extent in which market positioning influenced strategic change implementation; the extent to which leadership style influenced strategic change implementation; and analyze the extent in which organizational structure influenced strategic implementation in telecommunication companies in Kenya.

5.2.1 Government policy and strategic change implementation

It was noted that the participants were in agreement on the vital influence of government policy in materialization of change from a strategic point of consideration. Furthermore, a direct and significant interaction was seen to exist between the policies put in place by the government and the ability of an entity to attain change from a strategic point. Also, it was noted that variations in realization of change from a strategic level are influenced by the variations in government

policy. Therefore, the result confirms that government policy is very fundamental for effective and efficient materialization of change from a strategic point of consideration in telecommunication companies.

5.2.2 Market positioning and strategic change implementation

The link between market positioning and the need to attain change from the strategic consideration came out in this investigation. It was identified that the majority agreed on the influence of market positioning towards fostering implementation of strategic change. Further, the findings established that there is a statistically significant strong positive relationship between market positioning and materialization of change from a strategic dimension. Furthermore, the ability of the entity to position itself in the market was seen to directly support the change initiatives from a strategic dimension in significant terms. Therefore, the study confirms that market positioning is very important for effective and efficient attainment of change from a strategic point of consideration in Telecommunication companies in Kenya.

5.2.3 Leadership style and strategic change implementation

The need to predict the link between the leadership styles and the ability to actualize the strategic change in an entity emerged in this investigation. It was shared that the most participants were in agreement on the styles of leading and the role they play in driving the change from a strategic direction. Further, the findings established that there is a statistically significant direct link between leadership style and actualization of change from a strategic point of concern. Furthermore, the study found that variations in implementation of strategic change in Telecommunication companies are influenced by variations in leadership styles. Therefore, the study

confirms that leadership style is very important for effective and efficient attainment of change in a strategic level in Telecommunication companies in Kenya.

5.2.4 Organization structure and strategic change implementation

The result showed the importance of the influence of the structure of the firm in realization of change in strategic dimension among telecommunication entities. On top of that, the study established that there is a statistically significant strong positive link between organizational structure and actualization of strategic change in telecommunication companies. Also, it was noted that the variations in implementation of strategic change are influenced by the variations in organizational structure. Therefore, the result confirms that organizational structure is fundamentally important for effective and efficient materialization of change in strategic point of consideration in telecommunication companies.

5.3 Conclusions

The study made conclusions based on the findings and discussions and guided by the research objectives

5.3.1 Influence of Government policy on strategic change implementation

The study concludes that at 5% significance level, government policy has a statistically significant influence on implementation of strategic change in telecommunication companies in Kenya. The link between government policy and implementation of strategic change in telecommunication companies was determined in this inquiry. Generally, the study found that government policy has a very strong influence on government policy on implementation of strategic change in telecommunication companies in Kenya. Government policies on licensing as well

as regulations affect the strategic change implementation of the telecommunication industry in Kenya. These policies cut across, government's high involvement in setting commercial rates, government licensing procedure and other fees charged, and government tax regime.

5.3.2 Influence of market positioning on strategic change implementation

In conclusion, the study states that at 5% significance level, there exists a statistically significant influence of market positioning on implementation of strategic change in telecommunication companies in Kenya. Market positioning towards effective materialization of change from a strategic angle is important for implementation of strategic change in telecommunication companies. This is enhanced by variations in actualization of the formulated strategies in an entity, as well as developing lasting relationships and improved brand awareness.

5.3.3 Influence of leadership style on strategic change implementation

The study concludes that at 5% significance level, leadership style has a statistically significant influence on implementation of strategic change in telecommunication companies in Kenya. The main considerations are; ensure that change from strategic point of concern is actualized in an entity, adoption of effective styles of leadership, engaging in decision making process, involvement, collaboration and working together and enriching the tasks and activities of other staff in the entity.

5.3.4 Influence of organizational structure on strategic change implementation

Lastly, the study concludes that at a 5% significance level, there exists a statistically significant influence of organizational structure on implementation of strategic change in telecommunication companies in Kenya. The main determinants of

organizational structure of implementation of strategic change in telecommunication companies are; appropriate platform, flexibility of the structure, and competitive positioning of the entity.

