EFFECTS OF STRATEGIC CHANGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF MEDIA COMPANIES IN NAIROBI CITY IN KENYA: A CASE OF KENYA BROADCASTING CORPORATION, KBC

BY

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THIS DISSERTATION IS SUBMITTED TO THE FACULTY OF BUSINESS, COMPUTER SCIENCE AND COMMUNICATION STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S OF BUSINESS ADMINISTRATION (MBA) FROM ST. PAUL'S UNIVERSITY

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DECLARATION

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DEDICATION

It is my desire to devote this exploration dissertation to my dear wife, Mrs. Mildred Akinyi Juma, and my lovely son, James Okaro Juma, for the kindness and support which I received from them throughout the duration of the research.

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TABLE OF CONTENTS

DECLARATION ii
DEDICATION iii
ACKNOWLEDGEMENT iv
TABLE OF CONTENTS v
LIST OF TABLES vii
LIST OF FIGURES viii
ABBREVIATIONS AND ACRONYMS ix
OPERATIONAL DEFINITIONS OF TERMS x
ABSTRACT xi
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the Study 1
1.2 Statement of the Problem 7
1.3 Objectives of the Study 8
1.3.1 General Objective 8
1.3.2 Specific Objective 8
1.4 Research Hypothesis 8
1.5 Significance of the study 9
1.6 Scope of the Study 9
1.7 Limitation of the Study 9
CHAPTER TWO 11
LITERATURE REVIEW 11
2.0 Introduction 11
2.1 Theoretical Review 11
2.2 Empirical Literature Review 14
2.3 Summary of Literature Review and Research Gaps 31
2.4 Conceptual Framework 34
CHAPTER THREE 36
RESEARCH METHODOLOGY 36
3.1 Introduction 36
3.2 Research Design 36
3.4 Sampling Technique and Framework 37
3.5 Data Collection Instruments 38

3.6 Data Collection Procedure 38
3.7 Pilot Study 38
3.7.2 Validity of Research Instrument 39
3.8 Data Analysis 39
CHAPTER FOUR 41
RESEARCH FINDINGS AND DISCUSSION 41
4.1 Introduction 41
4.1.1 Response Rate 41
4.2 Background Information 41
4.3 Technological Changes on Organizational Performance 44
4.4 Effect of Leadership Changes on Organizational Performance 46
4.5 Effect of Organizational Structure Changes on Organizational Performance 48
4.6 Effect of Human Resource Management Changes on Organizational Performance 49
4.7 Organizational Performance of Kenya Broadcasting Corporation 51
4.8 Assumption of Regression Model 52
4.9 Inferential Analysis and Discussion 53
CHAPTER FIVE 60
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 60
5.1 Introduction 60
5.2 Summary of Findings 60
5.3 Conclusions 62
5.4 Recommendations 64
5.5 Suggestion for Further Studies 65
REFERENCES 66
APPENDICES 70
APPENDIX 1: RESEARCH QUESTIONNAIRE 70
APPENDIX II: BUDGET 74
APPENDIX III: WORK PLAN 75
APPENDIX IV: NACOSTI AUTHORIZATION FORM 76

LIST OF TABLES

Table 3. 1: Number of Employees at the Top and Middle Level Management.....36
Table 3. 2: Sample Size.....37
Table 4. 1: Response Rate.....41
Table 4. 2: Gender of the Respondents.....42
Table 4. 3: Age Brackets of the Respondents.....42
Table 4. 4: Highest Education Qualification.....43
Table 4. 5: Duration the Respondents have been working in KBC.....43
Table 4. 6: Technological Changes on Organizational Performance.....44
Table 4.7: Leadership Changes on Organizational Performance.....46
Table 4. 8: Organizational Structure Changes on Organizational Performance.....48
Table 4. 9: Human Resource Management Changes on Organizational Performance.....50
Table 4.10 : Organizational Performance of Kenya Broadcasting Corporation.....51
Table 4. 11: Tolerance and VIF Test.....53
Table 4.12: Correlation between Technological Changes on Organizational Performance.....53
Table 4. 13: Correlation between Leadership Changes on Organizational Performance.....54
Table 4.14: Correlation between Organizational Structure Changes and Organizational Performance.....55
Table 4. 15: Correlation between Human Resource Management and Organizational Performance.....55
Table 4. 16: Regression Model Summary.....56
Table 4. 17: Analysis of Variance.....57
Table 4. 18: Regression Coefficients.....57

LIST OF FIGURES

Figure 2. 1: Conceptual Framework……..34

ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	Human Resource Management
IT	Information Technology
KBC	Kenya Broadcasting Corporation
KMOA	Kenya Media Owners Association
NACOSTI	National Commission for Science, Technology and Innovations
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITIONS OF TERMS

Organizational Performance	This is the capability of KBC company to acquire and make good use of its scarce resources and valuables effectively and efficiently as possible in the pursuit of its operational targets and objectives. Aguinis and Kraiger (2017).
Organizational Structure Changes	These are the changes made to the organization processes and administrative systems; the formal departmental structures and hierarchical structures as displayed in the organizational chart; Technical policies and standard operating procedures as well as technical skills and the systems which are embraced by an organization. Akinyele (2016).
Performance	Performance refers to the output or contribution with regard to the achievement of the set organization targets, (Koontz & Donnell, 2014).
Strategic Change Management	This basically defines the revamping of the content of an organization's master plan as outlined by the purview, asset allocations, competition and synergism of the organization (Korir, 2016).
Technological Change	It is the ability to create increasing value, increasing the ability to evolve at a faster rate (Allen & Morton, 2017).

ABSTRACT

The Kenyan Broadcasting Corporation (KBC) is where the majority of Kenyan journalists and broadcasters started their careers. This has ignited curiosity about why they left KBC and how some of them went on to become well-known at other stations despite being unknown at KBC. This has had problems in the past because it is often viewed as a state broadcaster, losing credibility in the eyes of the public due to the perception that its coverage of issues is not fair or truthful. This challenge puts KBC's financial viability in jeopardy, particularly because it now competes for ad revenue in a more liberalized market. The purpose of the study was to assess the effects of strategic change management on organizational performance of Media Companies in Nairobi. Specifically, the study sought to assess the effect of Technological changes, Leadership changes, Organizational structure changes and Human resource management changes on organizational performance of Kenya Broadcasting Corporation. The study was informed and guided by the concept of resource-based theory and the theory of learning organization. The study used descriptive research design. The study target population was 322 members of staff working at Kenya Broadcasting Corporation at top and middle level management in Nairobi. The study used Nassiuma's formula to arrive at a sample size of 105 informants. Questionnaire was applied to gather primary data. A pilot research was carried out at Royal Media Company. Cronbach's Alpha was applied to implement the strategy of internal coherence. The content validity was improved by seeking the opinions of the research supervisors. The information collected in this analysis was qualitative as well as quantitative. The Statistical Package for Social Sciences (SPSS) version 24 was employed to analyze quantitative figures. The illustrative statistics comprised of the use of percentages, frequencies, the mean and the standard deviation. The study findings revealed that there existed a strong positive and significant relationship (r = .641, P=0.014) between technological changes and organizational performance of Kenya Broadcasting Corporation. Further it was established that the coefficient of Correlation (r=0.619 and P=0.023) indicated a strong positive and significant relationship between leadership and organizational productivity of Kenya broadcasting corporation. The study further revealed that the correlation coefficient (r=0.597, P=0.018) indicated that there existed a strong, positive and significant relationship between organization structure changes and organizational productivity of Kenya Broadcasting Corporation. The correlation analysis results indicated that there existed a strong, positive and significant relationship (r=0.604, P=0.032) between human resource management changes and organizational performance of Kenya Broadcasting Corporation. From the analysis and findings, the study concluded that the organization has invested in modern IT infrastructure. Further, the study concluded that the ability of a leader to make quickly and correct decisions help to solve problems in the organization. Finally, the study concluded that majority of job description and assignment are teamwork oriented which positively affect organization performance. The study recommended that the Kenya Broadcasting Corporation should implement effective leadership changes. The study further recommended that the KBC ought to embrace good organizational structure changes because a good culture in the organization not only provides a good working environment for their employees but also encourage high individual productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to (Cho, 2010), organizational performance refers to the business' performance in comparison with its objectives and targets. Additionally, (Tomal 2015) defines the performance of the organization as the definite productivity or output of a firm against the envisioned results. According to Koontz and Donnell (2018) performance of an organization is defined as the ability of a firm to realize such mundane goals as high return, increased market share, new product development, good financial results, and achieving long-term sustainability. Superior business performance is achieved through brilliant marketing strategies, investing in selective marketing activities and events that bring competitiveness to a firm over other competing rivals through gaining tremendous advantages within the markets (Tomal 2015).

The performance of a company is the result of its overall strategy, innovation, quality, market position and long-term view. Performance of any organization is one of the mechanisms to gain people's commitment towards achieving the stated objectives of the organization. Organization performance has implications to organization's health and ultimately its survival. The organization's management effectiveness and efficiency in making use of resources is highly reflected by high performance and this in turn contributes to the country's economy at large (Naser & Mokhtar, 2014).

Various ways of measuring the performance or success of a firm are used. According to Carton (2014), an organization's success can be gauged based on its stockholders ' value generation. Based on the financial performance, it is assessed on how the financial state of an organization has been changed. Multiple performance dimensions are used in previous research. In order to measure business performance, Lumpkin and Dess (2016) used growth of sales, profitability, increased market share, and overall results. Mensah (2017) used three aspects; customer satisfaction, stock turnover and profit to measure the link between corporate performance and strategic orientation.

Calantone (2017) employed four dimensions of performance to measure learning orientation and firm performance, they include customer service, return on assets, market share and overall profitability. Measuring performance plays an important role in translating strategies into results. Performance perspective is of the idea that an organization's strategy needs to be accurately translated into actionable, solid, and measurable performance indicators against which actual performance could then be monitored, evaluated and improved. The starting point of performance perspective is that an organization ought to have long-term vision and mission, which are translated into medium term objectives, short term targets, and quantifiable performance indicators.

Media companies in European countries are known as the most accessible in the world. Majority of print media companies are owned by individuals. Private corporations control the bulk of broadcast media. While private television channels exist, they are often viewed as biased. Lack of accountability in media ownership is also a concern (Hollifield & Vlad, 2012). The three major television networks in Europe have a monopoly in most markets. A limited number of individuals own the bulk of private broadcasters. Despite the fact that the transition countries experienced market consolidation over the last decade, the trend of ownership concentration in Western Europe was higher than in the developing countries. Majority of media companies have been recording a steady growth over the years in terms of audience and popularity. However, in Romania, the country's largest private radio stations have experienced major losses and as a result, they have struggled to pay taxes and are now in debt to the government (Lacy & Blanchard, 2013).

According to Mendel (2016) for the last five years there has been a consistent loss in the performance of Media Companies in South Africa. The global financial crisis has been attributed to be the driving force behind these losses. According to Mendel (2016), the biggest obstacle to broadcasters is ability to fulfill their organizational mission and goals is financial constraints. Broadcasters, especially public service broadcasters, need an adequate and reliable revenue stream to fulfill their obligations, (Juneau, 2018).

Just like in other parts of the world, the landscape of media industry in Kenya has been impacted from almost every direction with the innovation and technological

disruption that is currently being experienced. Major technology trends that have changed the Kenyan media industry are: Mass digital migration, Content, Advancement in video technology, Generational shift and social media networks, internet delivery and freelance mania whereby media companies that can take advantage of this framework can keep costs much lower and profit margins higher Brent (2016). Affordable and accessible Internet has been the largest driver of growth and will continue to digitally disrupt the market in new and innovative ways. Communications Authority of Kenya paints a clear picture of where Kenya is at in terms of internet use and where to expect exponential growth in business in the next few years

1.1.1 Strategic Change Management

The management of change refers to the way people, teams and organizations are changed by applying processes to manage resources and activities that restructure a company more effectively. Change management consists of organizational instruments to support individuals in an organization to successfully carry out personal transactions, leading to change being adopted and implemented. This means that all organizations, including their positions, authorities and accountabilities, people and deliverables and tasks, are optimally aligned. If they are not aligned well, then performance is either very low or somehow affected (Thompson, 2016)

Strategic change refers to shifts in the content of a company's structure as regulated by its degree, asset allocations, upper hands, and cooperative resources. The management of vital change includes major authoritative re-establishment and development driven by changes in systems, designs, and frameworks. People must learn new abilities and information, as well as a better overall way of looking at things, in order to make the crucial changes that executives need (Burnes, 2014). The key transition the board goes through during the shift engagement is rehearsing as the exercises are collected and conducted. These activities encompass taking action, changing the executives' roles and participating in group activities.

The management of strategic change management is based on two approaches of change; planned and emerging. The planned changes are appropriate for predictable and stable circumstances when the process of change is consciously planned by transforming organization from unstable to stable. In a progressively unpredicted flux

atmosphere, the emerging approach needs a continuous configuration and rearrangement of the firm with fluctuating needs of a volatile environment (Burnes 2019).

Technological change unintentionally reduces the life cycle of the product. Technological change resulted in the fusion of processing data, communications and progress of software, enabling companies to improve organizational performance and develop new companies from several fields. Lucas and Turner (2012) say that the use of IT has shifted from a role that was supportive to a more strategically geared role in companies. Firms adopt new technology in order to enhance their performance. The association between changes in technology and their effect on performance of staff in the commercial printing sector (Kute & Upadhyay 2014). Changes in technology affect the performance of workers in many ways, including work motivation, employee turnover and redundancy.

Organizational structure is defined as the manner in which a firm organizes human capital to work for its objectives (Elsaid, Okasha, & Abdelghaly 2013). This means that an organizational structure specifies the reporting relations, procedure, checks, authority and decision-making process (Hitt, Hoskisson & Ireland, 2016). As a result, decision making responsibilities are placed within the company, the organization is formally divided into sub-units and mechanisms are established to coordinate sub company activities (Hill, Schilling, & Jones, 2016). They explained further that the organizational framework affects the measurement and management of performance in an organization.

