Influence of Business Strategies on Organizational Performance: Case of Selected Telecommunication Firms in Kenya

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ABSTRACT

In an age of increased globalization and fierce market competition, the influence of business strategies on organizational performance is a critical topic. This research examined the influence of business strategies on the organizational performance of selected telecommunications films in Kenya. The specific objective is to determine the influence of business monitoring strategies on the organizational performance of selected telecommunications firms in Kenya. A researcher gives stewardship theory a look in a literature review. The target population consisted of 1015 employees from Jamii Telecommunications Limited, Liquid Telecom Kenya Ltd., and Wananchi Group Kenya Ltd. The sample size of 286 was taken during the process, and to determine the process, the Yamane (1967) formula was used. The research employed stratified random sampling. A descriptive research design was employed, with data being collected using questionnaires. The data were analyzed using descriptive statistics. Correlation and regression analysis were employed to analyze the connection between the dependent variable and the independent variables. Findings reveal that monitoring strategies positively and significantly influence the organizational performance of the selected telecommunications firms (β = 0.168, p = 0.000). The study concludes that selected telecom firms demonstrate a consistent approach to strategic monitoring and adjustment. Through regular monitoring strategies and reinforcing this approach, the firms demonstrate a proactive approach to staying ahead of market trends. Close monitoring of results and close monitoring of operational changes demonstrate their commitment to continuous improvement and to adapting to changing industry environments. This continuous monitoring ensures that the companies remain agile and able to take advantage of new opportunities while minimizing potential risks. It is recommended that telecommunications firms conduct periodic assessments of their strategies for progress in their plans. This would ensure the strategies remain relevant and can be adaptable in the market. A culture of continuous monitoring makes firms agile in their operations; staying ahead of their competitors and maintaining it for the long term is another issue altogether. Telecommunication firms can gain valuable insights on performance by monitoring results and operational changes to ensure improvements in performance in the market, mitigation of risks, and decision-making in resource allocation.

Keywords: Competitive Advantage Strategy, Monitoring Strategy, Organizational Performance, Telecommunication Firms

I. INTRODUCTION

Although strategic management knowledge has developed widely over time, the majority has been accumulated in the context of developed countries. Strategic leadership comprises developing, implementing, and assessing decisions from diverse sectors of an organization that help the organization achieve its goals (Pedersen et al., 2023). Due to increased competition, changing external demand, and changing responsibilities in business, enterprises in emerging countries are being compelled to analyze and improve their strategies and management systems. Businesses operate in a dynamic business environment, and success is strongly based on satisfying the changing needs of all owners (Köseoglu et al., 2020).

The economic climate must change along with the planet since it is changing so quickly. Globalization's effects, investor demands, the dynamics of customs, and the competitiveness between product brands all point to these changes (Bashir et al., 2023). Because the purpose of any business is to create a profit, it is the organization's responsibility to improve performance. This may be done by developing fresh concepts, improving on already-available products, raising the bar on quality, and lowering expenses for both the firm and its clients.

Global economic growth and development are changing rapidly, as evidenced by phenomena such as globalization, altering customer and investor demand, and increased product-market competition. In order to compete successfully in this environment, businesses must improve their quality by lowering costs and developing products and practices that improve quality, productivity, and market speed (Osah & Khene et al., 2020). As a result, the topic of business policy formulation is critical for firms to achieve such favorable results. Strategy will be utilized to achieve the goals and policies that will control the acquisition, use, and disposition of resources.

Any organization's growth and success are influenced by its level of strategic management. This encompasses the missions and aims of organizations that conduct external as well as internal analyses. The scope of strategic administration includes its values, beliefs, business definitions, and purpose, which constitute the foundation of the organization's identification and establish the essential requirements under which the organization's identity desires to work. These investigations into an organization's skills and duties, such as internal evaluation or analysis with a scanning environment, identification Organizational strategy concerns such as strategy selection and implementation, as well as evaluation mechanisms, are positively associated with an organization's performance (Motahari, 2023). A strategic manager's top priority is to ensure the performance of the organization by developing and refining an effective strategy using planned and/or unexpected techniques to outwit the competition. Therefore, strategy tries to use the resources of the business that are related to circumstances in the external environment in order to achieve financial success (Bodhanwala & Bodhanwala, 2019).

