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Effects of Strategic Change Management Practices on Performance in the Telecommunication Industry in Kenya: Case of Telkom Kenya Limited

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Abstract:
The benefit strategic change management is to effectively utilise the available human resources and technology to attain a competitive advantage in the industry. Strategic change management seeks to make sure that people comprehend and embrace changes more readily since they understand the benefits linked to such changes. In a similar manner, through strategic change management, the organization is able to design an innovative vision and to come up with effective strategies of realising the vision. Telkom Kenya Limited has been implementing a number of strategic changes with an aim of increasing efficiency and to achieve and maintain competitiveness in the industry. This has been achieved through adoption of modern technologies, formation of strategic alliances, learning culture, and product reengineering. This study therefore sought to determine the effect of strategic change management practices on the performance of the company. The study specifically sought to determine; the effects of technological adoption, strategic alliances, learning culture and product reengineering on the organisational performance of Telkom Kenya Ltd. The study informed by The Balanced Score Card Model, Change Theory and Resource Based View (RBV) Theory. The study used a descriptive research design. The target population was 207 employees of the company based at the headquarters out of which the researcher will sample 3 top management employees, 9 middle level employees and 30 lower level employees using 20% representativeness. The study used stratified sampling to group the employees into three categories; top management, middle level and lower level management employees. Simple random sampling was then applied in each stratum to select the participants. Primary data was collected using questionnaires and analysed using Statistical Package for Social Sciences (SPSS). Both descriptive and inferential analysis was used to analyse the data. Inferential analysis in form of multiple regression models was done to determine the relationship between the strategic change management practices and performance at Telkom Kenya Limited. The study findings indicated that technological adoption is a significant predictor organizational performance (B=0.52, P-value=0.01<0.05). The study also found out that strategic alliances significantly affects organizational performance (B=0.29, P-value=0.01<0.05). This indicated that adoption of strategic alliances is a significant predictor of organizational performance. The study further found that product/service reengineering had significant effect on organizational performance (B=0.17, P-value=0.03<0.05). This indicated that product/service re-engineering is a significant predictor of organizational performance of the company. The findings finally found that learning culture had significant effect on organizational performance (B=0.12, P-value=0.04<0.05). This indicated that learning culture is a significant predictor of organizational performance of the company. The R-squared for the regression model was 0.726. This implies 72.6% of the change in organizational performance of the company is explained by Technological adoption, Strategic alliances, Learning Culture, and Product/service reengineering. The study recommends the management of Telkom Kenya Limited and other sectors of the economy to enhance strategic change management to enhance perfo

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1. Introduction

Chapter one presents the introduction of the study. It covers the background of the study, statement of the problem, purpose of the study, study objectives, research questions, and significance of the study, scope of the study, study limitations and the organization of the study.

1.1. Background of the Study

Currently, due to the economic and financial crisis in the corporate world, it is crucial for organisations to know the various factors that lead to organisational success and various ways in which they can be measured (Verboncu & Purcaru, 2009). In times of difficulty, an organisation must be in a position to identify the various measures that enable it to respond efficiently to emerging challenges in order to adapt as quickly as possible to changes in the business environment. Organizations play a significant role in any society and thus, successful organisations contribute significantly to societal development. Precisely as a result of the key role the organisations play, they aim at continuous performance since it is only through this that they are able to grow and advance.

1.1.1.Organization Performance

Organizational performance is among the key variables in the management research and arguably the most significant determinant of organizational success. Organization performance is measured in terms of the actual output of the organization evaluated against the set goals. Organizational performance concept is founded upon the idea that an organization is the intended relationship of productive assets with the key aim of achieving a common goal (Barney, 2001). The assets can only be offered if those providing they are assured of valuable returns relative to other areas where the resources can provide. Assets providers will only provide the assets as long as the value generated by the use of the assets is equal or exceeds the value anticipated by the assets contributors.

Organisational performance can be measured in various ways either through financial measures or non-financial measures. Financial performance is measured in terms of the firm's financial status organizations financial status or the financial outcomes that occur as a result of design and execution of management decisions. The key measures of financial performance include return Sales, earning, dividend, bond and credit ratings, cash flow and stock prices. A rise in these indicators is considered a good performance while a drop signifies poor performance Organization performance can also be measured using non-financially. According to Oslon, Slater and Hult (2005), organisational performance can be measured in terms market share growth, an increase in the number of employees, among other indicators. The most common non-financial indicator of organisational performance is the growth in the number of employees (Bigsten & Gebreeyesus, 2007). This is however used in the absence of financial measures of performance. According to Bigsten and Gebreeyesus (2007), an increase in the number of employees is taken to signify an increase in profit. This measure is usually relied on if the firm does not keep complete books of records. Corvellec (2018) justifies the use of the number of employees as a measure of performance by postulating that a business usually increases the number of employees after making profit. In the view of Garoma (2012), firms usually rely on the number of employees to measure performance due to the readily availability of employee data.

The performance of an organisation can also be measured non-financially through perceptions. According to Garoma (2012), success is a subjective concept and can be well explained by the respondents. According to World Bank (2007) it is equally important to understand how people perceive their jobs. In this case, lower employee satisfaction score is an indicator of poor organisational performance while higher satisfaction is an indication of high organisational performance. Another non-financial indicator of organisational performance is delivery. In this case, timely delivery of goods and services is taken signify superior performance while delayed delivery on the other hand is taken to dignify poor performance (Ittner & Larcker, 2001). Other non-financial measures of organisational performance brand recognition and market positioning. On brand recognition, highly recognized brands are indicators of superior organisational performance while those companies with poorly recognised brands regarded as poor performers. With regard to market positioning, suitably positioned firms are regarded as superior performers while the poorly positioned ones are branded poor performers. In this study only, financial measures of performance were used.

1.1.2. Strategic Change Management

Strategic change management refers to the reforms in the strategy of a firm as determined by its scope, allocation of resources, competitiveness, and synergy (Johnson & Scholes, 2002). Strategic change management mainly comprises of reorganisation of priorities and disruption of the already existing linkages and due to this, such change tends to be divisive both internally and externally. According to Buchanan and Boddy (2009), present day firms should seek exclusivity and superiority in aspects of operations, technology, work procedures, goods and services, approaches in the various management functions of planning, organizations, staffing, directing and controlling in order to achieve and maintain competitiveness. It is only through innovativeness and creativity that these changes are made possible.

Strategic change involves the difference in the form, quality, or state over time in the alignment of the firm with its environment (Borwick, 2018). Strategic change should be industry explicit, practical, flexible, and technically superior to ensure maximum returns on investments. Organisations achieve organisational success when the strategic change adopted for the circumstances they face is feasible in in connection to the available resources, expertise, capabilities, and are desirable to the stakeholders. Strategic change is a long-term process, impacts on the whole firm, and it is focused on the achievement of organisational efficiency.

In the modern day, most managers would agree that change has become a constant phenomenon which requires proper attention and management properly if the firm is to survive. Technological reforms, changes in the marketplace, information systems, the international economy, social values, workforce demographics, and the political environment all have a significant impact on the products, processes, services offered. As a result of culmination of these forces, there has emerged a dynamic, unpredictable, demanding and often devastating to those firms that are unprepared or that are not able to react to changes (Burnes, 2004).

1.1.3. Telecommunication Iindustry in Kenya

The Kenyan telecommunication sector just like in other parts of the world is undergoing significant changes. In the recent past, the sector has been highly transformed by technological advancement and regulatory restructuring. Markets that were formerly distinctive, discrete and vertical have coalesced across their old boundaries with a massive investment of capital - much of it coming from the private sector. This has resulted to new markets, new entrants, and new challenges such as staff restructuring which may lead to dissatisfaction as changes caused by market liberalization.

Market liberalization efforts have also come up which has ensured the successful partial privatization of Telkom Kenya Ltd (December 2007), divestment of GoK's 25% stake in Safaricom Ltd via a public listing (May 2008), and the launching of Econet Wireless Kenya (November 2008). This has resulted into some of the world's best-known providers of telecommunication services Vodafone, Bharti International/ Airtel, France Telecom, and Essar Communications as a result of their investment in Safaricom Limited, Telkom Kenya Limited and Econet Limited respectively which are the key players in the Kenyan telecommunication sector. Ongoing infrastructural expansions by operators have to a large extent been focused on network expansion to ensure countrywide coverage (Price Waterhouse Coopers, 2009-2012).

1.1.4. Telkom Kenya Limited

Telkom Kenya Limited was incorporated in Kenya, under the Companies Act (Cap 486) in 1999. The company started operating in July 1st 1999 under complete ownership of the government (GoK). In December 2007, the Government invited a strategic equity partner through a transparent privatization exercise, in which France Telecom Group (FTG) acquired 51% stake of TKL. France Telecom Group (FTG) is one of the world's leading telecommunications carriers, with over 153 million customers, across five continents serving 220 countries and territories (Telkom Kenya, 2012). The partnership has enabled TKL to make major investments in the network and services offered which enabled Kenyans to enjoy world class telecom services. The partnership with FTG, which has an extensive global connectivity and participation in the TEAMS submarine cable position Kenya as a regional digital gateway and internet hub for East and Central Africa. In line with this, the company is emerging to be the next generation network service provider and it is in a good position to improve its efficiency and performance while offering enriched products and services.

