EFFECT OF STRATEGIC AGILITY ON PERFORMANCE OF SELECTED MEDIA FIRMS IN NAIROBI, KENYA

Mukeya Khadinya Winnie

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DECLARATION

I declare that this Thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award in any other institution.

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Mukeya .K. Winnie

MBA/G/01-54074/2019

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We the undersigned supervisors certify that we have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a thesis entitled ***"Effect of Strategic Agility on performance of Selected Media firms in Nairobi Kenya".***

Signature:…… Date:……

Dr Dishon Wanjere

Department of Business Administration and management Science.

Masinde Muliro University of Science and Technology

Signature:…… Date:……

Dr. Mamadi Simon

Department of Business Administration and management Science

Masinde Muliro University of Science and Technology

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This thesis is solemnly dedicated to my mother Rosemary Khayela Imbenzi and my father The Late John Kitiabi Mukeya who have been the source of inspiration during my academic ladder.

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ABSTRACT

Globally, the idea of strategic agility has its origins in the widespread belief that, when it comes to production, adaptability is more crucial than mass production capabilities. The delicate nature of the news that must be reported in accordance with the rules laid out presents a problem for media companies. Media firms face economic constraints in Kenya. Nairobi as epicenter for media firms receive competitive nature of the industry that require agility. The general objective of the study was to establish the effect of strategic agility on performance of selected Media firms in Nairobi Kenya. Specific Objectives was to establish the effect of resource fluidity on performance of selected Media firms in Nairobi Kenya, to establish the effect of IT adoption on performance of selected Media firms in Nairobi Kenya, to determine the effect of strategic sensitivity on selected Media firms in Nairobi Kenya and to examine the effect of strategic change on performance of selected Media firms in Nairobi Kenya. The study was guided by three theories thus dynamic capability theory, resource-based view theory and contingency theory. The study adopted both descriptive research design and correlational research design. Primary data was collected using closed ended questionnaire on six media firms in Nairobi thus Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited. This examined television, radio, print and digital sectors for existing media firms. Validity done by KMO test, reliability cronbach alpha as Piloting done in Bungoma County media stations. The departmental heads for editorial, technical, sales and marketing, administrative and public relations forms the target and sample. This targeted 176 departmental heads and sample out 122 departmental heads. Simple random sampling and stratified sampling techniques was adopted. Data was analyzed using descriptive and inferential statistics. Descriptive availed frequency, percentages, mean and standard deviation, inferential through regression analysis thus simple linear and multiple linear regressions. Data was presented using tables and figures. Resource fluidity had a positive significant relationship on performance of media firms. Information technology adoption and performance in media firms, strategic sensitivity and performance in media, strategic change and performance in media firms P $0.00<0.05$. The combined R square thus for all strategic agility explained 51.1% of the significant variation in performance of media firms. This suggests that all strategic agility variables had a significant effect on performance of media firms hence rejection of null hypothesis. The study recommended that the management should enhance their support by availing necessary resources that would lead to performance of media firms. The study recommended that management of media firms should develop and implement a formal information technology hub that would ensure digital media is fully attained. The study also recommended that the management need to conduct a benchmark sensitivity approach to ensure they understand what others are doing. The study recommended that the management should encourage management change. Change would be ideal for growth of the firms.

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ABBREVIATIONS AND ACRONYMS

CAK	Communication Authority of Kenya
FM	Frequency Modulation
GoK	Government of Kenya
IT	Information Technology
JETC	Japan Telecommunications Engineering Consultancy Services
KTN	Kenya Television Network
MSK	Media Society of Kenya
NGO	Non Governmental Organizations
NMG	Nation Media Group
RMS	Royal Media Services
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Information technology adoption	This refers to how technology is used to help a business grow. It was tested by IT infrastructure, IT business spanning, IT proactive stance, and IT training.
Media firms	This pertains to communication channels that play a crucial role in spreading information, influencing public opinion, and mirroring civic standards and values.
Performance	is the outcome of the majority of the operations, activities, and procedures carried out by a company. Metrics used to evaluate performance included content quality, competitiveness, digital presence, brand equity, and innovation.
Resource fluidity	Refers to facilities available to steer performance this was measured by workforce, work facilities, internal audits and finances.
Strategic change	Strategic change refers to drastic moves to improve the firms operations for sustainability which is measured by change leadership, technology change, benchmarking and structure change.
Strategic agility	refers to the effective implementation of strategies such as speed, adaptability, creativity, and excellence through the incorporation of adaptable resources and optimal methods. Resource fluidity, information technology adoption, strategic sensitivity, and strategic change were analyzed in this study.
Strategic Sensitivity	This refers to cautious state taken for prosperity this was measured by awareness, organizational intelligence and leadership unity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the bustling cityscape of Nairobi, where the pulse of digital innovation beats at the heart of Africa, media firms find themselves at the crossroads of tradition and transformation. Strategic agility is a vital lifeline for media organizations in terms of navigating the turbulent waters of technological disruption and consumer dynamism. According to Nematizadeh and Khoshnood (2017) strategic agility enhances firm performance. Media firms in Nairobi operate in a highly competitive environment and to stay ahead of the competition, they need to be agile in responding to market dynamics, industry trends, and emerging opportunities (Zafari, 2017). Investigating the relationship between strategic agility and firm performance can provide insights into how media companies in Nairobi can maintain a competitive edge (Nyariki, 2020). The strategic agility concept has been gaining and continues to gain momentum in various research streams. Strategic agility is relatively a new concept in strategic management that makes performance attainable (Khaled, 2024).