Leadership is defined as a means of encouraging persons to achieve organizational objectives and good leadership makes it possible for an organization to expect, envisage and sustain flexibility to enable others to bring about deliberate change (Draft, 2014). Effective leadership therefore includes analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal in line with the findings of Hurduzeu (2015). Organizational leadership that will influence its performance ranges from Strategic leadership actions which include decisive role in strategic way of the company, management of organization resources, supporting an operative culture of an organization and highlighting moral practice. These actions are crucial in management of organization’s change management

process and leaders who practice them are bound to have a smooth implementation of their strategy which results in improved performance (Gumusluoglu & Ilsev, 2019).

The role of human resources (HR) has continually changed over the past century to reflect the ever-evolving workplace. Human resources changes to reflect specific companies and their own internal situations, such as a loss in profits that leads to lay-offs or an organizational restructuring (Brada & Singh, 2019). The business landscape is constantly evolving; to meet these challenges effectively, businesses need to learn how to effectively use change to their advantage. This is especially important for human resources (HR) personnel, as they are often the front line of implementing changes within an organization. One of the most central responsibilities of human resource professionals is defining roles and responsibilities. Change management comes in to play when those employee definitions need to be redefined. This can occur due to many situations including economic instability, the need to downsize, new technology or procedures, or trends in consumer purchasing behavior (Ogbo, 2015).

1.1.2 Media Companies in Kenya

For the past five years, Kenya's media industry has been thriving. Nation Media Group, Royal Media Services, Standard Group Limited, Mediamax Network Limited, and Radio Africa Group have all experienced significant growth in Kenya's media industry over the last five years. These five companies control more than 85 percent of Kenya's audience market size, according to the Kenya Audience Research Foundation (Kenya Audience Research Foundation, 2019). Over the last five years, these companies have consistently introduced new products into the Kenyan market, making the media industry highly competitive. Kenya's media industry has devolved into a monopoly, with power concentrated in a few hands and spreading throughout the world, (National Information and Communications Technology Policies, 2008).

Kenyans prefer to get information from radio, followed by television, newspapers, and finally online/digital, according to a KARF study released in February 2019. Kenya's viewers are continually shifting, requiring media outlets to adapt rapidly in order to satisfy their demands. Despite these challenges, Kenya's media has had a positive impact on the information and technology transition. Technology

convergence has resulted in a plethora of information sources that increase news source diversity, boost media quality, and improve civic journalism (KARF, 2019).

KBC has to fulfill its mandate as a Public Service Broadcaster, with a structure in place that constitutes 70% of its functions as opposed to commercial broadcasting, which constitutes 30%. In early 2003, the Government withdrew the KBC role of offering licenses to the public at an annual fee, which was a major source of revenue to the Corporation, (Abdullahi, 2016). There was no immediate replacement of this source of revenue though the associated costs, rental of office space and personnel emoluments were retained. Other challenges that KBC faces include use of old broadcast equipment, sustaining a large workforce with a bureaucratic culture and its traditional role as a public service broadcaster.

KBC seems to be responding to the changes in its operational environment so as to remain relevant and commercially viable. In 1993, KBC embarked on a major modernization project to upgrade its transmitting stations, under a contract signed between KBC and Japan Telecommunications Engineering Consultancy Services (JETC). In 1996, KBC commissioned Metro FM as a 90% music radio. In September 2000, KBC commissioned Metro Television as a sports and entertainment channel. In December 2000, KBC started Coro FM, transmitting in Kikuyu language to Nairobi and Mount Kenya Region. In 2001, Pwani FM was started to carter for the Coast Region. (Electronic Media, 2018).

Another indicator of this change implementing process is through the KBC Strategic Plan 2007-2012. The strategic plan mentions that in 1989, with the accelerated implementation of market based economic reforms in Kenya, the Government deregulated and liberalized the electronic media. The monopoly that KBC previously enjoyed in broadcasting ended. New entrants quickly moved into the industry providing radio and television broadcasting services. The result of this development was drastic. KBC rapidly lost market share to the new competitors. The corporation has set up a number of commercial enterprises as part of its strategy to capture the lost market share. The strategic plan aims at guiding KBC to undergo a radical transition to meet these and other challenges facing it. This will ensure the corporation improves cash flow, reduces costs, and achieves profitability and long-term financial sustainability. The corporation plans to shed its traditional bureaucratic culture,

become more commercial, improve on technology, focus on her customers and confront competition more effectively, (Gekonge, 2017).

1.2 Statement of the Problem

KBC has identified a number of strategic change management issues and has put in place an action plan per department to effectively change the situation for the better at the Corporation. The eight strategic issues are finance, staff, products and services, marketing, new market segments, corporate image, technology and corporation's capability. The action plan includes the corporate objectives and strategy as follows: to achieve 20% in business growth and 15% in profitability annually; to achieve a market leadership position by the year 2030; to develop and retain a lean productive workforce; to embrace and invest in state of the art technology; to extend coverage throughout the country, to develop new innovative products in line with changing consumer needs and emerging technological advancements and to enhance the Corporation's capability to carry out its work. The Action Plan has been put in place for all departments to achieve their objectives within the time frame of the Strategic plan. Apart from the Strategic Plan, KBC also launched its Service Charter for the various departments to measure their performance against the set standards. It also has a Special Programs department that is championing the change process. However, Kenya Broadcasting Corporation (KBC) lost 410 highly skilled and talented employees to the local and international competitors between the year 2005 and 2008.This was mainly attributed to low salaries among other reasons. According to Mwaura (2012), KBC suffered a major blow when Royal Media services poached the entire staff of NOSIM FM, a Maasai radio station in February 2012. According to a report by GOK (2010) on strategic planning and economic survey, the public sector was experiencing difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers. A survey by BCG (2017) indicated that 87% of all authorities encountered difficulties in recruiting people with professional skills. Specifically, 72% of councils reported skills gap.

In Kenya, various studies attempted to determine how to manage change in various organizations' outcomes. Wanjohi (2014) noted that strategic forces such as the need for more assimilated working approaches and the need to increase a company's output drive changes in the media industry. Similarly, Kamunge (2017) found out that organizational performance is positively related to all of Kenya's commercial banks'

change management strategies, and that the change model used has an effect on the effectiveness of the change process. Furthermore, according to Udjo (2016), the causes of the company's resistance to change during the change implementation phase in the sector were reassuring all staff with respect to the status quo; the change process was imposed forcefully; a lack of clarity; and changes were introduced simultaneously. The study also found out that change has a negative impact on overall organizational performance. Therefore, the study sought to assess the effects of strategic change management on organizational performance of media companies in Nairobi.

1.3 Objectives of the Study

1.3.1 General Objective

To determine the effects of strategic change management on organizational performance of media companies in Kenya

1.3.2 Specific Objective

i. To assess the effect of technological changes on organizational performance of Kenya Broadcasting Corporation.
ii. To determine the effect of leadership changes on organizational performance of Kenya Broadcasting Corporation.
iii. To establish the effect of organizational structure changes on organizational performance of Kenya Broadcasting Corporation
iv. To assess the effect of human resource management changes on organizational performance of Kenya Broadcasting Corporation.

1.4 Research Hypothesis

$H0_1$: Technological changes have no significant effect on organizational performance of Kenya Broadcasting Corporation.

$H0_2$: Leadership changes have no significant effect on organizational performance of Kenya Broadcasting Corporation

$H0_3$: Organization structure changes have no significant effect on organizational performance of Kenya Broadcasting Corporation

$H0_4$: Human resource management changes have no significant effect on organizational performance of Kenya Broadcasting Corporation

1.5 Significance of the study

The results of this study will benefit Kenyan media organizations by recommending strategies for coping with change process that will have a positive impact on hierarchical efficiency. This will assist media organizations in increasing their level of preparedness when coping with change and as a result, learning how to present change effectively for the best overall authoritative outcomes possible. The findings will aid policymakers in comprehending the effect of change management on the success of media organizations.

Decision-makers will gain an understanding of the impact of organizational performance in the media sector's strategic change management, enabling them to develop successful policies to form Kenya's media industry. The findings of this study will benefit scholars and other researchers by adding to our understanding of the repercussions of strategic change management on organizational production, which is one of the most significant disciplines in the field of organizational behavior and change management.

1.6 Scope of the Study

The impact of strategic change management on the success of media companies in Nairobi is the subject of this study. The independent variables of the study were technological changes, leadership changes, organizational structure changes and human resource management changes. The dependent variable of the study was organizational performance of Kenya Broadcasting Corporation. The target population was 322 Kenya Broadcasting Corporation (KBC) workers at the KBC headquarters in Nairobi, the unit of research was 12 departments. The research took place between February and September of 2021.

1.7 Limitation of the Study

In conducting this research several limitations were encountered but the researcher overcame each and every one of them. Among them was reveling or failure to give out the required information in time which was widely feared that it can disclose classified information to the competitors hence holding it as private and confidential. The researcher overcame this by showing the latter of introduction from the University and assuring the respondents that the information will be used for academic purposes only and not in any other field purpose and will be handled in strict confidence.

The researcher experienced lack of cooperation from respondents. The data required the respondents to take some of their time from their busy schedule and fill in the questionnaire. In addition, some respondents were hostile and failed to assist in conducting the survey despite being the right people to respond on the issues of concern. The researcher managed this by increasing the number of respondents to give the data required to complete the study.

The researcher had difficulties in accessing the organization and interviewing the respondents. The researcher overcame this by seeking permission from the management to be able to interview and access the information from the respondents.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

According to Mugenda and Mugenda (1999) the review of literature involves the systematic identification, location and analysis of documents containing information related to research problem being investigated. The information has been generated from other materials including books, magazines, and journals. The literature assists in comparing and contrasting previous studies and identified areas that were overlooked by previous researchers. The study will focus on the Theoretical review, empirical review basing on the objectives, summary of the research gaps and the conceptual framework which explains the relationship between the research variables.

2.1 Theoretical Review

Theories are formulated to explain, predict, and comprehend a marvel, and in most cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists. (Abend & Gabriel 2013). The study was informed on the basis of Resource Based theory and Learning Organization theory.

2.1.1 Resource Based View Theory (RBV)

Barney introduced the Resource Based View Theory (RBV) in 1991. In the RBV background, the internal perspective, also referred to as core competence and the external perspective, also known as industry structure, on strategy are combined. Property rights and capital (Physical) and brand names, technological know-how (intangible) resources are more broadly described. The RBV-driven perspective of companies is formulated on the economic rent theory and the idea of an enterprise as a collection of capabilities (Kay, 2000). The traditional strategy models concentrate on the external competitive environment of the organization, while modern strategy models concentrate on the internal competitive environment of the organization.

It is concerned with the strategic identification and application of capital to gain mileage in competitive advantage. The principle will be applied in this study to show how Telkom Kenya Limited has achieved organizational effectiveness by recognizing

and allocating strategic resources. In this analysis, the resource-based perspective lays the groundwork for understanding strategic change capabilities and how they lead to intermediate performance. It continues by stating that businesses possess certain resources that allow them to achieve superior long-term success. Specific and valuable resources can help a business gain a competitive advantage, and their long-term protection can protect it from resource imitation, conversion, or replacement (Ogbonna & Harris, 2003).

This theory is commonly used in research in strategic management, it provides a general theory of the growth of the organization and it looks inwardly towards the availability of the resources for the firm (Mahoney & Pandian, 2012). The RBV establishes the prevailing clarification of methodical interim presentation alterations in a given period of time over the theory assembles. Well, it comes to international strategy where it explains the variances in organization success that is associated with industrial conditions and it's upon this basis that the study adopted this model framework for development purpose and it does not assume the decision making that is rational, but rather, it incorporates both unforced and thoughtful decision making.

The RBV theory will help companies understand how to improve operating performance by delivering better service to customers in new and innovative ways. Therefore, it helps in explaining the effect of technological changes on organizational performance of Kenya Broadcasting Corporation.

2.1.2 Kurt Lewin Model

The model is associated with Kurt Lewin (1947). The theory suggests that changing the current state in the required state means implementing changes in an organization. There are three different steps a company must take to implement changes according to this model of change. The primary phase is to "unfreeze" whereby individuals make a considerable power to change the existing practice in an organization by recognizing that for the betterment of the organization, things cannot continue the way they are. This step will involve preparing others to migrate from the existing comfort zone and ideally creating a situation to make change desirable (Uriarte, 2008). In this phase, the particular activities carried out include the establishment of integrated changes, the time orientation, and the explicit linking of tasks to the priorities and objectives of the organization for change.

Commitment planning shall identify individuals and groups whose commitment is needed in order to formulate and gain support for organizational change. Political support for individuals or groups, the plans of stakeholders and their processes lead to negative results while the opening to change workers must be concentrated during changing processes (Bordia, Hunt, Paulsen, Tourish, DiFonzo, 2014).

The second phase is the transitional stage, indicating that the firm has to go into a transitional period once the change has been initiated. In this phase, the success of the change process requires sufficient leadership and constant reassurance. Third and final phase is "freezing," that involves changes of conduct both informally and formally within the organization. The company is currently steady and staff are anticipated to follow the newly established strategies in accordance with the change development. During change process in an organization, the staff resistance (Stanley, Meyer & Topolnytskaya, 2015) and openness to change are two features that play a significant role (Wanberg & Banas, 2010). Change-resistance will probably impact on the course of change leading to undesirable outcomes while employee openness in the change process must be focused.

This model takes a longer time to implement, which is the main drawback. His three-stage model of change has become unmovable since the 1980s, such as other features of Lewin's work (Hatch, 1997). This model was criticized for not providing a framework for leaders who are resistant to change because it assumes that everyone can come together by sufficient motivation and encouragement.

2.1.3 Kotter’s Eight-Step Change Model

This model was designed in 1995 by Kotter and identifies eight steps in the management of organizational change which imply a sagacity of firmness that executives must build a strong group of individuals able to jointly work as a group in order to bring about change, the organization’s vision must guide the whole effort of change, this vision must be repeatedly expressed. The steps five to eight occur when this is created. The other steps will include the capacity of others within the organization to implement the vision, management setting up and generating short-term gains, building the ongoing developments with new resources and projects, establishing new methodologies (Kreitner & Kinicki, 2003).

