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Effect of Strategic Change on Performance of Media Firms in Nairobi Kenya

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ABSTRACT

Purpose: Given the rapidly evolving media landscape in Nairobi, Kenya, which presents a unique opportunity to explore the impact of strategic change on organizational performance, this study addresses the effectiveness of various change strategies thereby offering valuable insights for media managers and policymakers striving to enhance the resilience and growth of media enterprises in Nairobi.

Design/Methodology/Approach: The study utilized a descriptive and correlational research design, administering closed-ended questionnaires to a sample of 122 departmental heads drawn from a target population of 176 departmental heads across six prominent media firms in Nairobi: Nation Media Group (NMG), Standard Group (SG), Royal Media Services (RMSs), Mediamax Network Limited (MNL), Radio Africa Group (RAG), and Capital Group Limited (CGL). The heads of the editorial, technical, sales and marketing, administrative, and public relations departments constituted the target and sample. Techniques of simple random sampling and stratified sampling were employed. The analysis of data was conducted through the application of both descriptive and inferential statistical methods. The presentation of data was accomplished through the utilization of tables.

Findings: The performance of media firms was considerably impacted by strategic change (P 0.00<0.05). This indicates that strategic change variables significantly influenced the performance of media companies, leading to the rejection of the null hypothesis.

Implications/Originality/Value: The research suggests that media organizations ought to implement a structured change management approach to ensure smooth transitions and foster leadership skills across all tiers, thereby empowering leaders to effectively initiate and manage change processes.

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Introduction

Strategic Change denotes substantial alterations or modifications within an organization, intended to improve its performance, market standing, or operational efficiency. This was assessed through alterations in leadership, advancements in technology, and modifications in organizational structure. The outcome of a company's operations, activities, and procedures is fundamentally reflected in its performance. The metrics employed for assessing performance encompassed the quality of content, competitiveness, digital presence, brand equity, and innovation. Media firms serve as vital conduits for disseminating information, shaping public opinion, and reflecting societal norms and values (Khaled, 2024).

Transformation is an inescapable aspect of being for both individuals and organizations. Paunescu et al. (2018) contend that an organization should possess a business continuity plan when enacting a change. This involves guaranteeing that the organization possesses the capacity to navigate disruptive changes while concurrently functioning at optimal efficiency.

Literature Review

In the ever-evolving landscape of modern business, the concepts of organizational performance and strategic change are fundamentally intertwined, each bolstering the other (Benitez, et. al. 2018). Through their collaboration, a mutually beneficial partnership is formed, allowing companies to not only survive but also skillfully manage the intricacies brought about by continuous change. The relationship between organizational performance and strategic change is crucial for the progress and success of a company (Dutse, 2021). The interaction of these components engenders a powerful synergy that enables organizations to flourish in the face of uncertainty and ongoing transformation (Uwa, 2022).

Telecommunication companies in Jordan, notably Zain and Orange, have intermittently implemented change strategies that have significantly influenced their competitive positioning (Khaled, 2024).

The research conducted by Broni (2016) examines the strategic modifications and performance of personnel, highlighting the mediating role of human capital within AngloGold. The Ashanti Obuasi Mine has determined that there is a comprehensive mediation of human capital regarding strategic changes and employee performance. This was limited in terms of the scope and sector examined. In a similar vein, Atieno (2017) conducted a review regarding the influence of strategic change on the performance of KWS, ultimately concluding that such changes significantly affect performance outcomes at KWS. Khalid (2017) observed that alterations in the organizational structure, leadership methodologies, technological practices, and employee development substantially influence the performance of commercial banks.

The media industry in Kenya stands out as one of the most dynamic in Africa, yet it grapples with several challenges in its execution. The Media Council of Kenya, in conjunction with the Communication Authority of Kenya, oversees activities related to media (CAK, 2022). As of the most recent update in January 2022, notable media organizations in Kenya encompass NMG, SG, RMSs, MNL, RAG, and CGL (Nyariki, 2016). The efficacy of prominent media enterprises in Kenya fluctuates according to a multitude of factors, including market dynamics, the regulatory landscape, technological progress, and shifts in consumer behavior (Kitur & Kinyua, 2020).

