
**ORGANIZATION AGILITY AND COMPETITIVE ADVANTAGE OF
TELECOMMUNICATION FIRMS IN KENYA**

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Abstract

In this study, the primary objective was to investigate the intricate relationship between organizational agility and the competitive advantage of telecommunication firms operating in Kenya. Organizational agility, a pivotal concept in today's fast-paced and turbulent business landscape, denotes an organization's capacity to swiftly adapt, renew itself, and excel in environments marked by ambiguity and rapid change, ultimately outperforming industry rivals. The telecommunication industry in Kenya, comprising approximately 58 registered firms, faces multifaceted challenges, including protracted licensing processes, regulatory hurdles, untapped potential in mobile commerce (m-commerce), and the need for an enabling framework for services like mobile banking. Despite these challenges and intense market competition, telecommunication firms must continually adapt and innovate to maintain relevance and gain a competitive edge. The research encompassed two critical facets of agility: customer agility, and employee agility. The overarching goal was to ascertain how these dimensions of organizational agility influence the competitive advantage of telecommunication firms in Kenya. The study adopted a descriptive research design, focusing on seven major telecommunication firms selected from the broader pool of 58. Data was collected from 203 top and functional department heads using structured questionnaires and analyzed using both qualitative and quantitative methods. The findings revealed significant relationships between agility dimensions and firm competitiveness. Customer agility emerged as an effective strategy, positively impacting efficiency and competitiveness. Employee agility was actively practiced and contributed to competitiveness through enhanced working environments and proactive employees. Recommendations stemming from these findings encompass managerial actions and policy suggestions on enhancing competitiveness in Kenya's telecommunication industry.

Keywords: *Organization Agility, Consumers' Agility, Employees' Agility, Competitive Advantage*

INTRODUCTION

Global economic competition has increased, and organizations have often overlooked their intangible resources as a source of competitiveness and paid more attention to physical and financial resources. Abdelkareem, Battour and Al-Awlaqi (2022) indicated that the rigorous rivalry in operating environment changes at a high rate leading to very high levels of

precariousness. Many organizations are experiencing a highly turbulent environment, where their operations and performance are strongly shaped by a wide range of factors, including technological advancements, complementary obligations, time-to-market pressures, and intense competition (Bondzi–Simpson & Agomor, 2021; Harsch & Festing, 2020). This aggravating environment has elevated pressure on business organizations to continuously adjust and predestine their strategies and operational systems in ways that promote effectiveness and efficiency.

Intensified global competition, the use of ICT, the adoption of new business models, and the prominence of the services sector have all contributed to this increase. Such investments, according to the Organization for Economic Cooperation and Development (2019), have a considerable influence on productivity and competitive advantage. It further stated that in some situations, investments are equal to or greater than those made in traditional capital such as machinery, equipment, and buildings. As indicated by Farzaneh *et al.*, (2022) powerful capacities permit a firm to detect openings and afterward to hold onto them by effectively portion assets, by altering existing capabilities or growing new ones.

Countries in Asia such as Japan, India and China have also recorded a surge in IT sectors as a result of leveraging on their distinctive capabilities for improved competitive advantage (Marchand, Hennig-Thurau & Flemming, 2020). Companies such as Huawei and Alibaba in China and Samsung operating in South Korea have utilized their peculiar dynamic capabilities which has seen them expand beyond their countries into the global markets. In Malaysia, savings and credit cooperatives are perceived as economic drivers through their significant contribution to GDP and in the creation of employment thus how they perform is of great interest to the government. Peng, Zhang, Yen and Yang (2019) indicated that 73% of the enterprises in Taiwan have embraced dynamic capabilities and gained competitiveness in their industries. According to Rashidirad and Salimian (2020) 81% of the UK-based enterprises have adopted the most-huge hierarchical dynamic capabilities helping them in the fulfillment of economic competitiveness over contenders.