Strategic agility is the capacity of a corporation to quickly identify opportunities and risks and promptly generate the necessary organizational resources (Wamba, Akter & Guthrie, 2020). Agility, as a business idea, originated in the manufacturing industry, namely in conjunction with adaptable manufacturing systems. By promptly and efficiently responding to evolving markets, propelled by customer-defined products and services, an agile organization may not only survive but also thrive in a competitive

environment characterized by continual and unpredictable change. An agile system possesses the necessary characteristics, including technology, resources, evaluative and sensitive management, and management change, to effectively address the fast evolving demands and enhance performance (Schirrmacher & Schoop, 2018). The key criteria of strategic agility are speed and adaptability (Zitkiene & Deksnys, 2018). A crucial characteristic of agility is the ability to respond effectively to change and uncertainty. The primary attributes of an agile organization are effectively adapting to change and capitalizing on and maximising the benefits of such changes. Gligor, Gligor, Holcomb & Bozkurt (2019) suggested that organisational agility refers to the effective implementation of strategies such as speed, flexibility, innovation, and quality by combining reconfigurable resources and employing best practices in a knowledge-rich environment to deliver customer-driven products and services in a rapidly changing environment. According to Williams and Olajide (2020), organizational adaptability is crucial for a company to maintain competitive advantages amid volatile operating conditions.

Across the globe, the idea of strategic agility originated in the manufacturing industry, where it was maintained that being flexible in a production process was more crucial than having the capacity for mass output (Reed, 2020). Subsequently, this idea was modified to apply to the supply chain, information technology, and, most recently, strategic management (Harraf, 2015). When seen from a comprehensive business perspective, this notion is also regarded as a crucial element that contributes to the survival of firms (Denning, 2018). Jordanian telecommunication Companies commonly referred as Zain, and Orange have occasionally employed agility strategies which made an impact for competitive purposes (Khaled, 2024).

Pakistan's engineering sector employed resource fluidity for performance of infrastructure projects (Khattak & Mustafa, 2019). Benitez, Leih and Teece, (2018) concluded that information technology adoption improved status of firms in the United States. Muhammad *et al* (2020) emphasized the significance of strategic sensitivity in enhancing the creative behavior of Palestinian non-governmental organizations (NGOs). Yet, the implementation of strategic agility in Palestinian civil groups in Gaza was seen to be inadequate (Haniyeh, 2020). Nematizadeh and Khoshnood's (2017) study of Iranian private banks all suggested a direct relationship between increased company performance and strategic agility.

In Nigeria resource fluidity in manufacturing firms was examined though at a less satisfactory rate (Kitur & Kinyua, 2020). Similarly in Nigeria resource fluidity affected organizational performance greatly (AlTaweel &Al-Hawary, 2021). The study by Dutse, (2021) on organizational agility and performance of Small and Medium Enterprises in Bauchi State, Nigeria was narrow based on scope and sector studied. Ghananian study by Etse, McMurray, and Muenjohn (2021) favoured resource allocation on sustainable performance than strategic agility.

At the local level, Wangasa (2018) conducted a study on the impact of strategic agility on the performance of commercial banks in Kenya. Similarly, Rotich and Okello (2019) examined the influence of resource flexibility on agility within universities in Kenya. In the contemporary business landscape, characterised by rapid technological advancements, fierce global competition, and unprecedented market volatility, the principle of strategic agility has superseded traditional strategic planning paradigms. Rapid adaptation to evolving circumstances is increasingly vital for an organization to

ensure its survival and sustained success (Kitur & Kinyua, 2020). Strategic agility refers to an organization's capacity to actively identify and respond to shifting conditions in the environment. A flexible and dynamic approach to strategic decision-making is fostered by this capability (Uwa, 2021).

During this era of fast technological progress and business world dynamism, companies that possess the best capacity for resilience are more likely to endure than those with the highest level of physical fitness (Etse, McMurray & Muenjohn, 2021). The ideas of strategic agility and organisational performance are strongly interconnected and were traditionally evaluated using rigid standards and static metrics (Wangasa, 2018). Increasingly, organizations are recognizing the inefficiency of adhering to inflexible, long-term strategies in the presence of unexpected disruptions. Consequently, they are prioritizing their capacity to adjust, acquire knowledge, and reevaluate their approaches (Etse, *et al*, 2021).

