

**THE INFLUENCE OF AN ADAPTIVE CULTURE ON THE
COMPETITIVE ADVANTAGE OF MOBILE
TELECOMMUNICATION COMPANIES IN KENYA**

ELIZABETH WANGUI WAMAI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF
BUSINESS, UNIVERSITY OF NAIROBI**

2021

DECLARATION


I declare that this Project is my original work and that it has not been presented for the award of a degree in any other university.

Signed  Date 1 November 2021

Elizabeth Wamai

D61/79480/2015

This research project has been submitted with my approval as the university supervisor

Signed  Date: 1 November 2021

Dr. Catherine Ngahu

Department of Business Administration

School of Business, University of Nairobi

DEDICATION

To God Almighty for granting me the strength to finish this project. To Him all glory
and honor is due.

To my wonderful husband, Moses Kuria, for your relentless support and undying love.

Thank you

To my parents, for your love, care, patience and faith as I chased my dreams.

To my siblings, for being an inspiration and a source of encouragement

ACKNOWLEDGEMENT

I thank the Almighty God for being a pillar, stronghold, and giver of joy and peace in my life. I want to express my appreciation to Moses Kuria, my loving husband for the endless support and inspiration he gave to me. I truly appreciate the support given to me by my supervisor, Dr. Catherine Ngahu, for all she's done for me. Thank you for your leadership, commitment, and reassurance in bringing my project to a successful conclusion. I am honored to have gleaned from your wisdom. My family, friends and coworkers who selflessly offered their support in one way or the other. Asante! I'm very thankful for your assistance. I also want to thank the University of Nairobi fraternity, particularly, the department chairman, the library staff and the moderators, as well as the contributions of other individuals. Thank you so much for your assistance.

TABLE OF CONTENTS

DECLARATION	1
DEDICATION	2
ACKNOWLEDGEMENT	3
TABLE OF CONTENTS	4
LIST OF TABLES	6
ABBREVIATIONS AND ACRONYMS.....	7
ABSTRACT.....	8
CHAPTER ONE: INTRODUCTION.....	9
1.1. Background of The Study	9
1.1.1 Adaptive Culture	10
1.1.2 Competitive Advantage.....	10
1.1.3 The Mobile Telecommunication Industry in Kenya	11
1.2 Research Problem	12
1.3 Research Objectives	14
1.4 Value of the Study.....	14
CHAPTER TWO: LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.2.1 Schein’s Organizational Culture Theory.....	15
2.2.2 Resource Based View Theory	16
2.3 Adaptable Culture and Competitive Advantage.....	17
2.4 Empirical Studies and Research Gaps.....	18
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Population of the Study	21
3.4 Data Collection	21
3.5 Data Analysis	21

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	23
4.1 Introduction.....	23
4.1.1 Rate of Response.....	23
4.2 General Information.....	23
4.2.1 Age of the Respondents	23
4.2.2 Years of Experience of the Respondent’s	24
4.2.3 Highest Education Level.....	25
4.3 Adaptive Organization Culture	25
4.3.1 Power Distance.....	25
4.3.2 Customer Focus.....	26
4.3.3 Openness to Change.....	27
4.3.4 Organization Learning	27
4.4 Competitive Advantage.....	29
4.5 Effect of an adaptive culture on competitive advantage	30
4.6 Regression Analysis.....	31
4.6.1 Summary of Model	31
4.6.2 Analysis of Variance.....	31
4.6.3 Model Regression Coefficients.....	31
4.7 Discussion of Findings.....	32
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS...34	
5.1 Introduction.....	34
5.2 Summary	34
5.3 Conclusion of the study.....	35
5.4 Recommendations.....	35
5.5 Limitations of the study	36
5.6 Recommendation for Further Studies	36
REFERENCES.....	38
APPENDICES.....	44
Appendix i: Questionnaire	44
Appendix ii: List of Mobile telecommunication companies in Kenya	48

LIST OF TABLES

Table 4.1: Age of the Respondents	23
Table 4.2: Respondent's number of years worked	Error! Bookmark not defined.
Table 4.3: Respondents Academic Qualifications	25
Table 4.4: Power Distance	26
Table 4.5: Customer Focus	26
Table 4.6: Openness to Change	27
Table 4.7: Organization Learning	28
Table 4.8: Competitive Advantage	29
Table 4.9: Correlation Analysis	30
Table 4.10: Model Summary	31
Table 4.11: ANOVA.....	31
Table 4.12: Regression Coefficients	32

ABBREVIATIONS AND ACRONYMS

CA	Communications Authority of Kenya
IAT	Institute of Advanced Technology Limited

ABSTRACT

The current business environment is continuously changing, and corporations are operating in an era of risk and instability. Technological innovations, competition and globalization are examples of the factors many organizations have to contend with. Organizations, therefore, have to develop strategies that allow them to adapt and not only remain relevant but also maintain a competitive edge in the marketplace. The study examined the influence of an adaptive organization culture on the competitive advantage of an organization by conducting a case study of mobile telecommunication companies in Kenya. A descriptive cross-sectional survey was utilized in this investigation. Safaricom Limited, Airtel Kenya Limited, and Telkom Kenya Limited were the three telecommunications firms in Kenya that were the target respondents for the study. The study surveyed respondents from the three companies by selecting a total of 80 respondents working in the companies, across all hierarchical levels of the company. Primary data was utilized and was obtained using questionnaires. Mean, as a measure of central tendency, was used to identify and analyze the adaptiveness of the company's culture and the competitive positioning of the companies. The standard deviation and average mean were used to determine the consistency with which an adaptive culture was implemented and the competitive advantage of the businesses analyzed. To investigate the strength of the connection between the research variables, correlation analysis, regression analysis, and analysis of variance (ANOVA) tests were employed. According to the findings of the research, all three businesses had organizational cultures that could be characterized as generally adaptive, with Safaricom Limited being rated as the most adaptive of the three companies. Safaricom Limited was found to be the most competitive in the Kenyan market, with Airtel Kenya Limited ranked second and Telkom Kenya Limited, third. It was established, by the study, that there is a statistically significant positive connection between an adaptive organizational culture and competitive advantage. The results indicated an adaptive culture was responsible for 68.7 % of the organizational competitive advantage in the three mobile telecommunication companies. The study recommended that mobile telecommunication operating companies as well as companies operating in the general business environment should implement policies and procedures that foster strong adaptive culture with behavioral examples modelled by the top management. Companies that are considered adaptive have a low power distance, are customer centric, are open to change and foster organizational learning.

CHAPTER ONE: INTRODUCTION

1.1. Background of The Study

Many enterprises have been struggling to adapt in the current complex and unpredictable business landscape. Additionally, fewer businesses are finding it difficult to thrive and retain a competitive edge over their competitors. Organizations are increasingly paying attention to the need for agility and flexibility in responding to the constantly changing competitive environments (Wei & Lau, 2010). The onset of the COVID-19 pandemic across the entire globe has disrupted global economic systems that has seen many businesses struggling to survive and adapt to the changing business environment. Business leaders are under pressure to develop capacities, strategies and infrastructures that allow their organizations to successfully adapt to the changing environment and thus protect and sustain their competitive advantages (Hakkak & Masoud, 2015). Many researchers have discussed the nature of an organization's culture as one of the essential instruments for an organization, to learn and adapt to its changing environment and retain its competitive edge.

There are two theories that guided the study, these included, Schein's organizational culture theory and the resource-based theory. Schein's (1990) theory of organizational culture is one of the most quoted among the organizational culture theories. Schein (1990) states that three components need to be considered in analyzing an organization's culture, these include; observable artifacts, presumed beliefs and values, and underlying assumptions and these follow a hierarchical model. Wernerfelt (1984) developed the resource-based theory which states that a company which maintains key strategic resources in its sector, may acquire a competitive edge.

The mobile telecommunication sector in Kenya continues to face increased competition and businesses are compelled to develop strategic marketing initiatives to cope with increased competition. According to Kimenyi and Ndungú (2009), there have been numerous shifts in the market, resulting in increased competitiveness. Letangule and Letting (2012) observed that in order to adapt to these shifts and the market dynamics that threaten a mobile telecommunications company's survival, competitiveness, profitability, and growth in Kenya, telcos are pursuing new or significantly improved developments in an industry where innovation is gradual, and change is essential.