In many African countries, organizations must be agile to adapt to rapidly changing conditions and navigate complex regulatory environments. As per Adeoye and Odusanya (2022) the organizations in African contexts are able to quickly pivot their strategies to take advantage of emerging opportunities and respond to competitive threats. Further this organization must be mindful of their social and environmental impact. They must operate in a way that is sustainable and responsible taking into account the needs for local communities and the environment. The African region is characterized by unique business environments, cultural values, and socio-economic dynamics (Statcounter Global Stats, 2023). To maintain regional agility telecommunication organizations must be able to respond to changes in the African market quickly. The telecommunication organizations can use agility to enhance their regional agility through the development of strong partnerships with local governments, businesses, and communities. Organization agility is essential for organizations to stay ahead of the competition and respond to changing customer needs.

The business environment in Kenya is rapidly growing owing to the rapid growth of the technological and ICT infrastructure which changes the way most business operates. Mugo and Macharia (2020) allude that the changes in the business environments call for the organization to change to adapt to the changing needs of their customer thus the need for agility. The concept of agility has been adopted in various sectors in Kenya. Agility in Kenya has also been adopted in the Education sector where a study by Kibuine, Wainaina, and Muranga (2022) on the

organizational agility and organizational performance of Chattered Public and Private Universities in Kenya indicated that there was no relationship between agility and performance of the Universities.

According to World Bank (2022), the telecommunication industry in Kenya is growing owing to the increased urban population, the high number of smartphones, and development of the 5G services. The sector has also adopted the technology of the Internet of Things which enables wireless and wired connections (Global Monitor, 2022). The industry in Kenya consists of many players with the major players being Safaricom PLC, Telkom Kenya, and Airtel Kenya. Safaricom PLC is the leading Telecom Company in Kenya with a market share of 63.6%, while Airtel Kenya, Telkom Kenya, Equitel and Jamii telecommunications ltd have market shares of 27.2%, 6.2%, 2.7%, and 0.3% respectively (Telcom Review Africa, 2022). The telecommunication industry in Kenya has also widely adopted mobile banking technologies with M-Pesa, a Safaricom product being the most used product to transact money within and outside of Kenya which leads to a high generation of revenue.

Statement of the Problem

Kenya's telecommunications industry contributes significantly to its GDP and employs many Kenyans. World Bank (2022) reports that Kenya's telecommunications business has changed significantly in the past decade. The industry has seen more participants, new technologies, and customer behavior shifts. To stay competitive, telecommunications companies must adapt fast to market developments (CAK, 2022). However, most Kenyan telecommunication businesses have been hesitant to implement agile methods, limiting their market responsiveness (Mugo & Macharia, 2020). Telkom had 9.0% market share in September 2022, compared to 22.3% for Airtel Kenya Limited and 64.2% for Safaricom Limited, according to CAK (2022). This increased from 8.8% in 2022 and 8.2% in 2018 (CAK, 2022).

In 2018, Airtel Kenya had 10,413,732 mobile subscriptions and Safaricom 29,943,641. Telkom Kenya had 4,188,517. Safaricom Limited has been reporting rising revenue, however Airtel Kenya lost KSh 2.89 billion in 2018, bringing its total losses to KSh 68.09 billion (Airtel Kenya, 2019). Before merging with Airtel, Telkom Kenya laid off 75% of its workforce (575 out of 800) (Aminga, 2019). Technological upheavals, customer behavior changes, and regulatory changes threaten industry viability and growth. Market shares changed due to these issues. Safaricom has 69.1.9% of mobile subscriptions in 2018, 63.3% in 2019, and 62.7% in 2022. Between 2018 and 2022, Airtel's market share rose from 17.2% to 19.7%.