The company has been licensed to operate telecommunication facilities and services by the Communication Commission of Kenya (CCK) under the provisions of the Kenya communications Act, 1998. It is Kenya's leading integrated Information and Communications Technology (ICT) Company, offering a comprehensive range of communication services and solutions in broadband, data, GSM and fixed-line. As a market leader in the broadband and fixed-line businesses, TKL is driven to deliver value to its stakeholders in a highly competitive environment. The Company places emphasis on continuing customer service quality enhancements and innovations.

TKL is currently engaged in the business of establishment, maintenance and provision of telecommunication and related services to the entire Kenyan population. The company is developing innovative solutions and communications services designed for businesses in Kenya. The company work in all business market; small businesses, local authorities, and multinationals and provide voice, data and mobile services, along with information system expertise and managed services, that are all designed to transform business processes and improve productivity (Telkom Kenya, 2012).

The company is jointly owned by the Government of Kenya with a share of 49% and France Telecom Group as a strategic equity partner who owns 51%. It is expected that TKL will sell approximately 26% of its shares in a future floatation at the Nairobi Stock Exchange. The company has three subsidiaries which produce and provide telecommunication products and services. These includes Gilgil Telecommunication Industries (GTI) involved in the production of construction and electronic equipment utilised in the telecommunication industry, Jambo Telkom Limited which is an internet provider and Postal Directories, in which Telkom has a 40% shareholding, while the remaining 60% is held by the joint venture partner (Telkom Kenya, 2012).

The brand name of the company is Orange. The company has implemented various changes with an aim of increasing organisational efficiency and to remain competitive in the telecommunication sector. The changes which have been adopted by the company include new technological adoption (fibre services, audio/ web conferencing and video conferencing), promoting learning culture, product reengineering (revising calling and SMS rates), forming strategic alliances (Mobicom and M-banking) and imitation (bulk SMS and fibre connectivity). There has been a change in the company's organisational structure, its strategic focus, composition and size of the workforce, and also its management orientation. These changes have occurred due to stiff rivalry in the market, market liberalization, technological progress and changing customer demands. The challenges faced by Telkom Kenya in implementing changes include stiff competition in the telecommunication sector, dynamism of the telecommunication industry, politics and technological advancement (Telkom Kenya Limited, 2012).

1.2. Statement of the Problem

Organization performance is the fundamental goal of every organization. This is because, it is only through performance that organizations are able to grow and progress. Organisational performance concept is founded upon the idea that an organization is the proposed association of productive assets, including human, physical, and capital resources, with an aim of achieving a mutual goal (Barney, 2001).

Telkom Kenya Limited, being a key player in the telecommunication sector has been one of the companies experiencing low performance. The Communication Authority of Kenya fourth quarter sector statistics report for the financial year (2015) revealed that Telkom Kenya Limited experienced a decline in the total number of fixed lines from 202,961 to 87,774. This drop represents a 56.3 per cent drop when compared to that registered during the previous financial. As a result, there has been the dismal performance of the company in general, the reason why Safaricom is still the key organisation in the telecommunication sector with 67% market share as compared to Telkom's less than 15% market share.

To enhance performance, the company has been implementing various strategic management practices in order to increase performance. The company has adopted new technologies such as fibre connectivity, undersea cables connectivity among other new communication technologies. The company has lowered its rates, formed alliances, innovated and reengineered its products and services, all in efforts to improve performance. It has initiated and implemented a learning culture. Telkom Kenya has also changed its organization structure, its employees, and has transformed its management orientation. However, despite adopting these changes, the company has been performing poorly and below people's expectations. This raises the question whether these changes are effectively managed and the effect the change management practices have on the performance of the company. It is thus crucial to determine how strategic change management has impacted on the performance of Telkom Kenya.

Various studies have been done locally on the performance of the telecommunication sector. Njoki (2013) used a case study design to study the management of strategic change at the Telkom Kenya limited and established that the strategic management practices that have been adopted by the company included scientific methodology for managing planned change; diagnosis, analysis, feedback, action and evaluation; unfreezing the status quo, movement to a new state and refreezing the new change to make it permanent; systematic collection of data and selection of a change action based on analysis. Ochola (2013) carried out a study on outsourcing strategies adopted by telecommunication vendor companies in Kenya and found that the participating companies were all in full agreement regarding the benefits that outsourcing gave their productivity and overall business operations. Wambui and Gachunga (2016) carried out a study on the Influence of organizational restructuring on performance of telecommunication industry and found that Business re-engineering had the strong positive (influence on performance of telecommunication industry.

In addition, downsizing, rightsizing and down scoping were positively correlated to performance of telecommunication industry. Kituu (2013) conducted a study on strategic planning practices by firms in the telecommunication sector in Kenya and found that various strategic planning practices are applied in all the firms and are used as guide to the departmental roles within the firms. Omae, Kibet and Ndung'u (2015) conducted a study on mobile subscription, penetration and coverage trends in Kenya's Telecommunication Sector. They study found out that there has been significant growth in telecommunication sector particularly in the use of mobile telephony.

While a lot of studies have been done, it is apparent that none of the researchers has focused on strategic change management practices on the performance of the telecommunication companies particularly Telkom Kenya Limited. The current study therefore sought to bridge this knowledge gap by analysing the effects of strategic change management practices on the performance of Telkom Kenya Limited at Telkom Kenya headquarters, Telkom plaza.

1.3. Objectives of the Study

The main objective was to analyze the effects of strategic change management practices on the organisational performance in the Kenyan telecommunication sector, a case of Telkom Kenya limited.

1.3.1. Specific Objectives

Specifically, the study sought to:

- Determine the effect of technological adoption on the performance at Telkom Kenya Ltd.
- Establish the effect of strategic alliances on performance at Telkom Kenya Ltd.
- To find out the effect of learning culture on the performance at Telkom Kenya Ltd.
- To establish the effect of product re-engineering on the performance at Telkom Kenya Ltd.

1.4. Research Questions

The study sought to answer the following research questions

- What are the effects of technological adoption on the performance of Telkom Kenya Ltd?
- What has the formation of strategic alliances affected the performance of Telkom Kenya Ltd?
- How has learning culture impacted on the performance of Telkom Kenya Ltd?
- What is the effect of product re-engineering on the performance at Telkom Kenya Ltd?

1.5 .Significance of the Study

The study findings are significant in various ways;

1.5.1. Policy Makers

To the company policy makers, the study generates important information that can be useful for policy implementation towards effective change management that can promote high performance. Managers of the company and other telecommunication service providers in Kenya and the region can benefit from the study on how to make future strategic changes, how to manage the changes and the effect of the change management practices on organisational performance. The findings are also of great benefit to the Kenyan ministry of information and communication as it can inform polices that can enhance the prevailing status of the telecommunications industry

1.5.2. Employees

This study will be important to the employees. Through the findings, they will become aware of the effect of the various strategic change management practices implemented in the organisation and they will be in a position to appreciate their roles in the organization and their contribution in relation to their performance in the change management.

1.5.3. Researchers And Academicians

The study can be beneficial to the researcher and academicians in pursuit of knowledge. The study also adds knowledge and can be used by other researchers and academicians in further studies on strategic management practices and other related areas.

1.6. Scope of the Study

The study sought to investigate the effects of strategic change management practices on the performance of Telkom Kenya Ltd. The study only focused on the effects of technological adoption, strategic alliances, learning culture, and product re-engineering on the organisational performance of Telkom Kenya Ltd. The study was carried out only at Telkom Kenya limited headquarters located at Telkom plaza. The participants of interest in this study were the top-level management employees, the middle level and the lower level employees whereby 3 top management employees, 9 middle level employees and 30 lower level employees were included in the study. The study employed a descriptive research design. Stratified random sampling was used to stratify the target population to various levels. Within the levels, simple random sampling was used to select the participants. Questionnaires were used to collect data. The study used a drop a pick later method whereby the participants were given enough time to fill the questionnaires.

1.6.1. Inclusion Criteria and Exclusion Criteria

The respondents of interest must either be top level, middle level and lower level. Only those employees who had worked in the company for more than one year will be included in the study.

1.7. Study Limitations

The study was faced by various limitations. First, the middle and lower level employees were reluctant to give responses as a result of fear of victimization by the senior management. The researcher rectified this by assuring them privacy and confidentiality. The top management were also reluctant to give data pertaining to organizational performance. The research assured them that the study was purely academic and the data given would be treated with confidentiality and used only for academic purposes. The other limitation faced during the study was time. The respondents did not have enough time to fill the questionnaires during the working hours an issue that was mitigated by giving them more time to fill the questionnaires.

1.8. Organization of the Study

This thesis is organised as follows: The first chapter provides the study background, the research problem, and the objectives of the study, the significance, the scope, and the limitations. Chapter two presents the theoretical anchorage, a review of literature and a conceptual framework. Chapter three discusses the study methodology. Chapter four presents the analysis and interpretation while chapter five presents the summary, the conclusions and the recommendations.

2. Literature Review

2.1. Introduction

This chapter presents the literature review of the study. It discusses the theories of the study, the empirical framework and the conceptual framework. It also presents the summery of the literature review and research gaps.

