

CHANGE MANAGEMENT PRACTISES AND PERFORMANCE OF TELECOMMUNICATION COMPANIES IN KENYA.

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ABSTRACT

In the current modern world, external business environment changes every day and as such business practices need to be modified accordingly in order to remain competitive. The dynamic nature of the business environment necessitates the implementation of change management practices across various industries. This study sought to evaluate the impact of these change management practices on the performance of the telecommunications industry in Kenya. To achieve this, the study specifically sought to determine the influence of; communication and employee involvement on performance of telecommunication industry in Kenya. The study reviewed previous studies done to support the research objectives from which the research gaps were extracted. Several theories were used to lay more weight on the study variables. The study employed a descriptive survey research design. The target population included the five telecommunications companies headquartered in Nairobi, Kenya: Safaricom PLC, Airtel, Telkom Kenya, Finserve, and Jamii (JTL). Primary data collection was done using structured questionnaires from the selected sample size of 370 respondents. The researcher obtained a research letter from NACOSTI showing approval to conduct research. The study used descriptive and inferential statistics to analyze the collected data with the aid of SPSS software. Regression analysis was conducted as part of the inferential statistics to evaluate the relationship between change management aspects and the performance of telecommunication companies in Kenya. The overall model summary indicated a great degree of variation implying that the study variables; communication and employee involvement accounted for a great influence on performance. The study found out that communication and employee involvement have significant influence on the performance of telecom companies in Kenya. The study recommends the need to improve change management practices through employee involvement and participation to minimize resistance, provide clear guidelines on resource management (financial, technological, and human resources) to ensure equitable distribution and alignment with strategic priorities and also prioritize upgrading and expanding their digital infrastructure, including fibre optic networks, 5G connectivity, and cloud-based systems. The study suggests that the future studies could explore how organizational culture moderates the relationship between change management practices and performance. The research findings offer actionable knowledge for managers and policymakers by identifying specific areas that enhance performance, such as leadership support in transparent communication, and fostering employee involvement.

Key Words: Change Management Practices, Performance, Communication, Employee Involvement, Telecommunications Industry in Kenya

Background of the study

Change management involves the continuous renewal of a company's direction, capabilities, and structure to meet the evolving needs of both internal and external customers (Moran, Brightman, 2001). According to Kotter (2011), change management consists of fundamental tools and structures designed to maintain control over any change initiative. In the current modern world, external business environment changes every day and as such business practices need to be modified accordingly in order to remain competitive. The ability of an organization to adapt to the dynamic business environment is often correlated to its performance.

In Pakistan, the banking sector is one of the fastest-growing sectors. However, some banks do not follow proper methods to implement the change process in their organizations (Ghafoor Awan & Saleem Qureshi, 2015). The organizations implemented change without involving their employees, causing them to feel undervalued. Consequently, this led to higher levels of risk and employee resistance during the change process. Resistance to change may be related to the extent of individuals' awareness and understanding of change goals and objectives (Damawan & Azizah, 2020). Likewise, a study by (Hatem & Alshmrani, n.d.) titled "The Impact of Change Management on Organizational Performance in the Context of Global Changes: A Case Study of the Coca-Cola Company" revealed that the Coca-Cola company encountered various forms of resistance to change in both America and East Asian countries when implementing change. The company's informal organization intensified resistance to change by fostering doubts about management's intentions and emphasizing potential negative outcomes of the change.

In United Arab Emirates (UAE) public sector organizations, are facing the challenges of dealing with and adapting to a rapidly changing business environment (Alfarsi & Zhuohua, 2021). This has resulted in a paradigm shift, placing significant emphasis on change management practices as a key management function in UAE public service organizations. Although public service organizations in the UAE do not openly oppose the federal government's change initiatives, they find it challenging to maintain momentum and reach the mandated level of excellence. Organizations cannot achieve success in any objective unless those responsible for managing change comprehend the various approaches and can align them with their preferences.(Alrumaih, 2017).

The rapid environmental changes of the 4th industrial revolution may pose a crisis for organizations unprepared for change. However, for those that can proactively respond to these changes, it presents an opportunity for significant advancement. (Sung & Kim, 2021). According to (Olubayo Thomas, 2014) many firms in telecommunication industry in Nigeria have gone under not effectively managed the change that occurred in the industry which eventually swept them off. The study carried out on Nigeria telecom firms revealed that the low survival rate suggests a significant absence of a valid framework for implementing and managing organizational change.

Rapid and unpredictable changes in customer attitudes and information technology makes the need to manage changes inevitable and that the ability to manage is the key to the long- term survival of telecommunication companies (Go & Pine, 1995). This implies that there is a considerable amount to be learned in the field of change management. Managing change effectively requires an understanding of the variables at play, and adequate time must be allowed for implementation (M. Radović - Marković, 2008).

In Zimbabwe, the public sector organizations were traditionally not faced with competition and market dynamics hence had no incentive to change their way of doing business(Nyaungwa et al., 2015). This situation has evolved because competition is emerging in the public sector, and administrative tasks are growing more complex, thereby necessitating the implementation of change management practices. The negative impact of change results in organizational change efforts is failing to meet the proposed objectives (Onuche, 2021).