Johnson's, Scholes, and Whittington's (2008) argument, change must also establish a relationship between the operational, strategic and daily aspects of the organization if it is to succeed. This means not only obtaining resource plans from translation of strategic change, essential factors of success and vital tasks, but also the overall organization management, into how change is communicated through the day-to-day aspects of the firm. One of the limitations is the rigidity of this model in the concept that sequentially all of the eight stages must be followed to the letter. This cannot be the situation for all firms on the basis of their way of operations and size. Particular stages may not be applicable in certain circumstances since selected changes are so sporadic that all eight steps may not be necessary. The model has been identified to promote an early energy explosion followed by distance and delegation. For those interested in large or small organizational changes Kotter's eight steps are an outstanding starting point. The model emphasizes the correct initial steps: build coalition and set the vision, instead of later build-up and consolidation steps.

2.2 Empirical Literature Review

2.2.1 Technological Changes and Organizational Performance

Garcia, Morale and Rosja (2018) looked at the impact of technological assets on organizational success. A structured questionnaire and a personal interview were used to gather data for a quantitative study. Using a sample of 160 European technology firms, a structural equation model was used to approximate the relationships suggested in the theoretical model. The findings revealed that they help organizations improve their productivity by having a positive effect on the promotion of technology and the development of technical skills and technologically distinct competencies. Furthermore, the study found that potential absorptive capacity affects realized absorptive capability, which has an effect on not only internal labor flexibility but also organizational innovation and quality.

Adeyeye (2014) investigated how technological advancements affect business performance. Survey research was used in this thesis. In addition to primary data, a questionnaire was used as a measurement tool. The study included 137 Nestle Foods Nigeria Plc employees. Correlation, regression analysis, Pearson's Correlation, and Analysis of Variance (ANOVA) were used to evaluate the four hypotheses proposed for the study. According to the report's findings, marketing skills and strategic planning both have an impact on organizational performance. Furthermore, the study

discovered a link between performance variables like resource availability, employee quality, productivity, and sales. Despite this, the study focused on strategic planning and marketing capability as factors influencing company performance, ignoring other metrics including human resources, leadership, and organizational structure, which will all be considered in the current analysis.

Kimani (2015) was interested in the effect of information technology on organizational performance. The study included 438 people from Kenya's entire service sector workforce. The survey, which was distributed online in order to collect data, received 311 responses. A 71 percent response rate was obtained, which was deemed adequate for the organization's representation. The study's findings revealed that at Population Services Kenya, there was a connection between IT use and organizational success. The previous research, on the other hand, was carried out in a service company, while the new study would be carried out in a media company. As a result, the degree of technology adoption in a population service organization and a media company would be vastly different.

Mutie (2018) investigated the impact of technical advances on the organizational efficiency of government agencies in Kenya. A descriptive cross-sectional survey was utilized to establish the survey. The questionnaires were utilized to collect the primary data. The independent variables system growth creation, digital resources and facilities, IT-based technologies and interdepartmental process alignment explained 75.9% of the changes in dependent variables, according to the model overview. According to the results of the correlation report, system implementation and government agency, organizational performance in Kenya have a statistically important and optimistic relationship. The study also discovered a strong connection between government agency effectiveness and the usage of digital resources and services. Information technology-based innovations were also discovered to possess a constructive and significant relationship with the operational production of government agencies. The study on the other hand, centered on government agencies, while the current research aims to ascertain the effect of technological advancements on media firms in Nairobi.

Moreno, Rejez, Nuria, and Garcia (2015) published a study on the use of technology in European technology companies to improve operational productivity through

corporate entrepreneurship. In 2011, Amadeus selected 160 European technology companies from the database, with CEOs acting as the primary informants. The hypotheses investigated were empirically tested using a hierarchical regression model. The study concluded that in today's world, where technological initiatives are being introduced at a growing rate, technology electiveness is crucial. The previous study, on the other hand, relied on European technology, while this one will rely on Kenyan broadcasting technology. Since European countries are more developed than Kenya, the results of this study may not be applicable to the Kenyan context.

Adeyeye Tolulopee (2014) conducted a study on the impact of technological innovation on organizational performance employed survey research. Primary data was used with questionnaire as research instrument. The subjects were 137 employees of Nestle Foods Nigeria Plc. The four hypotheses formulated for this study were tested using correlation, regression analysis, Pearson's Correlation and Analysis of Variance (ANOVA), with the aid of Statistical Package for Social Sciences (SPSS). The findings from the study revealed that strategic planning and marketing capability independently and jointly influence organizational performance. Also, there is positive interaction between performance variables (like resources availability, staff quality, productivity, sales revenue, financial strength, public image and good will). Based on the findings, it was recommended that there is the need for organizations to be innovative technologically to be competitive in the market. In addition, companies should train their employees for better efficiency and effectiveness.

Munyao, (2017) conducted a study on effect of the use of information and communication technology on performance of community based organizations in Kitui county, Kenya. The study used descriptive research design. The target population was 168 managers in charge of Community Based Organizations in Kitui County, Kenya. Stratified random sampling was used to select a sample size of 85 Community Based Organizations from where one respondent per Community Based Organizations was chosen. The study used primary data using a questionnaire which contained both closed and open ended questions. The study revealed that community based organizations had insufficient computer hardware resources and that information and communication technology infrastructure had helped them enhance communication amongst themselves and with other stakeholders. The management supported the community based organizations to undertake preventive maintenance. It

was found that the staff had adequate Information and Communication Technology Skills and that they were aware of the existence of the government information and communication technology policy.

Eliyana and Siwi (2019) conducted a study on the technological intelligence and organizational performance: moderating role of process innovation. The data obtained in this study amounted to 113 academic documents published from 1994 to 2020 globally. The findings of the research show that information technology capability has a positive and significant effect on the three constructs and that the level of significance of firm value is higher than the company's performance and that of the company's future performance. This means that information technology capabilities are more relevant to company value, which represents growth opportunities, intangible assets, and innovation.

Chege and Wang and Suntu (2019) conducted a study on the impact of information technology innovation on firm performance in Kenya. The study examined the association between technology innovation and firm performance in Kenya by considering the impact of entrepreneur innovativeness on this association. A sample of 240 enterprises and structural equation modeling were used in the analysis. The findings indicate that technology innovation influences firm performance positively. The study recommends that entrepreneurs should develop innovative strategies to actualize firm performance. Government policy should aim at improving ICT infrastructure; promoting small and medium-sized enterprises' (SMEs') technological externalities within the industry and establishing ICT resource centers to support SME performance.

Wanjau and Makokha (2018) did a study on the effects of technology on tea factories project performance: a case of Trans Nzoia county, Kenya. The study used mixed methodology and descriptive research design. The target population was 90 employees of Kapsara and Elgon tea and the same number as the sample given this is a census study. Data was collected using structured questionnaires, interviews and document analysis. Once ascertained, data duly collected was analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS). The study findings revealed that cost reduction had positive relationship on tea factories project performance.

Opondo and Makina (2020) conducted an analysis of the influence of information technology and procurement process on performance of NHIF, in Western Kenya. The study targeted 154 employees and a sample size of 57 employees filled the questionnaires. The study area was three counties in western Kenya. Exploratory research design was used. Multiple regression was used to analyze results. Results revealed that information technology has positive and significant influence on performance.

2.2.2 Leadership Changes on Organizational Performance

Khajeh (2018) studied the influence of leadership styles on organizational success. A quantitative approach was used in the primary analysis, which included the use of a survey instrument and a survey questionnaire. Secondary research was conducted to achieve the research objectives through a review of previously published literature. According to the findings transactional leadership styles have a negative effect on organizational performance. Transformational, autocratic, and democratic leadership models, on the other hand, all increased organizational performance. The previous study focused on leadership styles, while the current one aims to investigate the effect of leadership changes in media companies in Nairobi.

Karamat (2016) wanted to find out more about how leadership affects organizational success. According to the report's findings, leadership practices have a significant effect on organizational success. One of the most significant factors in the company's growth was communication with employees. Finally, it was discovered that leadership skills play a direct transformational role in the development of service companies.

Koech and Namusonge (2015) investigated the impact of leadership styles on organizational performance in Kenyan state corporations. A descriptive survey was conducted as part of the investigation. The following week, a well-structured, self-administered research questionnaire was distributed and later on collected. Three independent variables of various factors were measured using a five-point scale. The dependent factor was the extent to which the company met consumer expectations during the previous fiscal year. Correlation analysis was used to identify the leadership styles that influence organizational performance. According to the results it was deduced that leadership style has a negligible effect on organizational performance.

Abbas and Asgar (2014) researched the role of leadership in organizational change. According to the findings, organizational leadership with vision and a creative strategy, among other qualities, may be more successful in completing the dynamic phenomenon of organizational change. Effective organizational change can also lead to organizational innovation, which is critical for long-term performance and sustainability. The previous study, on the other hand, concentrated on the role of leadership in organizational change, whereas the current study concentrated on organizational performance and leadership change.

Wang and Songbo (2019) conducted a study on the authoritarian leadership and task performance: the effects of leader-member exchange and dependence on leader. A two-wave survey was conducted in a large electronics and information enterprise group in China. This study was supported by results based on 219 supervisor-subordinate dyads. The results revealed that authoritarian leadership negatively affects subordinates' task performance. Dependence on leader buffers the negative effect of authoritarian leadership on employee performance and mitigates the indirect effect of authoritarian leadership on employee task performance.

Jony, Alam Amin and Jahangir (2019) investigated the impact of autocratic, democratic and laissez-faire leadership styles on the success of the organization: A study on the different popular restaurants in Bangladesh. The study was conducted through a field survey of 60 respondents from different popular restaurants. The researchers designed and administered a well-designed structured questionnaire in a combination which included both open and closed, to collect data. The study found that the driving factors that have a major impact on the organizational performance are advice, decision making, involvement, consultation and sharing. It also found that the democratic leadership style has a strong affirmative impact on the organizational performance. The factors: leadership barriers, expression of views, communication, stay out of the way, freedom, rewards or punishment, policies, refusal to explain and order and procedures are not available in the results of the organizations. The study also found that the factors of autocratic leadership have a significant negative impact on the organizational performance and the style of laissez-faire management does not affect the organization's outcomes.

Dolly & Okpokwasili (2018) conducted a study on the impact of autocratic leadership style on job performance of subordinates in academic libraries in Port Harcourt, rivers state, Nigeria. The research design was a survey. The respondents were the 74 professional and para-professional staff working in the libraries studied. Data collection was through questionnaire. Findings of the study revealed that autocratic leadership style tends to develop dependent and uncreative subordinates who are afraid to take up responsibility. Autocratic leadership style, however, shows a significant negative impact on employee performance. This style of leadership tended to have work groups that were less productive, and subordinates showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of subordinates.

Kalu and Nonyelum (2018) conducted a study on the impact of democratic leadership style on job performance of subordinates in Nigeria. The respondents were the 74 professional and para-professional staff working in the libraries studied. Data collection was through questionnaire. Findings of the study revealed that democratic leadership style in academic libraries studied has positive influence on subordinates' job performance because it resulted in high employees' productivity. This style of leadership tends to have work groups that were very productive, and subordinates showed a high degree of satisfaction on the job.

Wachira, Karanja and Iravo (2018) conducted a study on the influence of democratic leadership style on organizational performance of commercial state corporations in Kenya. The study adopted a cross sectional survey research design. The target respondents were 35729 middle level staff in the 20 commercial state corporations in Kenya. Stratified sampling was used to select 384 respondents for the study. This study used primary data which was collected through use of structured questionnaires. The study findings revealed that there was a positive and significant relationship between democratic leadership and organizational performance.

Idrus (2015) conducted a study on the role of bureaucratic leadership, organizational culture, and organizational commitment on organizational performance. The study adopted a survey research design. The results demonstrated that high bureaucratic leadership causes a lower organizational commitment; and that the increasing bureaucratic leadership does not significantly affect organizational performance.

Greater organizational culture can improve organizational commitment; yet, greater organizational culture does not significantly affect organizational performance. Organizational commitment is a mediation variable that strengthens the relationship between bureaucratic leadership and organizational culture towards the organizational performance.

Ansar and Majeed (2016) did a study on the impact of charismatic leadership style on organizational effectiveness. The data was collected from telecom sector in the Pakistan and the research was secondary and qualitative in nature. The sample size was 100. The research concluded that there was a relationship that existed between charismatic leadership and organizational performance. Furthermore, it recognized the ability and skills more effectively, analyzed the subordinate's optimistic work attitude, helped to emerge in crises situations, evidently defining quality goals, which lead to organizational recital more efficiently and successful.

Ndururu (2015) conducted a study on the impact of charismatic leadership style on employees' performance within cooperative bank of Kenya limited. The research adopted a descriptive research design in order to examine the situation as it currently existed. The target population for this research included 350 employees of Cooperative Bank. The study findings revealed that Leaders in the organization gave employees a motivating mission and vision and they urge employees to be part of the team in the general hierarchical culture. The leaders who denoted rousing motivation indicated continued vivacity, were hopeful about the later and had high assumptions of employees which indeed affected the employee performance. Leaders in the organizations regard and praise singular commitment that each representative makes to the group and give individual regard for individual workers.

Gerges, Kamal and Mohammed (2018) conducted a study on the impact of charismatic leadership on the organizational performance in travel agencies. Based on a quantitative study, 344 questionnaires were distributed. The result indicated that the charismatic leadership behaviors (unconventional behavior, strategic visioning, sensitivity to the environment, and sensitivity to organizational members' needs) impact on organizational performance positively.

Muda, Rafiki & Harahap (2014) did a study on the influence of charismatic leadership and intellectual stimulation on organizational performance in the energy sector in

Kenya: a case of Kenya pipeline company limited. The research adopted a descriptive research design in order to examine the situation as it currently existed. The target population for this research included 350 employees. The study findings revealed that charismatic authority was a model which was empowering and enabled for conquering the requirements for authoritative change. The research concluded that pioneers in these organizations impact employee performance by applying the charismatic leadership style.