NMG stands as a prominent media conglomerate in East Africa, encompassing a diverse range of interests across print, broadcast, and digital media (Nyariki, 2016). The organization possesses a number of newspapers, among them the Daily Nation (DN), the East African (EA), and various business daily publications. It additionally manages television and radio broadcasting stations. NMG has long stood as a prominent force within the media landscape of East Africa. It maintains a significant influence across print, broadcast, and digital media platforms. Nonetheless, akin to numerous conventional media enterprises worldwide, NMG has encountered difficulties stemming from a reduction in print advertising revenue and heightened rivalry from digital platforms. In light of recent developments, NMG has been broadening its digital portfolio and diversifying its sources of revenue (CAK, 2022).

The SG stands as a notable media entity in Kenya, encompassing a varied array of newspapers, television stations, and radio channels within its portfolio. The primary publication is The Standard, complemented by the operation of KTN (Kenya Television Network) and Radio Maisha. It has upheld its status as a prominent media entity in Kenya (SG Report, 2022). Nonetheless, akin to NMG, it has been compelled to adjust to evolving market dynamics by engaging in digital transformation and investigating alternative revenue avenues beyond conventional advertising (KTN, 2021).

RMSs is recognized for its esteemed television and radio stations in Kenya. RMSs, especially its premier television outlet Citizen TV, has established itself as a significant entity within the Kenyan media sphere. Citizen TV regularly achieves high rankings in viewership ratings (Nyariki, 2016). RMS has further broadened its influence via its extensive network of radio stations. Nonetheless, akin to other media enterprises, it encounters difficulties in generating revenue from digital content and adapting to regulatory transformations (Zafari, 2017).
MNL possesses a diverse array of media platforms in Kenya, such as K24 Television, Kameme TV, and Milele FM. Additionally, it disseminates periodicals including The People Daily. The performance has exhibited variability, accompanied by restructuring and shifts in ownership in recent years (Media Society of Kenya, 2023). Similar to other media organizations, Mediamax has been endeavoring to adjust to the challenges posed by digital transformation and evolving consumer inclinations.

RAG stands as a prominent entity in the realm of radio broadcasting within Kenya, encompassing notable stations such as Kiss FM, Classic FM, and Radio Jambo. The organization additionally manages digital platforms and possesses an interest in the Star newspaper (KTN, 2021). CGL manages Capital FM, a well-regarded English-language radio station in Nairobi, recognized for its informative news and diverse music programming. It additionally encompasses digital media platforms. The organization has encountered obstacles concerning advertising revenue and competition; however, it has persistently pursued innovation and diversification in its offerings (Media Society of Kenya, 2023).

Numerous internal and external factors significantly influence the performance of prominent media companies in Kenya. Various organizations employ distinct strategies to navigate the continually evolving media environment (KTN, 2021). The emphasis on digital transformation, audience engagement, and the diversification of revenue streams highlights critical domains of focus for these organizations as they endeavor to uphold their relevance and sustainability within a progressively competitive landscape (Oreyinde, Olaoye & Ogudibe, 2018). The impetus for exploring the impact of strategic change on the performance of media firms in Nairobi, Kenya, arises from a desire to comprehend how these entities navigate a swiftly evolving landscape, maintain their competitive advantage, and realize sustained growth over time. Through a thorough examination of the impacts of strategic modifications, media organizations can discern which approaches yield superior outcomes. This may encompass alterations in technological advancements, shifts in leadership dynamics, and modifications in organizational frameworks.