In Kenya, effective strategic change management has become essential for the survival of any company (Omari et al., 2013). Environmental complexity, globalization, competition, influence of technology and changing consumer needs, the need for change has become a necessity (Munyalo & Were, 2015). Most organizational managers today assert that change is a constant phenomenon that must be properly addressed and managed for an organization to survive.

According to (Tayari & Mutinda, 2019) the performance struggles of commercial banks has seen several players exit the business platform with several others put under receivership such as chase bank, Imperial bank, Dubai bank etc. Amidst the current competitive landscape, companies aiming to enhance and sustain their performance must embrace change management practices to adapt and thrive in the dynamic operational environment. (Rotich & Deya, 2021).

In Kenya's swiftly changing media landscape, effective change management practices are crucial for media organizations to prosper. The media industry, which falls under the services sector, has witnessed different forms of changes with a number of media companies undertaking change management in the last decade (Kirui Kurgat, 2019). Rapid changes in technology such as the recent transition from analog to digital technology and the change in preferences of Kenyan audiences compel media outlets to quickly adapt to meet their needs and thus the need for change management practices. A study done by (Munyalo & Were, 2015) on standard media group revealed that conflicts in the change process disrupted the implementation process as those who are opposed to the change may be defiant and slow down the process of change. Change Management stresses the importance of formulating Change Management Plans and strategies in alignment with the overall organizational strategies and objectives, ensuring responsiveness to the evolving nature of the organization's external environment. (Armstrong, 2009).

Problem statement

The telecommunications industry in Kenya is a dynamic and vital sector, playing a pivotal role in driving economic growth and fostering societal connectivity. However, the telecommunications industry is grappling with challenges in the wake of the pandemic, including the need to develop new networks, enhance services, and introduce applications such as 5G. There is also heightened competition in broadband markets and a shift towards decentralized broadband infrastructure. The telecom companies have experienced declining profits over the financial years, with some accruing debts that they are unable to settle.

According to the Communications Authority (2023) report, Safaricom Plc recorded a 13.6% year-on-year decrease in Profits before tax (PBT) to KES 88.35 billion in FY-23 from KES 102.21 billion in FY-22. Profits after tax also declined by 22.2% year-on-year to KES 52.48 billion from KES 67.50 billion in the previous financial year. The company, now in its third year of a 5-year strategy, attributes this decline to a KES 21.61 billion loss in its Safaricom Ethiopia business and an increase in the effective tax rate to 40.6% from 34.0%.

Similarly, Bharti Airtel Limited reported that its subsidiary in Kenya, Airtel Networks Kenya, incurred a post-tax loss of US\$18.3 million at the conclusion of the 2021/2022 financial year. This figure represents a decrease from the US\$22.3 million loss reported in the 2020/2021 financial year. Telkom Kenya has also been experiencing losses, with the Kenya Revenue Authority indicating that the company is currently in losses worth Ksh103.5 billion. In the recent development, Telkom has incurred a loss of Ksh300 Million in a project aimed at providing connectivity across all 47 counties in Kenya.

Equity's Finserve, operating under Equitel, has experienced a reduction in market share over the three months to September, dropping from 2.3 percent to 2.2 percent in 2022/2023 financial year.

The telecom companies have also shown a decline in the quality of services, as indicated by the Quality of Service Report for the period ending June 2023, published by the CA, which shows that the industry achieved an average QoS score of 72.4%. Airtel and Telkom exhibited the poorest performances. This marks a significant decline from previous years, with scores of 82.3% in 2021/2022 and 75.53% in 2020/2021. A mobile operator is considered compliant when it meets at least 80% of the set QoS Key Performance Indicators (KPIs).

A number of studies have been carried out on the impact of change management on organizational performance focusing on different firms in and outside Kenya. (Tayari & Mutinda, 2019) evaluated the effects of change management practices on organizational performance, however the study focused on commercial banks in Kenya. The study concluded that innovation, change of culture, change leadership, and change in organization structure have a positive impact on performance of commercial banks in Kenya. (Munyalo & Were, 2015) studied effects of change management with a focus on media industry in Kenya, it also focused largely on the use of technology as the main driver for change. Another study by (Olubayo Thomas, 2014) on change management and its effects on organizational performance with a focus on Nigerian telecoms industries and an empirical insight from airtel Nigeria.

The current study seeks to establish if change management practices could be a solution to the above problem. The study is further motivated by research gaps from the above previous studies which were conducted in various contexts and focused on different concepts thus presenting both contextual and conceptual knowledge gaps.

Research objectives

The primary objective of our study is to assess the influence of change management practices on the performance of telecommunications companies in Kenya.

Specific objectives

- i. To evaluate the influence of communication on the performance of the telecommunication firms in Kenya.
- ii. To determine the influence of employee involvement on the performance of the telecommunication firms in Kenya.