2.2. Theoretical Review

2.2.1. Change Theory

The change theory argues that the change process undergoes various phases whereby every phase takes particular duration of time and failures at any phase can affect successful change process. This theory has eight phases explained as follows; the first phase of Kotter's theory is the establishment of a sense of urgency. Change process commences with the realisation by some people of the susceptibility of the firm. Due to the risks the firm has of losing ground, a sense of urgency is communicated to the rest and a plan of action is spurred. The second phase of Kotters model is formation of a powerful guiding coalition change. Basically, efforts begin with a single person or two people but should extend continually to include other people who find the necessity of changes. The key aim at this stage is to garner a large enough initial core of supporters of the change process. Irrespective of the size of the firm, more people are required in the administrative coalition for the change process. This coalition assists in bringing in more people with the new ideas and concepts.

The other phase of Kotter's model is creation of a vision. A good vision helps to clarify the path that the firm needs to follow in pursuing its objectives. It creates motivation, aligns all the projects and reforms, and creates a means of evaluating the performance of a firm. (Black & Gregersen, 2002). The fourth phase of Kotters model is communication of the vision. According to Kotter the management should approximate how much communication of the vision is needed. The fifth phase of Kotters model empowerment of other people to pursue the vision. Here, all the people involved are supposed to start acting in the new ways and to make transformation in their areas of involvement. It is also in this phase that allocation of budget money to the new initiative is made.

The sixth phase of Kotter's model is planning for and creation of short-term wins. In successful transformation, leaders actively plan and attain some short-term gains which people will be able to see and celebrate (Rose & Lawton, 1999). This is enough proof that their efforts are working and inspires the change to keep moving on. Commitments to achieve the short-term gains help in keeping the urgency level up and force detailed analytical thinking that can clarify or revise visions

The seventh phase of the model is consolidation of improvements and keeping the momentum for change. According to Kotter, victory should only be declared once the changes have been fully achieved. It crucial to note that momentum can be killed by premature declaration of victory (Moran & Brightman, 2001). The last phase of the model is institutionalization of new approaches in the final analysis. This is vital as a result of two factors. To start with, a conscious attempt to show people how the new approaches, behaviours, and attitudes have helped enhance the life of the organisation. It is important to help people make the connections between the effort and the results. The second is to make sure that the upcoming leaders believe in and embody the new ways.

In the current study, the theory of change was used to shed light on how firms embrace and facilitate strategic changes in efforts to improve organization performance.

2.2.2. Resource Based View (RBV)

The Resource Based View theory was originated by Barney's (1991). This theory combines the internal (core competencies) and the external perspectives on strategy. The resource-based perspective of firms is premised on the based on the economic rent concept and the perception of a firm as a collection of capabilities (Kay, 2000). The RBV framework, unlike the traditional strategy models which emphases on the external competitive environment of a farm, emphasizes that it is necessary to have a fit between the external market context in which an organization operates and its core capabilities. Based on this view, the internal competencies of a firm in terms of its capabilities and resources are the key factor that determines the choice of a strategic action

The key focus of RBV model to strategic management decision-making is on the strategic capabilities as basis for superiority of the organisation rather than attempting to constantly ensure a perfect environmental fit. Capabilities present the capacity for a team of resources to accomplish an activity ie capabilities present complex bundles of accumulated expertise and knowledge that are exercised through organizational processes, which help firms to coordinate their activities and utilise their assets (Ekundayo & Ajayi, 2009).

The Resource based view theory can be used to explain how firms achieve competitive advantage through innovatively delivering high quality goods and services to customers, how they focus on the strategic identification and how they use resources to achieve competitiveness. In this study, the RVB model was used to explain how Telkom Kenya Limited has strategically identified and used resources to achieve competitiveness. This model gives the study a basis for appreciating strategic change capabilities and how they are linked to intermediary performance. It proceeds to argues that organisations some resources that help them to attain realize higher long-term performance. By having valuable and rare resources, firms can attain competitiveness whose sustenance over a long time can protect a them from resource imitation, transfer, or substitution.

2.2.3. The Balanced Score Card Model

The balanced scorecard is a performance measurement framework that incorporates strategic non-financial performance measures to the financial measures to give a more 'balanced' view of organizational performance (Kaplan & Norton, 2007). This model, which was initially used as a simple performance measurement framework, has evolved to a full strategic planning and management system. The new balanced score card transforms the strategic plan of an organisation to the marching orders for the firm on a day to day basis. This framework not only measures performance but also helps planners in the identification of what needs to be done, measured and executed (Kaplan and Norton, 1996).

Currently, with the growing interest in performance management improvement, the balanced score card can be a useful tool that meets the need for improvement and change particularly enhancement system which basically focuses on driving a firm`s change process through identification and evaluation of pertinent performance measures. It is an essential component of the mission identification, strategy formulation and process execution and mainly focuses on translating strategy into a linked set of financial and non-financial measures (Chan, 2004).

The balanced score card combines both quantitative and qualitative organisational performance measures. Kaplan and Norton (1996) postulates that the balanced scorecard model is an asset of measures that gives a fast and whole view of the firm and it compliments financial measures. According to Kaplan and Norton (2004) the BSC framework measures organisational performance from four perspectives. The first one is the financial perspective which has various measures which includes ROI, Cash flows, profitability, sales backlog and profit forecast. The other perspective is the customer perspective. This helps to assess the firm in the eyes of the customers and include customer satisfaction, customer ranking survey, market share and price index. The third perspective is the intended operational measures; these are used to evaluate how well the company is doing on the business processes that impact on customer service. The last perspective is innovation and learning which evaluates whether the firm is continuously improving. This measure includes the revenue per employee, percentage revenue from new service, rate of improvement index, staff attitude survey and or number of employee suggestions.

The score card model is vital in the evaluation of organisational performance. Its key advantage is its adaptability and flexibility. Whether for commercial organizations aiming at profit, public sector organisations aiming at service delivery, or not-for-profit organizations governed by commitment to a certain cause, a scorecard that enhances performance can be developed (Olson and Slater 2002).

2.3. Empirical Review

2.3.1. Effect of Technological Adoption on Performance

For a long time, technological adoption has been identified as a key determinant of operational efficiency and organisational performance of firms. In an interactive study by Hakala (2011) on the interaction between Market, Technological, Entrepreneurial and Learning Orientation., the findings indicated that for a firm to have superior performance than the rivals in the industry, it has to adopt and utilize new and sophisticated technologies which are hard to be duplicated by the competitors. In another study, Khaled (2013) analysed the impact of technological adoption on the performance of commercial banks in Libya and concluded that although the rate of technological adoption by the banks is low, the new forms of technology have significantly boosted organisational performance.

Niwamanya (2012) conducted a study on the effect of technological adoption on the organisational efficiency of banks in Kampala. From the analysis, it was established that through adoption of new forms of technology, the banks have achieved numerous benefits which have boosted organisational performance. The high positive correlation between technological adoption and organisational performance indicates that through the adoption of new technologies, the banks have been able to streamline service delivery. In an earlier study, Mahdi and Mehrdad (2010) analysed the impact of technological adoption on the performance of banks in Iran and found out that adoption of the e-banking technology has brought various benefits to the people which has increased customer satisfaction.

Locally, Jattani (2014) analysed the effect of technological adoption on the operational efficiency of commercial banks and established that technological adoption had a positive significant effect on the efficiency of the banks. In another study, Njoroge *et al* (2016) analysed the effect of technological adoption on the organisational performance of telecommunication firms in Kenya and identified that technology is a significant determinant of the organisational performance of mobile phone firms. A conclusion was thus made that there is need for firms to invest more on adoption of modern technologies in order to cope with the changes in the industry that are likely to hinder organisational performance. In another study, Muriuki (2013) analysed the effect of technological adoption on agency banking among commercial banks in Kenya. From the findings, it was concluded that adoption of modern technologies has generally improved agency banking in Kenya.

2.3.2. Effect of Strategic Alliances on Organizational Performance

All firms have the ultimate aim of improving performance and attaining a competitive edge in the market (Barney, 2002). One of the keys ways in which organisations can achieve this is formation of strategic alliances. According to Coopers and Lybrand (1997), organisations seek alliances to enable them create value for customers at lower costs. According to Button *et al*, (1998) firms enter into strategic alliances in order to save operating costs, to penetrate the market, to address infrastructural constraints, and to attain and maintain market stability.

There is extensive empirical evidence that points to the significance of strategic alliance s on the organisational performance. For instance, Tebrani (2003) concluded that formation of strategic alliances improves organisational performance regardless of the country or the industry in which the alliance is formed. In similar findings, Perry (2004) established a positive significant relationship formation of strategic alliances and organisational performance. In another study conducted by Nielsen and Lee Gorzen (2007) on the relationship between strategic alliances and organisational performance, the findings indicated that formation of strategic alliances is an interesting business undertaking irrespective of the existing conditions in the market and the environment within which the firm operates. Camison (2007) conducted a study on the influence of strategic alliances on the organisational performance of Spanish firm and established that the alliances helped the firms to develop innovation competencies which translated to superior organisational performance of the firms. In another research study, Jabar et al, (2011) analysed the nexus between strategic alliances and organisational performance of Malaysian manufacturing firms and established that formation of strategic alliances is a factor that firms should consider in order to improve organisational capabilities and performance. In a related study, Ibrahim (2011) analysed the strategic alliance formed by Starbucks and Kraft companies in the US and established that the alliance has helped the firms penetrate the market, to achieve brand recognition, to improve organisational productivity, and to achieve competitive advantage over rivals in the market.