In recent years, the Kenyan telecommunications business has seen new technology, increased market competition, and changing consumer behavior. Telecommunication firms must change quickly to stay competitive in this highly competitive environment (CAK, 2022). Competitive advantage is vital to Kenyan telecommunication firms' market share and financial performance. Safaricom Company, a renowned telecommunications company, has maintained a 45% market share for five years. This shows its ability to surpass competition and attract many customers. Airtel and Telkom struggle to keep their competitive edge. Their market share dropped from 30% to 15% and 26% to 14% in five years (CAK, 2022). Insufficient investment in new technology and insufficient customer demand reaction caused this drop. Furthermore, competitive advantage affects these organizations' financial performance. Safaricom has consistently grown sales by 8.8% year. Company B's revenue growth has been flat, averaging 0.9% each year (CAK, 2023). These figures demonstrate the relevance of organizational agility and competitive advantage in Kenya's telecommunications business. Telecommunication firms that embrace organizational agility can adjust swiftly to market changes, adopt new technology,

and satisfy changing consumer expectations, giving them a competitive edge. The statistical evidence of these telecommunication businesses' market shares, financial performance, and strategic decisions shows that organizational agility affects their competitive advantage. Organizational agility and competitive advantage in Kenya's telecommunications sector are understudied.

Kenya has performed multiple organizational agility studies across several industries. Mwangi (2021) examined how organizational agility affects SMEs in Nairobi County, and Kitur (2020) examined how it affects tour and travel enterprises in Nairobi, Kenya. Muchoki (2022) examined how strategic agility affects Nairobi building enterprises. Kenyan telecommunication firms lack organizational agility and competitive edge. Existing research shows contradictions, conceptual, contextual, and methodological shortcomings. This study examined how organization agility affects Kenyan telecommunication companies' competitive advantage to fill these gaps.

Objectives of the Study

- i. To assess the influence of consumers' agility on competitive advantage of telecommunication firms in Kenya.
- ii. To establish the influence of employees' agility on competitive advantage of telecommunication firms in Kenya.

Theoretical Review

Game Theory

Game Theory was founded and published by John-Von Neumann and economist Oskar Morgenstern (1944). Game theory has been applied in various areas of study to understand why an individual makes a particular decision and how the decisions made by one individual leader affect its followers for improved performance. This theory supports this study on how consumers' agility in telecommunication companies are able to improve performance by influencing followers to make strategic decisions for improved performance beyond expectation (Prisner, & Erich, 2014). The subject of Game theory are situations, where the result for a player does not only depend on his own decisions, but also on the behaviour of the other players in this case telecommunication companies through transformational leadership should take into consideration uncertainty, volatility in the business environment on decisions to the consumers of their products and services (Prisner, & Erich., 2014).

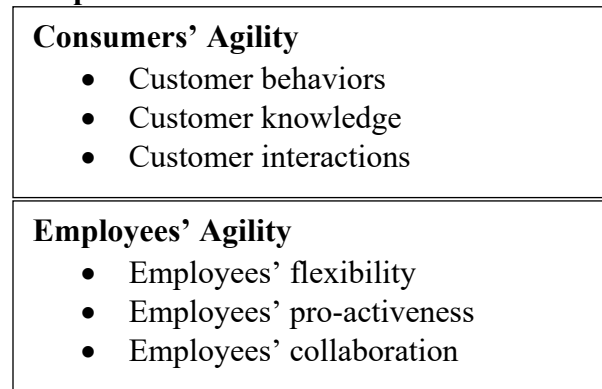
Socio-Technical Systems Theory

The Socio-Technical Systems theory is associated with Trist (1960), Brown; Emery (1967) and Rosenzweig (1972) studies on dynamic systems. It postulates that an organization consists of technical and the social sub-systems that must be configured to suit the operational processes that are specific to its functions. Technical system consists of assets, technology and information while social system is made up of human resource capabilities such as skills and competences (Fischer & Hermann 2011). The social system designs the technical system through goal setting and processes that aid in achieving firm objectives (Savaget et al., 2018). These systems however are broadly presented in the theory and there is need to delimit the aspects that are applicable to specific organization. According to Pitafi and Ren (2021) employees' agility helps to improve organizational competitive advantage by increasing the cognitive levels of economically useful human skills, which is a creation of inmate skills and investment in employees (Chidozie, 2016). The broad employees' agility is multidisciplinary, this shows that it is transferable across corporations and industries. Examples of comprise family background attributes, age, education and gender (Iheonunekwu, Ogwudire & Okoko, 2012).