Primarily, in the contemporary business landscape, strategic agility has become a crucial element of organizational efficiency (Wangasa, 2018). According to Etse, McMurray, and Muenjohn (2021), it functions as a lens through which firms navigate the intricacies of the contemporary market, enabling them to convert uncertainty into opportunity and disruption into a strategic advantage. The pursuit of strategic agility becomes an essential strategic necessity as organizations encounter unprecedented challenges, which impact the trajectory of organizational success in an era of dynamic transformation (Ekanem, Akpan, Ekanem & Edem 2023).

Teece, Peteraf, and Leih (2020) define agility as an organization's capacity to reallocate resources in order to produce value. Agility refers to an organization's capacity to promptly identify changes, strengths, opportunities, weaknesses, and threats (Ekanem, *et al.* 2023). This competence is demonstrated by the organization's ability to identify developing market trends, actively listen to customers, facilitate information exchange with suppliers, closely track demand, and detect impending environmental issues. All successful organizations demonstrate agility in their capacity to promptly identify opportunities, unforeseen changes, vigilance, and swift access to relevant information (accessibility); make decisive decisions about their operations; execute those decisions promptly; and adjust the extent of their supply chain strategies and processes to the necessary level to implement their strategy (Uwa, 2022).

The concept of strategic sensitivity underscores the need of a firm being highly conscious of and adept at reacting to its external surroundings (Uwa, 2024). Contemporary businesses are increasingly recognizing the requirement of beyond conventional strategic planning and developing a heightened awareness of the factors that shape their operational environment in the dynamic and rapidly evolving business landscape (Gonzalez, Jimenez & Lorente, 2018).

Strategic sensitivity refers to the ability to recognize and evaluate signals emerging from external sources, including market fluctuations, competitive environment, technological advancements, regulatory frameworks, and socioeconomic circumstances (Ekanem, *et al*. 2023). It requires organisations to adopt a proactive strategy, monitoring these external factors and anticipating their potential impact on the organization (Uwa, 2024).

In the ever-changing landscape of modern business, the concepts of organisational performance and strategic agility are fundamentally linked and mutually strengthen each other (Benitez, *et al.* 2018). Through their collaboration, a mutually advantageous alliance is formed, allowing companies to not only withstand but also efficiently handle the challenges presented by continuous transformation. The relationship between organisational performance and strategic agility is fundamental to the growth and prosperity of a firm (Dutse, 2021).

Organisational performance is a measure of how effectively strategic agility has achieved the business objectives and contributed to maintaining a competitive advantage (Burananuth & Tampraep, 2019). In a continuously changing environment, strategic agility enables the essential capacity to adjust and improve organizational performance. The combination of these factors generates a powerful synergy that enables businesses to flourish in the presence of uncertainty and ongoing transformation (Uwa, 2022).

1.1.1 Media Firms in Kenya

Kenya media industry is one of the most active in Africa but with a number of challenges in execution. The media council of Kenya together with the communication authority of Kenya regulate media based activities (CAK, 2022).As of the last update in January 2022, some major media firms in Kenya include; Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited (Nyariki, 2020). The performance of major media firms in Kenya

vary based on various factors such as market dynamics, regulatory environment, technological advancements, and changes in consumer behavior (Kitur & Kinyua, 2020).

Nation Media Group is one of the largest media conglomerates in East Africa, with interests in print, broadcast, and digital media (Nyariki, 2020). It owns several newspapers including the Daily Nation, the East African, and business daily publications. It also operates television and radio stations. Nation Media Group has historically been one of the most influential media conglomerates in East Africa. It has a strong presence in print, broadcast, and digital media. However, like many traditional media companies globally, NMG has faced challenges due to declining print advertising revenue and increased competition from digital platforms. In response, NMG has been expanding its digital offerings and diversifying its revenue streams (CAK, 2022).

The Standard Group is another prominent media company in Kenya, with a diverse portfolio of newspapers, television stations, and radio channels. Its flagship newspaper is The Standard, and it also operates KTN (Kenya Television Network) and Radio Maisha. It has maintained its position as one of the leading media companies in Kenya (Standard Group Report, 2022). However, similar to NMG, it has had to adapt to changing market conditions by investing in digital transformation and exploring new revenue streams beyond traditional advertising (Kenya Television Network, 2021).

Royal Media Services is known for its popular television and radio stations in Kenya. Royal Media Services, particularly its flagship television station Citizen TV, has been a dominant force in the Kenyan media landscape. Citizen TV consistently ranks among the top television stations in terms of viewership ratings (Nyariki, 2020). RMS has also

expanded its reach through its network of radio stations. However, like other media companies, it faces challenges in monetizing digital content and navigating regulatory changes (Zafari, 2017).

Mediamax Network Limited owns several media outlets in Kenya, including K24 Television, Kameme TV, and Milele FM. It also publishes newspapers such as The People Daily. Its performance has been mixed, and it has undergone restructuring and changes in ownership in recent years (Media Society of Kenya, 2023). Like other media firms, Mediamax has been working to adapt to digital disruption and changing consumer preferences.