In a study by Yuk (2013) on the influence of strategic alliances on the organisational performance, the findings established that strategic alliances through mergers and acquisitions has been the apparent route for Western firms that aim to capture shares in the highly developing economies of Brazil, China, Russia, and India as well as emerging economies in the wider Middle East, Asia, and Africa (Yuk 2013). According to the findings, this recent trend has helped the firms to penetrate new markets.

2.3.3 .Effect of Learning Culture on Organization Performance

Organizational learning is the process through the organisation develops new knowledge with an aim of changing behaviour within an organisation. According to Murray and Donegan (2003) organisational learning is a time-honoured process that involves transforming organisational and individual behaviour. Empirical evidence has shown that organisational learning is very crucial to the performance of an organisation. According to North and Kumta (2018), organisations that have a strong and effective learning culture are able to develop, acquire, and transfer knowledge acquiring as well as changing behaviour to reflect new insight and knowledge. Jones (2000) postulates that organizational learning is very important to an organisation as it helps to create new knowledge that contributes to improvement of organisational performance. He stresses that through organisational learning, managers are able to increase the capabilities of organisational leaders which helps to well understand and manage the firm and the environment within which it operates.

These above findings agree to the findings of Dimovski (1994) who concluded that organisational learning is very crucial to an organisation as it helps to improve innovativeness within the organisation. In other related findings, Egan et al (2004) analysed the influence of organisational learning culture on the motivation to transfer learning and turnover intention and established that organisational learning culture is associated to employee job satisfaction, motivation and overall productivity. This translates to high organisational performance. In similar findings, Alegre and Chiva (2008) concluded that organisational learning is very crucial as it helps to enhance innovativeness within an organisation which ultimately translates to superior organisational performance.

Locally, Nzioka (2012) conducted a study on the relationship between organisational learning culture and organisational performance improvement in Kenya Commercial banks. Using data collected from 43 commercial banks in Kenya, the study established a positive relationship between organizational learning culture and organizational performance. In another study, Ndegwa (2015) analysed the relationship between knowledge sharing, organisational learning, firm level institutions and organisational performance of medium sized firms in Kenya and established that organisational learning and knowledge sharing had a positive significant effect on organisational performance.

2.3.4. Effect of Product Reengineering on Organizational Performance

Product re-engineering refers to the process through which the existing products are modified to with an aim of value addition. This process involves addition of new functionalities to the existing by utilising emerging technologies (Lamb *et al*, 2004)**.** This can be achieved in various means such as imitation, differentiation and innovation. Firms imitate each other in the introduction of new processes and products, in the adoption of managerial methods and organizational forms, and in market entry and investment timing.

Firms imitate each other with the key aim of keeping pace with rivals in the market (Jimenéz-Jimenéz *et al*,2018). This occurs well in highly uncertain environments. Environmental uncertainty fosters particular types of imitations and increases the chances of detrimental outcomes. In case the imitated behaviour is complex, there may be extra uncertainty on the means utilised by the leading organisation to achieve superior results. Imitation of key products, processes, and managerial systems is to a large extent documented as a crucial part of the competitive process. In such case, imitation lowers the innovators profits while on the other hand achieves extensive gains in economic welfare as costs and prices fall.

Another method that firms use to improve existing products is innovation. This can occur through invention of new products, services, new production technologies, new management strategies, and new operation procedures (Lu, 2002). According to Hurley and Hult, (2004), the capacity of a firm to innovate is among the most crucial determinants of organisational performance. Banbury and Mitchell (1995) argued that through innovation, firms are able to gain flexibility to choose various options to cater for and satisfy their customers on a sustainable basis in a manner that create a suitable basis for the long-term survival of the firm. According to Freeman (1987) innovation is a key component of dynamic competence and competition of markets. According to Mansury and Love (2008), firms that are innovators generally have the capacity to grow faster and more efficiently as compared to firms that are non-innovators. As a result, as Deshpande *et al,* (1993) argues, innovation is a competitive apparatus that is crucial for the long-term survival and success of the firm. Further, Goedhuys and

Veugelers (2008) argued that innovation is a crucial driver for the growth of the firm in particular the combination of product and process innovations that significantly boost the growth of the firm.

Another method that firms use to attain organisational performance and competitiveness is product differentiation. This strategy is mainly used by organisations to distinguish its products from those offered by rivals (Lamb *et al,* 2004). According to Lamb et al, (2004), firms pursue this strategy to avoid devastating price rivalry. This strategy has been analysed by a number of authors who have all concluded that it enhances organisational performance. For instance, Murage (2011) analysed the influence of competitive strategies in the petroleum industry in Kenya and established that adoption of differentiation enabled the firms to achieve competitiveness in the market. This was consistent to earlier findings by Owiye (1999) who postulated that differentiation is among the vital competitive strategies that help organisations to achieve competitive advantages in a highly turbulent market. In another related study, Kim *et al*, (2004) concluded that integrated strategies that combine the elements of differentiation and cost leadership leads to high organisational performance.

2.4. Summery of the Literature Review

Various researchers have analysed the various strategic change management practices adopted by firms to achieve organisational performance. For instance, Camison (2007) analysed the effect of technological strategic alliances on organisational performance and established that through strategic alliances, firms are able to achieve superior performance. Similar findings were obtained by Jabar *et al*. (2011) who identified that strategic alliances enables firms to achieve superior performance and capabilities. In a study done in the US, Ibrahim (2011) identified that strategic alliances between Starbucks and Kraft companies helped them to penetrate the market, to attain brand recognition, and to achieve profitability for both firms. In another study, Goedhuys and Veugelers (2008) conducted a study on the effect of innovation on the organisational performance and established that innovation is a key driver of organisational performance and improves growth. Further findings were obtained by Murage (2011) who concluded that differentiation is a key method through which firms can obtain competitive advantage over their rivals, while Kim *et al,* (2004) established that differentiation leads to higher organisational performance.

2.5. Summary of the Research Gaps

Author & Year	Focus of the Study	Findings	Research Gaps	Focus of the Current Study
Njoki (2013)	The management of strategic change at the Telkom Kenya limited	Telkom Kenya has adopted diverse strategic change management practices to ensure that they managed change in the company systematically and ensure a smooth transition of the company would be achieved.	The study only identified the strategic change practices, Effects of strategic change management practices were not studied	The study focused on the effects of strategic change management practices
Ochola (2013)	Outsourcing strategies adopted by telecommunication vendor companies in Kenya	The participating companies were all in full agreement regarding the benefits that outsourcing gave their productivity and overall business operations	The research did not study the effect of strategic change management practices on performance.	The study focused on the effects of strategic change management practices.
Wambui and Gachunga (2016)	The Influence of organizational restructuring on performance of telecommunication industry	Business re-engineering had the strong positive (influence on performance of telecommunication industry. In addition, downsizing, rightsizing and down scoping were positively correlated to performance of telecommunication industry	Only restructuring strategy was studied. Technological adoption, product reengineering, learning culture, and strategic alliances were not studied.	The study focused on the effect of technological adoption, product reengineering, learning culture, and strategic alliances.
Kituu (2013).	Strategic planning practices adopted by firms in the telecommunication sector in Kenya	various strategic planning practices are applied in all the firms and are used as guide to the departmental roles within the firms	Only strategic planning practices were studied. Effects of strategic change management practices were not studied	The study focused on the effect of technological adoption, product reengineering, learning culture, and strategic alliances.