Sofi (2016) conducted a study on the impact of leadership on organizational performance: An empirical assessment of the banking sector in Jammu and Kashmir. The descriptive survey research design was operated in order to accomplish the above stated objectives. The model was tested on the 290 respondents consisting of the branch heads, executive level and senior staff of the banking sector organizations in the state of Jammu and Kashmir. All the data analysis was operated through the statistical packages for social sciences (SPSS) and analysis of moment structures (AMOS) Version 20. The findings of the study revealed that only transformational leadership style had a significant direct impact on organizational performance while other leadership styles showed insignificant impact. Moreover, the transformational leadership was the more dominant form of leadership styles prevailing in the concerned banking organizations of Jammu and Kashmir in India.

Monayo (2016) conducted a study on the role of strategic leadership in strategy implementation in the geothermal development company, GCD, in Kenya. The study was conducted through a case study where information was gotten from primary sources through interviews. The respondents were drawn from four key divisions which were very essential in strategy implementation; Strategy, Research & Innovation Division. The data collected, after being analyzed, was evaluated for consistency, usefulness, adequacy and credibility through content analysis. The findings thus showed that strategic leadership played a very crucial role in effective strategy implementation at GDC. Strategic leadership role stirs commitment among people in the organization and ensures that they embrace change and implement strategies specifically meant for the achievement of the strategic vision.

Chege and Mwenda (2015) sought to analyze the effect of leadership on implementation of strategic plans in Small and Medium Enterprises

(SMEs). Specifically, the study: analyzed the effect of autocratic leadership, assessed the effect of democratic leadership and evaluated the effect of laissez faire leadership on implementation of strategic plans in SMEs. Descriptive research design was used. The study population consisted of 4531 SMEs registered by the Ministry of Industrialization and Enterprise development. A sample of 354 SMEs was selected using stratified random sampling. A questionnaire composed of open and closed ended questions was used to collect the primary data. Quantitative data was analyzed using Statistical Package for Social Sciences (Version 21). The findings indicated that autocratic leadership had the highest effect on implementation of strategic plans, followed by democratic leadership and laissez faire type of leadership. The study recommends that organizations should use all the three leadership styles to maximize on the implementation of strategic plans.

Ekiti (2016) did an empirical study on the effects of leadership styles and their effect on organizational performance of Banks in Ado Ekiti, Nigeria. The empirical study was conducted via a survey on 450 randomly selected respondents from all the participating banks in the survey. The findings of the study revealed a positive relationship between the two leadership styles transactional and transformational and organizational performance

2.2.3 Organizational structure changes and organizational Performance

Onono (2018) was curious about how the organizational structure of General Electric Africa, GEA, influenced growth. A descriptive research design was used for this analysis. A total of 290 workers were required. A structured questionnaire was used to collect quantitative data. The results were analyzed using descriptive statistics and Statistical Package for Social Sciences SPSS (version 21). The Pearson correlation method was used to investigate the relationship between organizational structure and efficiency. The study's findings revealed that the organizational structure of a company had an impact on the speed and precision with which decisions were made as well as the learning and development culture and the quality with which knowledge was shared. The previous analysis, on the other hand, centered on manufacturing firms, while the current study aims to examine the effects of organizational structure changes in the media firms in Nairobi.

Nene and Pillays (2019) investigated the impact of organizational structure on organizational performance. The results were interpreted using descriptive and inferential statistics. The study discovered a link between these factors and the primary goal of the study. Furthermore, the ineffectiveness of the structure was discovered to be a factor in the participants' low job satisfaction. In the study, low staff morale was identified as a major factor contributing to poor performance. The researcher concluded that the organizational structure had an unintended negative impact on the department's results because it had a negative effect on staff morale. However, while the previous study focused on indicators such as job satisfaction and organizational efficiency, the current study would focus on the effect of organizational structure changes, leadership changes, technological changes, and human resource changes on organizational success.

Ogbo (2019) investigated the impact of organizational structure on organizational efficiency in Nigerian technical and service firms. According to the report, decentralization has assisted and continues to assist Nigerian technological and service firms in making stronger and more informed decisions. According to the report, task routine has an impact on employee productivity that is either positive or negative depending on the time frame and the individual worker's preference for task routine or variety. The previous study, on the other hand, was conducted in technical institutions, whereas the current study will be conducted in Kenyan media firms in Nairobi.

Zbirenko (2014) conducted a study on the effect of organizational structure, leadership and communication on efficiency and productivity. In order to find out the answer to the research question and to fulfill both purposes of the research, the study adopted a qualitative research design. Semi-structured interviews were used to collect data which was processed and analyzed using coding technique. The findings of the study revealed that structure, leadership, and communication affect efficiency and productivity. Structure defines how productive the operational processes are; leadership affects the whole personnel and the way they strive for achieving their goal; communication affects how fast things are getting done and how happy and willing the personnel are.

Dammen (2016) conducted a study on the effects of organizational structure on employee trust and job satisfaction. To examine this relationship, three hypotheses were tested using a survey that examined organizational trust and job satisfaction. Organizational trust was measured by four dimensions (openness/honesty, reliability, concern for employees and identification). Four organizations agreed to participate in the study. Each organization was sent 25 surveys to distribute to personnel. The findings of this study indicated that a relationship did exist between an individual's level of organizational trust and his or her overall job satisfaction. The study also indicated that a significant relationship existed between the structures of the organization and overall levels of both trust and job satisfaction.

Muoki (2016) sought to investigate the role of organizational structure on strategy implementation of public universities in Kenya: a case study of Jaramogi Oginga Odinga University of science and technology, JOOUST. The findings of the study revealed that: organization resources contributed to the achievement of strategic objectives; development of competencies among employees in the university as a resource allocation element helped in strategy implementation to a moderate extent; clear allocation of resources in line with university strategies as a resource allocation component of organization structure influenced moderately, the strategy implementation in the university.

Siapei (2013) sought to investigate the effects of organizational structure and strategy implementation at geothermal development company in Kenya. The research used primary data that was collected through the use of interview guided instrument. Content analysis method was used to analyze the data collected. The study established that strategy implementation process was a teamwork that cut across all the levels of GDC hierarchies. Organizational structure was found to play an important role in strategy implementation. GDC was found to have organic organizational structure that was flexible enough to allow for adjustments during strategy implementation. The challenges to strategy implementation were largely external to GDC and arose out of the presence of strategic alliance partners. The major limitation of the study was the fact that the study was a case study whose implications are more to the organization of the GDC as opposed to other firms in the industry.

Oganga (2014) conducted an empirical study on organizational structure and performance of large manufacturing firms in Kenya. The study used a cross-sectional survey where data was collected from 102 large manufacturing firms. Regression analysis was used to test the hypothesis. It emerged that organizational structure on its own using Return on Assets (ROA) did not influence performance. However, a further test using non-financial measures such as internal processes, customer perspective and performance produced a different result which influenced performance of large manufacturing firms.

Okafor and Nwonu (2015) sought to investigate the effect of organizational structure on performance of selected manufacturing companies in Enugu State in Nigeria. The study relied on both primary and secondary data. Materials and information were sourced from the Human Resource Departments of the firms and journal articles including textbooks and students project reports. The questionnaire was the instrument for primary data collection. The methods used in analyzing the data are descriptive statistics (frequencies, mean, standard deviation, variance, etc.), simple linear regression and correlation (bivariate) to examine the effect of organizational structure (Independent Variable) on organizational performance (dependent variables). The study found that structure significantly affects organizational performance. The study concluded that organizational structure in pharmaceutical manufacturing firms affected performance except in its growth objective. The study, therefore, recommended that pharmaceutical firms should see their structure as a major determinant of performance and as such, non-performing firms should redesign their structures for optimal performance.

Tamika (2018) conducted a study on the impact of organization structure on employee performance. They adopted a case study of New Era Secondary School one of the education institutions in Malawi. Specifically, it focused on the effect of hierarchy on employee performance; identified factors that motivated employees and to evaluate the effect of job satisfaction on employee performance. The study found out that organization structure had an effect on employee performance. From the results, it also showed that building a good organization structure was important for employees to perform well in their work. The study further found that organization structure affected employees both negatively and positively. The findings of this study

provided the necessary information to the institution and enhance its endeavor to meet both current and its long-term demands.

Hao, Kasper and Muehlbacher (2012) sought to investigate how organizational structure influenced performance through learning and innovation in Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results were tested by bootstrap methods. The findings reinforced the important infrastructure position of organizational structure on performance. Firstly, organizational structure had more effects on organizational learning than on innovation, organizational learning had an indirect effect on performance through innovation, except the direct effect of structure on performance. Secondly, managers in Austria thought that structure had a more important effect on performance; both managerial and technical innovation influenced performance, managerial innovation was not significant in China.

Mon, Jasfar and Arafah (2019), the effect of organizational structure, organizational strategy, and change management on firm performance with organizational commitments as mediation variables in manufacturing industries. The design used is hypothesis testing using Structural Equation Modeling (SEM) because the variables used in this study was mediating variables. The results of the study showed that the organizational structure did not significantly affect the firm performance, organizational strategy and change management had significant effect on firm performance, organizational commitment had significant effect on firm performance. The results also showed that organizational commitment did not mediate the organizational structure of firm performance, organizational commitment was mediation between organizational strategies and management changes. Also, that the organizational commitment was mediation in the organizational performance.

2.2.4 Human Resource Management Changes and Organizational Performance

Omar, Ali, and Masrom (2020) wanted to know if there was a connection between project success and human resource management. According to the findings, managers who have a clear understanding of HRM techniques would be more effective in managing their human resources for the benefit of the company. They

would also be able to build and adjust human resource recruitment, job selection, and employee training and growth policies. However, the study focused solely on human resource management as a measure of organizational performance, ignoring other factors such as leadership change, technological change, and organizational structure change, all of which were addressed in the current research thesis.

Kiangoi (2015) investigated the impact of human resource practices on Tata Chemicals Magadi Limited organizational performance in Kenya. To collect the necessary data for the analysis, a descriptive research design was used. This was beneficial in terms of gathering primary data and gaining a better understanding of the research questions. The use of pilot-tested structured questionnaires was also included to ensure data quality and reliability. To generate descriptive statistics such as correlations, data was coded using Microsoft Excel and SPSS. Following that, the data was organized into tables. According to the results, human resource practices had a positive impact on an organization's performance.

Muraga (2015) looked into the success of Kenyan parastatals and the growth of human resource management activities. The target population included 185 parastatals. Self-administered questionnaires were used to collect primary data. Descriptive statistics and multiple regression analysis were used to determine the type and magnitude of the relationships between the independent and dependent variables. According to the findings, there was a significant positive relationship between parastatal preparation and performance. According to the findings, human resource skills partially mediate the relationship between strategic human resource management strategies and parastatal productivity. The previous research focused on the impact of strategic human resource management activities on organizational efficiency, while the current study examined the impact of human resource changes on organizational performance.

Mutua (2019) wanted to know how human resource planning affected the organizational results of the ministry of health headquarters in Nairobi. Questionnaires were distributed to top managers, middle managers, HR managers, and support staff. The data was analyzed and interpreted in light of the study's four basic objectives using the Statistical Package for Social Sciences (SPSS). There was no evidence that the Ministry of Health engaged in successful human resource

planning during the time span examined, according to the report's findings. As a result, the report concluded that human resource planning had only a minor effect on the organizational success of the Ministry of Health. Nonetheless, the previous study looked at the impact of human resource training on the ministry of health's organizational quality, while the current study looked at the impact of human resource changes on the Kenya Broadcasting Corporation, KBC, organizational results.

Chao and Wu (2017) did an empirical study on the impacts of human resources management system on organizational performance at Taiwan-listed led manufacturers with a mediator of intellectual capital. While convenience sampling was used to yield knowledge from the population, the linear Structural Equation Modeling (SEM) was adopted to verify the goodness-of-fit effects among the overall model, structural model and measurement model. Findings from this study showed that the implementation of HRMS had a positive and significant influence on organizational performance. A well implemented HRMS had a positive and significant influence on intellectual capital; and the accumulated intellectual capital had a positive and significant influence on organizational performance.

Oloruntuyi and Alayo (2015) sought to investigate the human resources management and organizational performance: An empirical investigation of First Bank Plc in Nigeria. The study employed survey research design. The primary sourced of data was used via questionnaire to obtain information from the respondents. The study employed descriptive and inferential analytical tools. The study revealed that there is a positive association between recruitment and selection, training and development and staff appraisal on the performance of First Bank Plc. The regression results also proved that there is a significant positive relationship between recruitment and selection, training and development and staff appraisal on the performance of First Bank Plc.

Sabiu, Ringim and Mei (2016) sought to investigate the relationship between human resource management practices, ethical climates and organizational performance, the missing link: An empirical analysis. Quantitative data were collected from 181 educational agencies represented by director of administration; Smart PLS-SEM was used in testing the relationship, as well as testing the mediating effect of ECs. The

results revealed a strong support for the mediating role of ECs on the relationship between HRM practice that is recruitment and selection.

Coron (2014) did a study on the quantifying human resource management: a literature review. The study was based on an integrative synthesis of 94 published peer-reviewed empirical and non-empirical articles on the use of quantification in HRM. It uses the theoretical framework of the sociology of quantification. The analysis showed that there had been several changes in HRM quantification over the period 2000–2020 in terms of data sources, methods and objectives. Meanwhile, representations of quantification have evolved relatively little; it is still considered as a tool, and this ignores the possible conflicts and subjectivity associated with the use of quantification.

Odendo (2018), impact of human resource practices on employee performance: a case study of capital colors creative design limited. Descriptive research design was adopted. Questionnaires were used to collect primary data for the study. Descriptive analysis utilized the frequencies and percentage distribution, while inferential analysis utilized the correlations, regression and ANOVA. The findings on the extent to which Human Resource Practices affected employee performance revealed a significant relationship between HR practices and employee performance. There existed a strong positive relationship between human resource relationships and employee performance.