A firm's policy formulation is the action plan developed by management for managing the company and carrying out activities. The development of a plan or strategy demonstrates management's dedication to pursuing specific actions in expanding the firm, luring in consumers, satisfying them, out-competing competitors, and managing operations. The development of a strategic vision, setting of goals, creation of a plan to achieve the goals, efficient and effective implementation of the plan, evaluation of performance, and initiation of corrective adjustments in the company’s long-term plans are the five integrated phases that make up business formulation strategies.

The term "international business" refers to international trading. Direct investment, portfolio investment, and trade in services are the most typically linked with international business (Runtuk et al., 2023). Strategic leadership in business policy formation is in charge of directing an organization's strategy development in an in an efficient and feasible way in order to acquire a competitive advantage. The strategy-making process comprises selecting the most suitable process and then implementing a set of measures targeted at attaining a competitive edge (Shala, 2020). Leaders help to define the organization's vision and goals, as well as support the corporation in adopting successful techniques to achieve the vision (Mishra & Mohanty, 2020).

Regionally, it investigates how hotel managers describe strategy and identify key success factors for its formulation and implementation (Köseoglu, Altin, Chan, & Aladag et al., 2020). Most of the urgent problems facing businesses today are how to develop initiatives to improve corporate performance in the midst of environmental uncertainty. A primary priority for every organization is developing and preserving a competitive advantage. Chinese strategic management research has focused on success as a central phenomenon for decades in order to establish organizational performance characteristics. Strategic management research has produced a considerable body of literature on maximizing organizational success since its establishment as an academic discipline (Amraie et al., 2022). The statement of corporation mission states what the business accomplishes and consists of four major concepts: a statement outlining the goal as a reason for being (mission), a description of a desired future state (vision), a list of the organization's core principles, and a list of its primary objectives. This mission statement outlines the organization's goals and the reason it was founded (Motahari, 2023). Similar to that, the mission clearly states the group's objectives and represents the company's anticipated future condition. A vision statement outlines the distinctive qualities or traits that will set the organization apart in its intended position in the future. It serves to motivate and inspire the business's staff (Mudzakkir, 2023).

Poor governance and service delivery are major challenges in South Africa. The ongoing narratives, debates, and arguments concerning poor service delivery in South Africa have reacted to how poor governance has exposed inequality, entrenched corruption, and increased poverty and how the government has failed to address socio-economic destruction. This is in part due to untrustworthy information and communication systems, which can prevent residents and the government from engaging in evidence-based decision-making and taking accountability for the services they get (Borrero et al., 2020). It is well established that problems such as poor strategy design and insufficient financial and personnel resources. All of these factors contribute to subpar levels of service delivery. E-government installations that are well-implemented may have a positive impact on public service delivery procedures (Shala, 2020). Such deployments, however, must be backed up by all key stakeholder groups developing well-articulated and contextualized strategies. Understanding the process of developing a strategy is essential because it helps account for the relationships that have been created amongst the various stakeholders who must support the process. It also underlines the multiple evaluations that must be conducted in order to arrive at the strategy recommendation (Momanyi, 2020).

In Kenya, the telecommunications sector has expanded significantly in recent years, particularly in mobile communication. Both urban and rural populations now have options thanks to social and economic progress (Kariuki et al., 2023). A general understanding of how technology functions exists in the Internet Service Providers (ISP) subsector, which has been particularly evident in the growth of markets for the sector's products.