Table 1: Summary of the Research Gaps

2.6 .Conceptual Framework

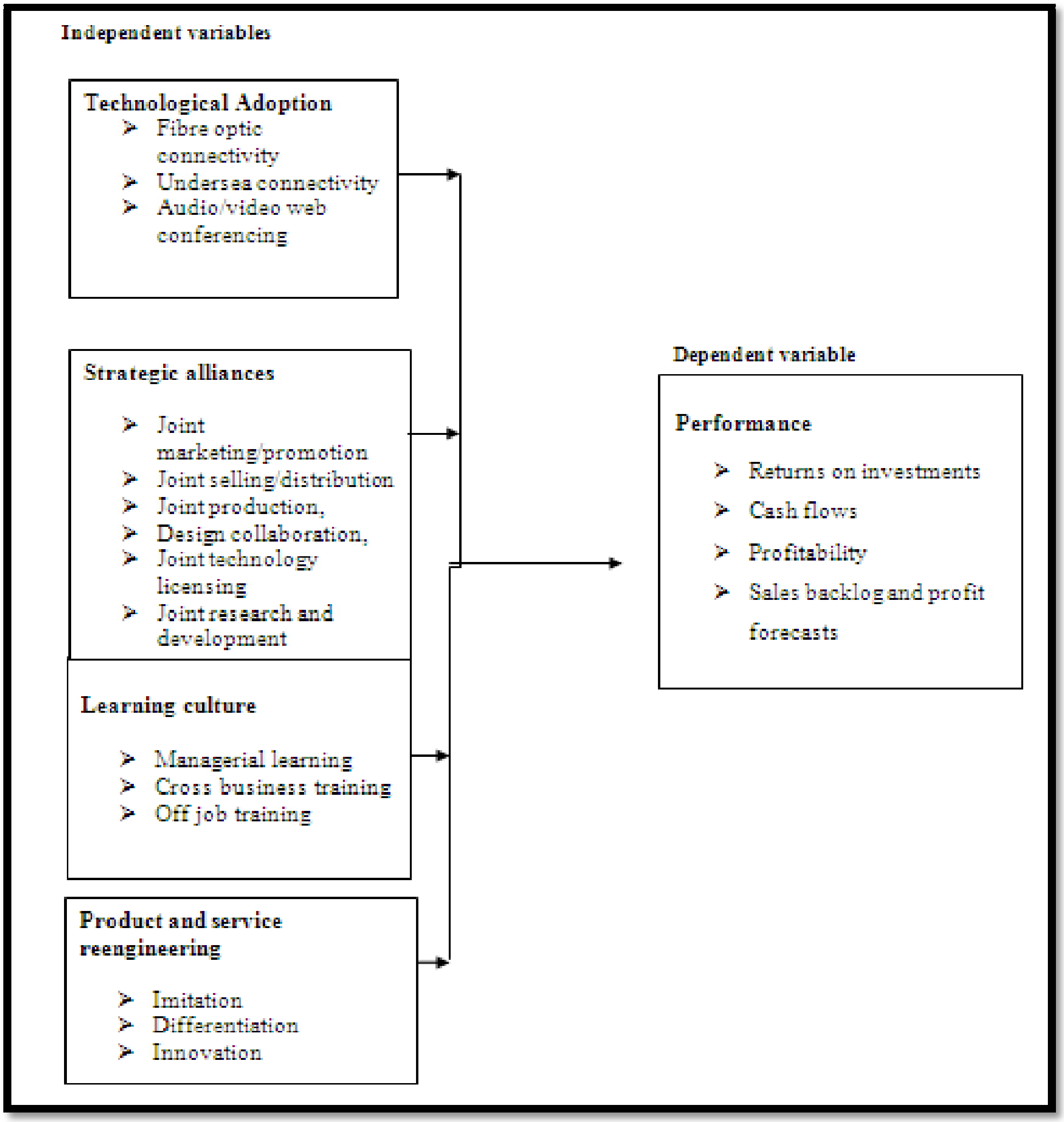

Figure 1: Conceptual Framework

In this study, the dependent variable is organisational performance and it is influenced by various predictor variables. One of the strategies used by firms to achieve performance is adoption of modern technology. Due to competitive pressures in the industry, firms are continually re-evaluating their strategies and to come up with new technological adoptions in order to improve organisational growth and achieve competitiveness (Koc & Ceylan, 2007). Another strategy that firms pursue to attain organisational performance is product and service re-engineering. This is a common strategy in which firms reengineer their products and services in in a bid to achieve competitiveness in the market. Firms can achieve this through product and service differentiation, imitation, and innovation.

Another strategy utilised by firms to attain competitive advantage over their rivals is formation of strategic alliances (Nielsen & Gorzen, 2007). This may occur through joint marketing/promotion, joint selling/distribution production, design collaboration, technology licensing and research and development contracts. Organisations form alliances in order to cut on operating costs, to achieve market penetration, for financial injection, to reduce infrastructure constraints, and to circumvent institutional barriers and market stability.

Another strategy used by firms to achieve organisational performance is organizational learning. Through organisational learning, new knowledge is acquired, transferred and translated into improved products and services (Jones 2000). In addition, organisational learning, managers are able to increase the capabilities of organizational members in order to well understand and manage the organization and its environment.

3. Research Methodology

3.1. Introduction

This chapter discusses the methods and procedures that were used to undertake this study. It presents the research design used, the target population, sample size and sampling techniques, sample frame, data sources, reliability and validity test, data collection procedures, data analysis methods and procedures, and ethical considerations.

3.2. Research Design

The study employed a descriptive survey study design. This design was preferred because the researcher was interested in the state of affairs already existing at the organisation and no variable was manipulated. This design enabled the researcher to collect data on how the strategic change management practices have impacted on the organisational performance at Telkom Kenya Limited

3.3. Target Population

The target population for the study was employees at Telkom Kenya limited headquarters at Telkom plaza. The respondents of interest in this study were top level management employees, the middle level and the lower level employees.

3.4. Sample Size and Sample Technique

The study employed stratified random sampling to group the employees into top level management, middle and lower level employees. Stratified sampling was done to ensure that all employees' levels are represented in the sample. The study adopted 20% of the total population as representation. Owing to the large number of employees at the company, 20% of them was considered adequate since it was not too large and to small. The sample size was manageable due to the financial limitation. According to Mugenda and Mugenda (2003), a sample of between 20 and 30 percent is adequate for a population of below 1000. This implies that 3 top level managers, 44 middle level employees and 150 lower level employees constituted the sample for the study. Individual participants were selected by use of simple random sampling from the three strata.

<u>3.4.1. Sample Frame</u>

Category of Respondents	Population	Percentage	Sample
Top management	13	20%	3
Middle level employees	44	20%	9
Lower level employees	150	20%	30
Total	207	20%	42

Table 2: Sample Frame
Source: Telkom Kenya Limited Human Resource Department (2017)

3.5. Data Sources And Data Collection Techniques

The study used both primary and secondary data. Primary data was collected using structured questionnaires. The questionnaire was carefully designed and tested with a few members of the population for further enhancements. The questionnaire was sectioned in various parts in order to address the research questions adequately and to improve the validity and accuracy of data to be gathered for the study

3.6. Reliability and Validity of the Data Collection Instrument

<u>3.6.1. Pilot Study</u>

The researcher conducted a pilot study, two weeks before conducting the actual study. Two participants from each management level were included in the piloting process. The individuals who participated in the pilot study were not included in the main study.

<u>3.6.2. Validity</u>

This study used content validity. Content validity is a measure of the degree to which data is collected using a particular concept (Kothari, 2004). Consultations and discussions with supervisors were done to establish content validity. Face validity was undertaken to check for clarity and ambiguity of the questions. A piloting of the research instrument was done on 10 respondents working at the management department. Feedback on the piloting was used to make corrections on the questionnaire.

3.6.3. Reliability

An instrument is said to be reliable if it achieves consistent results over a certain duration of time (Kothari, 2004). The study employed test retest method to determine the consistency of the questionnaires. This helped to ensure the authenticity of findings and to avoid distortion. Cronbach coefficient alpha was used to test for internal consistency group of items in order to measure the extent they measure or explain the variable. The study obtained a reliability coefficient of 0.72 which was accepted in evaluating the reliability for multi-item scales. According to Best & Kahn (2006), a reliability coefficient of 0.6 and above is acceptable for an instrument to be considered reliable.

3.7. Data Collection Procedure

The researcher with the help of the research assistant administered the questionnaires through drop and pick later method in order to give the respondents ample time to fill the questionnaires at their convenience.

3.8. Data Analysis Techniques

After data collection, close scrutiny was done to ensure accuracy and relevance of the data. Data was then coded and prepared for analysis. Data analysis was then done using both quantitative and qualitative methods. Quantitative data was analysed using Statistical Package for Social Sciences (SPSS). This involved calculation of percentages and means. Inferential statistics in form of multiple regression model was be used to establish the relationship between the strategic change management practices and performance at Telkom Kenya Limited. The regression model was of the form;

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \varepsilon$$

Where;
Y= Performance

a = constant

b_i = coefficient ($b_1 b_2 b_3\ b_4$)

x_i= Technological adoption

x_2= Strategic alliances

x_3 = Learning culture

x_4 = Product reengineering

ε = Error term

The data was then presented using frequency tables, bar graphs and pie charts. Qualitative data on the other hand was done using thematic methods. This involved arrangement and interpretation of the responses according to themes.

3.9. Ethical Consideration

The researcher maintained ethical standards during the study. To start with, a permit was obtained from the managing director of the company to administer to undertake the study at the company. The researcher explained the purpose of the study to the respondents to seek their consent before inclusion to the study. Further, the researcher-maintained confidentiality of the respondents and the data gathered.

4. Research Findings and Discussions

4.1. Introduction

In this section focus is on the analysis and report of the results of the study. The main issues covered are demographics of the participants, the effect of strategic change management on organizational performance and tests of hypotheses.

4.2. Response Rate

The researcher issued 42 questionnaires to the respondents of which 40 were dully filled. This formed 95.24% response rate. According to Kothari (2004), a response rate higher than 50% is considered sufficient to yield reliable results. The response rate, being higher than 50% was considered sufficient to yield reliable conclusions.