5.4 Recommendations

The study made various policy recommendations. Firstly, based on objective 1, the investigation noted that there is a considerable positive relationship of government policy towards effective implementation of strategic change in telecommunication companies in Kenya. It is therefore recommended that the telecommunication companies should highly consider government licensing policy, taxation structure and government price regulation while implementing any strategic change in their companies. Also, the study reveals that the existing government incentive in the telecommunication market and government involvement in setting commercial rates both should be considered while implementing any strategic change in the company.

Secondly guided by objective 2, the study analyzed the influence of the firm's market positioning on implementation of strategic change in telecommunication companies in Kenya. Based on the findings there is considerable positive relationship between the firm's market positing and successful implementation of strategic change in telecommunication companies in Kenya. It is therefore recommended that the telecommunication companies should consider increasing their company visibility, developing lasting relationships with its stakeholders and improve on their brand awareness in order to enhance implementation of strategic change in their companies.

Thirdly, based on objective 3, it was noted that leading people democratically with various channels of communication is desirable in the firm that strives to ensure that

change in the strategic dimension has been actualized. Therefore, the study recommends that telecommunication companies should enhance this leadership style in order to successfully implement any strategic change. Also the companies' leadership should encourage middle level employees' participation in decision making because it is fundamental when an entity is implementing change from a strategic dimension. Efforts should be put in place to ensure that top managers have been involved in the entire process of change.

Lastly, guided by objective 4, it was proved that organizational structure created a platform for an entity to effectively implement strategic change. Therefore, the telecommunication companies in Kenya should focus on strategy structure alignment, institutional effectiveness and ensure there is a good information flow while implementing any strategic policies. Employee participation is very important and hence highly recommended to enhance strategic change implementation. There should be clear and transparent selection of key managers as this will enhance the ability of the managerial team to cooperate and carry out the activities hence meeting the goals of the entity.

5.5 Suggestion for further studies

The emphasis of this inquiry was on aspects of managing change at a strategic level and its associated determinants. Hence, future inquiries should pay more attention to strategic planning as a concept. Additionally, only three entities with operations in the telecommunication sector were covered by the investigation. Further studies are recommended to involve other companies to enrich the emphasis on strategic change implementation portrayed in this study. This will give it another context to view the influence of strategic determinants on strategic change implementation.

Thirdly, the opinions for analysis from the participants were largely sought as supported by the use of the questionnaire. Other data collection methods are proposed like focus group discussions, observations and interviews to give more robust qualitative results to the study. Besides, only four determinants namely government policy, market positioning organizational structure and leadership style were covered in this inquiry. Hence, the focus of the future considerations should be on other elements in an organizational context like the ability to train and develop staff.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR THE TELECOMMUNICATION

COMPANIES IN KENYA

BUS-3-9269-2-2018

Kenya Methodist University

Dear Respondent,

I am a student at Kenya Methodist University undertaking a master's degree in business administration and have chosen you to participate in this study on DETERMINANTS OF STRATEGIC CHANGE IMPLEMENTATION IN TELECOMMUNICATION COMPANIES IN KENYA. Your responses will only be used for the purpose of the study. All information received from the respondents will be held confidentially. Kindly respond sincerely to the issues in the questionnaire. Please read and answer the questions by ticking the correct answer (choice) to the questions given. Where required, write brief answer in the spaces provided.

Thanking you in advance for your cooperation and participation.

Yours truly,

YUSUF MOHAMED AHMED

(Please mark where appropriate)

1. Gender

Male { }

Female { }

2. Age Brackets

Below 30 years { }

30-34 years { }

35-39 years { }

40-44 years { }

Above 45 years { }

3. Highest Level of Education

Diploma Level { }

Degree Level { }

Master Level { }

PhD level { }

4. Work Experience

Below 5 year { }

6-10 years { }

11-15 years { }

Above 16 years { }

SECTION A: GOVERNMENT POLICY

5. Does government policy affect strategic change implementation in telecommunication companies in Kenya?

Yes { }

No { }

6. How would you rate the effects of regulations on implementation of commercial strategies in your company?

Very High { }

High { }

Moderate { }

Low { }

No Effect { }

7. With a tick indicating the effect of each of the following roles of government in the operations of your telecommunication company and how it influences strategic change implementation?

	Very High	High	Moderate	Low	No effect
Government involvement in Setting of commercial rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government initiative of being a market catalyst	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government licensing procedure and fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government tax regime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. What are some of the rules of the game which might require all players in the industry to abide by?