LITERATURE REVIEW

Theoretical framework

Prosci's ADKAR Model

Prosci's ADKAR Model is a widely recognized framework in change management. It provides a structured approach to understanding and managing the individual transitions that occur during organizational change. The model was introduced by Prosci founder Jeffrey Hiatt which focuses on five key elements: Awareness, Desire, Knowledge, Ability, and Reinforcement.

The first stage of ADKAR involves creating awareness among employees about the need for change. It emphasizes on the importance of individuals understanding why a change is necessary. (Hiatt, 2006) asserts that without awareness there is no perceived need for change. The second element is desire which refers to the individual's commitment and motivation to support and participate in the change. It involves fostering a positive attitude and a personal connection to the change. Prosci emphasizes that individuals must see what is in it for them.

The third element is knowledge which involves providing individuals with the information and skills necessary to understand the change and how it will be implemented. Knowledge is a key element since it addresses the gap between awareness and the ability to act. According to (Prosci, 2016) lack of knowledge is a primary reason employee resist change. The fourth

element is ability which focuses on ensuring that individuals possess the skills and capabilities needed to implement the change successfully. (Hiatt, 2006) emphasizes that the lack of ability can be a significant obstacle as even motivated and aware individuals cannot perform tasks they do not have the skills to complete.

The last element of the model is reinforcement which involves sustaining the change by recognizing and reinforcing the desired behaviors. It aims to institutionalize the change within the organizational culture. (Prosci, 2016) suggests that reinforcement is essential for anchoring change as part of the organizational culture. By understanding and addressing these elements, organizations can enhance employee involvement and increase the likelihood of successful change adoption.

Chaos theory of management

Chaos theory, a practical empirical theory, found application in management practice and was initially introduced in this context by (Peters & Rodabaugh, 1988) where they assert that managers need to be ready for changes in the technology and environmental landscape by advancing from traditional approaches which often fall short when attempting to navigate the intricacies of the contemporary business environment.

Chaos theory emphasizes how events and behaviors can be unpredictable. According to (Farazmand, 2003) chaos theory comprises of rapid change, nonequilibrium instability, disorder, and crisis. According to the theory, businesses and organizations become complex, dynamic, non-linear, co-creative, and out-of-equilibrium systems as they develop and grow. (Levy, 1994) asserted that the theory offers a helpful foundation for comprehending how industries evolve over time and the intricate relationships that exist between various industry players.

(Thiétart & Forgues, 1995) based chaos theory on nonlinear dynamic systems, which are characterized by randomness and instability. This implies that dynamic systems are hard to anticipate since even a slight alteration to the beginning conditions of a non-linear dynamic system might have unforeseen consequences. Chaos theory is important in our world of business environment as it declares outright that there is chaos or instability that exists in the world of business which helps to bring a sense of urgency to managers to bring some kind of order out of chaos.

Conceptual Framework

A conceptual framework shows the relationship between concepts and their impact on the phenomenon being investigated (Ngulube & Mathipa, 2015). This study can be conceptualized as shown in Figure 2.1.

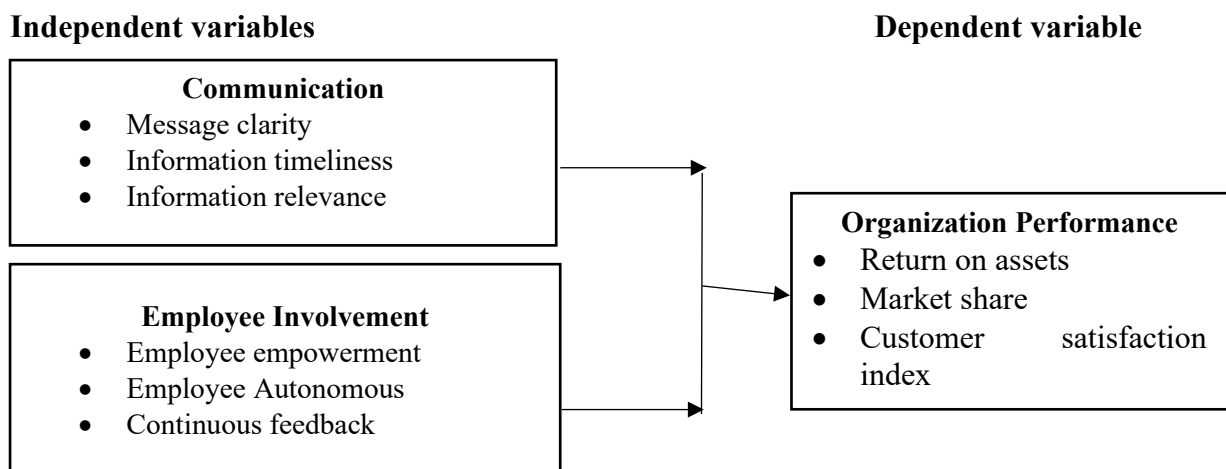


Figure 2.1: Conceptual Framework

Communication

Effective communication is essential in change management because it conveys the vision, purpose, and benefits of the change initiative. (Lewis, 1999) highlights the importance of maintaining clear and consistent messaging throughout the change process. Such communication helps reduce uncertainty and fosters trust among employees. According to (Oreg, 2003), resistance often arises from a lack of information or misinformation about the change. Clear communication helps clarify the reasons for the change, the anticipated outcomes, and the roles individuals will play in the process.