Radio Africa Group is a leading radio broadcasting company in Kenya, with stations like Kiss FM, Classic FM, and Radio Jambo. It also operates digital platforms and owns a stake in the Star newspaper (Kenya Television Network, 2021). Capital Group Limited operates Capital FM, a popular English-language radio station in Nairobi known for its news and music programming. It also has digital media platforms. The company has faced challenges related to advertising revenue and competition but has continued to innovate and diversify its offerings (Media Society of Kenya, 2023).

The performance of large media firms in Kenya is influenced by various internal and external factors, and each company adopts different strategies to navigate the evolving media landscape (Kenya Television Network, 2021). Digital transformation, audience engagement, and diversification of revenue streams are key focus areas for these firms as they seek to maintain relevance and sustainability in an increasingly competitive environment (Oreyinde, Olaoye & Ogudibe, 2018). The motivation behind studying the

effect of strategic agility on the performance of media firms in Nairobi, Kenya, lies in understanding how these firms adapt to a rapidly changing environment, stay competitive, and achieve sustainable growth.

Media firms need to be agile in responding to these market dynamics to capitalize on opportunities and mitigate risks. Investigating the impact of strategic agility on firm performance can provide insights into how media companies navigate these complex market forces (Nyariki, 2020). Many media firms in Nairobi may face resource constraints, including financial limitations and talent shortages. Strategic agility can help these firms make the most of their resources by enabling them to quickly adjust strategies and allocate resources effectively (Nyariki, 2020). Understanding how strategic agility influences firm performance can inform resource allocation decisions in media companies.

This study was motivated by the fact that the media industry in Kenya, especially in Nairobi as the economic and communication hub, is facing rapid technological changes, shifting consumer preferences, and increasing competition from digital platforms. Traditional business models are under pressure, and firms need to continuously adapt (Media Society of Kenya, 2023). This dynamic environment motivates the need to explore strategic agility an organization's ability to rapidly sense and respond to changes as a potential enabler of sustained performance. This study was motivated by the need to understand how strategic agility contributes to the performance and competitiveness of media firms operating in Nairobi’s fast-evolving media landscape.

Emergence of digital platforms, streaming services, and mobile content consumption has disrupted traditional media. Agility is needed to adopt new technologies quickly and stay ahead of tech trends. Decline in print advertising and TV ad revenue due to audience migration to digital platforms requires firms to innovate business models and diversify income sources swiftly. Entry of digital-native competitors such as blogs, influencers, podcasts, and YouTube channels, International streaming platforms such as Netflix, Spotify, YouTube dominate attention and ad spend (Oreyinde *et al,* 2018). Strategic agility helps media houses reposition, segment audiences better, and create niche, differentiated offerings. Audiences demand real-time, interactive, mobile-first, and personalized content. Younger demographics increasingly prefer digital and social platforms over traditional TV or newspapers (Kenya Television Network, 2021). Media firms must be agile in content strategy**,** platform use**,** and audience engagement tactics.

1.2 Statement of the Problem

Strategic agility is not just a competitive advantage but also a survival strategy for media firms in Nairobi. There is growing concern over fake news making audiences skeptical and to seek sources they trust that raises agility concerns (Media Society of Kenya, 2023). Strategic agility allows firms to reallocate resources quickly, downscale or upscale operations, and respond to financial shocks. In order for performance to be managed effectively, the organization needs better and useful agility strategies. The Capital Group Limited company has faced challenges related to advertising revenue and competition but has continued to innovate and diversify its offerings (Media Society of Kenya, 2023). Like other media firms, Mediamax has been working to adapt to digital disruption and changing consumer preferences as Royal media services faces challenges

in monetizing digital content and navigating regulatory changes (CAK, 2022). Media firms are challenged by sensitive state of news to be given based on regulations provided (Media Society of Kenya, 2023). This calls upon strategic agility in efforts to provide performance. Could sensitivity of information, lack of IT in place, resources at disposal and changes in the industry attribute to declining performance in the media industry? Studies suggest that the internet penetration rate of media companies in distant regions declined due to the high cost of technological gadgets following mandatory digital migration. This has a detrimental impact on the performance of media companies (Ekanem, Akpan, Ekanem, & Edem 2023). Media organisations have encountered economic limitations. For instance, the Standard Group reported a decline in earnings of 36 million (Standard Group Report, 2022). This loss was ascribed to several issues, including resource volatility and inadequate change management due to personnel attrition. According to Zafari (2017), the weakening of business performance in developed, emerging, and developing countries can be attributed to insufficient strategy agility and inadequate reaction to performance issues. Nevertheless, Oyerinde *et al*. (2018) and Zafari (2017) observed that most companies had consistently experienced a decrease in performance due to inadequate strategic agility and a lack of response to environmental issues. However, these previous studies did not establish the connection between strategic agility and media performance.