According to additional research, large corporations have made efforts to combine mobile communications with microfinance initiatives through the launch of mobile money solutions. The telecoms industry has undergone a change due to the Mpesa wireless money transfer system for mobile phones.. A framework was developed in 2008 to provide a unified licensing framework for technology and service neutrality. There were three types of structures in this framework: network facility providers, content service providers, and application service providers. Except in cases where a listed company has already met the equity participation criteria of at least 25% held by residents of EAC member nations under capital markets laws, all companies with a license to provide telecom services in Kenya are obliged by law to have at least 20% of Kenyan equity ownership. Kenya's mobile phone industry emerged out of a monopoly, Kenya Posts and Telecoms Corporation (KP&TC), a telecoms parastatal that the nation had complete control over. Parliament approved the Kenya Telecommunications Act in 1998, allowing the Communication Commission of Kenya (CCK) to launch Telkom Kenya in 1999. In Kenya, mobile phone services debuted in 2000 with the launches of Kencell and Safaricom Limited. Today, the players in the telecommunications industry in Kenya include Airtel Kenya, Safaricom Limited, Jamii Telecommunications, Liquid Telecommunications, and Wananchi Group Kenya, among others. The firms offer a range of services, including mobile telephony services, internet infrastructure and services, and money transfers to the Kenyan population and beyond its borders. The determinants of telecommunications growth in Kenya (Gachagua, 2005).

1.1 Statement of the Problem

Despite efforts by the telecommunications industry to lower rates, offer free calls, and introduce cost-effective money transfers and short message services, they have not gained a competitive advantage in strategic formulation (Mbulwa & Kinyua et al., 2021). The Kenya Communication Authority has licensed four mobile firms and ISPs, increasing competition in voice and data services. Annual report and financial statement. Airtel has faced challenges including losses, poor profits, staff retrenchment, and shop closures. The market liberalization and structural shift in Kenyan telecommunications have left businesses vulnerable to market forces, leading to intense rivalry and decreased profits. The lack of emphasis on factors such as facility-related matters and environmental considerations has contributed to heightened uncertainty within and outside organizations. Dominance by other businesses continues in the marketing landscape. This study, therefore, analyzed the influence of business strategies on the organizational performance of selected telecommunications firms in Kenya.

1.2 Specific Objective

To determine the influence of business monitoring strategies on organizational performance of selected telecommunications firms in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

This study was based on the stewardship theory. According to the theory, managers act as stewards whose activities are linked with their principals' objectives. The idea advocates for and examines a distinct type of incentive for managers based on organizational theory. Managers are viewed as staunch supporters of good performance. The desire to succeed is the major incentive that pushes managers to finish their jobs. Managers are said to be motivated by a desire to succeed, to obtain intrinsic satisfaction from doing fundamentally tough tasks efficiently, to exercise responsibility and power, and so to acquire respect from colleagues and employers. These theoretical arguments support stewardship theory, a management motivation perspective distinct from agency theory (Keay, 2017).

Instead of being an impulsive shirker, according to this perspective, senior management fundamentally wants to do a good job and take good care of the resources of the organization. According to stewardship theory, executive motivation is not a basic, global problem. Lack of an internal motivator for executives raises the question of how far they can reach the high levels of corporate performance they desire. The issue of how far executives can push themselves to achieve the strong firm performance they desire arises since there isn't an internal motivator for executives. Whether the organizational structure makes it easier for the CEO to design and implement high-performance plans is a matter of concern (Schillemans & Bjurstrøm et al., 2020). Structures, in particular, will help people run their firms more effectively to the extent that the CEO has complete control over them and that their goal is unmistakable. When the CEO also acts as the board chairman, it is simpler to meet this requirement. Power and authority are concentrated in the hands of one individual. In a given context, there is no room for ambiguity about who has power or accountability. Similar to this, corporate leadership expectations for both subordinate managers and other corporate board members will be made clearer and more uniform. Both strong command and control and clear direction will be beneficial to the organization. Stewardship theory argues that merging the roles of chair and CEO will boost performance and, as a result, deliver higher returns to shareholders than separating the functions of chair and CEO. It does this by focusing on facilitative, enabling frameworks rather than CEO incentives.