4.3. Demographic Information

The study determined the demographic information of the participants. Main focus here was on the level of management of the employees, involvement in strategic planning, and duration worked in the current positions.The study first determined the level of management of the participants. The findings were presented below**.**

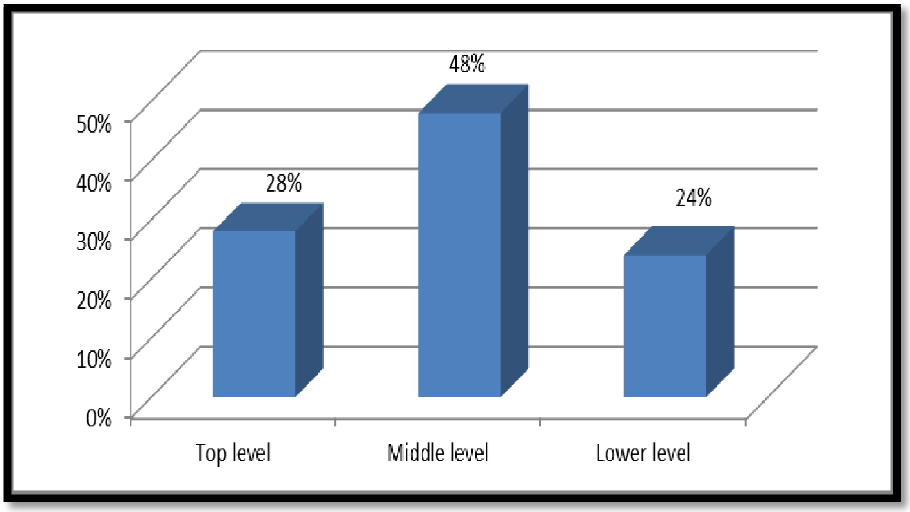

Figure 2: Level of Management

The findings indicate that majority of the participants (48%) were middle level managers. 28% of the participants were top level managers while 24% of the participants were lower level employees. The study also determined whether the participants were involved in strategic planning. The findings were presented below

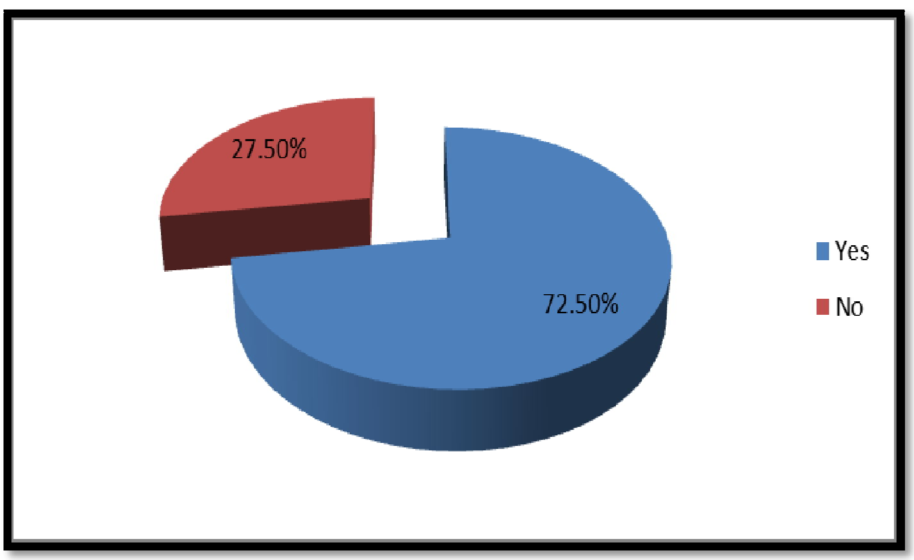

Figure 3: Involvement in Strategic Planning

The findings indicated that majority of the employees (72.5%) participate in strategic planning. Only a small proportion of the employees (27.50%) do not participate in strategic planning. This indicates that employees in Telkom are actively involved in matters pertaining to the strategic planning.

The study further determined the duration the participants had worked in the current positions. The findings were presented in the table below

Duration	Frequency	Percentage
Less than 5 years	18	45%
5-9 Years	18	45%
10 years and above	4	10%
Total	40	100

Table 3: Duration Worked in the Current Position

According to the findings, majority of the participants (45%) had worked in their current positions for duration less than 5 year and for 5 to 10 years. Only a small proportion of the participants (10%) had worked for 10 years and above.

4.4. Strategic Change Management and Organizational Performance

The study sought to determine the effect of strategic change management on organizational performance of Telkom Kenya. This was achieved by determining the effect of strategic management on ROI, cash flow, overall profitability, and sales back log and profit forecast.

	N	Mean	Std. Deviation
Increased return on investment	40	2.3250	.91672
Cash flow has improved	40	2.2813	.81258
Profitability has increased in consecutive years	40	2.5750	.78078
Sales backlog and profit forecast have been easier to predict	40	2.5625	.82272
Aggregate score	40	2.2359	0.6380

Table 2 : Effect of Strategic Change Management on ROI

According to the findings, the respondents reported that adoption of strategic change management practices has high influence on returns on returns on investment (Mean=2.3250, STD=.91672), improvement of cash flow (mean=2.2813, STD=0.81258), improvement of profitability in consecutive years (Mean=2.5750, STD=0.78078), and has to a high extent made it easier to predict sales backlog and profit forecast (M=2.5625, STD=0.82272). In general, adoption of strategic change management practices has high effect on organisational performance (Mean=2.23595, STD=0.638005).

The findings are in agreement with the findings of Muema (2013) who established that strategic change management practices have high effect on the organisational performance of Safaricom and they are highly recognized and celebrated at the company.

4.5. Technological Adoption and Organizational Performance

The study determined the effects of technological adoption on organizational performance. The study specifically focused on the effect of technological adoption on ROI, cash flow, overall profitability, and sales back log and profit forecast. The findings are presented in the table below;

	N	Mean	Std
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have return on investment	40	2.1892	1.0759
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have helped improve cash flow	40	2.5641	1.0461
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have helped improve profitability	40	3.4848	.9055
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have improved sales backlog and profit forecasts	40	2.7368	1.0573
Aggregate score	40	2.7515	1.0213

Table 5: Effects of Technological Adoption on Organisational Performance

From the findings, the respondents reported that adoption of Fiber optic connectivity, undersea cable connectivity and audio and web conferencing has high effect on returns on investment (Mean=2.1892, STD=1.07595), improvement of cash flow (mean=2.5641, STD=1.04617), improvement in sales backlogs and profit forecast (Mean=2.7368, STD=1.05739). In addition, the respondents reported that adoption of Fiber optic connectivity, undersea cable connectivity and audio and web conferencing has o average affected improved profitability of the organization. In aggregate, from the findings, adoption of technological strategies has high effect on the organisational performance of Telkom Kenya.

The findings are in agreement with the findings of Mukonyo (2014) who established that technological adoption had high effect on the organisational performance of Capital Markets Authority, Kenya. The findings are also in line with the findings of Atieno (2012) who established that technological adoption has high effect on organisational performance of Airtel Kenya Limited. The study established a significant positive relation between technological adoption and the performance of the company. The findings are also similar to Rees & Porter (2008) assertion that effect of technology change to the organisational performance is considered as high.

4.6. Strategic Alliances And Organizational Performance

The study determined the effects of strategic alliances on the organizational performance. The study focused on the effects on ROI, overall profitability, cash flow, and sales backlog and profit forecasts.

	N	Mean	Std
Joint marketing, production, technology licensing and joint research and development improved return on investment	40	2.8571	.89909
Joint marketing, joint production, joint technology licensing and joint research and development improved profitability	40	2.6667	.90167
Joint marketing, joint production, joint technology licensing and joint research and development improved cash flow	40	2.6154	1.09100
Joint marketing, joint production, joint technology licensing and joint research and development improved sales backlog and profit forecasts	40	3.6829	.98588
Aggregate Score	40	2.9555	0.96941

Table 6: Effect of Strategic Alliances on the Organisational Performance

Based on the analysis findings, the respondents reported that Joint marketing, production, technology licensing and joint research and development has high effect on the improvement of returns on investment (Mean=2.8571, STD=.89909), and profitability (mean=2.6667, STD=.90167), cash flow (mean=2.6154, STD=1.09100). In addition, the respondents reported that sales backlog and profit forecasts have on average improved as a result of adoption of joint marketing, production, technology licensing and joint research and development (mean=3.6829, std=.98588). In general, from the findings, adoption of strategic alliances has high effect on organisational performance of Telkom Kenya (Mean=2.9555, STD=0.96941). The findings highlight the significance of strategic alliances as a key factor to consider in order to improve capabilities and organisational performance.

The findings are in agreement with the findings of Atieno (2012) who established a positive relationship between strategic alliances and organisation performance of Airtel Kenya Limited. The study established that adoption of strategic change management practices has high effect on organisational performance of the company. The findings are also in line with Nielsen & Lee Gorzen (2007) who got evidence suggesting that organizations forming alliances experiences enhanced organizational performance. In other similar findings, Perry (2004) established that participation in strategic alliances had a high effect on business performance, Tebrani (2003) concluded that using strategic alliances had high effect on organisational performance and enhances business performance irrespective of the country of origin, or the industry in which the alliances are formed, and Jabar, Othman and Idris (2011) established that formation of strategic alliances had high effect on organisation performance of the Malaysian manufacturing firms.