The study reports contextual gaps studies done in Nigeria (Adim & Maclayto, 2021), Palestin (Saad, 2018; Muhammad, *et al*, 2020). Furthermore, sector gaps arise for instance Adim and Maclayto, (2021) was on Fast Moving Consumer Goods sector, Saad (2018) on civil institutions and Muhammad, *et al*, (2020) on non-governmental

organisations. Conceptual gaps also arise for instance Saad (2018) sought to determine how strategic agility influenced the growth of human resources in Palestinian civil institutions.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to establish the effect of strategic agility on performance of selected Media firms in Nairobi Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives;

i. To establish the effect of resource fluidity on performance of selected Media firms in Nairobi Kenya.
ii. To establish the effect of information technology adoption on performance of selected Media firms in Nairobi Kenya.
iii. To determine the effect of strategic sensitivity on performance of Media firms in Nairobi Kenya.
iv. To examine the effect of strategic change on performance of selected Media firms in Nairobi Kenya.

1.4 Hypotheses of the Study

H_{O1}: Resource fluidity does not have a statistically significant effect on performance of selected Media firms in Nairobi Kenya.

H_{O2}: Information technology adoption does not have a statistically significant effect on performance of selected Media firms in Nairobi Kenya.

H_{O3}: Strategic sensitivity does not have a statistically significant effect on performance of selected Media firms in Nairobi Kenya.

H_{O4}: Strategic change does not have a statistically significant effect on performance of selected Media firms in Nairobi Kenya.

1.5 Significance of the Study

1.5.1 Media Firms

The study findings may provide media firms with insights into how strategic agility can serve as a lever for competitive advantage, especially in a fast-paced industry where consumer preferences and technology are constantly evolving. Media firms may use the study to inform their strategic planning and decision-making processes, ensuring they are better equipped to respond to market changes and disruptions. The study may help media firms allocate their resources more effectively, investing in areas that contribute significantly to agility and performance.

1.5.2 Government

The research may be of critical value to the government of Kenya as the findings can inform policy development, particularly in creating frameworks that encourage agility in business operations. This may lead to a more dynamic and competitive business environment. Insights from the study may be applied to enhance strategic agility within the public sector, leading to improved efficiency and service delivery. Strategic agility

may help Kenyan firms compete on a global scale which is beneficial for the country's international trade relations and investment attractiveness.

1.5.3 Scholars

The study may serve as a valuable resource for scholars, enriching the body of knowledge on strategic agility and offering practical implications for business community and beyond. It may add skills through recommendations on the ways of improving the performance of firms. Scholars may further cross examine resource fluidity, information technology adoption, strategic sensitivity, and strategic change constructs relevant for their studies.

1.6 Scope of the study

The study focuses on the relationship between strategy agility and performance of selected Media firms in Nairobi Kenya. Specifically, the study focuses on resource fluidity, information technology adoption, strategic sensitivity, and strategic change. This may help examine performance of media firms. This study focused on media firms in Nairobi because of their significance in the country's economy. The study targets media firm management because they are believed to have the required knowledge in key areas of the study and may therefore give precise information.

Nairobi is the epicenter of Kenya's media industry**,** hosting the headquarters of nearly all major media houses, including Nation Media Group, Standard Group, Royal Media Services, and Capital FM. Most national and international media decisions, investments, and innovations are piloted from Nairobi. Studying media firms here provides access to

diverse and representative insights on strategic agility within Kenya's media landscape. The study is expected to generate passion towards improving organizations through provision of resources, information technology, strategic sensitivity and strategic change especially for media industry. The current study was to establish the effect of strategic agility on performance of selected Media firms in Nairobi Kenya. Total target population of 176 departmental heads, time period January to August.

1.7 Limitation of the study

The research was restricted to four specific parameters of strategic agility: resource fluidity, information technology adoption, strategic sensitivity, and strategic change. Such limitation may restrict the generalizability of the study findings. The study thus recommended subsequent investigations on additional dimensions such as top management, strategic evaluation, and leadership and leadership unity which are not included in the study but can benefit from recommendation for further research.

The study encountered the obstacle of unwilling participants. The researcher reiterated to them that the findings were used solely for academic objectives. Moreover, the respondent's identify or the company was deliberately avoided. Some respondents failed to fill questionnaires within the expected time. This was dealt by following the respondents physically through several visits.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on strategy agility and performance in regards to media firms. It consists of theoretical review, conceptual review, empirical review, research gaps and conceptual framework.

2.2 Theoretical review

The study was guided by a number of theories: dynamic capability theory, resource-based view theory and contingency theory.

2.2.1 Dynamic Capability Theory

Developed by Teece and Pisano (1994), dynamic capacity theory is an expansion of the resource-based view (RBV) of the enterprise as described by Barney (1991). Firms in the same industry exhibit varying performance based on their unique resources and capabilities, as posited by the Resource-Based View (RBV). However, it is important to note that the RBV is regarded as static and inadequate in effectively elucidating the competitive advantage of firms in dynamic market environments. The resource-based view of the firm examines the distinctive, scarce, and replicable resources possessed by the organization that provide competitive advantage and facilitate firm expansion (Barney, 1986). Nevertheless, the task of sustaining a competitive advantage is boundless and it is a dynamic process (Hung, Yang, Lien, McLean, & Kuo, 2010). Therefore, researchers have suggested that in order for a firm to stay competitive in the

market, it must cultivate particular capabilities and engage in ongoing learning (Zott, 2003). This perspective in dynamic capabilities is particularly relevant in the context of new or evolving market environments (Wilden, Gudergan, Nielsen, & Lings, 2023). Failure to possess dynamic capabilities will hinder the company from sustaining its competitive edge, particularly in the ever-changing environment (Gnizy, Baker, & Grinstein, 2024).