Conceptual Framework

The independent variables are consumers' agility and employees' agility whereas the dependent variable is competitive advantage.

Independent Variables



Dependent Variable

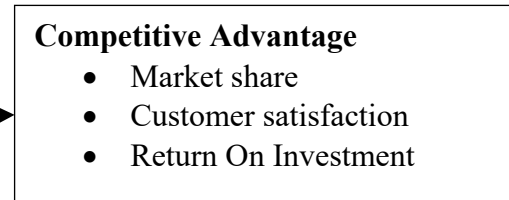


Figure 1: Conceptual Framework

Empirical Literature Review

Junfeng, Zesheng and RuQiang (2022) sought to establish the causal relationship model of consumers' agility, market orientation, and brand image. The survey was conducted via the electronic questionnaire form for delivery. The respondents targeted were enterprise managers in Chinese market. A total of 300 questionnaires were delivered and 289 valid samples from the managers in Chinese market was collected for further analysis by partial least squares structural equation modeling (PLS-SEM). The study results showed that market orientation can positively affect consumer agility (both customer-sensing capability and customer-responding capability), and consumer agility further had a positive influence on brand image.

Alshamayleh, Amlus, Alkhazali and Qawasmeh (2021) examined the influence of customer's agility on innovation performance among SMEs in Jordan. The study data was collected through an online questionnaire. A total number of 385 samples were collected and SPSS version 23 was used to analyze the data from this Study. The results obtained showed that customer's agility has a significant influence on innovation performance. The conclusion from this study is that customer's agility is an essential variable that affects SMEs innovation performance.

Muafi and Uyun (2019) sought to test and analyze consumers' agility, the influence on the organizational learning and organizational innovation and how to reduce imitation orientation. The analysis was focused on 170 owners and managers of Batik MSMEs (micro small medium enterprises) in Pekalongan known as Batik City Worldwide. The statistic technique used in this research was Partial Least Square. Leadership agility has a contribution in increasing organizational learning and organizational innovation. Organizational learning is also able to increase organizational innovation.

Pitafi and Ren (2021) investigated the impact of enterprise social media (ESM) usage on employee agility through communication quality and visibility. The research model was analyzed using data from 240 Chinese employees of different companies. The study hypotheses were tested using structural equation modeling, hierarchical regression and mediation analysis. The study showed that ESM usage is positively related to communication quality and visibility. Communication visibility mediates the relationship between ESM usage and employee agility. ESM-related strain reduces the relationship between communication visibility and employee agility.

Tende and Gabriel (2021) examined the relationship between Empowerment and Employee's agility of indigenous oil and gas servicing firms in South-South, Nigeria. The research findings revealed that empowerment has a positive and significant relationship with all the measures of employee agility studied. Based on the findings from the empirical analysis of the study, it was concluded that empowerment affects employees' agility of indigenous oil and gas servicing firms in South-South, Nigeria.

METHODOLOGY

A descriptive research design was used. The unit of analysis for this study was the fifty-eight (58) telecommunication firms in Kenya, registered in the category of International Gateway Operators, Network Facilities Providers Tier 1, 2, 3 and Submarine Cable Landing Rights Operators. The study targeted a population of 415 top management and functional department heads in the telecommunication firms in Kenya. Yamane Formula was employed to calculate the study's sample size of 203. Moreover, the formula was selected since it takes the population size into account.

$$n = \frac{N}{1 + NE^2}$$

To determine the samples to be selected in each category, stratified sampling technique was utilized. The study will use both primary and secondary research instruments. Primary data was collected by the use of semi-structured questionnaires. To complement the primary data, secondary data was gathered from published sources. Quantitative data was analyzed using the SPSS software, which employed descriptive and inferential statistical analysis methods. The descriptive statistics included the generation of means and standard deviations to analyze the quantitative data collected from the study. The researcher also used a simple regression analysis.

FINDINGS AND DISCUSSION

From the selected sample of 183 respondents, the study was able to collect 165 questionnaires having been dully filled. The returned questionnaires formed a response rate of 90 %. As Mugenda and Mugenda (2013) explained, a response rate of above 70% is excellent. Therefore, the 165 responses were used for further analysis and reporting since they were considered to be excellent rate of response.