2.3 Summary of Literature Review and Research Gaps

Author(S)	Focus of the Study	Finding of the Study	Knowledge Gap
Garcia, Morale and Rosja (2018)	Influence of technological assets on organizational performance	According to the findings, technical assistance and the development of technological skills and distinctive competencies increased organizational productivity by improving potential and realized absorption capacity processes.	The previous study concentrated on organizational inventiveness, internal labor flexibility, and absorption capacity, whereas the current study concentrated on technological changes, leadership changes, organizational structure changes, and human resource management changes.
Kimani (2015)	The effect of IT on organizational performance	According to the survey results, many of the respondents had various IT company devices at their disposal to assist them in carrying out their responsibilities. The findings of the study also revealed a link between IT use and organizational success at Population Services Kenya.	The previous study, on the other hand, focused on the use of ICT and operational productivity in Kenyan government agencies, whereas the current study focused on media firms in Nairobi .
Mutie (2018)	Effects of technological innovations on performance of government agencies in Kenya.	According to the study, there was a clear link between the use of digital tools and services and the effectiveness of government agencies. Advances in information technology had also been discovered to have a positive impact on government department operational performance and to have a significant	The previous study, on the other hand, focused on government agencies, whereas the current study sought to determine the impact of technological advancements on media firms in Nairobi.

		partnership with it.	
Khajeh (2018)	The effect of leadership styles on authoritative performance	According to the findings, charismatic, bureaucratic, and transactional leadership styles all had a negative impact on organizational performance. Transformational, autocratic, and democratic leadership models, on the other hand, all had a positive impact on organizational performance.	The previous study was based on initiative styles, whereas the current study was attempting to determine the impact of authority shifts within the media organizations in Nairobi.
Koech and Namusonge (2015)	The effect of leadership styles on organizational performance at state corporations in Kenya.	The study found strong correlations between transformational leadership variables and organizational performance ratings, but weak correlations between transactional leadership behaviors and organizational performance. The findings indicated that leadership style had little influence on organizational performance.	The previous study looked at the impact of transactional and transformational leadership on organizational productivity, whereas the current study looked at how technological changes, leadership changes, organizational structure changes, and human resource management changes affected the success of the media industries in Nairobi.
Mon (2019)	Impact of authoritative construction on organization performance in assembling industry	According to the study's findings, organizational structure had a positive but non-statistically significant impact on firm results, whereas formalization and technology had a positive and statistically significant impact.	The investigation in either case was focused on organizing organizations, whereas the new investigation was attempting to determine the effects of hierarchical design changes in the media organizations in Nairobi.
Omar, Ali and Masrom (2020	The relationship between HRM and organizational performance in construction.	Managers who understand HRM techniques, according to the findings, were more effective in managing their human resource function for the benefit	Regardless, the study was conducted among construction firms, whereas the current study sought to determine the effects of changes in human resource

		of the organization. They also had a good understanding on how to create and modify organizational policies for human resource hiring, employee selection, and training and development.	management in the media firms in Nairobi.
Vlachos (2018)	The effect of HR practices on organizational performance in Greece.	Despite the fact that all HR practices were found to be significantly related to organizational success, the study's findings revealed that selective hiring and compensation policy were major predictors of all performance variables, added to our understanding of the factors that lead to improved firm performance.	Because the study was conducted in Greece, a country which has a higher economic status, the findings could not be replicated in our local environment, Kenya, particularly in the media companies in Nairobi.

2.4 Conceptual Framework

Conceptual framework is an illustrative representation of variables, the independent and dependent and how they relate to each other.

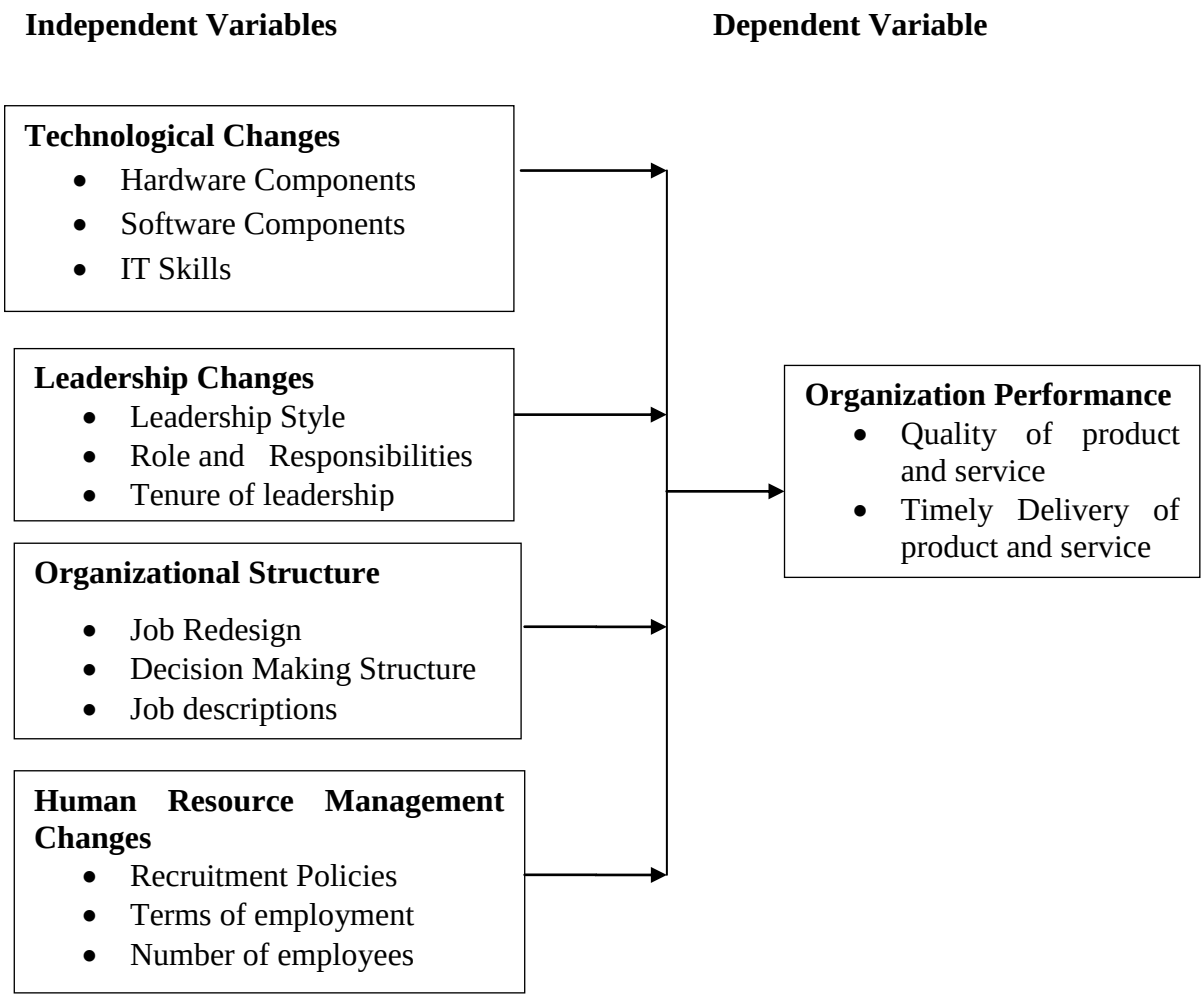


Figure 2. 1: Conceptual Framework

Source: Researcher (2021)

Technological Changes

Organizations with the aim of extracting maximum value from innovations, have undergone a revolution through the implementation and solicitation of a complex IT system. Nevertheless, the rapid technological improvement involves unintentionally reducing the life cycle of the product. The IT revolution resulted in the fusion of processing data, communications and progress of software, enabling companies to improve organizational performance and develop new companies from several fields.

Leadership Changes

Organizational leadership that will influence its performance ranges from Strategic leadership actions which include decisive role in strategic way of the company, management of organization resources, supporting an operative culture of an organization and highlighting moral practice. These actions are crucial in management of organization's change management process and leaders who practice them are bound to have a smooth implementation of their strategy which results in improved performance. The leaders of companies should motivate their employees to achieve better performance during the change management process. Leadership should be a dynamic motivating force for the employees who participate in the management of change. The practice of motivation initiatives provided to employees includes availability of needs; each person possesses a set of needs, ranging from physical needs to the needs of self-realization; an employee is making efforts to meet these needs.

Organizational Structure Changes

Organization structure has more pronounced impact on performance of a company than other factors for example innovation and organizational learning. Organizational framework affects the measurement and management of performance in an organization. To achieve successful results in change management, the staff should empower young employees and engage them in decision making process, hence allowing the correct process of change management. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process. Organizational hierarchy with many management levels make it difficult for change communication to rich the intended recipient in the right time and form without distortion and hence enabling change management.

Human Resource Management Changes

Human resource management is a distinctive approach to employment management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques. HRM changes such as proper employee selection, motivating employees help the organization to attract, select, and retain talented employees who share their values hence improving the overall organization performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods and procedures that were used to address the research objectives. The chapter is systematized into several sections namely: research design, target population, sampling techniques and framework, data collection instruments, data collection procedure, pilot study, data analysis and presentation, and ethical consideration.

3.2 Research Design

The study employed a descriptive research design. The descriptive research design was used to introduce respondents to a set of standardized questions that can be compared. The data was descriptive and self-reported because the aim of this research was to gather descriptive and data received from the questionnaires on the impact of strategic change management on organizational production of media companies in Nairobi City.

3.3 Target Population

The target population was 322 top and middle level management employees from 12 departments at K.B.C Headquarters in Nairobi. Table 3.1 shows the distribution of the target population in various department.

Table 3. 1: Number of Employees at the Top and Middle Level Management

Department	Number of Employees
Technical	86
TV	15
Radio	47
Finance & Admin	82
Internal Audit & Procurement	9
Human Resource	12
Marketing	3
Directorate	12
ICT	8
Editorial	36
Advertising	10
Digital department	2
Total	**322**

Source: Kenya Broadcasting Corporation (2021)

3.4 Sampling Technique and Framework

Sampling, according to Kothari (2004), is defined as the method of collecting intelligence or data about an entire population under review, by analyzing only a selected portion of it. Nassiuma's formulae was used to generate a sample of 105 respondents.

$$n = \frac{NC^2}{C^2 + (N - 1)\, e^2}$$

Where: n = the Sample size,

N = the Population,

C = the Coefficient of variation,

e = the Standard error.

C = 25% is acceptable according to Nassiuma (2000), e = 0.02 and N = 322. Hence,

$$n = \frac{322 \times 0.25^2}{0.25^2 + (322 - 1)\, 0.02^2}$$

$$n = \frac{20.125}{0.1909}$$

$$n = 105.42$$

Therefore, the convenient sample size was 105.

To determine the sample size of the sample in each department, the method of stratified random sampling was adopted. The formula was sufficient since each unit in the population being examined had an equal chance of being chosen.

Table 3. 2: Sample Size

Department	Number of Employees	Sample Size
Technical	86	28
TV	15	5
Radio	47	15
Finance & Admin	82	27
Internal Audit & Procurement	9	3
Human Resource	12	4
Marketing	3	1
Directorate	12	4
ICT	8	2
Editorial	36	12
Advertising	10	3
Digital departments	2	1
Total	**322**	**105**

Source: Kenya Broadcasting Corporation (2021)

3.5 Data Collection Instruments

The questionnaire tool was employed to gather the raw data for the analysis. The analysis included standardized questions which have been designed by the researcher to provide the respondents with a list of possible responses. A multiple-item calculation scale was used to create the questionnaire. The questionnaire has a lot of benefits, which is why it was used in this research. The questionnaire presents some advantages which include; the ease of distribution and data collection, the ease of data processing, the ease of query standardization and significant savings on cost.

3.6 Data Collection Procedure

The researcher notified the top manager in charge of each department and made a request for a data collection appointment. After the authorization, the researcher met the respondents at their offices on the scheduled dates, fully loaded with the copies of the questionnaire for distribution. The respondents were then requested to complete the questionnaires. Two weeks later, the same were picked and stored. The amount of time allotted for respondents to complete questionnaires was intended to boost the response rate. As a result of the small sample size in this analysis, this was the aim. This method is commonly known as the Drop-Off and Pick-Up, where the questionnaire is distributed and then collected afterwards.

3.7 Pilot Study

According to Cooper & Schindler (2011), a pilot test involves testing the data collection instrument on a limited sample of respondents to look for any defects or uncertainties. A pilot study was performed at Royal Media Company. This helped in assessing the accuracy of the data collection instruments before going forward with the actual process of data collection. At least 10% of the sample size, according to Sekaran and Bougie.

3.7.1 Reliability of Research Instrument

The study's reliability was improved by exposing the questionnaire to a pre-test with a small sample that was not necessarily to be reported in the main review. In carrying out the internal consistency technique, the Cronbach's alpha was applied. Internal consistency reliability is a metric for determining how similar the outcomes of different test items probing the same construct are. The better, the higher the alpha

value. The reliability of 0.70 or higher, obtained from a significant sample, is considered appropriate, according to Kothari (2004).

Table 3. 3: Reliability Analysis

Variable	No. of items	Cronbach alpha	Decision
Technological Changes	6	0.706	Reliable
Leadership Changes	6	0.838	Reliable
Organizational Structure Changes	5	0.742	Reliable
Human Resource Management Changes	5	0.822	Reliable
Organizational performance	6	07461	Reliable

From the findings of all the 5 variables, the Cronbach's Alpha threshold values were greater than 0.7. As shown in Table 3.2 from the pilot study, the Cronbach Alpha values were 0.706, 0.838, 0.742, 0.822 and 0.7461 respectively. Therefore, all the variables had Cronbach values which were greater than 0.7. According to George and Mallery (2003), Cronbach correlation coefficients greater or equal to 0.7 are acceptable.