To date, policy discourse has a history of approaching the CEO duality issue. Through the lens of agency theory, a principle is used to explain and resolve issues in the relationship between business principals and their agents. According to analysts, the majority of major US corporations have CEOs who also serve as board chairs. According to Steinfeld's (2023) estimates, the current share is roughly 80%. According to the data, the percentage has increased over time, and the United States has an extremely high percentage of CEO duality, especially when compared to rival Japan. In the United States, this common practice of CEO duality has been publicly denounced, with recommendations made to create distinct occupants of the roles of CEO and board chair to improve corporate profitability and shareholder returns (Steinfeld, 2023). This theory is applicable to the study as managers of telecommunications companies have to employ various strategies to enhance performance. In the same vein, managers are expected to employ monitoring strategies, employees' participation strategies, and competitive advantage strategies to enhance organizational performance. The managers must thus be motivated to implement these strategies.

2.2 Empirical Review

The research looked at how different monitoring tactics affected how effectively organizations performed. The systematic literature review approach was used to incorporate the results of multiple experiments and the body of scientific literature. Digital search engines were employed to investigate and analyze the literature by using terms related to strategic management. This research discovered a scarcity of scientific literature containing critical theoretical ideas that strategists may utilize as a guide for conceiving, formulating, and evaluating their plans.

Looking at how organizational effectiveness was impacted by monitoring strategies, the study's cornerstones were traditional theory and resource-based theory. Yamane's method was used to divide the study's 1200 employees into a sample of 300 workers from the selected industrial enterprises. Multiple regression analyses were used to examine the data. The organizational performance of manufacturing organizations was discovered to be significantly impacted by all strategic activities, including strategy aim, strategy formation, strategy implementation, and strategy monitoring. The results of the study show that strategic management significantly affects organizational performance. Strategic objectives should be aligned with those of the corporation in order to achieve organizational goals and maximize people's performance. Organizations should ask lower-level managers and supervisors for more input when developing strategies to make sure the final plans are successful and in line with both the organization's long-term and short-term objectives.

This study's main objective was to examine how strategy creation affected organizational performance. A descriptive research methodology was used. This study used non-probability purposive sampling, sometimes known as judgmental sampling. This study had a sample size of fifty people. The study's secondary goal was to examine how strategy execution affects organizational performance. The third purpose of this study was to discover how strategy evaluation affects organizational performance. The study used a quantitative data collection technique, with information gathered through self-administered, closed-ended questionnaires. To examine the information gathered, SPSS was employed. Both a frequency distribution and a percentage were used to display the data. A regression model was employed to examine the relationship between the dependent variable of NGOs' organizational performance and the independent variables of strategy design, strategy implementation, and strategy evaluation. The findings show that strategy monitoring has a substantial and advantageous effect on organizational performance. To improve performance, managers should apply strategic management techniques.

Companies all across the world place a greater emphasis on performance, particularly with reference to the expectations of their stakeholders and customers. Even though developing a strategy is one of the key aspects influencing how well an organization performs, many studies question why there isn't more research on the variables that influence effective strategy development.

The research design used in the study was quantitative. The opinions of the respondents about the impacts of strategy design on performance were gathered through the use of a questionnaire. The responses from 423 participants were examined. The findings showed that the development of monitoring strategies has a considerable and advantageous impact on organizational performance. If organizations put more effort into developing their strategies, their performance would increase.

III. METHODOLOGY

The design of descriptive research was used for a wide variety of research methods and also to investigate one or more variables. The design is significant to this study since it contributes to answering the research question: What effect does business strategy have on the operational effectiveness of particular Kenyan telecom firms? Additionally, it was utilized to describe the characteristics of the target population. The study adopted combined qualitative and quantitative research approaches.

The population on which the study plans to conduct its research and draw conclusions is known as the study's target population. A researcher was interested in researching and evaluating the complete population or group. The study's population consisted of 1015 employees from Jamii Telecommunications Limited, Liquid Telecom Kenya Ltd., and Wananchi Group Kenya Ltd.