1.1.1 Adaptive Culture

Organizational culture may be defined in various ways; one popular explanation is that culture refers to the shared beliefs, values and traditions, which guide and affect the conduct of the employees (Ostroff et al.,2003). It can also be described as a prolonged and comparatively steady trait that provides a basis for the members of the organization to acknowledge change so as to adapt to the organization's operational environment (Schneider et al., 2013). Kopar, (2015) highlights national and regional cultural variables which impact social and organizational behavior. Through his research he created a cultural model which shows the effect of societal cultures on the values of the people in the society and the link between cultural values and cultural behaviours. Hofstede (2015) also created a model that helps develop clearer insights into culture and the expectations from a cultural perspective, His model also helps one to appreciate the beauty of different cultures with the ultimate intention of bringing people together to achieve a mutual objective.

For a company to successfully adapt to a changing business environment, its culture forms the core of this ability (Trahms et al., 2013). The shared values and beliefs which inform culture may be utilized to influence employee behavior and perceptions that may encourage or prevent a company from responding to environmental changes (Zheng et al., 2010). These values, attitudes and assumptions in adaptive organizations are continuously changed to respond to environmental changes.

Kotter and Heskett (1992) were the first to introduce the term adaptive culture, describing it as cultural characteristics which enable businesses to react to environmental changes by allowing them to anticipate and adapt to environmental changes. An adaptable culture will guide the behavior of the organization and provide appropriate reactions and responses to the changing environment. David et al. (2015) describe an adaptive culture as consistent shared beliefs, actions, and principles that point to the fact that the organization is aware of its environment and is focused on employing actions that address the environment changes.

1.1.2 Competitive Advantage

A competitive advantage is described as a set of activities, mechanics and abilities that enable a company to consistently provide or offer its products and services in a manner

that satisfies its customers (Coyne, 2016). It may also be described as the capability of an enterprise to offer more competitive goods and services that meet consumer expectations (Garth et al., 2014). Porter (1985) submitted that the primary goal of a company's competitive strategy is to get deeper insights into a particular market and develop creative strategies of surpassing competition. For it to achieve, a competitive edge, a company has no choice but to come up with innovative and aggressive ways of balancing of external and internal factors (Barney, 2011). A company that is able to continuously exceed its rivals and deliver goods and services in a way that satisfies its consumers, has a competitive edge.

Organizations that command a significant competitive advantage develop goods and services that are in demand and that cater to the essential needs and wants of their customers (Meihami and Meihami, 2014). Companies must also achieve a consistently high performance over a period of time, for them to maintain a competitive edge in the market. Furthermore, these organizations must be able to adjust to any market shifts and environmental changes and be able to thwart competitor efforts to replicate a firm's advantages. There are several forms of competitive advantage that cannot be replicated and it is this fact that has contributed to the resource based perspective of what it means to have a competitive advantage.

Stonehouse and Snowdon (2007) argue that a competitive advantage is divided into four factors: differentiation focus, cost focus, cost leadership, and differentiation. They posit that cost leadership will occur if a company commits to becoming the minimum cost manufacturer in its industry, whereas differentiation is the practice of managing customer perceptions through the production of goods or services that are significantly superior to competition and thus having the ability to charge a premium price.

1.1.3 The Mobile Telecommunication Industry in Kenya

Kenya has continued to expand because of technical advancements due to increased innovation in the sector. The advancements have led to greater competition amongst suppliers to attract and retain customers, which has led to lower prices in the market (Oteri, Kibet, & Ndungu, 2015). There are three main industry competitors; Safaricom PLC with about 29 million members, Airtel Network Limited with 8.7 million members, and Telkom Limited with over 3.8 million users (Communications Authority of Kenya, 2018). These operators are regulated by the Communication Authority of Kenya (C.A.),

which is responsible for providing guidelines through the issuance of licenses, the managing of the country's frequency ranges, the management of competition within the sector, and the supervision of licensees' operations. Safaricom Limited as the leader in the market, commands a 67 % share of the overall market subscribers (Wafula, 2018).

The range of services offered by companies is increasing, indicating that further advancements may be hopeful. New advancements like the Internet of things (IoT), machine learning, Big Data Analysis, Cybersafety and robotics are in process as well as traditional Internet, telephone, SMS and GPS services. Telecommunications has become one of the most important security infrastructures. Competition in the sector started in 1999 with the creation of the Communications Authority, formerly called the Communications Committee of Kenya, via the Kenya Act of 1998 Communication.

1.2 Research Problem

As a collection of shared beliefs and perceptions, culture has an impact on all areas of an organization, including its structure, strategy, leadership, and processes (Hartnell, 2019). Culture instills the norms and the fundamental values in the members of an organization, thus impacting the conduct of the company (Jones, 2004). Employee productivity and performance is often impacted by an organization's values and culture. Walumbwa and Oke, (2010) describe organization culture as an important tool for measuring an organizations economic performance and thus its ability to achieve a competitive advantage in its industry. A cultural fit is a crucial element in the adaptation process of an organization to changes in its operational environment.

The mobile telecommunications industry in Kenya has experienced many developments, including changing consumer demands, innovation, progress in technology, deregulation, globalization, and fierce competition (Kimenyi and Ndungu, 2009; Kenya Communication Authority, 2016). An economic study by The Government of Kenya (2000) highlighted that the execution of a structural alteration program and the resultant market liberalization of the mobile telecommunication sector opened up the sector and brought about increased competition and a decline in profitability (Kyengo, Ombui and Iravo (2016). Mobile telecommunications companies in the sector have continuously innovated and increased their product offerings in order to cope with increased competition. Safaricom has maintained its financial performance in the industry whereas

Airtel Kenya and Orange Telkom have reorganized their operations in order to change their financial results (Mutuva, 2014).

Several research studies have been done reviewing the connection between the adaptive culture of an organization and its competitiveness. Reddy (2017) examined the impact of corporate culture on strategy implementation. A strong relationship was exhibited on five of the organizational culture dimensions, these included group collectivism, power distance, human, future and achievement dimensions. Gray and Liguori (2016), who were investigating culture and how it influences the marketing strategies in the hotel industry, indicate in their study that organizational culture is a vital antecedent to operational performance and hence overall organization financial performance. Firm profitability and the quality of organizational culture is a major focus in many governance studies. Tsai (2011) states that a strong organizational culture is a solution to the good performance of the employees, he further asserted that a positive and strong organizational culture makes employees perform their work to their best ability.

Locally, Nyambegera and Sparrow (2011), examined the factors that influenced the performance of employees around different commercial banks in Uasin Gishu County. In their research, they concluded that job performance and employee behavior are significantly influenced by the organizational culture. Ngethe (2010) studied the factors that influenced IAT's competitive edge. This study showed, there are several factors that determined the competitive lead at IAT: quality management systems, convenient locations, market-related programmes, customer service, international partnership, cooperation with local universities and the issuance of workbooks and training material. Kokonya, (2018) conducted an assessment of the competitive advantage drivers for telecommunications companies in Kenya. The research showed that Safaricom is a market leader in the Kenyan mobile telecommunications sector. It also showed that innovation, employee training, client orientation and participation by stakeholders are key factors that give companies a competitive edge.

Many studies have focused on organizational culture, but little research is available on the direct connection between an adaptable organizational culture and how this affects the competitive benefit of companies. One of the noteworthy gaps most scholars point out in terms of the impact of an adaptable organization on the competitiveness of an organization is the fact that literature has been more widely debated and a thorough study

is missing. Scholars like Ployhart and Turner (2014) have been categorical that more academic attention is needed in the area of organizational cultural adaptability, and how this influences organizational measurement metrics such as the competitive advantages of firms. The study addressed the following research question: What effect does an adaptive culture have on the competitive advantage of Kenyan mobile communications companies?

1.3 Research Objectives

The study's core purpose was to determine the influence of an adaptive culture on the competitive advantage of mobile telecommunication companies in Kenya.

1.4 Value of the Study

The results of the study will help executives in the mobile telecommunication sector to better understand and appreciate the importance of creating a culture that is adaptive as well as the need to redefine their organizational cultures so that they are aligned with strategies that enhance the competitive advantages of the organization.

This survey contributes to the knowledge by offering a platform for future study into flexible corporate culture, while also giving a base for other researchers to quote and to create their own research shortcomings when carrying out their investigations. The research will also facilitate theoretical testing.

Finally, government officials and other sectors, will be assisted by the results of the study, when regulating the formulation of policies that impact the mobile telecommunication sector so as to promote healthy competition among the mobile telecommunication companies in Kenya and assist to generate more revenues and maximize profits. It is essential to highlight that the mobile telecommunications industry is critical to Kenya's 2030 Vision and to bolster economic expansion.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the fundamental ideas that underpin the study and the empirical studies that were conducted on adaptive organization cultures and the competitive advantage of organizations. The chapter also discusses the research gaps in adaptable organizational culture and competitive advantage.