3.7.2 Validity of Research Instrument

In concurrence with Orodho (2005), validity is defined as the degree to which the study results, after analysis, accurately reflect the case being investigated. Face validity and content validity are the two types of validity in a questionnaire. The probability of a question being misunderstood or misinterpreted is known as face validity. Whereas the degree to which a metric adequately represents all elements of a social construct is referred to as content validity, or logical validity. By finding the opinions of experts in a specific area, such as managers, the content validity of this research can be strengthened.

3.8 Data Analysis

Data gathered for this study were qualitative which were analyzed using the Statistical Package for Social Sciences (SPSS) version 24. The illustrative and inferential statistics were used in this study. In the illustrative statistics, figures, percentages, frequencies, and measures of dispersion were used. Inferential statistic such as the use of correlation analysis and multiple regressions were applied to assess the correlation between variables at a generally accepted traditional significant level of P less than

0.05. (Gall, Borg & Gall, 2013). The multiple regression analysis can also be used to look at the correlation between a single dependent variable and a variety of independent variables (Johnson & Christensen, 2012).

The expression below shows the multiple regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y = Organizational performance

β_0 = the constant term,

β_1, β_2, β_3 and β_4 = the beta coefficients;

X_1 = Technological Changes

X_2 = Leadership Changes

X_3 = Organizational Structure Changes

X_4 = Human Resource Management Changes

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to determine the effects of strategic change management on organizational performance of Media Companies in Nairobi. The research specifically sought to establish the technological changes, leadership changes, organizational structure changes and human resource management changes on organizational performance of Kenya Broadcasting Corporation. The research findings were presented in form of tables.

4.1.1 Response Rate

The study issued 105 questionnaires of which 95 were successfully filled and received back, representing 90% response rate.

Table 4. 1: Response Rate

Sampled No. of respondents	No. of Questionnaires Returned	Response Rate (%)
105	**95**	**90**
Unreceived Response	**10**	**10**

4.2 Background Information

The general information of this study comprised of, the age of the respondents, the education level of the respondents and the duration of service among the respondents.

4.2.1 Gender of the Respondents

The researcher sought to determine the gender distribution of the respondents. The study findings were as indicated in Table 4.2.

Table 4. 2: Gender of the Respondents

Gender	Frequency	Percentage
Male	59	62
Female	36	38
Total	**95**	**100**

From the findings 62% of the respondents were male while 38% of the respondents were female. This implies that majority of the employees at K.B.C Headquarters in Nairobi were Male.

4.2.2 Age Brackets of the Respondents

The researcher sought to find out the age brackets of the respondents, the study findings were as indicated in Table 4.3.

Table 4. 3: **Age Brackets of the Respondents**

Age Brackets	Frequency	Percentage
18-30 Years	15	16
31- 40 Years	23	24
41- 50 Years	31	33
50 Years and above	26	27
Total	**95**	**100**

From the Table 4.3 above, the study findings revealed that, 16% of the respondents were aged 18-30 Years, 24% of the respondents were aged 31- 40 Years, 33% of the respondents were aged 41-50 Years while 27% of the respondents were above 50 Years of Age. This implies that majority of the respondents were aged 41 to 50 Years.

4.2.3 Highest Education Qualification

The respondents were requested to indicate their highest education qualifications. The findings were indicated in the Table 4.4.

Table 4. 4: Highest Education Qualification

Education Qualification	Frequency	Percentage
PhD	19	20
Master's	35	37
Degree	29	31
Diploma	12	12
Certificate	0	0
Total	**95**	**100**

From the findings 20% of respondents were in possession of PhD level of education, 37% of the respondents had Master's, 31% respondents had degree level of education while 12% had diploma level of education. This implies that the majority of the respondents had master's level of education.

4.2.4 Duration the respondents have been working in Kenya Broadcasting Corporation

The respondents were requested to indicate the duration they have been working in Kenya Broadcasting Corporation

Table 4. 5: Duration the Respondents have been working in KBC

Years	Frequency	Percentage
Below 1 years	3	3
1-5 year	20	21
6-10 years	62	65
10 years and above	10	11
Total	**95**	**100**

From the findings, the 3% of the respondents stated that they had been working with Kenya Broadcasting Corporation for less than 1 year, 21% of the respondents stated that they had been working for a period between 1-5 years, 65% of the respondents stated they had been working for a period between 6-10 years while 11% of the respondents stated that they had been working for more than 10 years. This implies that majority of the respondents had been working for Kenya Broadcasting Corporation, KBC, for the period between 6-10 years. The number of years an

employee had worked in an organization determines his or her work experience. Since majority of the respondents had acquired between 6-10 years of working experience in Kenya Broadcasting Corporation, that showed that majority of them were well conversant about the issues raised.

4.3 Technological Changes on Organizational Performance

The respondents were asked to indicate their level of agreement to the extent to which technological changes impacted on organizational performance of Kenya Broadcasting Corporation. The findings were presented in the Table 4.6.

Table 4. 6: Technological Changes on Organizational Performance

Statement	SA %	A %	U %	D %	SD %	Mean	Std
The organization has invested in modern IT infrastructure	26	47	17	10	0	3.887	0.907
The management of the organization is committed in the automation of its operations	37	45	13	5	0	4.113	0.870
The management facilitates training of employees to enhance their IT skills	55	42	3	0	0	4.516	0.565
The organization is taking advantage of digital platforms to enhance their competitive advantage	57	37	6	0	0	4.500	0.621
The management creates a conducive environment for the development of software programs compatible to the needs of the media industry.	39	44	11	6	0	4.145	0.866
IT has brought about transformation on the pace of doing work and handling of internal and external clients		33	7	5	0	4.387	0.869

According to the findings, majority of the respondents (73%) agreed that the organization had invested in modern IT infrastructure with a mean of 3.887 and the standard deviation of 0.907. The study findings were in line with those of Schilling, (2012) who found that a firm's IT infrastructure provided the foundation for serving customers, working with vendors, and managing internal firm business processes. The findings further indicated that majority of the respondents (82%) agreed with the fact that the management of the organization is committed in the automation of its operations with a mean of 4.113 and the standard deviation of 0.870. The study is in agreement with that of Kotze, (2012) who noted that automated operations enhanced the performance functions as the efficiency and effectiveness of performance were

enhanced. Integrated operation involves computerization of public expenditure management processes including budget formulation, budget execution, and accounting with the help of a fully integrated system for efficiency of the operations.

In addition, majority of the respondents (97%) agreed that the management facilitated training of employees to enhance their IT skills with a mean of 4.516 and the standard deviation of 0.565. The findings further indicated that majority of the respondents (94%) agreed that the organization was taking advantage of digital platforms to enhance their competitive advantage, with a mean of 4.500 and the standard deviation of 0.621. According to Yoo (2014), the pervasive penetration of digital technology had exposed the key role of a platform as one the most important traits of innovation processes and made it the central focus of many firms' innovation activities. Majority of the respondents (83%) agreed with the fact that the management created a conducive environment for the development of software programs which were compatible to the needs of the media industry, with a mean of 4.145 and the standard deviation of 0.866. Again, majority of the respondents (88%) also agreed that IT had brought about transformation on the pace of doing work and handling of internal and external clients, with a mean of 4.387 and a standard deviation of 0.869. The standard deviation ranged from 0.565 to 0.907 which indicated that the dispersion of the respondents from the mean was minimal. According to Arikan (2014) in the digital era, people were focusing on the generation and trading of products and services via digitalized data, information, and knowledge. This era is based on an infrastructure which comprised of information and communication technologies. This new infrastructure did not just help the employees to do their work better and faster than in previous eras, but it also enabled the discovery of new ways of control, coordination and collaboration on activities more readily. These were realized at lower costs, governed by the law of diminishing costs.

4.4 Effect of Leadership Changes on Organizational Performance

The respondents were asked to indicate their level of agreement on the extent to which effect of leadership changes impacted on organizational performance of Kenya Broadcasting Corporation. The findings were presented in Table 4.7.

Table 4.7: Effect of Leadership Changes on Organizational Performance

Statement	S A %	A %	U %	D %	SD %	Mean	Std
The Media company engages employees in major decision which enhance organizational performance	52	39	9	0	0	4.419	0.667
The ability of a leader to make quick and correct decisions help to solve problems in the organization.	37	31	19	13	0	3.887	1.073
The organization has a clear flow of coordination which positively affect organization performance	44	40	6	10	0	4.177	0.932
The organization has a properly defined communication strategy which improves the organization performance.	37	39	10	14	0	3.984	1.032
The organization leadership sharing information consistently with employees which enhance a sense of transparency along the chain of command	42	39	11	8	0	4.145	0.921
Coordination is a key factor for the staff to get involved in change. Hence empowering them to commit and engage in the desired change	37	44	16	3	0	4.145	0.807

According to the findings majority of the respondents agreed (91%) that the Kenya Broadcasting Corporation, KBC engaged its employees in major decisions which enhance organizational performance, with a mean of 4.419 and the standard deviation of 0.667. The findings further indicated that majority of the respondents (68%) agreed that the ability of a leader to make quick and correct decisions helped to solve problems in the organization, with a mean of 3.887 and the standard deviation of 1.073. Also, the findings indicated that majority of the respondents (84%) agreed that the organization had a properly defined communication strategy which improved the

performance of the organization, with a mean of 4.177 and a standard deviation of 0.932. The study findings were in tandem with those of Suad & Enny (2016), which stated that effective communication was important for the development of an organization. Good communication within a team also tended to boost employee morale. When employees felt that they were well informed of the company's direction and vision, they would feel more secure as they performed their work within their roles.

Further, majority of the respondents (76%) agreed with the fact that Kenya Broadcasting Corporation leadership was sharing information consistently with her employees, a fact which enhanced a sense of transparency along the chain of command with a mean of 3.984 and a standard deviation of 1.032. Majority of the respondents (81%) also indicated that coordination was a key factor for the members of staff to get involved in the desired change. Hence empowering them to commit and engage in the desired change with a mean of 4.145 and a standard deviation of 0.921. The study findings concurred with those of Ciracìa (2017). The study which found that coordination brought harmonious and united actions to achieve the common organizational objectives. In the organization, activities of divisions, departments, and sections are required to be coordinated in order to derive the benefits of specialization and smooth operations. Employees working in different divisions, departments, and sections are expected to contribute maximum efforts in the performance of their tasks. However, to ensure that their efforts were not in conflict with one other, employee activities were to be harmonized so that there existed the unity of action. The process by which the organizational management brings unity of action in the organization is called the coordination process.

4.5 Effect of Organizational Structure Changes on Organizational Performance

The respondents were asked to indicate their level of agreement on the extent to which organizational structure changes made impact on organizational performance of Kenya Broadcasting Corporation. The findings were presented in the Table 4.8.

Table 4. 8 Effect of Organizational Structure Changes on Organizational Performance

Statement	SA %	A %	U %	D %	SD %	Mean	Std
The existing hierarchy of authority enhances communication along the chain of command and positively affect organization performance	47	34	13	6	0	4.210	0.908
The organization has well defined roles which ensure personal accountability	50	31	15	5	0	4.258	0.886
The existing organization structure help in determining the actual performance of tasks and activities during strategy implementation	44	53	3	0	0	4.403	0.557
The existing organization structure help in revealing mistakes during strategy implementation.	37	44	16	3	0	4.145	0.807
Lack of independence among the department in the organization contribute to lack of accountability	35	45	5	0	0	4.452	0.592

According to the findings, majority of the respondents (81%) agreed that the existing hierarchy of authority enhanced communication along the chain of command and positively affected the organization performance, with a mean of 4.210 and a standard deviation of 0.908. According to Sedera (2014) a company's type of organizational structure affected its communications. In the traditional setup was where the boss was on top, the managers beneath and supervisors and the rest of the employees at the bottom. The formal hierarchy makes for controlled formal communication channels. In the informal hierarchy, which is unconstrained by formal bureaucratic channels, information spreads quickly. Majority of the respondents (81%) also agreed that the organization had well defined roles which ensured personal accountability with a mean of 4.258 and a standard deviation of 0.886.

Majority of the respondents also (97%) agreed that the existing organization structure helped in determining the actual performance of tasks and activities during strategy implementation, which had a mean of 4.403 and a standard deviation of 0.557. The study findings were in line with those of Saxe, (2016) who found that organization

structure had an impact on the employee performance; a poor organized organization structure meant that there would be low productivity, less delegation of work, no incentives provided and centralized decisions.

In addition, majority of the respondents (81%) agreed that the existing organization structure at KBC helped in revealing mistakes during strategy implementation with a mean of 4.145 and a standard deviation of 0.807. Further, majority of the respondents (80%) agreed that lack of independence among the departments in Kenya Broadcasting Corporation contributed to lack of accountability with a mean of 4.452 and a standard deviation of 0.592. The study findings were in tandem with those of Sounman, (2017) who noted that the levels of accountability manifested in staffing, performance evaluation, and compensation all positively and significantly affected organizational performance. Moreover, employee autonomy tended to amplify the positive impact of accountability on performance in two human resource functions namely, staffing and compensation.

4.6 Effect of Human Resource Management Changes on Organizational Performance

The respondents were asked to indicate their level of agreement on the extent to which effect of human resource management changes made impact on the organizational performance of Kenya Broadcasting Corporation. The findings were presented in Table 4.9 below.

Table 4. 9: Effect of Human Resource Management Changes on Organizational Performance

Statement	SA %	A %	U %	D %	SD %	Mean	Std
The organization encourage creativity among employees which has positively affected the organization policies	44	50	6	0	0	4.371	0.607
The management regularly review its reward policy which positively affected the organization policies	44	50	6	0	0	4.371	0.607
The management regularly review its employee promotion policy which positively affected the organization policies	42	39	11	8	0	4.145	0.921
The organization policies promote talent development among employees which enhance employee productivity	37	44	16	3	0	4.145	0.807
Majority of job description and assignment are team work oriented which positively affect organization performance	40	44	11	5	0	4.145	0.807.

Majority of the respondents (94%) also agreed to the fact that the organization encouraged creativity among employees which had positively affected the organization policies with a mean of 4.371 and a standard deviation of 0.607. According to Lepak, (2015), employees were more inspired to be creative when they were provided with a stimulating atmosphere and a diverse group of colleagues. Creative employees could help grow your business by coming up with better solutions to problems, expanding sales opportunities, and distinguishing your products and services from those of the competitors.