Statement of the Problem

For performance management to be executed with efficacy, the organization must adopt more effective and beneficial change strategies. The CGL has encountered obstacles concerning advertising revenue and competition; however, it has persistently sought innovation and diversification in its offerings (Media Society of Kenya, 2023). Similar to other media organizations, Mediamax has been endeavoring to adjust to the upheaval brought about by digital advancements and evolving consumer inclinations, while RMSs grapples with the complexities of monetizing digital content and managing regulatory transformations (CAK, 2022). Media organizations face challenges due to the delicate nature of news dissemination, which is influenced by established regulations (Media Society of Kenya, 2023). This necessitates a strategic transformation in endeavors aimed at enhancing performance. Could the scarcity of available resources and shifts within the industry be contributing factors to the diminishing performance observed in the media sector? Research indicates that the reach of media companies in remote areas has diminished as a result of the substantial expenses associated with technological devices following the enforced transition to digital platforms. This adversely affects the operational efficacy of media enterprises (Ekanem, Akpan, Ekanem, & Edem 2023). Media organizations have faced financial constraints. For example, the SG indicated a reduction in earnings amounting to 36 million (SG Report, 2022). The observed loss can be attributed to a multitude of factors, notably the volatility of resources and insufficient change management stemming from personnel attrition. Zafari (2017) posits that the decline in business performance across developed, emerging, and developing nations can be traced back to a lack of effective change strategies and an inadequate response to performance challenges. Nonetheless, Oyerinde et al. (2018) and Zafari (2017) noted that a majority of companies have persistently faced a decline in performance attributed to insufficient resource fluidity and an inadequate response to environmental challenges. Nevertheless, the prior research failed to demonstrate the link between strategic change and commercial performance. The research aims to cultivate enthusiasm for enhancing organizational performance by implementing effective change strategies, particularly within the media sector. This study aims to ascertain the impact of strategic change on the performance of media firms located in Nairobi, Kenya.

Objectives of the Study

To establish the effect of strategic change on performance of Media firms in Nairobi Kenya

Research Hypothesis

H_{01}: Strategic Change does not have a statistically significant effect on performance of Media firms in Nairobi Kenya

Contingency Theory of Change Management

The contingency theory serves as an extension of Levin’s three-step model, as described by Dunphy and Stace (1993), who utilized it to clarify the variation process through the lens of a transformational organization. Dunphy and Stace (1993) introduced a model addressing contingency and situational change, emphasizing the imperative for organizations to modify their change strategies in accordance with environmental transformations to achieve an ideal alignment. It was noted that organizations differ significantly in their structures, procedures, and core values, and that these differences may render certain situational factors relatively inconsequential to the firms involved. This implies that, according to contingency theory, managers and change agents should adapt their strategies for change based on the specific environmental context. Their attention is directed towards environmental factors alongside leadership dynamics, both of which are crucial in any transformative process.

Situational contingencies models present an exemplary framework for understanding the dynamics within businesses at different temporal junctures or in diverse contexts, where various approaches to change are posited as optimal across distinct business scenarios or timeframes (Kotter, 1995). While a contingency approach to organizational change prompts practitioners to consider environmental, technological, and size factors in their decision-making regarding appropriate change trajectories, it establishes deterministic assumptions about the nature of change within the organization. This perspective offers a limited comprehension of the objectives behind strategic choices, beliefs, and power dynamics, and overlooks the reality that organizations consist of a diverse array of interests (Dawson, 1996). Burnes (1998) clarifies that there exist three distinct schools of thought that form the foundation of change management theory. The first perspective posits that an individual's behavior is influenced by their interactions with the surrounding environment. The anticipated outcomes of human actions, along with the reinforcement of behaviors, are cyclical and reciprocal in nature. Psychologists assert that external stimuli have a significant impact on behavior. The second school of thought pertains to the dynamics within educational institutions, positing that an individual's behavior is shaped by the context of their social environment. Human behavior is shaped by the influences of collective pressures, established norms, societal responsibilities, and shared values.