Descriptive Statistics

To measure the indicators of independent variables, a five-point Likert scale was used. Where 1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree and 5 was strongly Agree. The mean (M) value of 0.5-1.4 was interpreted as strongly disagree, 1.5-2.4 as disagree, 2.5-3.4 as neutral, 3.5-4.4 as agree and 4.5-5 as strongly agree. On the other hand, a standard deviation (SD) value greater than two means that the respondents had differing opinions while a value less than 2 was low and indicated that the respondents had similar opinions.

Consumer's Agility

Respondents indicated the level to which they agreement with the following statements relating to consumer agility in their organizations.

Table 1: Consumer Agility

Statements	1	2	3	4	5	Mean	SD
There exist strategies to quickly grasp changes in customers' needs.	4.8%	15.2%	10.3%	49.1%	20.6%	3.65	1.113
The firm has systems that enable flexibility to meet the consumers'	20%	0%	0%	50.3%	29.7%	3.70	1.420

demands.

There is continuous development of innovative products to serve various market segments.	4.8%	15.2%	4.8%	49.7%	25.5%	3.76	1.138
There is introduction of new product targeting specific customer groups	9.7%	10.3%	10.3%	33.9%	35.8%	3.76	1.303
The firms' consumer agility in the prevailing market trends inform new product development.	4.8%	9.7%	10.3%	55.2%	20%	3.76	1.037
Average						3.73	1.202

The findings in Table 1 showed that majority of the respondents (80%) agreed with the first statement under consumer agility and their responses were varied as shown by the standard deviation of 1.113. The mean of responses of 3.70 meant that most of the respondents (80%) agreed with the second statement under customer agility and a standard deviation of 1.420 implied that their responses were differentiated. Most of the respondents (80%) agreed with the third statement customer agility and a standard deviation of 1.138 showed that their responses were varied. Moreover, majority of the respondents (80%) agreed with the fourth statement under customer agility and their responses were varied as shown by the standard deviation of 1.303. The results also revealed that majority of the respondents (85.5%) agreed with the fifth statement under customer agility and their responses were differentiated as revealed by a standard deviation of 1.037. On a five-point scale, the average mean of the responses was 3.73 which implies that majority of the respondents agreed on most of the statements; however, the answers were varied as shown by the standard deviation of 1.202. The findings agree with Motum (2022) study that stated that customer agility involves the ability to customize offerings, provide personalized experiences, and deliver rapid solutions to meet the evolving demands and expectations of customers. Customer agility leads to higher customer retention rates, increased customer lifetime value, and a stronger competitive advantage by creating a reputation for exceptional customer-centric services.

Employee Agility

Respondents indicated the level to which they agreement with the following statement relating to employee agility in their organizations.

Table 2: Employee Agility

Statements	1	2	3	4	5	Mean	SD
The organization has created effective working environment to enhance employees' agility	0%	15.2%	15.2%	49.1%	20.6%	3.75	0.953
This telecommunication firm has invested heavily in developing the employees' agility	15.2%	0%	0%	69.7%	15.2%	3.70	1.197
The conducive working conditions in the company has improved the employee proactiveness level in	4.8%	10.3%	14.5%	44.8%	25.5%	3.76	1.094

responding to operating								
There are sufficient physical facilities to support employees' agility in this Organization	4.8%	10.3%	15.2%	33.9%	35.8%	3.85	1.160	
Provision of relevant facilities has enabled the employees to collaborate comfortably in the Company	10.3%	9.7%	14.5%	45.5%	20.0%	3.55	1.212	
Average						3.72	1.123	