(Clampitt et al., 2000) highlight that effective communication is not only about conveying information but also involves listening to and addressing employees' concerns and feedback. Encouraging open dialogue allows employees to voice their concerns, ask questions, and provide feedback, fostering a sense of inclusion and participation. Leaders and change advocates use communication to promote the change, address potential resistance, and rally support. (Schweiger & Angelo, 2013) emphasize that during significant changes, rumors and misinformation can spread rapidly. To counter this, organizations should establish reliable channels for official communication and encourage employees to seek information from these sources.

Employee involvement

Involving employees during times of change can greatly impact the success of change initiatives. Engaged employees are more inclined to adopt new processes, adjust to changes, and positively contribute to the transition. Numerous scholars have examined the role of employee involvement in change management, emphasizing its significance and outlining best practices. (Kotter, 1996) points out that employee involvement is crucial for overcoming resistance to change.

Employees who are engaged are more likely to comprehend the reasons behind the change and support it, which can diminish resistance and promote a more collaborative work environment. Similarly, research by (Harter et al., 2002) demonstrates that organizations with high levels of involvement achieve better performance outcomes, such as increased productivity, profitability, and customer satisfaction. In the realm of change management, these outcomes result in smoother transitions and more effective implementation of new initiatives.

Employees can be engaged by granting them autonomy and control over their work, which can boost involvement. (Spreitzer, 1995) emphasize that empowerment enhances employees' intrinsic motivation, making them more inclined to support and contribute to change initiatives. Additionally, fostering a positive organizational culture that embraces change can promote employee involvement. (Cameron & Quinn, 2011) propose that a culture of innovation and adaptability encourages employees to perceive change as an opportunity rather than a threat. Encouraging a positive attitude towards change and celebrating successes can further reinforce this culture.

Empirical Literature Review

Employee involvement and organizational performance

(Kazimoto, 2016) undertook a study on the relationship between employee involvement and the organizational performance of retail enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was employed to gather primary data from 120 selected respondents, utilizing purposive sampling technique. Descriptive and inferential statistics were utilized to analyze the data provided by the respondents. The findings indicated a notable correlation between employee involvement and the non-financial performance of retail enterprises.

(Shrestha, 2019) evaluated the correlation between employee involvement and the organizational performance of public enterprises in Nepal. The study employed a descriptive research design, targeting 115 officer-level employees from Tribhuvan University across 49 campuses and offices as respondents. Data collection was conducted using a structured questionnaire, and analysis utilized both descriptive and inferential statistical tools. The study findings revealed that there is a significant relation between organizational performance and employee involvement. Thus employees, who are engaged with jobs can understand social cues among the others thus they can choose the way to improve social skills in order to achieve organizational goals.

Communication and organizational performance

(Musheke & Phiri, 2021) demonstrated the impact of effective communication on organizational performance using systems theory. The study employed a quantitative approach to describe and analyze the data collected from 88 respondents. Data collection was facilitated through a questionnaire, and subsequent analysis involved descriptive statistics and Pearson’s correlation tests. Correlation results showed that there is a positive effect of effective communication on organizational performance.

(Kibe, 2014) examined the impact of communication strategies on the organizational performance through a case study conducted at Kenya Ports Authority. The study utilized a descriptive research design involving a target population of 200 employees from the corporate service division. The data was collected through a questionnaire. Descriptive statistics and correlation tests were carried out to analyze the data collected. The study concluded that for any organizational performance to be effective, communication strategies must be applied.

RESEARCH METHODOLOGY

The research utilized a descriptive research design to evaluate the correlation between change management and the performance of telecommunication companies in Kenya. This is on the basis that the study is a survey of telecommunication companies. According to (Omair, 2015) a descriptive study can be used to generalize the findings from a representative sample to a larger target population as in a cross-sectional survey.

The study's target population consisted of the five telecommunication companies located at their head offices in Nairobi, Kenya. This included Safaricom PLC, Airtel, Telkom Kenya, Finserve, and Jamii(JTL) which are the top five telecom companies having more than 450,000 mobile subscribers according to the communications of Kenya report 2023. The total population was 4,939 employees working in the companies’ based in their head offices in Nairobi, Kenya. Using Yamane’s sampling formula developed by Taro Yamane in 1967, our sample size was 370 which was selected using simple random sampling technique. The sample selected comprised of managers, supervisors and junior staff from the five telecommunication companies.