Majority of respondents (94%) also agreed to the fact that the management regularly reviewed its reward policy which positively affected the organization policies with a mean of 4.371 and a standard deviation of 0. 607. According to Graham, (2013), reward system helped to motivate employees to achieve high quality performance. It helped to attract and retain highly qualified and skilled workers. Reward systems promoted fairness and equity by rewarding employees according to their level of contribution and effort to the organization.

Majority of the respondents (81%) also indicated that the management regularly reviewed its employee promotion policy which positively affected the organization

policies with a mean of 4.145 and a standard deviation of 0.921. In addition, majority of the respondents (81%) agreed that the organization policies promoted talent development among employees which enhanced employee productivity with a mean of 4.145 and a standard deviation of 0.807. In addition, majority of the respondents (81%) agreed that majority of job description and assignment were team work oriented which positively affected the organization performance with a mean of 4.145 and a standard deviation of 0.807. According to Becker and Barry, (2013), leaders could make considerable progress in developing talent by delegating tasks that challenged these individuals to try something new. Delegation did not mean just handing off a task to someone, but also going through a process of discussion, explanation, and coaching to help the person learn and perform better at a higher level.

4.7 Organizational Performance of Kenya Broadcasting Corporation

The investigation also pursued to determine the organizational performance of Kenya broadcasting corporation, KBC. The discoveries were presented in Table 4. 10 below.

Table 4.10 : Organizational Performance of Kenya Broadcasting Corporation

Statement	S A %	A %	U %	D %	SD %	Mean	Std
The media company has increased return on investment	37	34	10	16	3	3.855	1.185
Profitability has increased in consecutive years.	55	34	8	3	0	4.403	0.778
Cash flow has improved in the consecutive years	44	46	7	3	0	4.307	0.738
Sales backlog and profit forecast have been easier to predict	55	33	7	5	0	4.387	0.869
The employees deliver high quality work based on their skills and knowledge	38	44	4	9	5	3.994	.989
Employees deliver the assigned task and services on time which improves the performance of the organization	32	52	3	10	3	3.375	1.176

According to the findings, majority of the respondents (71%) agreed that Kenya Broadcasting Corporation, KBC, had increased return on investment, ROI, with a mean of 3.855 and a standard deviation of 1.185. The study findings concurred with

those of Fatemi & Fooladi (2016). The study which noted that with the rapid changes in technology, media companies had been expanding their services in an innovative way. The delivery of services had been enhanced by leveraging into dramatic penetration technology which had increased their return on investment. Media companies are becoming highly professional in managing portfolio, and smart in utilizing new technologies which had greatly increased their investments in the past few years. Majority of the respondents (89%) also agreed that profitability of KBC had increased in consecutive years with a mean of 4.403 and a standard deviation of 0.778. The study findings concurred with those of Onyagi (2017), who established that the financial performance of the media companies had gradually increased after their establishment for the past years.

The respondents further agreed (90%) that cash flow of KBC had improved in the consecutive years with a mean of 4.307 and a standard deviation of 0.738. Majority of the respondents (88%) also agreed to the fact that sales backlog and profit forecast had been easier to predict with a mean 4.387 and a standard deviation of 0.869. The respondents further agreed that the employees of KBC delivered high quality work based on their skills and knowledge, with the mean equals 4.534 and standard deviation equals 0.831. On the same note, majority of the respondents agreed that the employees delivered the assigned tasks and services on time, a fact which improved the performance of the organization with a mean equal to 3.994 and the standard deviation equals to 0.989. The study findings concurred with those of Resheske (2011) who examined the level of employees' delivery among full time employees in Wisconsin. The results indicated that in overall, the employees were satisfied with their current employment and that group cohesion did play a role in overall job performance.

4.8 Assumption of Regression Model

In order to justify the use of the regression model, pre-estimation tests were conducted. The pre-estimation tests conducted in this case were the linearity test, multicollinearity test, Normality test and heteroscedasticity test. This was performed to avoid spurious regression results from being obtained.

4.8.1 Test for Multicollinearity

A multicollinearity test was carried out to ensure that the independent variables did not have co-linearity amongst themselves.

Table 4. 11: Tolerance and VIF Test

Model		Collinearity Statistics	
		Tolerance	**VIF**
1	(Constant)		
	Technological Changes	.741	1.350
	Leadership Changes	.757	1.321
	Organizational Structure Changes	.675	1.345
	Human Resource Management	.706	1.417
a. Dependent Variable: Organization Performance			

From the findings, the variable technological changes had a tolerance of 0.741 and a VIF of 1.350, leadership changes had a tolerance of 0.757 and a VIF of 1.321, organizational structure had a tolerance of 0.675 and a VIF of 1.345 while human resource management had a tolerance of 0.706 and a VIF of 1.417. Since the tolerance for all the variables was more than 0.1 and the VIF was not more than 10, therefore, there was no need of further investigations.

4.9 Inferential Analysis and Discussion

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

4.9.1 Correlation between Technological Changes and Organizational Performance

The study conducted a correlation analysis between technological changes on organizational performance of Kenya Broadcasting Corporation, KBC. The results were shown in Table 4.12 below.

Table 4.12: Correlation between Technological Changes and Organizational Performance

		Technological Changes
Organizational Performance	Pearson Correlation	.641*
	Sig. (2-tailed)	.014
	N	95

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

The study established that there existed a strong positive and significant relationship (r = .641, P=0.014) between technological changes and organizational performance of Kenya Broadcasting Corporation. This is supported by the P-value of 0.014 which is less than correlation of 0.05. This implies that technological changes had a significant effect on organizational performance of Kenya Broadcasting Corporation. According to Toffler, (2014) who found that technological changes would have an impact on all organizations. There would be a need for new types of managerial, diplomatic, and social skills and a concomitant need for a new type of decision-making process that would not be accommodated by existing organizational structures.

4.9.2 Correlation between Leadership Changes and Organizational Performance

In addition, the study conducted a correlation analysis between leadership changes and organizational performance of Kenya Broadcasting Corporation. The findings were indicated in the Table 4.13 below.

Table 4. 13: Correlation between Leadership Changes and Organizational Performance

		Leadership Changes
Organizational Performance	Pearson Correlation	.619*
	Sig. (2-tailed)	.023
	N	95

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

From the findings, it was established that the coefficient of Correlation (r=0.619 and P=0.023) indicated a strong positive and significant relationship between leadership changes and organizational performance of Kenya broadcasting corporation. This was supported by the P-value of 0.023 which is less than correlation of 0.05. This implied that leadership changes had a significant effect on organizational performance of Kenya Broadcasting Corporation. According to Nongo (2016) while conducting a study on the impact of leadership on organizational performance, they found that there was a positive relationship between effective leadership and level of organization performance. This implied that one percent increase in effective leadership would lead to 53.6% increase in level of organization performance.

4.9.3 Correlation between organizational structure changes and organizational performance

The study further sought to establish the nature of the relationship between organizational structure changes and organizational performance of Kenya Broadcasting Corporation. The findings were indicated in the Table 4.14 below.

Table 4.14: Correlation between Organizational Structure Changes and Organizational Performance

		Organizational Structure Changes
Organizational Performance	Pearson Correlation	.597*
	Sig. (2-tailed)	.018
	N	95

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

The correlation coefficient (r=0.597, P=0.018) indicated that there existed a strong, positive and significant relationship between organization structure changes and organizational performance of Kenya Broadcasting Corporation. This was supported by the P-value of 0.014 which is less than correlation of 0.05. This implied that the organization structure changes had a significant effect on organizational performance of Kenya Broadcasting Corporation. According to the results of Kampin (2015), organization structure had an impact on the employee performance; a poor organized organization structure meant that there would be low productivity, less delegation of work, no incentives provided and centralized decisions. In the end this affected how employees were satisfied with their work, hence affected their performance.

4.9.4 Correlation between Human Resource Management and Organizational Performance

The study further sought to establish the nature of the relationship between effects of human resource management changes and organizational performance of Kenya Broadcasting Corporation. The findings were shown in the Table 4.15 below.

Table 4.15: Correlation between Human Resource Management and Organizational Performance

		Organizational Performance
Human Resource	Pearson Correlation	.604*
	Sig. (2-tailed)	.032

Management		
	N	95

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

The correlation analysis results indicated that there existed a strong, positive and significant relationship (r=0.604, P=0.032) between the human resource management changes and organizational performance of Kenya Broadcasting Corporation. This was supported by the P-value of 0.023 which is less than correlation of 0.05. This implied that human resource management changes had a significant effect on organizational performance of Kenya Broadcasting Corporation. The study findings are in tandem with those of Elfadeel, (2019), who found that employee skills were a full mediator between relationship of the human resource management and the organizational performance. Therefore, human resource practices influenced employee skills and it made impact to organizational performance for more effective and efficient in achieving organization goal.

4.9.5 Regression Model Summary

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables. The findings were shown in Table 4.16

Table 4. 16: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739[a]	.546	.676	.64723

a. Predictors: (Constant), technological changes, leadership changes, organizational structure changes and human resource management changes

b. Dependent Variable: Organizational Performance of Kenya Broadcasting Corporation.

The findings showed that organizational performance of Kenya Broadcasting Corporation, KBC, was 54.6% as explained by the independent variables under this study while 45.4% was the variation due to other factors which had not been covered in this study.

4.9.6 ANOVA of the Regression Model

Analysis of Variance, ANOVA, was used to determine the significance of the regression model. The findings were shown in the Table 4.17 below.

Table 4.17: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.713	3	11.904	40.573	.000[a]
	Residual	26.695	91	0.2934		
	Total	65.408	94			

a. Predictors: (Constant), technological changes, leadership changes, organizational structure changes and human resource management changes

b. Dependent Variable: Organizational Performance of Kenya Broadcasting Corporation.

The findings showed the *F* statistic = 40.573 inferring that the model was statistically significant.

4.9.7 Multiple Regression Coefficients

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables. The findings were indicated in the Table 4.18 below.

Table 4.18: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	**t**	**Sig.**
(Constant)	2.026	.420		4.824	.000
Technological changes	.596	.107	.548	5.570	.013
Leadership Changes	.233	.081	.245	2.877	.006
Organizational Structure Changes	.241	.147	.421	1.640	.022
Human Resource Management	.432	.106	.382	4.075	.012

Dependent Variable: Organizational Performance of Kenya Broadcasting Corporation.

The equation below illustrates the findings of the multiple regression coefficients

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4}$$

The findings indicated that all the predictor variables in the study had a positive relationship with organizational performance of Kenya Broadcasting Corporation. Thus,

$$\mathbf{Y = 2.026 + 0.596 X_1 + 0.233 X_2 + 0.241 X_3 + 0.432 X_4}$$

The value of the organizational performance of Kenya Broadcasting Corporation, KBC, without the influence of the predictor variables is 2.026. This explains that, at any given time, organizational performance of Kenya Broadcasting Corporation would be 2.026, when we held all the other factors constant at 0. The results also illustrated that; a unit change in technological changes would result to 0.596 times change in organizational performance of Kenya Broadcasting Corporation, a unit increase in leadership changes would result to 0.233 times increase in organizational performance of Kenya Broadcasting Corporation, a unit increase in organizational structure changes would result to 0.241 times increase in organizational performance of Kenya Broadcasting Corporation while a unit increase in human resource management changes would result to 0.432 times increase in organizational performance of Kenya Broadcasting Corporation, as given by the coefficients in the model.

4.9.8 Hypothesis Testing

The study sought to test the hypothesis that: H_{01}: there is no significant effect of technological changes on the organizational performance of Kenya Broadcasting Corporation. From the findings the p-value was 0.013 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{01}) and concluded that technological changes have a significant effect on organizational performance of Kenya Broadcasting Corporation.

The study sought to test the hypothesis that: H_{02}: Leadership changes have no significant effect on organizational performance of Kenya Broadcasting Corporation. From the findings the p-value was 0.006 which was less than the 0.05 significant level. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{02}) and concluded that leadership changes have a significant effect on organizational performance of Kenya Broadcasting Corporation.

The study sought to test the hypothesis that: H_{03}: Organization structure changes have no significant effect on organizational performance of Kenya Broadcasting Corporation. From the findings the p-value was 0.022 which was less the 0.05 significant levels. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{03}) and concluded that organization structure changes have a significant effect on organizational performance of Kenya Broadcasting Corporation.

Finally, the study sought to test the hypothesis that: H_{04}: Human resource management changes have no significant effect on organizational performance of Kenya Broadcasting Corporation. From the findings the p-value was 0.012 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{04}) and concluded that human resource management changes have a significant effect on organizational performance of Kenya Broadcasting Corporation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas for further study. The main aim of this study was to determine the effects of strategic change management on organizational performance of Media Companies in Nairobi, with particular focus on Kenya Broadcasting Corporation, KBC.

5.2 Summary of Findings

The study sought to determine the summary of key major findings of the study. The summary was categorized in terms of specific objectives.

5.2.1 Technological Changes on organizational Performance

The study findings revealed that Kenya Broadcasting Corporation, KBC, has invested in modern IT infrastructure. The findings further revealed that KBC is committed in the automation of its operations. The study is in agreement with that of Kotze, (2012) which noted that automated operations enhanced the performance functions as efficiency and effectiveness is enhanced. Integrated operations involved computerization of public expenditure management processes including budget formulation, budget execution, and accounting with the help of a fully integrated system for efficiency of the operations. The study findings were also in line with those of Schilling, (2012) which found that a firm's IT infrastructure provided the foundation for serving customers, working with vendors, and managing internal firm business processes. The study established that there existed a strong positive and significant relationship ($r = .641$, $P=0.014$) between technological changes and organizational performance of Kenya Broadcasting Corporation. This was supported by the P-value of 0.014 which is less than correlation of 0.05. This implied that technological changes had a significant effect on organizational performance of Kenya Broadcasting Corporation, KBC.