The findings in Table 2 showed that majority of the respondents (84.8%) agreed with the first statement under employee agility and their responses were varied as shown by the standard deviation of 0.953. The findings also revealed that most of the respondents (84.8%) agreed with the second statement under employee agility and a standard deviation of 1.197 implied that their responses were varied. Similarly, the results of the study indicated that most of the respondents (84.9%) agreed with the third statement employee agility and a standard deviation of 1.1094 showed that their responses were varied. The findings of the study also showed that majority of the respondents (84.9%) agreed with the fourth statement under employee agility and their responses were varied as shown by the standard deviation of 1.160. Whereas, 80% agreed with the fifth statement under employee agility and their responses were differentiated as revealed by a standard deviation of 1.212. The average mean of the responses was 3.72 which implies that majority of the respondents agreed on most of the statements; however, the answers were varied as shown by the standard deviation of 1.123. The findings agree with Makori et al. (2022) that stated that employee agility adoption results in quicker product development, superior customer service, and a better ability to seize market opportunities, ultimately strengthening the firm's competitive position in the telecommunications sector.

Competitive Advantage of Telecommunication Firms

Respondents indicated the level to which they agreement with the following statement relating to competitive advantage in their organizations.

Table 3 Competitive Advantage

Statements	1	2	3	4	5	Mean	SD
This firm experienced an increase in profitability across the last 10 years	0%	15.2%	10.3%	53.9%	20.6%	3.80	0.938
The firm has implemented R& D techniques in the last 10 years.	15.2 %	0%	0%	55.2%	29.7%	3.84	1.283
The firm has implemented cost saving measures optimize operations in the last10 years.	5.5%	9.7%	4.8%	49.7%	30.3%	3.90	1.108
The firm has experienced an increase customer base in the last 10 Years	4.8%	10.3%	4.8%	60%	20.6%	3.80	1.031

The firm has experienced an improvement in the brand in the last 10 years	5.5%	14.5%	15.2%	44.2%	20.6%	3.60	1.131
The firm has embraced relevant technologies to enhance efficiency, automation, and customer engagement in the last 10 years	0%	9.7%	0%	45.5%	44.8%	4.25	0.881
Average						3.87	1.062

From the findings in table 3, most of the respondents (84.8%) agreed to the first statement on competitive advantage and the responses were varied as shown by the standard deviation of 0.938. These results also revealed that 93.25% of the respondents agreed with the second statement and 94.66% agreed to the third statement on competitive advantage and the standard deviation of 1.14 showed that the responses were varied. Furthermore, 93.59% of the respondents agreed with the fourth statement on competitive advantage and the responses were differentiated as shown by the standard deviation of 0.84. These results also indicated that 93.59% agreed with the fifth statement on competitive advantage and the responses were differentiated as shown by the standard deviation of 0.86, and 93.58% agreed with the sixth statement on competitive advantage and the responses were differentiated as shown by the standard deviation of 1.31. The average mean of the responses was 3.67 which implies that majority of the respondents agreed on most of the statements; however, the answers were varied as shown by the standard deviation of 1.062. These findings were in agreement with those of Kinuthia and Deya (2019) and Mwangi (2021) which revealed that performance of counties is often measured by adaptive capacity, services agility, and the quality of the service, employee agility and customer agility. These studies noted that by tracking these metrics and continuously improving their processes and capabilities, organizations enhance their agility and adaptability, ultimately leading to a sustainable competitive advantage.

Inferential Statistics

Regression Results for Customer Agility and Competitive Advantage

Table 4: Model Summary for Customer Agility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.744 ^a	0.553	0.551	0.552	
Model	Sum of Squares	Df.	Mean Square	F	Sig.
1 Regression	61.413	1	61.413	201.895	.000 ^b
Residual	49.582	163	.304		
Total	110.994	164			
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.860	.148		12.610	.000
Customer Agility	.538	.038	.744	14.209	.000

a. Dependent Variable: AV_Competitive Advantage

Table 4 presented the model summary used to determine the amount of variation in the dependent variable that could be explained by changes in the independent variable. The results of the model summary revealed that the co-efficient of determination (R-square) was 55.3%. This implied that customer agility explains 55.3% of the variations in competitive advantage. This also meant that customer agility was a satisfactory variable in explaining the competitive advantage of selected telecommunication firms in Kenya. In addition, the model applied to link the relationship between customer agility and competitive advantage was satisfactory.