Table 1: Sample Size

Telecom company	Population	Sample
Safaricom PLC	3,500	262
Airtel	769	58
Telkom Kenya	500	37
Finserve	50	4
Jamii(JTL)	120	9
Total	4939	370

The study adopted purposive sampling to select only four telecommunication companies; Safaricom PLC, Airtel, Telkom Kenya, Finserve, and Jamii(JTL). This is because the companies offer both mobile and internet services and considered top five telecoms according

to the communication authority of Kenya (CAK). Simple random sampling technique was used to select sample respondents in each telecom company. According to (Singh & Masuku, n.d.) each unit included in the sample will have certain pre-assigned chance of inclusion in the sample.

Primary data collection was done using structured questionnaires from the selected sample size. The questionnaire contained closed questions with a five-point Likert scale which was administered to the sampled population randomly. According to (Roopa & Rani, 2012) a questionnaire is simply a list of mimeographed or printed questions that is completed by or for a respondent to give his opinion mainly for collecting quantitative primary data. The data collected was systematically examined, transformed, and interpreted to identify patterns, relationships, and trends.

Descriptive statistics were applied to summarize, organize, and present the collected data, making it easier to interpret patterns and key characteristics within the dataset. This involved the use of frequencies to describe demographic information, as well as measures of central tendency (mean, median, and mode) and measures of dispersion (range, standard deviation, and variance). The study used inferential statistics through Correlation analysis, Regression analysis, T-tests and ANOVA, to generalize predictions about telecom companies based on data collected from the sample size.

RESEARCH FINDINGS AND DISCUSSION

A total of 370 questionnaires were distributed to employees of selected telecommunication companies (Safaricom, Airtel, Telkom, Jamii Telecom, and Finserve). Out of these, 326 were returned and found valid for analysis, representing a response rate of 88%.

Descriptive Analysis of Study Variables

Descriptive analysis involves the direct observation of target behavior in natural (or naturalistic) contexts to gather information on contiguous and potentially relevant environmental events, in the absence of experimental manipulation i.e., descriptive analyses identified events that are correlated with the occurrence of some target response (Sloman, 2010). To summarize the fundamental characteristics of the data used in this study, a descriptive analysis was carried out. The findings are presented using frequencies, percentages, means, and standard deviations for each of the study variables.

Descriptive Statistical Findings of Communication

The study aimed to investigate influence of communication on the performance of telecommunication companies in Kenya. To assess this variable, ten items related to communication were evaluated using a five-point Likert scale, where 1 indicated "Strongly Disagree" and 5 indicated "Strongly Agree."

Table 2: Descriptive statistics on communication

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The organization's communication channels are effective	2.5%	3.4%	12.6%	35.3%	46.3%	4.20	.953
The information provided by the organization is clear and easy to understand	5.8%	4.0%	23.9%	27.6%	38.7%	3.89	1.141
There is a formal system in place for employees to provide feedback to management	7.4%	9.5%	21.5%	28.5%	33.1%	3.71	1.228
Departments collaborate well and share information openly	2.5%	2.5%	15.3%	23.6%	56.1%	4.29	.977
The organization provides adequate training on effective communication skills	6.7%	6.1%	22.1%	22.1%	42.9%	3.88	1.222
Clear communication improves decision-making processes in your organization	5.5%	7.4%	13.2%	27.0%	46.9%	4.02	1.182
Effective communication has reduced misunderstandings and conflicts	7.1%	3.7%	13.2%	29.8%	46.3%	4.05	1.174
Internal communication strategies align with the organizational goals	7.4%	7.4%	18.1%	28.8%	38.3%	3.83	1.224
There is a culture of open communication within the organization	6.7%	4.9%	22.1%	30.1%	36.2%	3.84	1.168
Improving communication within the organization would enhance overall performance	6.1%	9.5%	14.1%	25.2%	45.1%	3.94	1.235

The findings in table 2 indicate that 81.6% of respondents agreed that their organization communication channels are effective ($M = 4.2$, $SD = 0.953$). These findings concur with (Mamuli & Namasaka, 2013) assertion that any failure of information reaching its targeted staff due to ineffective communication channels has always had an impact on the management practices which include planning, organizing, leading and controlling and coordinating activities. Most of the respondents 66.3 % also agreed that the information provided by the organization is clear and easy to understand ($M = 3.89$, $SD = 1.141$) while 61.6% concurred there is a formal system in place for employees to provide feedback to management ($M = 3.71$, $SD = 1.228$).

In addition, 79.7% agreed with the statement that departments collaborate well and share information openly ($M = 4.29$, $SD = 0.977$) while also 65% of respondents agreeing that

their organization provides adequate training on effective communication skills ($M = 3.88$, $SD = 1.222$). These findings concur with (Ashraf, 2013) assertion that there is need for developing a communication skills training program. Further, 73.9% agreed that clear communication improves decision-making processes in their organization ($M = 4.02$, $SD = 1.182$), while 76.1% agreed that effective communication has reduced misunderstandings and conflicts ($M = 4.05$, $SD = 1.174$), and 67.1 % of the respondents agreeing that internal communication strategies align with the organizational goals ($M = 3.83$, $SD = 1.224$). Additionally, 66.3% concurred that there is a culture of open communication within the organization ($M = 3.84$, $SD = 1.168$) and finally, 70.3% agreed that improving communication within the organization would enhance overall performance ($M = 3.94$, $SD = 1.235$). The findings agree with (Haroon & Dad Malik

Associate Professor, 2018) in his research which concluded that organizational performance improves subsequently when organizational communication system performs well.