2.2 Theoretical Review

There were two main theories that informed this study: Schein's organizational culture and the resource based theories.

2.2.1 Schein's Organizational Culture Theory

Schein's (1990) company culture concept is one of the most well-known corporate culture theories. Schein (1990) states that organizational culture may be examined in three major ways: observable behaviours and artifacts, embraced beliefs and values and inherent assumptions which adhere to a hierarchical model. Schein (1990) differentiates between visible and invisible features of culture. His theory brings out the hierarchical features of these levels. Visible behaviour has an effect and is influenced by assumptions that are not observable. Artifacts appear at the exterior level of an organizational culture, they are noticeable, can be seen and felt easily through expressions such as how people address each other, how they dress and how the office is organized. The embraced beliefs and values form the second level of organizational culture and comprise of common perspectives, strategies and norms. Intrinsic beliefs are at the base level of the culture of the organization, they are deeply entrenched, and are unconscious, these include those beliefs that are shared with others but quite assumed.

According to Schein's theory of organizational culture, an organization's culture relates to a studied outcome of a group's experience and is therefore an unconscious interaction (Schein, 1992). Organizational culture epitomizes the strategies made by an association to face or handle the requests posed by its key activities (Byles, (2009). Culture is a construct that propels and creates and can therefore not be constrained by a structure. Trying to force on a particular kind of culture may result in negative outcomes. This basically makes culture an innovation of a group, instead of a current occurrence that can be found, recognized or discovered.

This innovation comprises of three related segments: ideological: the thoughts, convictions, values and a meaning of what is correct or wrong, alluring or undesirable; technological: the abilities, expressions, specialties, relics and procedures that authoritative individuals use in creating products and ventures; and consumer: the frameworks, for example, the family, religious, social, proficient and different groupings that bolster human presence and cooperation between individuals (Swink, 2011). This set of cultural of social segments forms a framework through which individuals get to be impacted through their socialization, particularly, through gatherings and settings (Liker and Michael 2008). Hofstede (1997) reinforces this contention by suggesting that culture impacts behaviour through the qualities, customs, legends and images that are found in an organization.

The activities of different individuals in an organization are affected by the espoused values, circumstances, individual and other non-association related elements. The third layer of organizational culture is comprised of the hidden beliefs of the firm (Hazier and Render 2014). This theory outlines how the culture of an organization and its social segments constitutes a framework, through which individuals get to be impacted through their socialization. Culture forms values and the values influence the behaviours and practices of an organization, which is the visible aspect of culture.

2.2.2 Resource Based View Theory

The possession of certain important resources which allows some companies to have a competitive edge in their industries, is the key fact that underpins this theory. The resources that an organization owns, if developed adequately, enable it to gain a competitive edge compared to its peers (Alvarez & Busenitz, 2001).

Barney (1996) posits that organizations only succeed by ensuring that their resources are continuously improving giving them a competitive edge. The ability to gain a competitive edge depends on the uniqueness, value and rarity of an organizations resources. According to the theory, a competitive advantage does not have to be based on variables such as creativity, invention, vast financial or natural resources innovation due to the fact that these are becoming increasingly easy to replicate. In essence, employees are an "invisible asset" that many firms frequently overlook (Barney, 2001).

The resource-based theory reinforces the notion that the performance of an organization is reliant on its staff, who are its most significant asset, therefore, companies should

support them by cultivating a robust work culture (Armstrong & Taylor, 2014). In the view of Terziovski (2010) development and nurturing of employees should be carried out within a stable, robust culture. A similar view titled “the talent-based view of the firm”, encourages an organization to develop the talents and learning abilities of its representatives through the hiring and development of its human talent in order to gain an upper hand against its competitors. As the theory indicates, equal organizations compete on the basis of the diversity and permanent status of their resources and competencies (Thompson, 2001).

This, resource-based view theory is critical in informing this study and helps understand how the combination of resources over time allows for the evolution of specific capabilities, which leads to performance and competitive advantage.

2.3 Adaptable Culture and Competitive Advantage

Cultural adaptability may be described as the way an organization systematically responds to the external realities it is exposed to (Moon et al., 2012). Firms are not isolated as they are part of the broader business environment that poses specific difficulties and risks that need to be sustainably handled in order to survive. For organizations to be effectively adaptive, they must remain astutely sensitive to the external environment and appropriately recognize and interpret the ensuing pointers of change (Jochimsen and Napier, 2013). It is important to note that organizations that have a focus that is internally skewed will always experience a myriad of challenges in respect to adaptability.

Cameron and Quinn (2011) believe that although being sensitive to the external climate and the current signs of change is essential, businesses must create a culture promoting foresight. Successful organizations are those that remain ahead of the curve and can comprehend their customers' future requirements (Fey & Denison, 2013). Highly anticipated organizations regularly acquire and review data from their external environment (Baer & Frese, 2013).

According to Denison (2001), an adaptive culture consists of three main dimensions which include: The capacity to adapt and change, an organization's ability to learn, and a customer-centered culture. An organization's attitude towards change is one of the critical measures of its adaptable culture (De Dreu and West, 2011). The ability of a company to adapt to change, is reliant on the capacity, knowledge, capability, procedures and processes of its members (Lengick-Hall et al., 2011). An organization must

continually invest in the further development in the capacity of its members to adapt to changes (Weerdt et al., 2012). These capacities help companies to restructure and handle the changes in a dynamic and progressive manner (Krijnen, 2013).

A learning organization provides workers with the empowerment, quality of knowledge and equipment needed to accomplish corporate goals (Milis & Mercken, 2014). A customer centric organization is one which considers its customers views and opinions during its decision-making process (Peters & Waterman, 1982). The organization takes a proactive approach and considers the direct participation of its customers in its decision-making process. Other factors that are considered by a customer centric approach include: customer feedback, the frequency of customer engagement and proactive solutions to customer dissatisfaction (Katerina et al, 2013).

A competitive advantage can also be described as the benefit a business has in the market which leads to superior economic results (Kay,2014). Ma (2012) relates competitive advantage to a marketplace's relative positional superiority that causes an organization to outperform its competitors by offering policies that are hard to copy. He also defined competitive advantage/edge as the results obtained from the possession of precious, scarce, hard-to-replace and hard-to-imitate resources.

O'Brien and Kok (2016) posit that businesses will have to do more than just deliver the services in the future in order to enjoy sustainable earnings. This implies that they will also need to concentrate heavily on the quality of that service, its delivery technique and customers future behavior. Bontis (2015) relates human capital with competitive advantage. He noted that the more an employee possesses distinctive competence, the more the competitive edge of that organization, because more value is created by precious and rare employees. While it is true that staff can help a business by adding value using their unusual and distinctive features, it is also necessary to consider structural capital and relational capital.

2.4 Empirical Studies and Research Gaps

Mwau (2016) examined whether firm culture had effect on Kenya Power and Lighting Company (KPLC) 's performance. A representative sample size of 250 KPLC employee population was used. He used a cross-sectional survey methodology and stratified random sample techniques for top, middle and operational managers. He also utilized Denison's cultural model for gathering primary data using questionnaires and a social

science statistical package to evaluate the data. The learning ability of an organization is revealed by the presence of systems that allow the employees to obtain, decipher and understand external changes and transform them into development opportunities (Denison, 2001). A learning company focuses on empowering its employees, quality and equipment to achieve organizational objectives (Milis & Mercken, 2014). Organizations must thus establish an atmosphere in which workers can express different views and new ideas can only be produced if the employees are open to learning and free from the fear of failing. An organization's capacity to adopt new concepts will improve its adaptability to its surroundings. Studies have indicated that organization's that have a high tolerance to risk will be more innovative (Tellis et al., 2019), to accommodate and achieve a competitive edge in their sectors.

Koech studied the impact of corporate culture on Kenya's commercial banks (2013). From the study, Koech concluded that the employees seemed to adapt to the different ways of life in their organization. The study further showed that there was a positively strong connection between organizational culture and positive work attitude, staff attrition and employee level of commitment. Sidorova and Isik (2010), offer a description of cultural features as a significant component within the scale of performance. The findings indicated that all the interviewees append great significance to various organizational-cultural factors like interactions and engagement of shareholders, the findings also showed that the interviewees had a strong aversion to company having introduced new, unknown operational and performance management structures within the organization.