Developing and maintaining dynamic capabilities require significant resources, time, and organizational commitment. Critics argue that not all firms have the resources or capabilities to invest in developing dynamic capabilities effectively (Wilden, Gudergan, Nielsen & Lings (2023). Moreover, the effectiveness of dynamic capabilities may be contingent on a firm's absorptive capacity the ability to recognize, assimilates, and apply new knowledge. Firms with limited absorptive capacity may struggle to leverage dynamic capabilities effectively, limiting their impact on firm performance (Chepkwony, 2020).

The use of dynamic capabilities aims to enhance strategic agility, which refers to the firm's ability to adapt to the increasingly complicated environmental conditions and international business experience (Hsu *et al*., 2023). This comes out as the main theory since media firms performance is based on capabilities, this simply guides the dynamic capabilities bestowed through resource capability, information technology capability, strategic sensitivity capability and strategic change capability. It is the main theory.

2.2.2 Resource Based View Theory

The resource-based view was introduced by Barney in 1991. The theory examines firm growth and diversification. Media firms grow through proper use of strategies that yield performance at large. Resources such as infrastructure should be able to stimulate performance. Penrose's (1959) established strategy fluidity as a driver of growth. Penrose recognized that strategy fluidity is a driver and limits to the expansion any one firm can undertake. The strategy resources can be both knowledge based on basis of skills and physical resource based on structures.

The resource-based view emphasizes the significance of resources, namely those resources that retain their worth inside institutional frameworks and remain difficult for other companies to duplicate (Chahal, Anu & Wirtz (2020)). Hence, the availability, sufficiency, budget evaluations, and overall quality of resources become crucial factors. Resources are often consistent throughout media companies, however variations exist.

This theory assumes that enterprises within an industry vary in terms of the resources they own (Imran & Abbas, 2020). This implies that every company have a distinct collection of resources. However, this study focuses on media companies that are observed to be homogeneous. Furthermore, the theory presupposes the presence of imperfect resource mobility. Hence, acquiring company resources in the market is challenging. This phenomenon may be attributed to the substantial transaction costs associated with their utilization in conjunction with other resources, or to their inherent value to the corporation that now exercises control over them, surpassing their potential value in other circumstances.

RBV's focus on tangible and measurable resources and capabilities makes it challenging to identify and value agile capabilities accurately (Haniyeh, 2020). Agile capabilities, such as flexibility, adaptability, and responsiveness, are often intangible and difficult to measure (Denning, 2018). As a result, RBV may underestimate the importance of these agile capabilities in driving firm performance. Critics argue that RBV's narrow focus on tangible resources may overlook the strategic significance of intangible assets related to agility (Khaled, 2024).

It should be noted that firm's resources may have a direct or positive and indirect or negative impact on performance of the firm (Boohene, 2018). Media firms have resources that need coordination for effective performance. The resources can be attained through partnership with donors so as to build resource ability. Knowledge resource is based on experience and skills level of workers. Media firms ought to utilize available facilities to achieve performance (Arias *et al*., 2021). The study finds resource based theory vital strategic resource majorly resource fluidity as study variables. To effect resources in media firms adequate strategic agility must be reinforced. This further calls upon strategic sensitivity and strategic change procedures for resources to be well utilized. When resources are well allocated and hence utilized competitive advantage arises. Resource based view guides on resource fluidity agility, information technology adoption, sensitivity and change for media sector.

2.2.3 Contingency Theory of Change Management

The contingency theory is an expanded version of Levin's three-step model, which Dunphy and Stace (1993) used to describes the variation procedure from the viewpoint of a transformational company. Dunphy and Stace (1993) suggested a contingency/situational change model, emphasizing the importance of organizations varying their strategies for change in response to environmental changes in order to achieve a optimum fit. It was also mentioned that firms vary in terms of structure, procedures, and key values they possess, and that because of these variations, related situational elements might have little effect on the firms. This suggested in the contingency theory that, dependent on the environment, managers and change agents ought to vary their strategies for change. They focus on environmental elements as well as leadership forces, which are both important in any change process.