The study employed stratified random sampling. The strata were the three telecommunications companies: Jamii Telecommunication Limited, Liquid Telecom Kenya Ltd., and Wananchi Group Kenya Ltd. To get the number of employees per firm and the corresponding number of employees per category, the study employed the sample proportionate to population technique (Prayitno et al., 2022). This ensured that there was an equal representation of each firm and category for the study's analysis. The credibility of the study's findings was thus enhanced.

Table 1
Sample Size Determination

Employee category	**Jamii telecoms**	**Liquid telecoms**	**Wananchi group**	**Population**
Top management	1	2	1	4
Middle management	5	8	1	14
Operations staff	117	143	8	268
Total	**123**	**153**	**10**	**286**

The information used in this study was acquired through the distribution of questionnaires to study participants. The questionnaire collected quantitative data. The use of a questionnaire has some limitations, such as the time commitment. By making plans beforehand and explaining the study's goals to the respondents, this problem was mitigated. The researcher provided directions to the respondents on how to complete the questions. In order to protect anonymity, the respondents did not sign their names on the surveys. The closed-ended questionnaire obtained quantitative data using a Likert scale. The questionnaires comprised five sections: background information and Likert scales on study variables. The researcher assured respondents of no risks associated with participation in the study. The questionnaires collected quantitative information on the effect of objective formulation, employee participation, strategic direction, and environmental analysis on organizational performance.

Once the instruments had been successfully validated, the researcher started collecting data. The administration of the questionnaire was in person. The researcher made a pre-visit to the three telecommunications firms to seek authority and an audience with the managers. The objectives of the study were outlined, and dates for the actual questionnaire distribution will be agreed upon. Respondents were informed about the study's objectives. Those who agree to participate were given questionnaires and given time to complete them. Participants who have difficulty completing the surveys will be assisted by the researcher. The questionnaires were then collected and reviewed for accuracy.

Editing, coding, and tabulating data were necessary for data cleaning. This was in order to identify any irregularities in the responses and to give each one a specific numerical value for subsequent analysis. The social sciences statistical application was utilized for the analysis. The data were analyzed using descriptive statistics, such as frequencies and percentages. Multiple and simple linear regression analysis were used to assess the gathered quantitative data. The relationship between the variables was determined using this. At a 0.05 significant level, correlation and regression analysis were utilized to evaluate the connection between the dependent variable and the independent variables.

IV. FINDINGS & DISCUSSION

4.1 Response Rate

The study issued 286 questionnaires to employees from Jamii Telecommunications Limited, Liquid Telecom Kenya Ltd and Wananchi Group Kenya Ltd, out of which 267 were completed and returned; this was a response rate of 93%. According to Fincham (2008), a 50% response rate is sufficient. As such, the study's response rate of 93% was sufficient for analysis.

Table 2
Response Rate

Employee category	Population	Responses	Response rate
Top management	4	3	75%
Middle management	14	12	86%
Operations staff	268	252	94%
Total	**286**	**267**	**93%**

4.2 Descriptive Analysis

This section presents descriptive statistics used by the researcher to establish the main findings of the study and draw conclusions. The analyses relate to the analysis of analyze the influence of business strategies on organizational performance of selected telecommunications firms in Kenya. The analysis is presented as per the research objective that is: to determine the influence of monitoring strategies on organizational performance of selected telecommunications firms in Kenya.

4.2.1 Monitoring Strategies and Organizational Performance

The first objective determined the influence of monitoring strategies on organizational performance of selected telecommunications firms in Kenya. Respondents were asked 12 questions regarding influence of monitoring strategies on organizational performance. The responses were presented on a likert scale.