Consequently, the emphasis of transformation should be directed towards influencing the norms, responsibilities, and values of the collective to attain a successful strategic evolution. The open systems perspective represents the third school of thought, emphasizing a holistic view of the entire enterprise. The organization is viewed as a composite of multiple subsystems, encompassing those of priorities and principles, technological frameworks, psychological components, and administrative structures (Mullins, 1999). An alteration in a singular facet of the system invariably influences the entirety of its structure. Change can be achieved by modifying the subsystems; however, it is essential to first comprehend the interconnections among these subsystems. The contingency theory of change management serves as a framework for analyzing the effects of strategic change on the performance of media organizations.

The contingency theory of change management typically presupposes an environment that is relatively stable and predictable, wherein change manifests infrequently and is prompted by specific triggers. Critics contend that this fixed perspective on change fails to account for the dynamic and unpredictable characteristics of the contemporary business landscape (Muiruri, 2014). In rapidly evolving industries and markets, organizations must exhibit agility and adaptability to swiftly address emerging challenges and seize opportunities. The emphasis of Contingency Theory on pre-planned, incremental change may fall short in meeting the demands for swift and adaptable responses essential for strategic agility (Khaled, 2024). To reshape media organizations in accordance with contingency theory, it is posited that change is an unavoidable phenomenon, and that such transformation fosters organizational agility over time.

Conceptual Review of Variables

Strategic Change

Change is an inescapable aspect of being for both individuals and organizations. Paunescu et al.., (2018) contend that it is essential for a company to establish a business continuity plan during the implementation of any change. This involves guaranteeing that the organization possesses the capacity to navigate disruptive changes while concurrently functioning at peak efficiency. Moreover, firms that exhibit strategic agility not only excel in anticipating change but also thrive by harnessing uncertainty as a driving force for innovation and ongoing development (Haniyeh, 2016). Strategic agility refers to the ability to swiftly and proactively adjust to an ever-changing business environment. Utilizing this approach enables organizations to maintain a competitive edge and adaptability in the rapidly changing and globally interconnected modern landscape (Abu, 2013). Strategic change emerges from the dynamics of leadership transitions, advancements in technology, and the evolution of organizational structures.

Performance

The evaluation of performance within an organization is characterized by the analysis of particular metrics of efficiency (Abu, 2013). Performance may also refer to the assessments of how a particular requirement is met or the demonstration of successfully achieving goals, utilizing insights gained from empirical experience. The effectiveness of an organization fundamentally stems from the core operations, activities, and procedures carried out by the company (Aaltonen & Ikavalko, 2012). The evaluation of content quality, competitiveness, digital presence, brand equity, and innovation serves as conclusive indicators of the effectiveness of media organizations.

Emperical Review

Broni (2016) undertook a comprehensive analysis of strategic change and personnel performance, highlighting the mediating role of human capital in a case study focused on the AngloGold Ashanti Obuasi Gold Mine. The research aimed to establish a framework for evaluating the influence of human capital as a moderating factor in the relationship between strategic changes and employee performance. Empirical evidence substantiating the presence of this mediating effect was derived from a sample of AngloGold Ashanti Ltd. Information was collected from diverse functional groups within the research organization. The research employs a quantitative approach, utilizing a self-administered questionnaire as the instrument for data collection. The examination was conducted employing Ordinary Least Squares Regression Analysis. The Sobel test, in conjunction with several other methodologies, was employed to evaluate mediation. The study's findings elucidate a comprehensive mediating role of human capital in the strategic transformations and performance outcomes of employees. The findings corroborated the idea that strategic modifications and human capital are essential in enhancing employee performance. This investigation focused on the performance of employees, while this study emphasized the performance of the organization.

Atieno (2017) reviewed how strategic change affects the performance of organizations. The goals were to assess how KWS's performance was affected by the strategic transformation. A hypothesis has been formulated. A total of 79 out of 144 employees at the Nairobi headquarters of the firm were surveyed. A descriptive study design and a convenience sample approach were both used in the research. The data was analyzed using SPSS Version 21, specifically a basic regression analysis. Strategic shifts have a major impact on KWS's performance, according to the study's results. The findings support Lewin's theory of change management, which aids in recognizing the outcomes of strategic change and mitigating adverse effects during the initial stages of implementation, thereby safeguarding organizational performance. This study concentrated on the performance of KWS, whereas this research was directed towards media companies.