Situational contingencies models offer an ideal model of what occurs in businesses at various points in time or in varied situations, in which varied methods to change are assumed to be the best across business situations or timescales (Kotter, 1995). Though a contingency method to change in the organization has encouraged practitioners to put into consideration environment, technology, and size aspects when making decisions on suitable change paths, it defines deterministic assumptions regarding the change nature in the organization, provides an inadequate understanding of the goal of strategic choices, beliefs, power, and ignores the truth that firms are a group of varied interests (Dawson, 1996). Burnes (1998) explains that there exists three schools of thought that serve as the foundation for theory of change management. The first is a person's school perspective, which holds that the behavior of

a person is determined by their interactions with their surroundings. Expected consequences condition action of humans, and reward of behavior to recurrent and the other way. External stimuli, according to psychologists, influence behavior. The second school of thought is the set of school dynamics, which contends that the behavior of a person is influenced by their group surroundings. Individuals' behavior conforms to group pressures, norms, responsibilities, and values.

Therefore, the focus of change ought to be impacting on the norms, responsibilities and values of the group to achieve an effective strategic transformation. The open systems school of thinking is the third school of thought, and it focuses on the whole enterprise. It considers the firm to be made up of various subsystems, including the subsystems of priorities and principles, technological subsystems, psychological subsystems, and administrative subsystems (Mullins, 1999). A change in one aspect of the system has an effect on the rest of it. Change can thus be attained by altering the subsystems, but first the interrelationship of the subsystems must be understood. The contingency theory of change management is used in examining the impact of strategic change on the performance of media firms.

Contingency theory of change management often assumes a relatively stable and predictable environment where change occurs infrequently and in response to specific triggers. Critics argue that this static view of change overlooks the dynamic and unpredictable nature of today's business environment (Muiruri, 2024). In fast-paced industries and markets, firms need to be agile and adaptable to respond quickly to emerging challenges and opportunities. Contingency Theory's focus on pre-planned, incremental change may not adequately address the need for rapid and flexible

adaptation required for strategic agility (Khaled, 2024). To transform media firms as contingency theory suggest change is inevitable, change brings organizational agility in the longrun.

2.3 Conceptual Review

Strategic agility significantly impacts the performance of media firms in a rapidly evolving landscape (Benitez, *et. al.* 2018). Strategic agility influences the performance of media firms through adaptability to market changes, speed to market, innovation and differentiation, risk management, customer centricity, optimized resource allocation, strategic Partnerships and Collaborations, continuous Improvement (Nyariki (2020). . Strategic agility is critical for media firms to thrive in a dynamic and competitive environment, embracing agility in their strategic approach, media firms can enhance their performance, drive innovation, and maintain a competitive edge in the ever-evolving media landscape (Chepkwony, 2020). The study conceptual review majors on resource fluidity, IT adoption, strategic sensitivity, and strategic change.

2.3.1 Strategic Agility

Strategic agility practice was examined through resource fluidity, IT adoption, strategic sensitivity, and strategic change. Organizations use strategic agility as a dynamic and adaptable method to manage the constantly shifting business environment (Ekanem, Iko, Ekanem & Ajibade, 2023). The ability to swiftly assess changes in the external environment, make educated decisions, and act swiftly to implement tasks that align with the organization's strategic plan are all components of this competency (Muhammad, Suliman, Mazen, Samy and Naser (2020). Strategic agility prioritises the

ability to adjust, think creatively, and engage in proactive measures to effectively tackle new opportunities and challenges (Muiruri, 2024). The independent variables comprise of resource fluidity, information technology adoption, strategic sensitivity, and strategic change.

2.3.1.1 Resource Fluidity

Resource fluidity refers to the internal capacity to quickly reconfigure business systems and redistribute resources, supported business processes for operations and resource allocation, people management strategies, mechanisms and incentives for collaboration that facilitate the more rapid and simplified transformation of business models and activity systems (Dutse, 2021). Therefore, resource fluidity refers to the tactics of flexible utilization of capital resources and redistribution of resources, together with the mobility of individuals and information within the organization and its external environment. Strategic agility, as defined by Sambamurthy Bharadwaj and Grover in their 2020 article, refers to the methodical identification of market opportunities that align with the internal resources and external stakeholders. The authors Sambamurthy *et al.* (2020) define agility as the ability to promptly perceive and respond to organizational changes in a dynamic manner. The study conducted by Ramasundaram, Neeraj, Shukla, Alavi, and Wirtz (2023) demonstrates that enhanced resource flexibility enables a company to improve its customer experience, thereby resulting in superior firm performance. resource fluidity arises from the notion of worker capabilities, work infrastructure, internal audits and financial resources.

2.3.1.2 Information Technology Adoption

Nazir and Pinsonneault (2022) argue that the combination of information technology (IT) with agility enhances the performance of a company by using the key components of agility: sensing and responding. Tallon and colleagues (2018) provide convincing evidence for the importance of strategic agility in the IT sector. When considering the concept of strategic agility, it is imperative for a corporation to have a receptive attitude towards change. Teece *et al*. (2020) argue that strategic agility can only be attained by being receptive to new ideas and adaptable in implementing change. Lowry and Wilson (2020) underline the significance of allocating resources towards information technology (IT) for a firm to have a competitive advantage in the market. Queiroz, Tallon, Sharma, and Coltman (2018) assert that strategic agility is a dynamic capacity controlled by information technology, which ultimately enhances the performance of the organization. Moreover, Warner and Wager (2019) argue that strategic agility is a dynamic talent. The authors contend that in a contemporary digital corporate setting, strategic agility is extremely important for effectively managing uncertainty. Strategic agility enables businesses to anticipate and alter their responses to incoming developments. IT infrastructure, business spanning, proactive posture, and training were used to assess information technology adoption.