Descriptive Statistical Findings of Employee Involvement

The study aimed to examine how employee involvement affects the performance of telecommunication companies in Kenya. Respondents were requested to indicate their level of agreement with various statements related to talent retention, using a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree). The findings are presented in Table 3.

Table 3: Descriptive analysis on Employee Involvement

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
There is employee involvement in your organization	12.9%	7.1%	17.5%	27.6%	35.0%	3.65	1.359
Employees feel comfortable expressing their opinions and ideas at work	9.8%	11.3%	16.3%	28.5%	34.0%	3.66	1.314
Employees opinions and suggestions are considered when decisions are made	4.6%	6.1%	24.2%	31.9%	33.1%	3.83	1.099
Engaged employees are more productive and committed to their work	2.1%	2.1%	12.9%	32.8%	50.0%	4.26	.917
Employees understand how their role contributes to the overall success of the organization	5.2%	2.8%	16.6%	32.2%	43.3%	4.06	1.086
Employees receive adequate recognition for their contributions at work	7.1%	6.7%	22.1%	31.3%	32.8%	3.76	1.184
There is open and honest communication throughout the organization	3.1%	6.4%	17.8%	29.1%	43.6%	4.04	1.072
Employee involvement initiatives have improved job satisfaction	2.5%	3.4%	16.9%	25.5%	51.8%	4.21	1.001
The organization regularly assesses and addresses employee involvement levels	6.1%	8.0%	16.0%	28.8%	41.1%	3.91	1.199
There is a direct correlation between employee involvement and organizational performance	4.6%	4.0%	10.4%	26.4%	54.6%	4.22	1.085

The findings show that majority of the respondents who were 62.6% agreed that there is employee involvement in your organization ($M = 3.65$, $SD = 1.359$), while 62.5% of the respondents agreed with statement that employees feel comfortable expressing their opinions and ideas at work ($M = 3.66$, $SD = 1.314$). Further, 65% of the respondents agreed that employees' opinions and suggestions are considered when decisions are made ($M = 3.83$, $SD = 1.099$).

Additionally, 82.8% of the respondents agreed that engaged employees are more productive and committed to their work ($M = 4.26$, $SD = 0.917$), while 75.5% agreed that employees

understand how their role contributes to the overall success of the organization (M = 4.06, SD = 1.086).

It was further established that most of the respondents (64.1%) agreed that employees receive adequate recognition for their contributions at work (M = 3.76, SD = 1.184) while 72.7% agreed with the statement that there is open and honest communication throughout the organization (M = 4.04, SD = 1.072).

Further, 77.3% of the respondents agreed that employee involvement initiatives have improved job satisfaction (M = 4.21, SD = 1.001). In addition, 69.9% agreed that the organization regularly assesses and addresses employee involvement levels (M = 3.91, SD = 1.199). Finally, 81% of the respondents agreed that there is a direct correlation between employee involvement and organizational performance (M = 4.22, SD = 1.085).

Descriptive Statistical Findings of Organization performances

Respondents were requested to share their views on the performance of telecommunication companies using a five-point Likert scale, where 5 represented Strongly Agree (SA), 4 Agree (A), 3 Neutral (N), 2 Disagree (D), and 1 Strongly Disagree (SD). The results are summarized in Table 4.

Table 4: Descriptive statistics on organizational performance.

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The company has minimized downtime and service disruptions	3.7%	5.5%	19.3%	34.4%	37.1%	3.96	1.057
Adoption of change initiatives has improved service delivery speed	2.5%	0.3%	8.6%	35.6%	53.1%	4.37	.848
Customer complaints have reduced due to better service quality	4.3%	1.5%	18.1%	32.2%	43.9%	4.10	1.030
The organization's market share has increased in recent years	4.6%	5.2%	18.7%	33.7%	37.7%	3.95	1.090
The company has experienced consistent revenue growth	2.5%	2.8%	17.2%	29.1%	48.5%	4.18	.978
There is continuous improvement in processes and workflows	1.8%	3.1%	16.6%	30.1%	48.5%	4.20	.949
The company has improved customer retention rates	4.3%	4.3%	10.7%	27.3%	53.4%	4.21	1.076
Change management practices have positively influenced your organization's performance.	5.8%	3.1%	11.3%	30.4%	49.4%	4.14	1.112

Findings in table 4 shows that majority of respondents who were 71.5% agreed that their organization has minimized downtime and service disruptions (M = 3.96, SD = 1.057). Additionally, 88.7% of study participants agreed that adoption of change initiatives has improved service delivery speed (M = 4.37, SD = 0.848).