Tsai (2011) stated that a robust corporate culture promotes employee performance. The outcome of an organization's culture depends on the environmental setting within which the business operates. A positive and powerful corporate culture enables workers to do their best and accomplish the goals and aims of the company. On the other hand, a weak and negative organization culture makes employees perform poorly and hinders their ability to meet the target goals of the organization. Nyambegera and Sparrow (2011) examined the many variables affecting employee performance in several commercial banks in Uasin Gishu County. In their research, they concluded that job performance and employee behavior is significantly influenced by the organizational culture. Mutai (2015) found out that in order for an organization to be profitable they must implement their

strategy successfully. Conflicting priorities, weak co-ordination and unclear strategic intentions across functions negatively impacts strategy execution.

The empirical studies that were reviewed focused on culture's impact on organizational performance. Majority of the local studies also focused on the banking sector in Kenya. There has been little to no research on the adaptive character of culture and its effect on the competitive advantage of an organization. Therefore, the study seeks to fill the existing knowledge gap.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the findings of the study. Data gathering and analysis techniques are also explained step by step. Further information is given in detail on the research strategy and study population.

3.2 Research Design

To investigate the competitive benefits of an adaptive culture, a cross-sectional technique was used. This methodology was chosen because large samples of data are more credible and provide meaningful results when numerous variables are studied. Surveys are vital because they provide a precise depiction of the larger population. The design was capable of responding to who, where, when and how queries, allowing participants to respond without restriction.

3.3 Population of the Study

Zikmund et al. (2010) define the population as a collection of individuals, such as, families residing in a city or state out of which a research selects individuals to respond to research questions. The study's population focused on the aforementioned three mobile telecommunications. Due to the large population number a census survey was conducted.

3.4 Data Collection

Primary data was utilized in this research. The results were gathered via the use of a questionnaire prepared and processed by 80 workers from the three mobile telecom companies. The questions in the questionnaire were close-ended. It was organized into three sections, with the first portion including the respondents' demographic information, the second part focused on the adaptable organizational culture and the third on the competitive advantage. The researcher employed a researcher to send surveys to different mobile communications firms where the researcher dropped the questionnaire and collected the questionnaire from the respondents.

3.5 Data Analysis

Questionnaires were updated for uniformity after the completion of the data collection. To tidy up the data and to detect anomalies in answers and to enter particular numerical values for future research, editing, tabulation and coding were employed. In order to analyze data which contained measures of central tendency (mean or average) and

distribution measurements, descriptive statistics were utilized (variance and standard deviation). Bar charts and tables were utilized to present the findings. The association between the variables was established using the multiple linear regressions model below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y is Performance

β_0 is the model 's constant

β_1 to β_6 are the regression coefficients

X_1 = Power Distance

X_2 = Customer Focus

X_3 = Openness to Change

X_4 = Organization Learning Variable

X_5 = Competitive Advantage Variable.

E = Error Term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter provides information and observations on results of the study. The following sections summarize the analysis's findings.

4.1.1 Rate of Response

101 workers were randomly selected from Kenya's three mobile carriers to whom questionnaires were distributed. 80 questionnaires were completed and returned. A response rate of 79% was recorded as indicated in Table 4.1.

Table 4.1 Response Rate

	Frequency	Percentage (%)
Response	80	79
Non Response	21	21
Total	101	100

Source: Study Research Data

The rate of response in Table 4.1 concurred with Babbie (2010) who outlined that a rate of response that is greater than 70% is sufficient for data analysis and presentation of the results. As a result of the adequate response rate, the researcher proceeded with analyses of data.

4.2 General Information

The study evaluated the respondent's general information which included education level, age and length of service.

4.2.1 Age of the Respondents

The age of the respondents was summarized in the table below.

Table 4.2: Age of the Respondents

	Safaricom		Airtel		Telkom		Total	
Age	Number	% of total	Number	% of total	Number	% of total	Number	% of total
Below 25 years	5	18%	4	16%	6	22%	15	19%
26 -35	6	21%	8	32%	9	33%	23	29%
36-45	9	32%	7	28%	8	30%	24	30%
46 years and above	8	29%	6	24%	4	15%	18	23%
Total	28	100%	25	100%	27	100%	80	100%

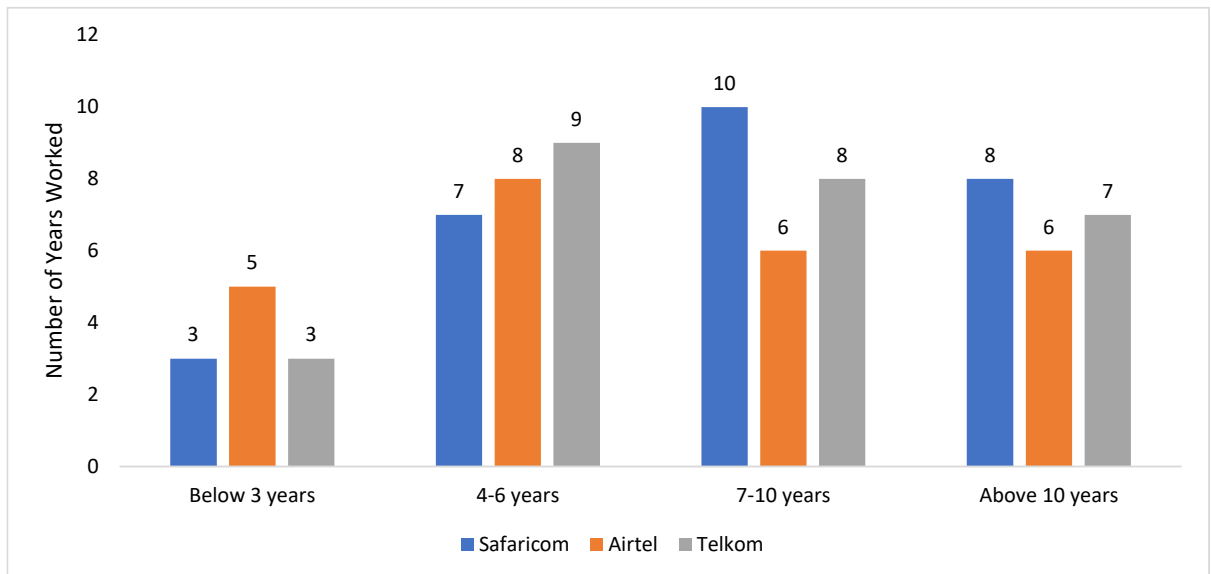
Source: Study Research Data

Table 4.2 shows that the bulk of respondents, 30%, were 36- 45 years, 29% were between 26-35 years, 23% were above 46 years and 19% were below 25 years

4.2.2 Years of Experience of the Respondent's

The respondents were asked to provide their years of experience. Their responses are shown in Figure 1 below.

Figure 1: Respondents Employment Tenure



Source: Research Data

From Figure 1 above, 30% of companies worked 4-6 years, then 30% of workers worked with their company for 7-10 years, and 26% for their organization for more than 10 years. 14% of respondents were employees who worked for less than 3 years.

4.2.3 Highest Education Level

Participants were requested to state what their highest level of education was. Their responses are given in Table 4.3.

Table 4.3: Respondents Academic Qualifications

	Safaricom		Airtel		Telkom		Total	
Academic Qualifications	Number	% of total	Number	% of total	Number	% of total	Number	% of total
Diploma	3	11%	4	16%	3	11%	10	13%
Degree	12	43%	15	60%	14	52%	41	51%
Post Graduate degree	13	46%	6	24%	10	37%	29	36%
Total	28	100%	25	100%	27	100%	80	100%

Source: Study Research Data

Table 4.3 above shows that 51% of the participants of the study, had a bachelor's degree and 36% of the population had postgraduate degrees. 12.5% of the respondents hold a diploma.

4.3 Adaptive Organization Culture

The independent variables of this research were adaptive organization culture. It was essential to determine the opinions of respondents on their organization's adaptive organization culture. The adaptive organization culture was assessed on a 5-point Likert scale and the respondents were required to state to which degree they agreed with the statements, and the responses were rated: "5 being to a very large extent, 4 being to a large extent, 3 being to a moderate extent, 2 to a less extent and 1 being to a least extent". For each question, the most favorable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. In this study the average value of 4.0-5.0 was widely used, 3.0-4.0 was moderate, 2.0-3.0 was small, and 1.0-2.0 was not agreed. A total of 16 sentences were utilized to review the presence of an adaptive organization culture among mobile telecommunication companies in Kenya.

4.3.1 Power Distance

The participants were furnished with five questions on power distance and prompted to demonstrate their degree of understanding. The evaluation was on a 5-Point Likert Scale. Table 4.4 summarises the results.