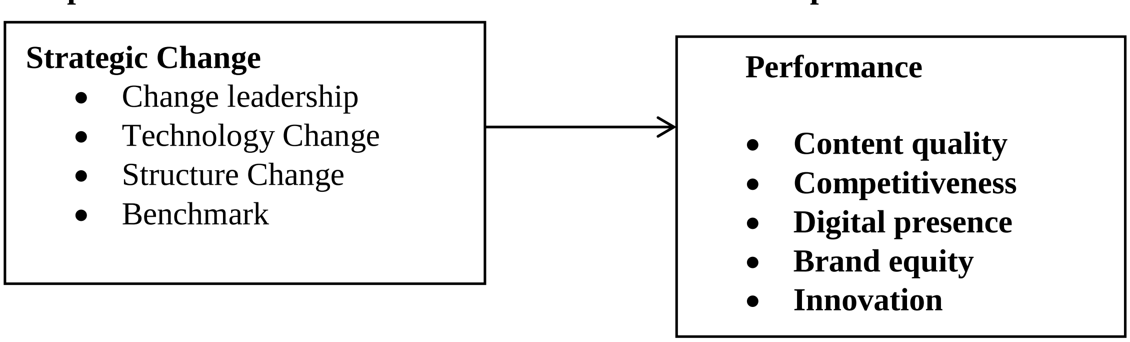
Ratemo and Kihara (2017) focused on the productivity of a specific group of media companies in Kenya and examined the influence of change management practices. This research aimed to investigate the impact of digital migration change management practices employed by media companies on their financial performance. This study analyzed the impact of various strategies on the performance of Kenyan media companies by investigating four distinct approaches: empirical rational, normative-reeducative, power-coercive, and environmental adaptive. A total of one hundred thirty-five individuals, encompassing managers, assistant managers, supervisors, and heads of departments from Standard Media Group, NMG, and RMSs, representing a comprehensive array of departments, engaged in the study. A multivariate linear regression model was employed to evaluate the statistical significance of change management techniques on the performance of media companies. The analysis reveals that the organization's performance was positively and significantly influenced by several strategies: empirical rational, normative regulatory, power coercive, and environmental adaptive. According to research, media companies can improve their effectiveness by adjusting to the evolving operational environment using approaches that are empirically logical, normative re-educative, power-coercive, and environmentally adaptive. This study takes a different approach than others by looking at the overall performance of well-known media companies rather than individual ones.

Khadid (2017) investigated the effects of strategic changes on the performance metrics of commercial banks situated in the Nairobi Central Business District. The study's overarching goal was to determine how commercial banks situated in Nairobi's central business area fared after undergoing a strategic shift. A methodology based on descriptive surveys was employed in the study. A total of 255 department heads from 25 different retail banks in the CBD of Nairobi were selected for the sample. Stratified and random sample methods were used in conjunction to select 119 individuals for the study. A survey tool was employed. The data was analyzed using descriptive statistics, such as the variance, standard deviation, and mean, to thoroughly assess the current trend. According to the findings, commercial banks' operational effectiveness is greatly affected by changes to their organizational structure, leadership styles, technology practices, and staff progression opportunities. However, media firms were not included in the probe; it was limited to commercial banks only.

Makina and Keng'ara (2018) examined the strategic adjustments undertaken by Nzoia Sugar Company in Kenya to enhance its performance. This study aimed to clarify the key elements leading to Nzoia Sugar Firm's inability to achieve its daily milling target of fewer than 7000 tons of cane. It also sought to analyze the development, implementation, and oversight of management strategies, in addition to exploring the underlying causes of resistance to change. The study utilized a census methodology, involving a group of 44 employees from the organization. The research was notable for its descriptive nature. The inquiry encompassed an amalgamation of both primary and secondary informational sources. The principal instruments for data collection employed were a blend of structured and unstructured questionnaires. The investigation employed multiple correlation analysis alongside descriptive statistics. The results indicate that subordinates demonstrated the highest level of resistance to change, comprising 67.7 percent, whereas managers exhibited a resistance rate of 6.5 percent. The execution of the plan was shown to correlate positively with enhanced business performance. A negative correlation was observed between the resistance to change and the efforts made to engage in resisting change. Although the primary research concentrated on media enterprises, the current investigation specifically analyzes the performance of sugar corporations.