5.2.3 Leadership Changes on Organizational Performance

The study findings revealed that the media company, KBC, engaged employees in major decisions, a fact which enhanced organizational performance. The findings further indicated that the ability of a leader to make quick and correct decisions helped to solve problems in the organization. Also, the findings indicated that majority of the respondents (84%) agreed that the organization had a properly defined communication strategy which improved the organization performance. The study findings were in tandem with those of Suad & Enny (2016), which reiterated that effective communication was important for the development of an organization. Good communication within a team also tended to boost employee morale. When employees felt that they were well informed of the company's direction and vision, they would feel more secure within their role. From the findings, it was established that the coefficient of Correlation (r=0.619 and P=0.023) indicated a strong positive and significant relationship between leadership and organizational performance of Kenya broadcasting corporation. This was supported by the P-value of 0.023 which was less than the correlation of 0.05. This implied that leadership changes had a significant effect on organizational performance of Kenya Broadcasting Corporation, KBC.

5.2.3 Organizational Structure Changes on Organizational Performance

The study findings revealed that the existing hierarchy of authority enhanced communication along the chain of command and positively affected organization performance. According to Sedera (2014) a company's type of organizational structure affects its communications. In the traditional setup the boss on top, managers beneath and employees at the bottom the tight, formal hierarchy makes for controlled, formal communication channels. Unconstrained by formal bureaucratic channels, information spreads quickly. The study findings also agreed that the existing organization structure helped in determining the actual performance of tasks and activities during strategy implementation. The study findings were in line with those of Saxe, (2016), which found that organization structure had an impact on the employee performance; a poor organized organization structure meant that there would be low productivity, less delegation of work, no incentives provided and centralized decisions. The correlation coefficient (r=0.597, P=0.018) indicated that there existed a strong, positive and significant relationship between organization

structure changes and organizational performance of Kenya Broadcasting Corporation, KBC. This was supported by the P-value of 0.014 which was less than correlation of 0.05. This implied that organization structure changes had a significant effect on organizational performance of Kenya Broadcasting Corporation.

5.2.4 Human Resource Management Changes on Organizational Performance

The study findings revealed that the organization encouraged creativity among employees which had positively affected the organization's policies. According to Lepak (2015), employees were more inspired to be creative when they were provided with a stimulating atmosphere and a diverse group of colleagues. Creative employees could help grow your business by coming up with better solutions to problems, expanding sales opportunities and distinguishing your products and services from the competitors. The study findings also revealed that the management regularly reviewed its reward policy which positively affected the organization's policies. According to Graham, (2013), reward system helped to motivate employees to achieve high quality performance. It helped to attract and retain highly skilled workers. Reward systems promote fairness and equity by rewarded employees according to their contribution and effort to the organization. The correlation analysis results indicated that there existed a strong, positive and significant relationship (r=0.604, P=0.032) between human resource management changes and organizational performance of Kenya Broadcasting Corporation, KBC. This is supported by the P-value of 0.023 which is less than correlation of 0.05. This implied that human resource management changes had a significant effect on organizational performance of Kenya Broadcasting Corporation.

5.3 Conclusions

The study concluded the following based on the summaries.

5.3.1 Technological Changes on Organizational Performance

From the analysis and findings, the study concluded that the organization has invested in modern IT infrastructure. The study further concluded that the management of the organization is committed in the automation of its operations. In addition, the study concluded that the management facilitated training of employees to enhance their IT skills. Moreover, the study concluded that the organization was taking advantage of digital platforms to enhance their competitive advantage. The management created a

conducive environment for the development of software programs which are compatible to the needs of the media industry. The study also concluded that IT had brought about transformation on the pace of doing work and handling of internal and external clients

5.3.2 Leadership Changes on Organizational Performance

From the findings regarding leadership changes the study concluded that the Media Company, KBC, engaged employees in major decisions which enhanced organizational performance. Further, the study concluded that the ability of a leader to make quickly and correct decisions helped to solve problems in the organization. In addition, the study concluded that the organization had a clear flow of coordination which positively affected the organization performance. Moreover, the study concluded that the company, KBC, had a properly defined communication strategy which improves the organization performance. The organization leadership sharing information consistently with employees enhanced a sense of transparency along the chain of command. The study also concluded that coordination was a key factor for the staff to get involved in change. Hence empowering them to commit and engage in the desired change.

5.3.3 Organizational Structure Changes on Organizational Performance

Basing on the organization structure changes, the study concluded that the existing hierarchy of authority enhanced communication along the chain of command and positively affected the organization performance. Moreover, the study concluded that the organization had well defined roles which ensured personal accountability. The study concluded that the existing organization structure helped in determining the actual performance of tasks and activities during strategy implementation. The existing organization structure helped in revealing mistakes during strategy implementation. The study concluded that lack of independence among the department in the organization contributed to lack of accountability.

5.3.4 Human Resource Management Changes on Organizational Performance

Regarding the fourth objective, the study concluded that the organization encouraged creativity among employees. This was a fact which had positively affected the organization policies. The management regularly reviewed its reward policy which positively affected the organization policies. In addition, the study concluded that, the

management regularly reviewed its employee promotion policy which positively affected the organization policies. The study further concluded that the organization policies promoted talent development among employees which enhanced the employee productivity. Finally, the study concluded that majority of job descriptions and assignments were teamwork oriented which positively affected the performance of KBC.

5.4 Recommendations

From the findings and conclusions, the study made the following recommendations:

5.4.1 Technological Changes on Organizational Performance

The Kenya Broadcasting Corporation should embrace new technological changes in their daily operations. Currently the business environment is driving change at an unprecedented level. The pace of technology change, in particular, was accelerating, requiring businesses to oversee transitions to new processes and procedures on a regular basis. When these changes required adjustments at the structural as opposed to project level, businesses were required to implement leadership changes to meet the objective of the organization.

5.4.2 Leadership Changes on Organizational Performance

The study recommended that the Kenya Broadcasting Corporation should implement effective leadership changes. Leadership skills could help leaders to gain the trust of employees, making other tasks easier to operate because the employees trust their leaders. This could make other parts of business management easier too, such as shaping the culture in an organization. A positive organizational culture could bring lots of benefits to the organization, as the positive culture could encourage and motivate the employees in the organization to learn, communicate and work with each other.

5.4.3 Organizational Structure Changes on Organizational Performance

The study further recommended that the KBC ought to embrace good organizational structure changes because a good culture in the organization not only provides a good working environment for their employees, but also gave a sense of belonging to the employees and increased the commitment of employees to continue working in the organization. Innovative ideas would be produced when leadership motivates the

employees to communicate with one another and shared their thoughts with one another.

5.4.3 Human Resource Management Changes on Organizational Performance

The study further recommended that KBC ought to embrace human resource management practices this was because human resource played a key role in developing, reinforcing and changing the culture of an organization. Pay, performance management, training and development, recruitment and onboarding and reinforcing the values of the business were all essential elements which in turn enhanced the overall performance of the organization.

5.5 Suggestion for Further Studies

Since the study focused on the strategic change management on organizational performance of KBC, the study suggested that another study should be conducted on Private Media companies for generalization of the findings. The researcher also suggested that other studies should focus on the strategic change management in Manufacturing firms and institutions of higher learning.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

I am a student at St. Paul's University, currently carrying out a research study on **EFFECTS OF STRATEGIC CHANGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE ON MEDIA COMPANIES IN NAIROBI**. I kindly request you to fill the following questionnaire to the best of your knowledge. The details given by you shall purely be used for purposes of research only and therefore be assured of the confidentiality.

INSTRUCTIONS: Answer by filling the provided spaces or simply **tick** where necessary

Section A: Background Information

1. **Gender**

Male ☐

Female ☐

2. **Your Age Bracket**

☐ 18 – 30 years

☐ 31 – 40 Years

☐ 41 – 50 years

☐ 50 years and above

3. **Indicate your highest level of education**

☐ PhD

☐ Masters

☐ Degree

☐ Diploma

☐ Certificate

☐ Others

4. **How long have you worked with the current organization?**

☐ Less than 1 year

☐ 1 -5 years

☐ 6 -10 years

☐ 10 years and above

Indicate the level of your agreement on the statements below:

SA = Strongly Agree; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Section B: Effect of technological changes on organizational performance

	Technological Changes	**SA**	**A**	**NS**	**D**	**SD**
1.	The organization has invested in modern IT infrastructure					
2.	The management of the organization is committed in the automation of its operations					
3.	The management facilitate training of employees to enhance their IT skills					
4.	The organization is taking advantage of digital platforms to enhance their competitive advantage					
5.	The management create a conducive environment for the development of software programs compatible to the needs of the media industry.					
6.	IT has brought about transformation on the pace of doing work and handling of internal and external clients					

7. Indicate the level of IT adoption in your company

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8. Is IT given the necessary consideration in your organization as a key objective within the policy framework?

Section C: Effect of leadership changes on organizational performance

	Leadership	SA	A	NS	D	SD
1.	The Media company engages employees in major decision which enhance organizational performance					
2.	The ability of a leader to make quick and correct decisions help to solve problems in the organization.					
3.	The organization has a clear flow of coordination which positively affect organization performance					
4.	The organization has a properly defined communication strategy which improves the organization performance.					
5.	The organization leadership sharing information consistently with employees which enhance a sense of transparency along the chain of command					
6.	Coordination is a key factor for the staff to get involved in change. Hence empowering them to commit and engage in the desired change					

Section D: Effect of organizational structure changes on organizational performance

	Organizational Structure Changes	SA	A	NS	D	SD
1.	The existing hierarchy of authority enhances communication along the chain of command and positively affect organization performance					
2.	The organization has well defined roles which ensure personal accountability					
3.	The existing organization structure help in determining the actual performance of tasks and activities during strategy implementation					
4.	The existing organization structure help in revealing mistakes during strategy implementation.					
5.	Lack of independence among the department in the organization contribute to lack of accountability					

Section E: Effect of human resource management changes on organizational performance

	Human Resource Management Changes	**SA**	**A**	**NS**	**D**	**SD**
1.	The organization encourage creativity among employees which has positively affected the organization policies					
2.	The management regularly review its reward policy which positively affected the organization policies					
3.	The management regularly review its employee promotion policy which positively affected the organization policies					
4.	The organization policies promote talent development among employees which enhance employee productivity					
5.	Majority of job description and assignment are team work oriented which positively affect organization performance					

Section F: Organizational Performance of Media Companies in Nairobi City

	Organizational Performance	**SA**	**A**	**NS**	**D**	**SD**
1.	The media company has increased return on investment					
2.	Profitability has increased in consecutive years.					
3.	Cash flow has improved in the consecutive years					
4.	Sales backlog and profit forecast have been easier to predict					
5.	The employees delivers high quality work based on their skills and knowledge					
6.	Employees delivers the assigned task and services on time which improves the performance of the organization					

APPENDIX II: BUDGET

PROPOSED DEVELOPMENT	**UNIT COST (Kshs)**	**QUANTITY**	**AMOUNT (Kshs)**
Internet services during literature review			15,000.00
Typing and binding the project	1500	5 copies	7,500.00
Transport and subsistence, Piloting the data collection tools	2000 per day	5 days	10,000.00
Sub –Total			**32,500.00**
Data Collection			
Printing and photocopying data collection tools			25,000.00
Transport during data collection	1500 per day	20 days	30,000.00
Subsistence during data collection	2000 per day	20 days	40,000.00
Sub – total			**95,000.00**
Project Report Preparation and Presentation			
Data analysis			8,000.00
Typing and printing the report	1500 per copy	6 copies	9,000.00
Photocopying and binding	2000 per copy	6 copies	12,000.00
Publication			20,000.00
Sub – total			**49,000.00**
Total			**176,500.00**

Source of funds: Self sponsored

APPENDIX III: WORK PLAN

ACTIVITY	**MONTH**							
	Jan 2021	**Feb 2021**	**Mar 2021**	**April 2021**	**May 2021**	**Jun 2021**	**Jul 2021**	**Aug 2021**
Choosing the Topic								
Background of the study								
Problem Formulation								
Literature Review								
Research Methodology								
Data collection Instrument								
Project submission								
Project corrections								
Data collection								
Data analysis								
Project Submission and Defense								

APPENDIX IV: NACOSTI AUTHORIZATION FORM

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 755957

Date of Issue: 31/May/2021

RESEARCH LICENSE



This is to Certify that Mr.. David Juma Okaro of St. Paul's University, has been licensed to conduct research in Nairobi on the topic: EFFECTS OF STRATEGIC CHANGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF MEDIA COMPANIES IN NAIROBI CITY (A CASE OF KENYA BROADCASTING CORPORATION, KBC) for the period ending : 31/May/2022.

License No: **NACOSTI/P/21/10824**

755957

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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KENYA BROADCASTING CORPORATION

Telephone: + (254)2223757
When replying please quote
KBC/MD/18/8
Ref. No.....

YOUR NATIONAL BROADCASTER

P.O. Box 30456-00100
NAIROBI, KENYA
Email: md@kbc.co.ke

31st August, 2021

Mr. David Juma Okaro,
KBC
NAIROBI

Dear Sir,

RE: REQUEST TO CONDUCT RESEARCH DATA COLLECTION AT BROADCASTING HOUSE

We acknowledge receipt of your letter dated 7th June, 2021 on the above subject matter.

We commend you for your efforts in furthering your studies.

We are also glad to inform you that your request has been approved and therefore you can go ahead with your data collection.

We wish you all the best.

Yours faithfully,

EVELYNE MWAKINA (MRS)
For: MANAGING DIRECTOR

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
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Tel Office: +254 (0) 20 - 2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

20th May 2021

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR DAVID JUMA OKARO- MBANRB220220 TO CONDUCT RESEARCH

This letter confirms the above named person is a student of the Masters of Business Administration program at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Effects of strategic change management on organizational performance of media companies in Nairobi city'.*

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR, BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
20 MAY 2021
TEL: 020-2020505/2020510
P.O. PRIVATE BAG 00217, LIMURU

Dr. Julius Kahuthia
Director, Board of Postgraduate Studies