Analysis of Variance (ANOVA) was used to test the significance of the model. In this study, significance of the model was tested at 95% confidence interval. The results from the ANOVA indicated that the overall model of regression was statistically significant and customer agility was a good predictor of the competitive advantage of selected telecommunication firms in Kenya. This was according to the calculated F statistic of 201.89 that was greater than the f-critical value 2.421 obtained from the f-distribution tables, and the reported p-value of (0.000) which was less than the conventional probability of 0.05 significance level.

Further, the findings of the regression coefficients disclosed that customer agility has a positive and significant effect on competitive advantage ($\beta=0.538$, $p=0.000$). This implied that a unit increase in customer agility leads to a corresponding increase in competitive advantage by 0.538 units.

Regression Results for Employee Agility and Competitive Advantage

Table 5 Model Summary for Employee Agility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.844 ^a	.712	.710	.443		
Model		Sum of Squares	Df.	Mean Square	F	Sig.
1	Regression	79.029	1	79.029	402.985	.000 ^b
	Residual	31.966	163	.196		
	Total	110.994	164			
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.312	.132		9.958	.000
	AV_Employee Agility	.686	.034	.844	20.074	.000

a. Dependent Variable: AV_Competitive Advantage

The table 5 presented the model summary, of employee agility and competitive advantage. The results of the model summary found that the coefficient of determination (R square) was 0.712. This showed that employee agility explains 71.2% of the variations competitiveness. Thus, employee agility was a satisfactory variable in explaining competitive advantage of selected telecommunication companies in Kenya. Therefore, the model used to show the relationship between employee agility and competitive advantage was also found suitable.

Similarly, the findings from the analysis of variance also revealed that the overall model of regression was statistically significant and employee agility was a good predictor of competitive advantage. This was according to the calculated F statistic of 402.985 and the reported p-value of (0.000) which was less than the selected level of significance of 0.05.

Additionally, the results of the regression coefficients noted that employee agility had a positive and significant effect on competitive advantage ($\beta=0.686$, $p=0.000$). This implied that a unit increase in employee agility leads to a corresponding increase in competitive advantage 0.686 units. These results concurred with Pitafi and Ren (2021) study which disclosed that employee agility practices were effective to the efficient competitive ability of different Chinese companies. Additionally, Tende and Gabriel (2021) study also concluded that empowerment enhances employee agility which in turn positively enhances the performance and competitive advantage of organizations.

Conclusions

Based on descriptive and inferential results, it is concluded that customer agility is among the adopted competitive strategies in the selected telecommunication firms in Kenya. This strategy was found to have a positive and significant relationship with telecommunication firms' competitive advantage. The results support the rejection of the null hypothesis, affirming customer agility significantly affects telecommunication firms' competitive advantage. Telecommunication firms that embrace customer agility can enhance service delivery efficiency and competitive advantage.

The study concludes that employee agility is actively practiced by the telecommunication firms in Kenya. This strategy was found to have a positive and significant relationship with competitive advantage of telecommunication firms. The rejection of the null hypothesis confirms that employee agility significantly impacts telecommunication firms' competitive ability. Empowering staff by enhancing their working environment and employee proactiveness improves employee agility and competitive advantage.

Recommendations

Based on the study findings, it was recommended that telecommunication firms' managers should embrace customer agility to enhance efficiency and competitive advantage in telecommunication firms in Kenya. Similarly, the study recommended that they should implement employee agility to improve efficiency and service delivery.

It is advisable to formulate policies that incentivize telecommunication firms to invest in their workforce, fostering employee progression and offering enhanced incentives. By doing so, these companies will improve their overall agility and adaptability to evolving market dynamics. Secondly, there is a need to establish a robust policy framework specifically aimed at enhancing agility within the telecommunications sector. This framework should be designed to promote efficiency and competitiveness among telecommunication firms operating in Kenya. By creating an environment that encourages innovation and responsiveness, these policies will help ensure that the telecommunications industry remains vibrant and competitive, ultimately benefiting both service providers and consumers.

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