Conceptual Framework

Independent variables **Dependent variable**



Source: Authors Compilation (2024)
Figure 1 Conceptual framework

Methodology
Study Area
The research investigated media enterprises in Kenya. The selection of six media firms in Nairobi, namely NMG, SG, RMSs, MNL, RAG, and CGL, is grounded in their net asset capacity and market share (Oluteyo, 2019). The media landscape in Nairobi is characterized by a concentration of firms that exert significant influence over the industry within the nation.

Research Design
This study employed both a descriptive and a correlational research strategy, facilitating the valid derivation of conclusions from the presented data. A descriptive survey study was employed to ascertain the variables that are characteristic of a specific condition. An analysis of correlation examined the relationship between the variables in question.

Target Population
The research cohort comprised the heads of departments within media organizations located in the Nairobi region of Kenya. This encompasses the television, radio, print, and digital domains pertinent to current media enterprises. The NMG comprises 37 entities, the SG encompasses 27, RMSs includes 32, MNL consists of 27, RAG totals 29, and CGL accounts for 24. This results in a comprehensive target population comprising 176 departmental heads.

Sample Size Determination
Sample size for employees was determined from the target population using the Yamane's formula (Yamane, 1967).

“ $$n = \frac{N}{1 + N(e^2)}$$

n = the desired sample size
N = the total population
e = the level of statistical significance
Therefore, the sample size for employees

$$N = \frac{176}{1 + 176(0.05^2)} = 122$$

Data Collection Instruments
The researcher sought the engagement of all individuals within the editorial, technical, sales/marketing, business, and administrative teams to complete a questionnaire. The questionnaires employed a closed-ended structure that incorporated a five-point Likert scale. The questionnaires were meticulously structured into two distinct sections: the initial segment enabled respondents to provide demographic information, whereas the subsequent section encompassed inquiries related to strategic change and performance. The research involved the utilization of three assistants for the purpose of data collection.

Data Analysis
The researcher utilized a combination of descriptive and inferential statistical techniques. The acquired data was presented in a tabular format. The analysis encompassed the computation of percentages, means, standard deviations, and frequencies. Inferential statistics included Pearson correlation, fundamental linear regression, and multiple regression methodologies.

Results and Discussion

Table 1: Strategic Change

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The company has consistently adopted changes in management for future benefit.	93	2 (2.2)	24 (25.8)	29 (31.2)	19 (20.4)	19 (20.4)	3.31	1.13
The corporation has sometimes adopted new technologies consistently.	93	2 (2.2)	1 (1.1)	17 (18.3)	43 (46.2)	30 (32.3)	4.05	1.86
The company's internal structures have always been enhanced.	93	2 (2.2)	5 (5.4)	25 (26.9)	39 (41.9)	22 (23.7)	3.79	1.94
Using market benchmarks, the firm evaluates competitors' actions.	93	1 (1.1)	13 (14)	0 (0)	20 (21.5)	59 (63.4)	3.05	1.63
Employees exhibit rational behavior and do not resist organizational change.	93	0 (0)	2 (2.2)	10 (10.8)	49 (52.7)	32 (34.4)	3.72	1.68

Source: Primary Data (2024)

According to Table 1, a significant percentage of respondents (20.4% strongly agree, 20.4% agree) indicated that the firm has consistently welcomed management change for the sake of future advancement. This suggests an overall contentment with the alterations in management within the organization. The mean score of 3.31, accompanied by a standard deviation of 1.13, indicates a moderate level of agreement with this statement, highlighting the potential for enhancement while also reflecting a distribution that suggests a variety of perspectives. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.