Table 3
Monitoring Strategies and Organizational Performance

Statements	N	Mean	Std. Dev.	SA	A	U	D	SD
There is periodic monitoring of strategies for progress	267	4.25	0.606	34	57	9	0	0
The organisation continuously monitors strategies in place.	267	4.25	0.558	31	63	6	0	0
Reinforced monitoring is practised in the organisation	267	4.45	0.542	47	51	2	0	0
Results are closely monitored in the organisation	267	4.43	0.526	45	54	1	0	0
The organisation monitors change in operations.	267	4.40	0.567	40	55	5	0	0
Periodic monitoring is sufficient for most scenarios, ensuring that key metrics are tracked without a lot of resources.	267	4.25	0.606	34	57	9	0	0
Periodic monitoring provides an ideal balance of oversight and efficiency.	267	4.25	0.558	31	63	6	0	0
Continuous monitoring provides real-time insights that are crucial for dynamic environments.	267	4.45	0.542	47	51	2	0	0
Continuous monitoring ensures that all changes are tracked instantaneously.	267	4.43	0.526	45	54	1	0	0
Continuous monitoring is efficient and justifies the resource investment required.	267	4.36	0.567	40	55	5	0	0
Reinforced monitoring strengthens oversight by adding additional checks and balances.	267	4.27	0.521	30	66	4	0	0
Reinforced monitoring is essential for meeting of organizational goals.	267	4.38	0.552	42	55	3	0	0

Table 3 summarizes responses from 267 respondents on business monitoring strategies within telecommunications firms. The findings indicate strong endorsement for various monitoring practices: 34% strongly agreed and 57% agreed on periodic monitoring for progress (Mean=4.25; SD=0.61). Continuous monitoring was similarly supported with 31% strongly agreeing and 63% agreeing (Mean=4.25; SD=0.558). Reinforced monitoring received significant approval, with 47% strongly agreeing and 51% agreeing (Mean=4.45; SD=0.542). Results were closely monitored by 45% strongly agreeing and 54% agreeing (Mean=4.43; SD=0.526). Monitoring operational changes garnered 40% strongly agreeing and 55% agreeing (Mean=4.40; SD=0.567). Periodic monitoring for key metrics was perceived positively, with 34% strongly agreeing and 57% agreeing (Mean=4.25; SD=0.606). Balancing oversight and efficiency through periodic monitoring was strongly supported, with 31% strongly agreeing and 63% agreeing (Mean=4.25; SD=0.558).

Moreover, continuous monitoring received 47% strong agreement and 51% agreement (Mean=4.45; SD=0.542), while 45% strongly agreed and 54% agreed that it provides real-time insights (Mean=4.43; SD=0.526). Respondents also indicated that continuous monitoring justifies resource investment, with 40% strongly agreeing and

55% agreeing (Mean=4.36; SD=0.567). Reinforced monitoring was perceived to enhance oversight, with 30% strongly agreeing and 66% agreeing (Mean=4.27; SD=0.521), and 42% strongly agreeing it was essential for meeting organizational goals (Mean=4.38; SD=0.552).

These findings are consistent with the literature. For instance, Phina (2020) highlighted the impact of monitoring strategies on organizational effectiveness, underscoring how strategic monitoring significantly influences organizational performance. The study underscores telecommunications firms' rigorous approach to monitoring strategies, which include continuous oversight of network infrastructure to optimize performance metrics such as network traffic, bandwidth usage, and latency. Quality service monitoring, encompassing factors like call quality and data reliability, is also prioritized to enhance customer satisfaction and retention.

Additionally, firms engage in thorough competitor analysis through industry reports, market trends, and benchmarking studies to identify competitive advantages and areas for improvement. This strategic approach allows firms to adapt swiftly to market changes and capitalize on emerging opportunities. The study thus emphasizes the critical role of strategic monitoring in telecommunications firms, supporting efficient resource allocation and enhancing overall organizational effectiveness.

4.3 Organisational Performance

The study analyzed the influence of business strategies on organizational performance. Respondents were asked five questions regarding the objective. Likert scale was used to present responses.