Further, 76.1% concurred that customer complaints have reduced due to better service quality (M = 4.10, SD = 1.030), while 71.4% of respondents agreed that the organization's market share has increased in recent years. (M = 3.95, SD = 1.090). The findings further revealed that 77.6% of respondents agreed that the firm has experienced consistent revenue growth (M = 4.18, SD = 0.978). In addition, 78.6% agreed that there is continuous improvement in processes and workflows (M = 4.20, SD = 0.949). 80.7% agreed that their firm has improved customer retention rates (M = 4.21, SD = 1.076).

The response showed that 79.8% agreed that change management practices have positively influenced organization performance ($M = 4.14$, $SD = 1.112$).

Inferential Analysis

Statistical inference is the process of using what you can observe to make an educated guess of something you cannot observe. Inferential statistics were employed to test the study hypotheses and determine the relationships between the independent variables (Communication and Employee Involvement) and the dependent variable (Organizational Performance).

Correlation Analysis of the variables

Pearson correlation coefficients were computed to examine bivariate relationships among the study variables. Results (Table 5) shows that employee involvement had a strong positive and significant association with organizational performance ($r = .787$, $P = .000$) at 5% level of significance. This indicates that improvement in employee involvement is significantly connected with increase in organizational performance. According to (Kazimoto, 2016) employee involvement has been perceived as a motivational factor towards organization's objectives achievement through the good environment that is offered to the worker enables him to offer the best that the organization needs for its achievement of goals and objectives.

Further, the outcome shows that communication had a strong positive and significant association with firm performance ($r = .811$, $P = .000$). This implied that improvement in communication is significantly connected with increase in performance of telecommunication companies. The study findings were consistent with (Haroon & Dad Malik Associate Professor, 2018) who in their study found that organizational communication and organizational performance of public and private sector universities turned out to be interrelated with each other.

Table 5: Correlation of Study Variables

		Organizational Performance	Employee Involvement	Communication
Organizational performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	326		
Employee Involvement	Pearson Correlation	.787**	1	
	Sig. (2-tailed)	.000		
	N	326	326	
Communication	Pearson Correlation	.811**	.765**	1
	Sig. (2-tailed)	.000	.000	
	N	326	326	326

Regression Analysis on Communication

The study sought to establish the influence of communication on the performance of telecommunication companies in Kenya using the hypothesis that is stated below.

H02: Communication has no significant influence on the performance of telecommunication companies in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_2C + \varepsilon$ was fitted. The regression results were as shown in table 6.

Table 6: Model Summary of Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.666	.665	.32413

a. Predictors: (Constant), Communication

The regression results in table 6 show that the influence of communication on performance of telecommunication companies in Kenya was significant. An R squared (coefficient of determination) of R=0.666 indicates that 66.6% of the variations in performance of telecom companies is explained by communication.

Table 7: ANOVA^a of Communication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.980	1	67.980	647.077	.000 ^b
	Residual	34.038	324	.105		
	Total	102.018	325			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Communication

The findings of the analysis of variance are shown in Table 7 (ANOVA). The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of communication was significant, and it can be inferred that communication has a significant influence on the performance of telecommunication companies in Kenya. The equation that was fitted for the model was;

$$P = 0.812 + 0.812C$$

Table 8: Coefficients^a of Communication

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.812	.128		6.337	.000
Communication	.812	.032	.816	25.438	.000

a. Dependent Variable: Organizational performance

Table 4.40 shows the coefficient for Communication (β) was also significant ($\beta = 0.812$, $t = 25.438$, $p = 0.000 < 0.05$) indicating that communication increases performance by about 0.812 units. Since p-value =0.000< 0.05, the null hypothesis was rejected and it can be inferred that there was a statistically significant relationship between communication and performance of telecommunication companies in Kenya. The regression model obtained from the output was;

$$Performance = 0.812 + 0.812 communication + error term$$

These findings are in line with (Haroon & Dad Malik Associate Professor, 2018) independent variable (Organizational Communication) had significant effect on dependent variable (Organizational Performance) of public and private sector universities. In addition to the findings, on the basis of organizational communication scores and organizational performance ranking scores of universities, it was concluded that organizational performance improves subsequently when organizational communication system performs well.

The findings were supported by (Mamuli & Namasaka, 2013) who found out in their study that respondents concurred that communication channels influenced management practices in the university. The breakdown or delay in delivering information to the intended staff negatively

affects key management functions such as planning, organizing, leading, controlling, and coordinating organizational activities. When information is distorted or arrives late, it can mislead employees, creating misunderstandings and confusion within the organization. Therefore, communication plays a vital and essential role in any organization, serving as a key driver for fostering collaboration in the workplace, which in turn influences both organizational performance and the quality of decision-making.

A study by (Musheke & Phiri, 2021) confirmed that effective communication has a positive effect on organizational performance. Further, the data from the questionnaire also revealed that different communication styles from management are the biggest barrier to effective communication.

Regression Analysis on Employee involvement

The study sought to establish the influence of employee involvement on the performance of Telecommunication companies in Kenya using the following hypothesis that is stated below.