A considerable proportion of respondents (32.3% strongly agree, 46.2% agree) acknowledge that the firm has intermittently adopted new technologies consistently. The substantial consensus reflected by a mean score of 4.05 and a standard deviation of 1.86 highlights the phenomenon of technology adoption. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.
A considerable percentage (23.7% strongly agree, 41.9% agree) recognizes that the frameworks within the organization have consistently undergone enhancements; however, a noteworthy minority expresses dissent (2.2% strongly disagree, 5.4% disagree). This suggests the presence of potential deficiencies in the frameworks within the organization that are consistently subject to enhancement. The average score of 3.79, accompanied by a standard deviation of 1.94, indicates a degree of variability in perceptions. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.
A significant percentage (63.4% strongly agree, 21.5% agree) confirms that the firm evaluates its practices against those of others in the market. Nonetheless, the existence of dissent (14% disagree, 1.1% strongly disagree) suggests potential discrepancies in comprehension or execution. A mean of 3.05 and a standard deviation of 1.63 indicate a moderate level of consensus, accompanied by a degree of variability in perspectives. The correlation of data distribution concerning mean and standard deviation suggests that benchmarking has elicited varied perspectives. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.

A notable percentage (34.4% strongly concur, 52.7% concur) recognizes that employees demonstrate logical behavior and do not oppose organizational change. This indicates a systematic approach to organizational change. The average of 3.72, along with a standard deviation of 1.68, suggests a significant degree of agreement with minimal variation. The relationship between the mean and standard deviation implies a dataset that is evenly distributed, reflecting a lack of bias in the responses.

Table 2: Performance of media firms

No	Performance	Strongly Disagree	Disagree	Fairly Agree	Agree	Strongly Agree	Mean	S.D
1	Our firm has consistently maintained a commitment to excellence through our content initiatives.	7 (7.5)	12 (12.9)	0 (0)	16 (17.2)	31 (33.3)	3.39	1.14
2	Our firm has consistently advanced in terms of competitiveness.	14 (15.1)	10 (10.8)	25 (26.9)	23 (24.7)	21 (21.6)	3.29	1.34
3	Our firm has expanded its presence through the digital realm.	14 (15.1)	4 (4.3)	26 (28)	30 (32.3)	19 (20.4)	3.39	1.29
4	The designation of our firm has fostered a remarkable degree of customer loyalty nationwide.	0 (0)	2 (2.2)	32 (34.4)	49 (52.7)	10 (10.8)	3.72	1.68
5	Our firm has consistently enhanced existing technology through a continuous influx of innovations.	2 (2.2)	1 (1.1)	13 (14)	48 (51.7)	31 (33.3)	3.77	0.71

Source: Primary Data (2024)

Table 2 indicates that a substantial portion, 33.3%, highly agreed, while 17.2% stated that the organization has continuously upheld quality in its content offerings. Conversely, a significant proportion, 12.9%, articulated dissent, with 7.5% denoting serious disagreement. The mean of 3.39, along with a notably high standard deviation of 1.14, illustrates a considerable diversity of perspectives among the respondents. The relationship between the mean and standard deviation indicates a consistent distribution of the data, thereby ensuring adherence to quality standards in content programs. The correlation between the mean and standard deviation reflects a dataset that is evenly distributed, implying that the responses were impartial.

In addition, when asked about the company's continuous progress in terms of competitiveness, 21.6% gave a strong agreement and 24.7% gave an agreement. There was a clear difference in opinion, with 10.8% expressing dissent and 15.1% expressing significant disagreement. The replies were quite varied, with a mean of 3.29 and a standard deviation of 1.34. This suggests that respondents had different opinions regarding the firm's continuous improvement in terms of competitiveness. The data distribution was inferred from the values of the standard deviation and mean. There appears to be no bias in the responses, as the correlation between the standard deviation and the mean indicates a well-distributed dataset.