Table 4

Organisational Performance

Statements	N	Mean	Std. Dev.	SA	A	U	D	SD
Revenues for the firm have increased	267	4.26	0.532	30	65	5	0	0
The number of customers for the enterprise has gone up	267	4.30	0.555	35	60	5	0	0
The firm has more assets.	267	4.35	0.522	37	61	2	0	0
Profits for the firm have increased.	267	4.27	0.521	30	66	4	0	0
Market size for the company has expanded	267	4.38	0.552	42	55	3	0	0
The organisation’s return on assets has improved	267	4.25	0.606	34	57	9	0	0
The return on investment of the organisation has improved.	267	4.25	0.558	31	63	6	0	0
There is enhanced employee productivity due to strategies employed.	267	4.45	0.542	47	51	2	0	0
The organisation’s free cash flows have increased	267	4.43	0.526	45	54	1	0	0
There are increased investments of company’s resources	267	4.36	0.567	40	55	5	0	0
Business processes for the organisation are swift	267	4.27	0.521	30	66	4	0	0
There is enhanced customer satisfaction for the organization’s products	267	4.38	0.552	42	55	3	0	0

Out of 267 responses, significant percentages of respondents expressed agreement with various indicators of organizational performance improvements: 30% strongly agreed and 65% agreed that revenues had increased (Mean=4.26; SD=0.532). Similarly, 35% strongly agreed and 60% agreed that the number of customers had risen (Mean=4.30; SD=0.555). Additionally, 37% strongly agreed and 61% agreed that the firm possessed more assets (Mean=4.35; SD=0.522). Regarding profits, 30% strongly agreed and 66% agreed on an increase (Mean=4.27; SD=0.521). Moreover, 42% strongly agreed and 55% agreed that the market size had expanded (Mean=4.38; SD=0.552). Return on assets saw 34% strongly agreeing and 57% agreeing (Mean=4.25; SD=0.606), while return on investment had 31% strongly agreeing and 63% agreeing (Mean=4.25; SD=0.558). Enhanced employee productivity was endorsed by 47% strongly agreeing and 51% agreeing (Mean=4.45; SD=0.542), and 45% strongly agreed with increased free cash flows (Mean=4.43; SD=0.526). Furthermore, 40% strongly agreed and 55% agreed on increased investments of company resources (Mean=4.36; SD=0.567). Business processes perceived as swift had 30% strongly agreeing and 66% agreeing (Mean=4.27; SD=0.521), and enhanced customer satisfaction was reported by 42% strongly agreeing and 55% agreeing (Mean=4.38; SD=0.552).

Phina (2020) conducted a study on strategic management practices in Nigerian manufacturing firms, highlighting the influence on organizational performance through strategy formulation, implementation, and monitoring. The research utilized Yamane's formula to sample 300 employees from various industrial enterprises, employing multiple regression analyses to assess strategic impacts. The findings underscored the significant role of strategic management in enhancing organizational effectiveness, emphasizing the alignment of strategic objectives with organizational goals for maximizing performance across all levels.

Despite the emphasis on strategy development, there remains a gap in research exploring the variables that contribute to effective strategy execution and their impact on organizational performance. This highlights the ongoing importance for companies worldwide to focus on performance metrics aligned with stakeholder and customer expectations, ensuring strategies are effectively developed, implemented, and monitored to sustain competitive advantage and operational success.

4.4 Inferential Analysis

The study conducted correlation analysis. These showed the association between the study variables.

Table 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.994[a]	0.988	0.988	0.02540	1.409

a. Predictors: (Constant), competitive advantage, business monitoring, employee satisfaction

b. Dependent Variable: organizational performance

Results reveal that r square is 0.988 that is, 98.8%. This means that organizational performance of selected telecommunications firms would vary by 98.8% due to changes in monitoring strategies, employees' participation strategies and competitive advantage strategies, at 95% confidence level. Only 1.2% of the variations in organizational performance of selected telecommunications firms can be ascribed to other factors. The correlation coefficient, denoted as R, is a gauge for assessing the relationship between variables. The outcomes revealed a significant and positive correlation between the variables, evident by a correlation coefficient of 0.994.