Table 4.4: Power Distance

Statement	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
People in executive positions should consult junior employees in the decision making process	4.00	0.89	3.20	1.44	3.89	0.77
Promotions should be for all job grades	3.95	1.08	4.50	1.02	4.15	0.46
Managers should mingle with those in lesser levels on a regular basis.	3.89	0.92	3.98	0.49	3.85	0.64
Leaders should delegate essential responsibilities to individuals in junior positions.	4.05	0.52	3.02	0.45	4.04	0.53
People at lower levels of management may disagree with their superiors' choices.	3.99	0.99	3.50	0.89	3.59	0.62
Sum of means	19.9		18.2		19.5	
Mean	3.98	0.88	3.64	0.86	3.90	0.60

Source: Research Data

4.3.2 Customer Focus

The participants were furnished with five questions on customer focus and prompted to give their views. Table 4.5 outlines the outcomes.

Table 4.5: Customer Focus

Statement	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
Customer feedback has a direct impact on our choices.	4.05	0.41	3.89	1.14	3.95	1.32
Every employee has a thorough knowledge of what customers want and need.	3.87	1.24	3.56	0.80	3.75	0.65
Customer needs are usually met in the organization.	4.08	0.57	4.01	0.51	3.55	0.47
In our decision-making process, we often consider the needs of our customers.	3.99	1.21	3.98	0.78	3.73	0.59

Customers are usually assisted where they face difficulty in acquiring about the service.	3.56	0.94	4.31	1.08	4.19	1.13
Sum of means	19.6		19.8		19.2	
Mean	3.91	0.87	3.95	0.86	3.83	0.83

Source: Research Data

4.3.3 Openness to Change

The participants were furnished with five questions on openness to change and prompted to demonstrate their degree of agreement. Table 4.6 outlines the findings.

Table 4.6: Openness to Change

Statement	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
The manner in which things are done is adaptable and simple to alter.	4.00	0.89	3.56	0.97	4.00	0.38
Employees can adapt to adjustments in the corporate environment, including those caused by rivals.	3.67	1.08	3.82	1.23	3.43	0.65
Work is always evolving, and new and better methods of doing things are being implemented.	3.81	0.66	3.66	0.54	3.95	1.11
Sum of means	11.5		11.0		7.4	
Mean	3.83	0.88	3.68	0.91	3.72	0.71

Source: Research Data

4.3.4 Organization Learning

The participants were furnished with three questions on organization learning and prompted to demonstrate their degree of agreement. Table 4.7 summarises the results.

Table 4.7: Organization Learning

Statement	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
Failure is seen positively by the company as a chance for learning and development.	3.88	0.89	3.94	1.05	3.95	0.75
Innovation and risk management are promoted and rewarded.	3.98	1.08	4.02	0.98	3.93	0.567
Learning is an essential goal in our daily job.	4.23	0.92	3.72	0.65	3.88	0.156
Sum of means	12.09		11.68		11.76	
Mean	4.03	0.96	3.89	0.89	3.92	0.49

Source: Research Data

The questionnaire statements on adaptive organizational culture produced means that were over 3.5 and standard deviations that were less than one (1) thus falling within the acceptable variations. This implies that the questions asked captured the aspects of adaptive organization culture succinctly and the respondents were able to understand them as representative of the concept under study. The collective summary on adaptive organization culture as obtained from the three mobile telecommunication companies is shown in the table below:

Table 4.8: Adaptive Organization Culture Variables

Adaptive Organisation Culture Variables	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
Power Distance	3.98	0.88	3.64	0.86	3.90	0.60
Customer Focus	3.91	0.87	3.95	0.86	3.83	0.83
Openness to Change	3.83	0.88	3.68	0.91	3.72	0.71
Organization Learning	4.03	0.96	3.89	0.89	3.92	0.49

Source: Research Data

Safaricom’s culture is moderately influenced by all three variables as evidenced by a mean of 3.98 for power distance, 3.91 for customer focus, 3.83 for openness to change and largely influenced by organization learning as shown by a mean of 4.03.

Airtel’s culture is moderately influenced by all four variables as evidenced by a mean of 3.64 for power distance, 3.95 for customer focus, 3.68 for openness to change and 3.89 for organization learning.

Telkom’s culture is moderately influenced by all four variables as evidenced by a mean of 3.90 for power distance, 3.83 for customer focus, 3.72 for openness to change and 3.92 for organization learning.

4.4 Competitive Advantage

In the study, an organization’s competitive advantage was the dependent variable and the views of the respondents on the competitiveness of their organizations was determined. The participants in the study were asked to indicate their agreement level related to the assertions on the competitiveness of their organization. The answers were evaluated on a 5-point likert scale, where: “5 = strongly agree; 4 = agree; 3 = neither agree nor disagree; 2 = disagree and 1 = strongly disagree”. Table 4.9 summarises the averages and standard deviations that were generated.

Table 4.9: Statements on the Competitive Advantage of the Organization

Statement	Safaricom		Airtel		Telkom	
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev
We are first in the market to introduce new products	3.95	0.89	3.50	0.15	3.78	0.98
We offer a competitive price for our products	3.98	0.13	3.97	0.72	3.60	0.54
Our company is profitable	4.00	0.92	3.20	1.86	3.50	1.34
Our products and services are of a high quality	4.01	0.32	3.95	0.65	3.99	0.55
Our products and services are highly reliable	3.98	0.32	4.00	0.73	3.63	1.03
Total	3.98	0.52	3.72	0.82	3.70	0.89

Source: Study Research Data

The results of the research showed the competitiveness of Safaricom Limited in the Kenyan market at an average of 3.98 and a standard difference of 0.52. Airtel Kenya ranked second in the average 3.72 rating, whereas Telkom Limited ranking 3.70 in the mean and 0.89 in the standard ranks.

4.5 Effect of an adaptive culture on competitive advantage

The research utilized an analysis of correlation and regression (ANOVA) to gauge the impact of an adaptive culture on the competitive advantage of Kenya's mobile telecommunication companies, to confirm if there is a strong connection between the study variables and to establish whether there are important links and differences between those variables.

4.5.1 Correlation Analysis

The Pearson correlation analysis methodology was used to consider the link between an adaptive organization culture and competitive advantage as summarized in Table 4.10.

Table 4.10: Correlation Analysis

		PD	CF	OPC	OL	CA
PD- Power distance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	80				
CF- Customer focus	Pearson Correlation	.523*	1			
	Sig. (2-tailed)	.05				
	N	80	80			
OPC-Openness to change	Pearson Correlation	.583**	.141*	1		
	Sig. (2-tailed)	.01	.05			
	N	80	80	80		
OL-Organization Learning	Pearson Correlation	.650**	.324**	.215*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	80	80	80	80	
CA-Competitive Advantage	Pearson Correlation	.783**	.638**	.466*	.625**	1
	Sig. (2-tailed)	.01	.01	.05	.01	
	N	80	80	80	80	1

** . Correlation is significant at the 0.01 level (2-tailed).

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

The Pearson correlation value $r=0.783$ in Table 4.10 shows that there is a correlation between power distance and competitive edge. Customer service and competitive advantage with Pearson's 0.638 and 0.01 correlation coefficient level. Openness to change displayed an insignificant positive correlation with competitive advantage, with a coefficient correlation of 0.4661 and a 0.05 significance level. Finally, organizational learning exhibited a positive correlation to competitive advantage, as measured by a Pearson's correlation coefficient of 0.6251 and a 0.05 p-value.

4.6 Regression Analysis

The study carried out a multiple regression analysis to evaluate how an adaptable culture impacts an organizations competitive advantage.

4.6.1 Summary of Model

The independent and dependent variables indicated the presence of a positive correlation between them ($R=0.876$) as indicated in the model summary. The findings show that 68.40% of the variance in the competitive advantage (dependent variable) of the three mobile telecoms firms is responsible for their adaptiveness, while 31.6% of competitiveness was attributed to other variables which are not included in this research.

Table 4.11: Summary of Model

Model	R	R ²	Adjusted Square	R	Standard Error of th Estimate
1	.876 ^a	.767	.684		0.419

Predictors: (Constant), Power distance, customer focus, openness to change and organization learning.

4.6.2 Analysis of Variance

Analysis of Variance (ANOVA) was used to determine if the regression model was appropriate for the data collected as shown in Table 4.11.