H04: Employee involvement has no significant influence on the performance of telecommunication companies in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_4 EE + \epsilon$ was fitted. The regression results were as shown in table 9.

Table 9: Model Summary of Employee involvement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.666	.665	.32448

a. Predictors: (Constant), Employee involvement

The regression results in table 9 show that the effect of employee involvement on performance of telecommunication companies in Kenya was significant. With $R^2 = 0.666$, the model implies that 66.6% of variation in performance of telecommunication companies was brought about by employee involvement.

Table 10: ANOVA^a of Employee involvement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.906	1	67.906	644.958	.000 ^b
	Residual	34.113	324	.105		
	Total	102.018	325			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Employee involvement

The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of employee involvement was significant, and it can be inferred that employee involvement has a significant influence on the performance of telecommunication companies in Kenya.

Table 11: Coefficients^a Employee involvement

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.367	.146			2.515	.012
Employee involvement	.908	.036	.816		25.396	.000

a. Dependent Variable: Organizational performance

The coefficient for Employee involvement (β) was also significant ($\beta = 0.908$, $t = 25.396$, $p = 0.000 < 0.05$) as shown in table 4.46 indicating that employee involvement increases performance by about 0.908 units. Since $p\text{-value} = 0.000 < 0.05$, the null hypothesis was rejected and it can be inferred that there was a statistically significant relationship between employee involvement and performance of telecommunication companies in Kenya. The regression model obtained from the output was;

$$\text{Performance} = 0.367 + 0.908 \text{ employee involvement} + \text{error term}$$

This study's results are consistent (Kazimoto, 2016) with whose findings revealed that employee commitment for activities and image of the company in the industry sector, provision of fair rewards for work, job satisfaction and availability of tools and resources in the organizations have strong and significant relationship. When employees are dedicated and satisfied in their workplace, they contribute significantly to helping the organization achieve a strong and noticeable competitive advantage. Highly engaged workers are more likely to remain with the organization, thereby reducing staff turnover and absenteeism. It is important for organizations to increase the level of involvement among their employees as an investment in employee development.

Conclusions

Influence of communication on performance of telecommunication companies in Kenya

The study concluded that communication has a significant influence on the performance of telecommunication companies in Kenya. The findings demonstrated that with a clear and understandable information channeled through formal systems for employee feedback is important in enhancing interdepartmental collaboration. Furthermore, aligning internal communication strategies with organizational goals would help in fostering a culture of openness and transparency within the organization.

The study further revealed that clear, timely, and transparent communication is important in enhancing decision-making, coordination, and collaboration, thereby improving overall organizational performance. Conversely, miscommunication or information gaps were revealed to be barriers that create confusion, delays, and misaligned objectives, ultimately hindering performance.

Influence of employee involvement on performance of telecommunication companies in Kenya

The study concluded that employee involvement has a significant positive influence on the performance of telecommunication companies in Kenya. The findings revealed that employees are actively engaged in their organizations, with most feeling comfortable expressing their opinions and contributing ideas. Importantly, considering employees' suggestions in decision-making processes fosters inclusivity and ownership.

Further, employee involvement is strongly associated with higher productivity and commitment, as employees clearly understand how their roles contribute to organizational success. Recognition of employee contributions emerged as a key driver of motivation and satisfaction, while open and honest communication was found to strengthen trust and collaboration across teams.

Furthermore, the study established that employee involvement initiatives, such as regular assessment and feedback mechanisms, improves job satisfaction and strengthened employee commitment. Overall, the results confirm that fostering a culture of involvement through recognition, communication, and involvement in decision-making enhances organizational performance in the telecommunication sector.

Recommendations

The study further recommends the telecom firms to invest in clear, structured, and multi-channel internal communication platforms (e.g., intranets, instant messaging tools, and dashboards) to ensure timely information sharing and coordination across departments. Telecom companies' management should also foster an environment where employees feel free to express their views, give feedback, and share ideas without fear of victimization. This enhances trust, inclusivity, and organizational learning. Employees and managers should undergo continuous training on effective communication skills, including active listening, clarity, conflict resolution, and digital communication etiquette. In addition, all communication should reinforce the company's vision, mission, and strategic objectives. This alignment ensures employees understand their roles and how their contributions support organizational success.

Management in the telecom companies should promote employee involvement by involving staff in decision-making, recognizing their contributions, and creating a supportive work environment that enhances motivation and loyalty. Involvement can be deepened by actively involving employees in shaping organizational strategies and decisions. This creates a sense of ownership and motivates staff to align their efforts with company goals. The telecom companies should also design structured recognition and reward systems that celebrate both individual and team achievements. Timely acknowledgment boosts morale and reinforces positive behaviors that contribute to performance. Lastly, the telecom companies should conduct periodic employee involvement surveys which helps in identification gaps and areas for improvement. The telecom companies should act on feedback promptly to demonstrate commitment to employee concerns.

Change policies should emphasize employee involvement and participation to minimize resistance. This includes structured feedback mechanisms, transparent communication channels, and policies that safeguard employee welfare during major organizational shifts.

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