Trust { }

Time { }

Cost { }

Realistic Estimates { }

9. What is the impact of political class on the way commercials are conducted in the market?

Business Taxes { }

Employee Protection { }

SECTION B: MARKET POSITIONING

11. Does market positioning affect implementation of the organization's strategy?

Yes { }

No { }

12. For each of the following marketing practices rate the advantage level on organization competitive advantage strategy in your telecommunication company.

Marketing Practice	Very high	High	Moderate	Low	Very low
Increases Visibility					
Develops Lasting Relationships					
Improves Brand Awareness					
Creates Loyalty					

13. What is the influence of perception of the consumer on market positioning?

History & Reputation { }

Branding and Packaging { }

Quality of a Product { }

14. How would you rate the effect of market positioning on implementation of companies strategic change?

Very high

High { }

Moderate { }

Low { }

No Effect { }

15. What is the advantage of the organization that positions itself favorably within a particular marketplace?

Profit Margins { }

Competition { }

SECTION C: LEADERSHIP STYLE

16. Does leadership style affect strategic change implementation in telecommunication companies in Kenya?

Yes { }

No { }

17. In which level in your company does most of the management and control of the strategic change implementation process occur (or seem to occur)?

Top { } Middle Level { } Functional Level { } others { } Impossible to tell { }

18. On a Likert scale(of 1-5 where; 5=very much involvement , 4= much involvement, 3= moderate involvement , 2= little involvement and 1= no involvement) indicate employees involvement in strategic change implementation in your company.

Very much involvement { } Much involvement { } Moderate involvement { } little involvement { } No involvement { }

19. On a scale of 5 to 1, (where 1 indicates insignificant involvement and 5 indicates full involvement) please assess the level of involvement of the following people/departments are in guiding the strategic change implementation process

	5	4	3	2	1
The Board/Directors					
Chief Executive Officer (CEO)					
Functional/Business Managers					
The Staff					
Subordinate staff					
Consultants					

Others: (specify)					
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20. In your opinion which leadership style would lead to the most effective implementation of strategic change in your company?

Authoritarian { } Democratic { } Laissez Faire { } Bureaucratic { } Neurocratic { }

21. Management regularly updates employees about the plans and progress toward the change implementation

Strongly Agree { } Agree { } Neutral { } Disagree { } Strongly Disagree { }

SECTION D: ORGANIZATIONAL STRUCTURE

22. Does organizational structure affect strategic change implementation in telecommunication companies in Kenya?

Yes { }

No { }

23. How would you rate the importance of strategy-structure alignment on effective implementation of commercial strategies in the company?

Very high importance { }

High importance { }

Moderate importance { }

Low importance { }

No importance { }

24. The current organization structure enhances institutional effectiveness in your company.

Strongly Agree { }

Agree { }

Neutral { }

Disagree { }

Strongly disagree { }

25. The nature of our organization structure allows for free flow of information critical to strategy implementation in your company.

Strongly Agree { }

- Agree { }
- Neutral { }
- Disagree { }
- Strongly disagree { }

26. The current organization structure allows employees participation in decision making in your company.

- Strongly Agree { }
- Agree { }
- Neutral { }
- Disagree { }
- Strongly disagree { }

27. To enhance strategic implementation success, my company selects the right people for key positions.

- Strongly Agree { }
- Agree { }
- Neutral { }
- Disagree { }
- Strongly disagree { }

28. Managers determine the degree of authority needed to manage each company's unit bearing in mind both the benefit and cost of decentralized decision making

- Strongly Agree { }
- Agree { }
- Neutral { }
- Disagree { }
- Strongly disagree { }

SECTION F: Implementation of Strategic Change

29. Using the Likert type scale below, indicate how you would rate the following indicators of implementation of Strategic change in the company.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The company regularly test its performance measurement to ensure it generates meaningful and practical information					
The company regularly monitors and analyzes our operating environment and uses that information to determine future activities					
The company has goals, objectives and strategies are specific, measurable and manageable					
The company evaluates its efficiency in the delivery of its programs (e.g. financial and human costs of delivering against impact received).					
Unexpected project/ program results or unusual trends are investigated					

30. List other strategic change implementation factors the company considers to measure its performance levels

“Thank you for your Cooperation”