Table 6

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.047	3	4.682	7259.716	.000[b]
	Residual	0.170	263	0.001		
	Total	14.217	266			

a. Dependent Variable: organisational_performance

b. Predictors: (Constant), competitive advantage, business monitoring, employee_satisfaction

ANOVA results showed a level of significance at 0.000, highlighting the significant link between the dependent and independent variables. This finding reveals that there exists a relationship between variables. Moreover, the calculated F-value was observed to be greater than the critical F-value (7259.716 > 2.650). The model employed in the study is thus reliable. Consequently, the results are considered adequate to formulate conclusive findings and offer credible recommendations

Table 7

Coefficients

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	VIF
1	(Constant)	-0.009	0.030		-0.302	0.763	
	business monitoring	0.166	0.019	0.172	8.570	0.000	2.924
	employee_satisfaction	0.495	0.021	0.510	24.053	0.000	1.918
	competitive advantage	0.340	0.021	0.334	16.254	0.000	2.287

a. Dependent Variable: organisational_performance

Based on the findings in Table 7, the fitted regression model was:

$Y = -0.009 + 0.166 X_1 + 0.495 X_2 + 0.340 X_3 + \varepsilon$

Assuming fixed values of monitoring strategies, employees' participation strategies, and competitive advantage strategies at zero, the model predicts a consistent performance level of -0.009. The Variance Inflation Factors (VIF) for monitoring strategies (2.924), employees' participation strategies (1.918), and competitive advantage strategies (2.287) are all below the threshold of 4, indicating no issues with multicollinearity. VIF measures the correlation between predictors within a regression model, and these low values suggest minimal correlation among the predictors.

The findings indicate a significant positive impact of monitoring strategies on the organizational performance of telecommunications firms ($\beta = 0.166$, $p = 0.000$). Specifically, a unit increase in monitoring strategies correlates with a 0.168 unit increase in organizational performance among the selected telecommunications firms.

Phina's (2020) study on manufacturing firms in Southeast Nigeria highlighted how strategic management, particularly through monitoring strategies, profoundly affects organizational effectiveness. The research emphasized the need for strategic objectives to align closely with corporate goals to optimize performance and engage lower-level managers in strategy development to ensure alignment with both short-term and long-term organizational objectives.

Global companies prioritize performance, yet research often questions why more attention isn't devoted to the variables influencing effective strategy development. The study also underscored that enhancing strategy design, particularly through effective monitoring strategies, directly enhances organizational performance. This insight suggests that increased effort in strategy development could significantly boost organizational outcomes.

In the context of telecommunications firms, the systems theory posits that these organizations operate as interconnected systems where various activities synergize to achieve organizational objectives. Therefore, effective business strategies are integral to these systems, requiring structured application by telecommunications managers to optimize strategic outcomes.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The selected telecommunications firms exhibit a steadfast commitment to strategic monitoring and adaptation. By implementing regular monitoring strategies and consistently reinforcing this approach, these firms proactively position themselves ahead of prevailing market trends. Their rigorous monitoring of results and vigilant tracking of operational changes underscore their dedication to ongoing improvement and readiness to adjust to evolving industry landscapes. This continuous monitoring strategy not only enhances their agility but also enables them to capitalize swiftly on emerging opportunities while mitigating potential risks effectively.

5.2 Recommendations

Telecommunications firms must prioritize periodic assessments of their strategies to ensure continual progress and relevance in the market. This proactive approach allows them to adapt swiftly to changing market conditions. Cultivating a culture of continuous monitoring enhances operational agility, enabling firms to consistently outperform competitors and sustain long-term success. By monitoring results and operational changes closely, telecommunications companies gain valuable insights into performance, facilitating improvements, risk mitigation, and informed resource allocation decisions. This strategic monitoring not only fosters adaptability but also strengthens their competitive edge in the dynamic telecommunications industry.

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