4.7. Effect of Learning Culture on Organizational Performance

The study determined the effects of learning culture on the organizational performance. The study focused on the effects on ROI, overall profitability, cash flow, and sales backlog and profit forecasts and profit forecast.

	N	Mean	Std
Managerial learning, cross business training and off job training have improved profitability	40	4.0000	1.1687
Managerial learning, cross business training and off job training has improved return on investment	40	4.9512	1.1391
Managerial learning, cross business training and off job training have improved cash flow	40	4.2857	.9699
Managerial learning, cross business training and off job training have improved sales backlog and profit forecast	40	4.2143	1.1589
Aggregate score	40	4.3628	1.1092

Table 7: Effect of Organisational Learning on Organisational Performance

From the findings, the respondents agreed that managerial learning, cross business training and off job training have improved profitability (mean=4.000, std=1.16870), returns on investment (mean=4.9512, std=1.13911), cash flow (mean=4.2857, std=.96993), and sales backlog and profit forecast (mean=4.1128, std=1.1092). In general, the respondents agreed that adoption of learning culture has improved organisational performance of Telkom Kenya.

The findings highlight the significance of organisational learning to the organisational performance. As Jones (2000) postulated, organizational learning is very vital for organizational performance. It is through organizational culture that managers try to increase organizational members' capabilities in order to well understand and manage the organization and its environment. It is through organisational learning that organisations enhance innovativeness that contributes to organisation. The findings are in agreement with the findings of Nzioka (2012) who established that organisational learning had a high effect on the organisational performance of commercial banks in Kenya. In his study, he identified a strong positive relationship between organisation learning and organisational performance. In other similar findings, Gakuo and Rotich (2017) in a study on the effect of strategic knowledge management on performance of commercial banks in Kenya concluded that knowledge management processes capability is key in achieving performance. Serban and Luan (2011) noted that effective knowledge management helps in change management, influencing business strategy, and a host of other high-value-added activities that impact organizational effectiveness, and in knowledge management process, human resource is an indispensable resource.

4.8. Product/ Service Re-engineering

The study determined the effect of product/service reengineering on organizational performance. The study focused on the effect on ROI, cash flow, overall profitability, and sales backlog and profit forecast.

	N	Mean	Std
Product and service imitation, differentiation and innovation has had a return on investment	40	2.1429	1.1384
Product and service imitation, differentiation and innovation has improved cash flow	40	2.9750	1.0974
Product and service imitation, differentiation and innovation has increased profitability	40	2.0541	1.0787
Product and service imitation, differentiation and innovation has improved sales backlog and profit forecasts	40	2.9286	1.2451
Aggregate score	40	2.5251	1.1399

Table 8: Effect of Product/Service Re-Engineering on Organisational Performance

Based on the analysis findings, the respondents reported that product and service imitation, differentiation and innovation have high effect on returns on investment (mean=2.1429, STD=1.13849), cash flow (mean=2.9750, STD=1.09749), profitability (mean=2.0541, STD=1.07873), and sales backlog and profit forecasts (mean=2.9286, STD=1.24510). In general, the respondents reported that product/service reengineering has high effect on organisational performance.

The findings are in line with the findings of Atieno (2012) who established that product/service reengineering has high effect on the performance of Airtrl Kenya. The findings established that a positive relationship exist between product reengineering and organisational performance of the company. The findings are also in agreement with the findings of Mwihaki (2016) in a study on the business process re-engineering and operational performance at Nairobi City County whereby the findings revealed that product/service reengineering had a statistically significant effect on operational performance. In other similar findings of Nolega, Oloko, William and Oteki (2015) studied the effects of product differentiation strategies on firm product performance of Kenya seed company (KSC), Kitale and established that the customer base of company showed a steady rise as a result of product differentiation strategies.

4.9. Inferential Analysis

Multiple regression analysis was used to test the following hypothesis:

H_1: Strategic change management has significant effect on organization performance of Telkom Kenya

The regression model used was as follows;

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \varepsilon$$

Where;

Y= Performance

a = constant

b_i = coefficients ($b_1 b_2 b_3$ b_4)

x_i= Technological adoption

x_2= Strategic alliances

x_3 = Learning culture

x_4 = Product reengineering

ε = Error term

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.8521[a]	.726	.691	.0208071

Table 9: Model Summery Table

a. Predictors: (Constant), Technological adoption, Strategic alliances, Learning Culture, Product/service reengineering

The R-squared for the regression model was 0.726. A conclusion can therefore be made that Technological adoption, Strategic alliances, Learning Culture, and Product/service reengineering explained 72.6% of the change Performance of the company. The coefficient R is the correlation coefficient. The analysis presented a large correlation coefficient of 0.8521 indicating that Technological adoption, Strategic alliances, Learning Culture, and Product/service reengineering had a strong relationship with performance of Telkom Kenya.

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.004	2	.002	17.280	.015[b]
	Residual	.000	2	.000		
	Total	.004	4			

Table 10: ANOVA Table

a. Dependent Variable: Performance

b. Predictors: (Constant), Technological adoption, Strategic alliances, Learning Culture, Product/service reengineering

The F-value was 17.280 was significant as indicated by a p-value of 0.015<0.05. This indicates that the regression model provided some explanatory power and the overall model is significant. This indicates that Technological adoption, Strategic alliances, Learning Culture, Product/service reengineering can be used to predict ROI of the Telkom Kenya.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.736	.048		7.042	.01
Technological Adoption	.52	.296	.410	3.9	.01
Strategic alliances	.29	.236	.270	3.2	.01
Product/ Service reengineering	.17	.212	.139	3.0	.03
Learning Culture	.12	.204	.126	2.9	.04

Table 11: Coefficients

a. Dependent Variable: ROCE

The test of the statistical significance of the independent variables in the model was done using t-tests. Results indicates that technological adoption has a positive coefficient when used as a predictor of performance (B = 0.52) and has a t-statistic of 0.410 which is significant at 5% level of significance (since 0.01<0.05). This indicates that technological adoption is a significant predictor organizational performance. It has a positive coefficient indicating that increase in technological adoption by the company increases financial performance. The findings are in line with Kinot's (2009) findings which indicated that investment in technology, directly contributed to higher performance of a firm. Benedetto and Mu's (2011) findings also agree with the current findings that technology adoption brings out new products which contribute to high performance. Furthermore, the findings of Anal et al., (2011) support the current study's findings in concluding that technology and performance have a positive and significant relationship

Strategic alliances had a positive coefficient in the regression model (B = 0.29) indicating that rise increased strategic alliance adoption leads to an increase in performance. The t-statistic was 3.2 which was significant at 5% level of significance (since 0.01<0.05). This indicates that strategic alliances can be used as a predictor of organizational performance. The findings agree to the findings by Perry (2004), Tebrani (2003), Camison (2007), Jabar, Othman and Idris (2011), Ibrahim (2011), and Umar (2005) that strategic alliances significantly affect organizational performance.

Product/Service reengineering had a positive coefficient in the regression model (B = 0.17) indicating that an increased reengineering leads to increased organizational performance. The t-statistic was 3.0 which was significant at 5% significance level (0.03<0.05). This indicates that product/service re-engineering is a significant predictor of organizational performance of the company. The findings agree to the findings by Murage (2011) and Kim, Nam and Stimpert (2004) that product/service reengineering is a significant predictor of organizational performance.

Learning culture had a positive coefficient in the regression model (B = 0.12) indicating that increased learning culture leads to increased organizational performance. The t-statistic was 2.9 which was significant at 5% significance level (0.04<0.05). This indicates that learning culture is a significant predictor of organizational performance of the company. The current findings agree to the findings by Murray&Donegan (2003), Jones (2000), and Alegre & Chiva (2008) that organizational learning is a vital component of any organization and it is a significant determinant of performance.

5. Summary, Conclusion and Recommendations

5.1. Introduction

This chapter presents summary of findings, conclusion and recommendations of the study in line with the objectives of the study. The research sought to establish the effect of strategic change management on organizational at the Telkom Kenya Limited.

5.2 .Summary of the Findings

The study established that Telkom Kenya Limited has been applying strategic change management practices in its operations. The strategic change management practices adopted by Telkom Kenya Limited included; modern scientific technology(fibre optic connectivity, undersea cable connectivity, and audio and web conferencing), strategic alliances(joint marketing, joint production, joint technology licensing, and joint research and development), learning culture (managerial learning, cross business training, and off job training), and product /service re-engineering(product and service imitation, differentiation, and innovation). This revealed that Telkom Kenya Limited has adopted diverse strategic change management practices. The study found out that adoption of strategic change management practices has high influence on returns on returns on investment (Mean=2.3250, STD=.91672), cash flow (mean=2.2813, STD=0.81258), overall profitability in consecutive years (Mean=2.5750, STD=0.78078), and has to a high extent made it easier to predict sales backlog and profit forecast (M=2.5625, STD=0.82272). In general, the findings indicate that adoption of strategic change management practices has high effect on organisational performance (Mean=2.23595, STD=0.638005).