Furthermore, the company has expanded its digital footprint in evaluating the consistency. Of those who took the survey, 32.3% said they agreed with the statement and 20.4% stated they strongly agreed. In contrast, 4.3% made it clear that they disagreed, and 15.1% strongly disagreed. The large standard deviation of 1.29 and the noticeable variance in the mean of 3.39 show that there is a lot of disagreement among the respondents about this part of the digital world. Data that was consistently distributed, as evidenced by the link between the mean and standard deviation, increased the firm's reliability in the digital world. There was no evidence of bias in the responses since the mean and standard deviation are positively correlated, indicating a normally distributed dataset.

Moreover, in relation to the firm's name and its influence on fostering customer loyalty nationwide, respondents exhibited a more uniform perception. A significant majority, with 10.8% expressing strong agreement and 52.7% in agreement, indicates a pronounced level of consensus. The mean of 3.72, accompanied by a standard deviation of 1.68, indicates a significant consensus regarding customer loyalty throughout the nation. The correlation between the mean and standard deviation illustrates a distribution, thereby reflecting customer loyalty throughout the nation. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.

The feedback regarding the firm's enhancement of accessible technology, attributed to heightened innovations, revealed a significant agreement among the participants. A significant proportion, amounting to 33.3%, expressed strong agreement, while a further 51.7% indicated their agreement with the statement. The pronounced consensus is evidenced by a mean score of 3.77 coupled with a low standard deviation of 0.7, indicating a significant level of agreement among respondents concerning this facet of available technology, attributed to the surge in innovations. The relationship between the mean and standard deviation indicates that the data is closely clustered around the mean, suggesting that the availability of technology does not ensure a definitive outcome. The correlation between the mean and standard deviation suggests a well-distributed dataset, indicating that the responses were not subject to bias.

Table 3: Regression Results on Strategic change

Model Summary

“Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.450[a]	.202	.194	.77085	.202	23.087	1	91	.000

a. Predictors: (Constant), Strategic change

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.719	1	13.719	23.087	.000[b]
	Residual	54.073	91	.594		
	Total	67.792	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic change

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.166	.701		.236	.814
	Strategic change	.933	.194	.450	4.805	.000

a. Dependent Variable: Performance”

Source: Primary Data (2024)

Table 3 shows that strategic change explains 20.2% of the variation in media organizations' performance, with an R-squared value of 0.202. The model's practicality is suggested by the fact that it shows statistical significance in the ANOVA comparison table (F (1, 91) = 23.087, P 0.00 < 0.05). The results suggest that strategic change serves as a significant metric for assessing the performance of media companies. The fundamental equation of linear regression is as follows:

$$Y= 0.166+0.933X4$$

With a significance threshold of $P<0.05$, the coefficient for strategic change was found to be 0.933. This suggested that for every one-unit change in strategy, media companies' performance would change by 0.933 points in the same direction. Atieno (2017) reviewed the effects of strategy change on organizational performance, and his findings are consistent with ours. Ratemo and Kihara (2017) found that change management strategies had a significant impact on the success of several Kenyan media companies, and our results are in line with theirs. The study's findings are at odds with those of Khadid (2017), who looked at how commercial banks in Nairobi's CBD fared after implementing strategic changes.

Conclusions and Recommendations

The null hypothesis' rejection highlights how strategically shifting an organization might improve its performance. Media organizations that proactively engage in strategic transformation, including reorganization, diversification, or innovation, demonstrate increased resilience and adaptability. The successful execution of these strategic initiatives enables organizations to adeptly navigate the dynamic media landscape, leading to enhanced performance and sustained viability over time.

The research suggests that management ought to proactively advocate for and facilitate managerial transformation. Media firms ought to implement a structured change management strategy to ensure smooth transitions and foster leadership skills across all tiers, empowering leaders to effectively initiate and manage changes. Optimal circumstances for the growth of enterprises would encompass transformation.

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