Table 4.12: ANOVA

Model	Sum of Squares	df	Mean Square	F	Si
Regression	8.09	5	1.618	2.427	.00
Residual	2.46	75	0.176		
Total	10.55	80			

The F-ration was statistically significant at $p < 0.05$ ($F(5.75)=2.427$, $p=0.0020$). This revealed that the competitive advantage of mobile communications firms in Kenya was greatly influenced by an adaptive organization culture.

4.6.3 Model Regression Coefficients

The standardized coefficient, unstandardized coefficients, standardized coefficient, statistical t and significant values are illustrated in the table below.

Table 4.13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B (β)	Std. Error	Beta (β)		
(Constant)	.179	.756		.236	.817
Power distance	.149	.239	.165	.623	.543
Customer focus	.247	.159	.272	1.554	.012
1 Openness to change	.239	.125	.305	1.906	.037
Organization learning	.200	.273	.126	.733	.476

a. Dependent Variable: Competitive advantage

The regression equation was as follows:

$$Y = 0.179 + 0.165X_1 + 0.272X_2 + 0.305X_3 + 0.126X_4$$

Where:

Y = Competitive advantage

X₁ = Power distance

X₂ = Customer focus

X₃ = Openness to change

X₄ = Organization learning

The power distance regression coefficient is 0.149. A unit shift in the power distance would increase the competitive advantage by 14.9%. An increase in the customer focus by one unit would enhance the competitive advantage by 24.7 %. One unit shift in openness to change would lead to in a 23.9% improvement in competitive advantage. A change of one unit in organizational learning would increase the competitive advantage by 20%. At a 5% level of significance, all the indicators of an adaptive organization culture were significant. It can therefore be deduced that an adaptive culture influences the competitive advantage of mobile telecommunications companies in Kenya.

4.7 Discussion of Findings

The determination of the relationship between an adaptive culture and the competitive advantage of Kenya's mobile telecommunication companies was the main aim of the

study, which identified that the adaptiveness of a company's culture positively or negatively impacts its competitive advantage. The regression analysis outlined that an organization's adaptive culture is responsible for 68.4 % of its competitive advantage.

The study demonstrated that Safaricom Limited was most competitive with an average of 3.98 and a standard deviation of 0.52. Airtel Kenya Limited was ranked second in terms of competitiveness with an average of 3.72 and a standard deviation of 0.82 and Telkom Kenya limited was ranked third in terms of competitiveness with an average of 3.70 and standard deviation of 0.89, indicating that cultural adaptability, to some extent, influenced their competitiveness. This can be explained by Pearson's correlation statistic of .876 which showed a statistically significant strong positive connection relating to the adaptability of an organization's culture and its organizational competitive advantage.

With regard to power distance, the study established that the three organizations have a low power distance. Respondents agreed that the power distance in their organizations were relatively low, registering means of 3.90, 3.64 and 3.98 for Telkom, Airtel and Safaricom respectively. Based on the regression analysis, power distance had a p value of less than 0.05. This shows that power distance had a substantial effect on the competitive advantage which is in accordance with Hofstede's (2015) conclusions that a lower power index indicates a culture that encourages organization structures that are flat and comprise of decentralized decision making, collaborative style of management and easily adapt to change.

With regards to customer focus, the study revealed that the three organizations are largely customer centric. Peters & Waterman, (1982) defines a customer centric organization as one which considers its customers views and opinions during its decision-making process. Safaricom Limited largely employs a customer centric culture with a mean of 3.91. Airtel and Telkom moderately employ a customer centric culture with means of 3.95 and 3.83 respectively. The finding is in line with Peter and Waterman (1982) who argue that excellent companies are characterized by customer centricity and command a high competitive advantage.

The study established that organizations that are open to change maintain a competitive advantage in the marketplace. Safaricom's culture is largely open to change as shown by the average of 3.83 and 0.88 standard deviation. Telkom Kenya also has a culture that is largely open to change as highlighted by the 3.72 mean and 0.71 standard deviation.

Airtel's culture is also largely open to change as is highlighted by a 3.68 mean and a 0.91 standard deviation. The study established all three organizations respond positively to changes in the business environment. The findings agree with Daft (2010) who stated that a good organizational culture supports change.

The study showed that the three organizations have adopted organizational learning to a large extent. Safaricom recorded a 4.03 mean and a 0.96 standard deviation with regards to organization learning. Airtel and Telkom recorded an average of 3.89 and 3.92 respectively and standard deviations of 0.89 and 0.49 respectively.

The findings agree with Denison (2001), who stated that an adaptive culture consists of three main dimensions which include: The ability to change and create change, the ability of an organization to learn (organizational learning) and a customer centric culture. The study has established that the organization that had high mean scores in majority of the independent variables also scored the highest competitive advantage. The findings further agree with Tsai (2011) who states that a strong organizational culture leads a firm to be competitive. There is strong relationship between an adaptive organization culture and competitive advantage.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the data analysis findings and the conclusions drawn. Additionally, it contains recommendations for future studies on this subject. The study's aim was to determine the impact of an adaptive organizational culture on mobile telecommunications firms' competitive advantage in Kenya.

5.2 Summary

The research's aim was to understand the influence of an adaptive culture on the competitive advantage of mobile communications businesses in Kenya. The study established that all three organizations have relatively strong adaptive organizational cultures which is clear from the fact that all the four independent variables: power distance, customer focus, openness to change and organizational learning, of the study produced means that were over 3.5 and standard deviations that were less than one (1) thus falling within the acceptable variations.

The findings showed that the competitiveness of Safaricom Limited in the Kenyan market resulted in an average of 3.98, and 0.52 standard deviation. Airtel Kenya was ranked second with a 3.72 mean and 0.82 standard deviation, while Telkom Limited was third with a 3.70 mean and a 0.89 standard variation.

A positive correlation relating to the culture of a company and its competitive advantage was established by the study. The regression analysis revealed that the regression model used was a good predictor and was statistically substantial, as evidenced by a p-value less than 0.05 in the analysis of variance.

5.3 Conclusion of the study

The study established that of the four variables testing the adaptiveness of an organization's culture, power distance and organization learning had a larger influence on the culture of the organizations. Customer focus and openness to change had a moderate influence on culture.

The study concluded that Safaricom Limited was most competitive mobile telecommunication company in Kenya. Telkom Kenya Limited was ranked second in terms of competitiveness and Airtel Kenya limited was ranked third in terms of competitiveness in Kenya.

The study concludes that there is a strong positive correlation related to an adaptive organization culture and competitive advantage. Additionally, it concluded that the adaptiveness of an organization's culture was significantly responsible for the organization's competitiveness in the three mobile telecommunication companies in Kenya.

5.4 Recommendations

The research found that companies that have a stronger adaptive culture, enjoy a greater competitive advantage. It is therefore recommended that organizations should adopt adaptability as a core element of their organization's cultures. The business environment is constantly changing and the ability of organizations to keep up with these changes will directly impact the financial, commercial and operational performance of the company. Companies cannot only rely on their ability to do one thing correctly, they must also be good at learning how to do new things, to adapt. Companies can no longer afford to build

their operations and strategies on scale and efficiency, these strategies rely on a stable business environment, which in recent times has not remained stable.

The study also recommends that organizations should establish policies and procedures that promote a strong adaptive culture with behavioral examples and that the implementation of these policies and procedures should be driven by top management. Companies that are considered adaptive have a low power distance, are customer centric, are open to change and foster organizational learning.

Additionally, the report recommends that firms should cultivate continual employee engagement and ensure that employees have a solid understanding of and dedication to the company's vision, mission and culture. This is because employees are the primary drivers of organizational culture. Thus, with a concise understanding of the firm's culture and vision, employees may work cooperatively to achieve set targets and success of business strategy.

5.5 Limitations of the study

One of the study's limitations is that it only focused on an adaptive organizational culture; however, there other factors that impact the competitive advantage of an organization such as technology, human capital, strategy, and finance and organization structures were not considered. These factors contribute to the 31.6 % of an organization's competitive advantage and should be considered so as to improve the accuracy of the study.

Additionally, the study's target respondents were busy owing to significant workloads, and thus did not have sufficient time to complete the surveys when the researcher offered them. This was a major limitation to the study. However, to guarantee that respondents responded adequately to the questionnaire, the researcher employed the drop and pick later strategy, which allowed respondents to complete the questionnaire at their convenience.

5.6 Further Studies Recommendations

This study, which was cross-sectional, employed a quantitative technique. It gathered solely the respondents' opinions and perceptions. The quantitative approach of the study was regarded as the most appropriate method for addressing the issues due to the time

and resource restrictions. As a result, similar study using qualitative methods is necessary in the future.