With regard to technological adoption, the respondents reported that adoption of fiber optic connectivity, undersea cable connectivity and audio and web conferencing has high effect on returns on investment (Mean=2.1892, STD=1.07595), cash flow (mean=2.5641, STD=1.04617), sales backlogs and profit forecast (Mean=2.7368, STD=1.05739). In addition, adoption of Fiber optic connectivity, undersea cable connectivity and audio and web conferencing has on average affected improved profitability of the organisation. In aggregate, from the findings, adoption of technological strategies has high effect on the organisational performance of Telkom Kenya

With regard to the effects of strategic alliances on organizational performance, the respondents reported that joint marketing, production, technology licensing and joint research and development has high effect on the improvement of returns on investment (Mean=2.8571, std=.89909), and profitability (mean=2.6667, std=.90167), cash flow (mean=2.6154, std=1.09100). In addition, the respondents reported that sales backlog and profit forecasts have on average improved as a result of adoption of joint marketing, production, technology licensing and joint research and development (mean=3.6829, std=.98588). In general, from the findings, adoption of strategic alliances has high effect on organisational performance of Telkom Kenya (Mean=2.9555, STD=0.96941).

With regard to the effect of learning culture on organizational performance, the respondents agreed that managerial learning, cross business training and off job training have improved profitability (mean=4.000, std=1.16870), returns on investment (mean= 4.9512, std = 1.13911), cash flow (mean= 4.2857, std=.96993), and sales backlog and profit forecast (mean=4.1128, std=1.1092). In general, the respondents agreed that adoption of learning culture has improved organisational performance of Telkom Kenya.

With regard to the effect of product/service reengineering, based on the analysis findings, the respondents reported that product and service imitation, differentiation and innovation has high effect on returns on investment (mean=2.1429, std=1.13849), cash flow (mean= 2.9750, std=1.09749), profitability (mean=2.0541, std=1.07873), and sales backlog and profit forecasts (mean=2.9286, std=1.24510). In general, the respondents reported that product/service reengineering has high effect on organisational performance

Finally, based on the inferential analysis, the study established that adoption of technological strategies, strategic alliances, product/service reengineering, and learning culture are significant determinants of organisational performance of Telkom Kenya.

5.3. Conclusion

The study concludes that Telkom Kenya Limited has been applying strategic change management practices in its operations. The strategic change management practices adopted by Telkom Kenya Limited included; modern scientific technology, strategic alliances, learning culture and product /service re-engineering. With regards to the effect of strategic change management practices on performance, the study concludes that strategic change management has to a high extent improved ROI and cash flow of the company and on average improved overall profitability and sales backlog and profit forecast of the company

On the effect of technological adoption, the study concludes that technological adoption had to a high extent improved cash flow of the company, overall profitability of the company and the sales backlog and profit forecast of the company. Regardingstrategic alliances, the study concludes that strategic alliances have on average improved ROI and to a high extent improved the overall profitability of the company. With respect to learning culture, the study concludes that learning culture has improved sales backlog and profit forecast of the company. On product/ service re-engineering, the study concludes that product/service reengineering had average improved ROI and the overall profitability, and sales backlog and profit forecasts of the company.

5.4. Recommendations

Regarding the shift in the customer needs the study recommend companies in the telecommunication sector to ensure that they provide satisfactory services to their customers. To attain this level of operation, the organizations ought to pay keen attention to technological changes. In addition, the management emphasize on pay extra attention to innovations since they are vital tools in giving competitive advantage, which translates to high organizational performance. For these reasons, the management ought to focus and invest more on strategic change management practices as this leads to better organisational results. The companies not only in the telecommunication sector but across all sectors are recommended to adopt and manage various strategies such as modern technologies, product/service reengineering, strategic alliances, and organisational learning.

Adoption of modern technologies is vital as it will enhance the operations of the company, reduces the operations cost and improve organisational performance. Adoption of strategic alliance with help in knowledge sharing will reduce operational costs and enhance the overall operations of the company. Adoption of product/service reengineering will help to meet the customers' tastes and needs, will increase the sales of the company and improve the overall profitability of the company. Adoption of organisational learning is vital as it leads to knowledge creation and development, increases creativity and innovativeness and improves the overall organisational performance.

5.5. Suggestions for Further Research

Since this study explored the management of strategic change at the Telkom Kenya Limited, the study recommends that; similar studies should be done in other companies in the telecommunication industry and other sectors of the Kenyan economy for comparison purposes and to allow for generalization of findings on the effects of strategic change management on the organisational performance in Kenya.

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Appendix I

Introduction Letter
Eptisam Hussein Kamau,
PO BOX 250-00516, Nairobi.
The Management,
Telkom Kenya Limited,
PO BOX 30301-00100,
Nairobi.
Dear sir/Madam,
Re: Data Collection Request
I am a master of business administration student at Kenyatta University and in my final year of study. As part of the requirements for the award of the degree of Master of Business Administration, I am undertaking a research on "EFFECTS OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON PERFORMANCE IN TELECOMMUNICATION INDUSTRY IN KENYA". My case study is Telkom Kenya limited. In this regard, I am kindly requesting for permission to conduct my study in your company. This is an academic research and confidentiality is emphasized. Kindly accept my request. Thank you in advance
Yours Sincerely,
Eptisam Hussein Kamau
0773576614/eptisamkamau@gmail.com

Appendix II

Questionnaire
Questionnaire for the Telkom Kenya Limited employees at Telkom Plaza Nairobi.
Please tick ( ) the box that matches your answer to the questions and give the answers in the spaces provided as appropriate. The information you provide will be treated with utmost confidentiality.

Section A: Basic Demographic Data

1. In which department do you work?
   ……………………………………………………
2. Which level of management are you?
   Top Level Management ( ) Middle Level Management ( )
   Lower Level Management ( )
3. Are you involved in strategic planning?
   Yes ( ) No ( )
4. How long have you worked in that position?
   5 years or less ( ) 5-10 years ( ) 10 years and above ( )

Section B: Effect of Strategic Change Management Practices 0n Performance of Telecommunication Industry: A Case of Telkom Kenya Limited

This section purposes to assess your views on the effect of strategic change management practices on performance of your company in terms of profitability, cash flow and return on investment. Also through technological adoption such as fiber optic connectivity, strategic alliances such as joint marketing and promotion, learning culture such as managerial learning and lastly product re-engineering through imitation, differentiation and innovation.

Organizational Performance

5. Has strategic change management practices such as technological adoption, had an influence on performance of your company in the areas below. Tick the appropriate box with 1-Very High, 2-High, 3 Average, 4-Low, 5- Very Low

Statement	1	2	3	4	5
Increased return on investment					
Cash flow has improved					
Profitability has increased in consecutive years					
Sales backlog and profit forecast have been easier to predict					

Technological Adoption

6. Rate the effect of technological adoption as a strategic change on organizational performance by ticking at the appropriate box using the criteria below. I-Very High, 2-High, 3 Average, 4-Low, 5- Very Low

Statement	1	2	3	4	5
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have return on investment					
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have helped improve cash flow					
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have helped improve profitability					
Fiber optic connectivity, undersea cable connectivity and audio and web conferencing have improved sales backlog and profit forecasts					

Strategic Alliances

7. Indicate the effect of strategic alliances as a strategic change on organizational performance by ticking at the appropriate box using the rating criteria below. I-Very High, 2-High, 3 Average, 4-Low, 5- Very Low

Statement	1	2	3	4	5
Joint marketing, production, technology licensing and joint research and development improved return on investment					
Joint marketing, joint production, joint technology licensing and joint research and development improved profitability					
Joint marketing, joint production, joint technology licensing and joint research and development improved cash flow					
Joint marketing, joint production, joint technology licensing and joint research and development improved sales backlog and profit forecasts					

Learning Culture

8. Indicate your level of agreement with the following statements pertaining the effect of learning culture on organizational performance by ticking at the appropriate box using the rating criteria below. 1. Strongly Disagree, 2. Disagree, 3.Uncertain, 4. Agree, 5. Strongly Agree

Statement	1	2	3	4	5
Managerial learning, cross business training and off job training have improved profitability					
Managerial learning, cross business training and off job training has had return on investment					
Managerial learning, cross business training and off job training have improved cash flow					
Managerial learning, cross business training and off job training have improved sales backlog and profit forecast					

Product/Service Re-Engineering

9. Indicate the effect of product and service reengineering as a strategic change on organizational performance by ticking at the appropriate box using the rating criteria below. I-Very High, 2-High, 3 Average, 4-Low, 5- Very Low

Statement	1	2	3	4	5
Product and service imitation, differentiation and innovation has had a return on investment					
Product and service imitation, differentiation and innovation has improved cash flow					
Product and service imitation, differentiation and innovation has increased profitability					
Product and service imitation, differentiation and innovation has improved sales backlog and profit forecasts					

Thank You for Your Cooperation

Appendix III

Work Plan
Year 2015/2016

Time Frame	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Proposal Writing									
Proposal Corrections									
Proposal defence									
Administering Questionnaires									
Data analysis									
Final project corrections									
Final project submission									

Appendix IV

Budget

Activity	Cost (In Kshs.)
Photocopying and Printing	20,000
Typing and printing	10,000
Binding	4,000
Transport	5,000
Communication	3,000
Data collection	10,000
Miscellaneous	5,000
Total	57,000

Appendix v

Reliability Findings

Reliability Statistics		
Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
0.720	0.692	10