The study only sought to determine the effect of an adaptive organizational culture on the competitive advantage enjoyed by mobile telecommunications providers in Kenya. A similar study on other industries, such as financial institutions, to ascertain the findings' similarity should be carried out. Additionally, the research implies that future studies should concentrate on variables other than those examined in this study.

While the focus of this study was on an adaptive culture, there are additional aspects that influence an organization's culture. As a result of this work, additional research on other related issues such as organizational leadership, corporate governance, and organizational design in relation to organizational culture is recommended.

REFERENCES

- Attaran, J., A. Divandari and H. Adnif, 2012. Factors affecting market consolidation (Fulfillment of Competitive Advantage): Banking services in Iranian Mellat bank based on resource-based perspective. *Journal of Business Management*, 4(12): 91-112
- Baard, S. K., Rench, T. A., & Kozlowski, S. W. (2013). Performance adaptation: A theoretical integration and review. *Journal of Management*, 40, 48–99. doi:10.1177/0149206313488210.
- Baer, M., & Frese, M. (2003). Innovation is not enough: Climates for initiative and psychological safety, process innovations, and firm performance. *Journal of Organizational Behavior*, 24(1), 45–68.
- Barney, J., (2011). Firm resources and competitive advantage. *Journal of Management*, 17(1): 99-120.
- Byles, C. M. (2009). Strategy implementation: organizational culture, commitment and bank performance. *International Journal of Multidisciplinary and Current Research*, 4(5)78-89
- Caldwell, D. F., & O'Reilly, C. A. (2013). *The determinants of team-based innovation in organizations the role of social influence*. *Small Group Research*, 34(4), 497–517.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. San Francisco: Wiley.
- Chatman, J. A., Caldwell, D. F., O'Reilly, C. A., & Doerr, B. (2014). Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms. *Journal of Organizational Behavior*, 35(6), 785–808. doi:10.1002/job.1928.
- Cheung, S. O., Wong, P. S. P., & Lam, A. L. (2012). An investigation of the relationship between organizational culture and the performance of construction organizations. *Journal of Business and Economics and Management*, 13, 688–704. doi:10.3846/16111699.2011.620157.
- Cooper, D. R., & Schindler, P. S. (2013). *Business research methods*. London: McGraw-Hill.
- Coyne K., P., (2016). Competitive advantage: What it is, what it isn't. *Business Horizons*, 29(1): 54-61.
- Daneshfard, K.A., K. Vahdani & A. Aqaz, (2014). The role of the balanced scorecard in improving organizational performance. *Quarterly of Educational Leadership and Management*, 4(2): 55-72.

- David P. C., Nikki B., Meredith R., Coats, J. B., & Arwen H. D. (2015). The Effect of Adaptive Organizational Culture on Long-Term Survival: *Article in Journal of Business and Psychology* · October 2015 DOI: 10.1007/s10869-015-9420-y
- De Dreu, C. K., & West, M. A. (2001). Minority dissent and team innovation: The importance of participation in decision-making. *Journal of Applied Psychology*, 86(6), 1191.
- Denison, D. R. (1990). Wiley series on organizational assessment and change. *Corporate culture and organizational effectiveness*. Oxford, England: John Wiley & Sons.
- Evans, N., (2015). Assessing the balanced scorecard as a management tool for hotels. *International Journal of Contemporary*
- Faryabi, M., R. Tajvidi and M. Tajvidi, 2011. Relationship between market-orientation and competitive advantage in Iranian tractor manufacturing industries group, 5(17): 131-160.
- Fey, F. F., & Denison, D. R. (2003). Organizational culture and effectiveness: *Can American theory be applied to Russia?* *Organizational Sciences*, 14, 686–706. doi:10.1287/orsc.14.6.686.24868.
- Gaya H., & Strewig M., (2015). *A new theory for competitive advantage in a motor services firm in Kenya Journal of Contemporary Management*, DHET accredited ISBN 1815-7440 Volume 12 2015 Pages 862-880 Page 867. Nelson Mandela Metropolitan University
- Gelfand, M. J., Leslie, L. M., Keller, K., & de Dreu, C. (2012). Conflict cultures in organizations: How leaders shape conflict cultures and their organizational-level consequences. *Journal of Applied Psychology*, 97, 1131–1147. doi:10.1037/a0029993.
- Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R., & Neale, W. S. (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. *European Journal of Work and Organizational Psychology*, 17, 112–132. doi:10.1080/13594320701560820
- Gittleson, K. (2012, January 19). *Can a company live forever?* BBC News. Retrieved June 24, 2014 from: <http://www.bbc.com/news/business-16611040>.
- Goromonzi, W.O. (2016). Organizational Culture, Strategy Implementation and Commercial Bank Performance in Zimbabwe. *International Review of Management and Marketing*, 6(2), 307-316.
- Grant, R. (2014). The Resource-Based Theory of Competitive Advantage: *Implications for Strategy Formulation*. *California Management Review*. 33, 114-135.
- Haffar, M., Al-Karaghoul, W., & Ghoneim, A. (2014). An empirical investigation of the influence of organizational culture on individual readiness for change in Syrian manufacturing organizations. *Journal of Organizational Change Management*, Vol. 27 Issue: 1, 5-22.

- Hakkak M., & Masoud G. (2015). Development of A Competitive Advantage Model Based on Balanced Scorecard: *International Journal of Asian Social Science*, 2015, 5(5): 298-308
- Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 96, 677–694. doi:10.1037/a0021987.
- Hoffman N., P., (2016). An examination of the competitive advantage, concept; past, present, and future. *Academy of Marketing Science Review*, 11(4): 245-348.
- Hooly, G.J., G.E. Greenley, J.W. Cadagon and J. Fahy, (2015). The performance impact of marketing resources. *Journal of Business Research*, 58(3): 18-27.
- Horne, J. F., & Orr, J. E. (2018). Assessing behaviors that create resilient organizations. *Employment Relations Today*, 24, 29–39.
- Huber, G. P. (2011). Organizations: Theory, design, future. In S. Zedek (Ed.), *APA handbook of industrial and organizational psychology* (p. V1). Washington, DC: American Psychological Association.
- Hunt Shelby, D. and M. Robert Morgan, (2015). The comparative advantage theory of competition. *Journal of Marketing*, 59(1): 1-14.
- Isaboke, C. (2015) Influence of Organization Culture on Strategy Implementation in selected Universities in Kenya. *International Journal of Economics, Commerce and Management*, 6(4)45-56
- Jochimsen, B., & Napier, N. K. (2013). Organizational Culture, Performance, and Competitive Advantage: *What Next? In T. J. Kannan, Strategic Management in the 21st Century*(pp. 233-254). Santa Barbara, CA: Timothy J. Wilkinson and vijay R. Kannan.
- Kaplan, R. & D. Norton, (2004). *Strategy maps: Converting intangible assets into tangible outcomes*. Harvard Business School Press
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
- Kay, J., (2013). *Foundations of corporate success*. Oxford University Press.
- Kay, J., 2014. *Why firms succeed*. Oxford: Oxford University Press.
- Kilmann, R. H. (2015). Five steps for closing culture-gaps. In R. H. Kilmann (Ed.), *Gaining control of the corporate culture* (pp. 351–369). San Francisco: Jossey-Bass.
- Kotrba, L. M., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. (2012). Do consistent corporate cultures have better business performance?

- Exploring the interaction effects. *Human Relations*, 65, 241–262. doi:10.1177/0018726711426352.
- Kraja Y, Osmani E. (2013). Competitive advantage and its impact in small and medium enterprises (SMEs) (Case of Albania). *European Scientific Journal*. 9(16): 76-85.
- Krijnen, H. G. (2013). The flexible firm. *Long Range Planning*, 12(2), 63–75.
- Kuany, J. A. (2016). *The influence of Organizational Culture on the performance of Catholic Relief Service in South Sudan*. MBA Project, 1-49.
- Lawrence, P. R., & Lorsch, J. W. (2016). *Differentiation and integration in complex organizations*. *Administrative Science Quarterly*, 12(1), 1–47.
- Lengick-Hall, C. A., Bek, T. E., & Lengick-Hall, M. L. (2011). *Developing a capacity for organizational resilience through strategic human resource management*. *Human Resource Management Review*, 21, 243–255.
- Letangule, S. L., & Letting, N. K. (2012). Effect of innovation strategies on performance of firms in the mobile telecommunication sector in Kenya. *International Journal of Management & Business Studies*, 2(3), 75-78.
- Liao, S.-H., Chang, W.-J., & Wu, C.-C. (2010). An integrated model for learning organization with strategic view: Benchmarking in the knowledge-intensive industry. *Expert Systems with Applications* Vol. 37., 3792-3798.
- Matthews, J. & D. Arthur S., (2015). Competitive advantage in public sector organizations: Explaining the public good / sustainable competitive advantage paradox. *Journal of Business Research*, 58(1): 232-240.
- Mills, M. (2011). *Introducing survival and event history analysis*. Thousand Oaks, CA: SAGE Publications.
- Mitchell, C., Ray, R.L., van Ark, B. (2014). The Conference Board CEO Challenge 2014: Executive Summary. Retrieved from: <https://www.conference-board.org/topics/publicationdetail.cfm?publication=2681>.
- Moon, H., Quigley, N. R., & Marr, J. C. (2012). How interpersonal motives explain the influence of organizational culture on organizational productivity, creativity, and adaptation: The ambidextrous interpersonal motives (AIM) model of organizational culture. *Organizational Psychology Review*, 2(2), 109–128.
- Mwau, J. M. (2016). *The effect of organizational culture on performance of Kenya Power and Lighting Company (KPLC)*. MBA Project , 1-51
- Nadler, D., & Nadler, M. B. (2014). *Champions of change: How CEOs and their companies are mastering the skills of radical change*. San Francisco: Jossey-Bass
- Naqshbandi, M. M., Kaur, S., Sehgal, R., & Subramaniam, I. D. (2015). Organizational Culture profile of Malaysian high-tech industries. *Asia-Pacific Journal of Business Administration*, Vol. 7 No.1, 2-19

- Ostroff, C., Kinicki, A. J., & Muhammad, R. S. (2013). Organizational culture and climate. In I. B. Weiner, N. W. Schmitt, & S. Highhouse (Eds.), *Handbook of psychology. Industrial and organizational psychology* (Vol. 12, pp. 643–676). Hoboken, NJ: Wiley.
- Peteraf, M., (2013). The cornerstones of competitive advantage: *A resource-based view. Strategic Management Journal*, 14(1): 179-191.
- Ployhart, R. E., & Turner, S. F. (2014). Organizational adaptability. In D. Chan (Ed.), *Individual adaptability to changes at work: New directions in research* (pp. 73–91). New York: Routledge
- Porter, M. (2004). How Competitive Forces Shape Strategy. *Harvard Business Review*
- Porter, M., 1985. Competitive advantage: Creating and sustaining superior performance. New York: Free Press.
- Racelis, A. (2005). Exploratory Study of Organizational Culture in Philippine Firms. *Philippine Management Review* 2005, 1(2), 72-86.
- Rajasekar, J. (2014). Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 9(1).5-7
- Riley, J. (2012). *Measuring the Competitiveness of a Business*. Business Studies.
- Sachitra, V (2016), Review of Competitive Advantage Measurements: Reference on Agribusiness Sector
- Schein, E. H. (1992). *Organizational Culture and Leadership*. San Francisco, CA.: Jossey_Bass.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). San Francisco: Jossey-Bass.
- Sheppard, J. P. (2014). Strategy and bankruptcy: *An exploration into organizational death. Journal of Management*, 20, 795–833. doi:10.1016/0149-2063(94)90031-0.
- Sheridan, J. E. (1992). Organizational Culture and Employee Retention. *Academy of Management Journal*, 35, 1036-1056.
- Sutton, R. I. (2002). *Weird ideas that work: 11 1/2 practices for promoting, managing, and sustaining innovation*. New York: Simon and Schuster.
- Tellis, G. J., Prabhu, J. C., & Chandy, R. K. (2009). Radical innovation across nations: The preeminence of corporate culture. *Journal of Marketing*, 73, 3–23.
- Thatte AA. *Competitive advantage of a firm through supply chain responsiveness and SCM practices*, Doctoral dissertation, The University of Toledo; 2007.

- Trahms, C. A., Ndofor, H. A., & Sirmon, D. G. (2013). Organizational decline and turnaround: A review and agenda for future research. *Journal of Management*, 39, 1277–1307. doi:10.1177/0149206312471390.
- Trevor, C. O. (2001). Interactions among actual ease-of-movement determinants and job satisfaction in the prediction of voluntary turnover. *Academy of Management Journal*, 44, 621–638. doi:10.2307/3069407.
- Van der Weerdt, N. P., Volberda, H. W., Verwaal, E., & Stienstra, M. (2012). *Organizing for flexibility: Addressing dynamic capabilities and organization design*. In A. Bøllingtoft, L. Donaldson, G. P. Huber, D. D. Ha°konsson, & C. C. Snow (Eds.), *Collaborative communities of firms: Purpose, process, and design*. New York, NY: Springer
- Warren, J.K., (2011). *Global marketing management*. Ebrahimi, A.H (Translated). Tehran: Publications Office of Cultural Research
- Watkins, K. E., & Marsick, V. J. (1993). *Sculpting the Learning Organization: Lessons in the Art and Science of Systemic Change*. San Francisco, Calif: *Jossey Bass Business & Management Series, 1st Edition*
- Wongrassam, P. Gardiner and J. Simmons, (2013). Performance measurement tools: The balanced scorecard and the EFQM excellence model. *Journal: Measuring Business Excellence*, 7(1): 14-28.
- Zakic N, Jovanovic A, Stamatovic M. (2008). External and internal factors affecting the product and business process innovation. *Journal of Economics and Organization* ;5(1):17-29.

APPENDICES

Appendix i: Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

1. Company Name (Optional).....

2. Age bracket?

21 - 29 Years [] 30 - 39 Years [] 40 - 49 years [] 50 - 59 years [] Over- 59 years []

3. Number of years worked?

Less than 3 years [] 3.5-6.5 years [] 6.5-10 years 7-10 years []

What is your level of Education?

High School [] Diploma [] Undergraduate Degree [] Post Graduate

SECTION B: ORGANIZATIONAL CULTURE

POWER DISTANCE

To what degree do you agree with the following power distance characteristics shown by your firm? Use the scale below to help you.: 1- No extent, 2- Little extent, 3- Moderate extent, 4-Great Extent, 5- Very great Extent.

Component	1	2	3	4	5
People in executive positions should consult junior employees in the decision making process					
Promotions should be for all job grades					

Managers should mingle with those in lesser levels on a regular basis.					
Leaders should delegate essential responsibilities to individuals in junior positions.					
People at lower levels of management may disagree with their superiors' choices.					

CUSTOMER FOCUS

To what degree do you agree with the following customer-focused characteristics shown by your company? Use the scale below to help you.: 1- No extent, 2- Little extent, 3- Moderate extent, 4- Great Extent, 5- Very great Extent.

Component	1	2	3	4	5
Customer feedback has a direct impact on our choices.					
Every employee has a thorough knowledge of what customers want and need.					
Customer needs are usually met in the organization.					
In our decision-making process, we often consider the needs of our customers.					

Customers are usually assisted where they face difficulty in acquiring about the service.					
---	--	--	--	--	--

OPENNESS TO CHANGE

To what degree do you agree with the following characteristics of your company's change? On a scale of 1 to 5, choose the most suitable response from the options given. Use the scale below to help you: 1- No extent, 2- Little extent, 3- Moderate extent, 4- Great Extent, 5- Very great Extent.

Component	1	2	3	4	5
The manner in which things are done is adaptable and simple to alter.					
Employees are able to adapt to changes in the corporate environment, including those caused by rivals.					
Work is always evolving, and new and better methods of doing things are being implemented.					

ORGANIZATIONAL LEARNING

To what degree do you believe that your company has the following characteristics of organizational learning? To assist you, use the scale below: 1- No extent, 2- Little extent, 3- Moderate extent, 4- Great Extent, 5- Very great Extent

Component	1	2	3	4	5
Failure is seen positively by the company as a chance for learning and development.					
Innovation and risk management are promoted and rewarded.					
Learning is an essential goal in our daily job.					

SECTION C: COMPETITIVE ADVANTAGE

Do you agree with the following characteristics of your company's sustained competitive advantage? To aid you, use the scale below: 1- No extent, 2- Little extent, 3- Moderate extent, 4- Great Extent, 5- Very great Extent.

Component	1	2	3	4	5
We are first in the market to introduce new products					
We offer a competitive price for our products					
Our company is profitable					
Our products and services are of a high quality					
Our products and services are highly reliable					

Appendix ii: List of Mobile telecommunication companies in Kenya

- i. Safaricom
- ii. Airtel
- iii. Orange Telkom