2.3.1.3 Strategic Sensitivity

According to Hamdan, Muhammad, El Talla, Suliman, Al Shobaki, Mazen, Abu-Naser, Samy (2020), strategic sensitivity agility is the capacity of a media company to detect and analyze changes in the external environment, comprehend their consequences, and promptly adapt strategic initiatives in reaction. In the realm of media companies, this

flexibility is especially vital because of the fast rate of technical progress, changes in consumer habits, and developing regulatory environments. Media firms can cultivate and demonstrate Strategic Sensitivity Agility through market monitoring, data analytics, scenario planning, flexibility in business models, agile decision making, collaboration and partnerships, investment in innovation, regulatory compliance and advocacy and organizational agility. Kitur and Kinyua (2020) affirm that sensitivity in an organization helps to see what should be improved or solved. Strategic sensitivity was measured by awareness, organizational intelligence, benchamarking and leadership unity. Strategic sensitivity agility, media firms can better navigate the complexities of the modern media landscape, capitalize on emerging opportunities, and mitigate risks associated with rapid change (Saad, 2018).

2.3.1.4 Strategic Change

Change is an inevitable part of existence for individuals and organizations. Paunescu *et al.* (2018) argue that a company must have a business continuity plan while implementing a change. This entails ensuring that the organization is capable of handling disruptive changes while simultaneously operating at maximum efficiency. In addition to effectively anticipating change, strategically agile firms also flourish by leveraging uncertainty as a catalyst for innovation and continuous growth (Haniyeh, 2020). Strategic agility can be defined as the capacity to promptly and pre-emptively adapt to a perpetually evolving corporate landscape. Implementing this strategy enables companies to maintain a competitive edge and adaptability in the rapidly changing and internationally interconnected modern world (Abu, 2023). Strategic change emerges

from the environment of leadership transition, technological advancement, and structural transformation.

2.3.3 Performance

Performance in an organization is defined as the quantification of specified indices of efficiency (Abu, 2023). Performance can also denote the evaluations of how a specific requirement is managed or the exhibition of effectively attaining anything, utilizing knowledge obtained from empirical experience. Organizational performance is the outcome of the majority of the operations, activities, and procedures of a company (Aaltonen & Ikavalko, 2022). Analysis of content quality, competitiveness, digital presence, brand equity, and innovation are unambiguous indicators of the performance of media companies.

2.4 Empirical Review of Literature

The empirical literature review discusses the issues that this study set out to address with each subsection being derived from the research objectives of this study. The study reviewed and analyzed research works found to be relevant with the aim of picking out any research gaps and issues that may be of importance to the variables to be studied.

2.4.1 Resource Fluidity and Performance

Khattak and Mustafa (2019) talked about how resources are used, how complicated designs are, and how well they work in Pakistan's building infrastructure projects. The study selected project managers as participants and asked 32 respondents to complete semi-structured questionnaires. The study centred on 85 projects operating within the public sector. The least-square regression analysis revealed that leadership competences,

management skills, communication, and effectiveness were crucial factors influencing the execution of public sector projects. This study revealed that the demonstration of resource allocation can enhance the efficiency and effectiveness of projects. Although the research mostly focused on resource allocation rather than strategic agility in general, this review specifically investigates the relationship between strategic agility and performance in media companies.

Kitur and Kinyua (2020) sought to investigate the influence of resource flexibility on the operational outcomes of two Nigerian manufacturing enterprises. A survey research methodology was utilized, with the sample selection conducted via a stratified sampling approach across multiple departments. Through the use of questionnaires as the study instruments for data collection, a response rate of 92% was attained. The data analysis utilized statistical inference and descriptive statistics. An examination of the findings suggests that the ability to adapt resources has a positive influence on performance. The research, however, used perceived performance as the unit of measurement for the outcome. Unlike earlier study, which only examined industrial firms, the current study concentrated on analyzing the performance of media corporations.

AlTaweel and Al-Hawary (2021) employed a stratified random sampling in their study to ascertain the interactive relationship between resource flexibility and organizational performance in Nigeria. The test sample consisted of 106 participants. In this study, data was collected via a questionnaire and subsequently analysed using descriptive statistics. This study employed Multiple Analysis of Variance, Canonical Correlation, and Multiple regression analysis to evaluate the hypotheses. The findings unequivocally demonstrated that there is no statistically significant correlation between resource fluidity and organizational success. Nevertheless, the study employed financial

indicators as a means to assess the success of the company. The present study employed non-financial metrics.

Dutse (2021) looked on the connection between performance and organizational agility in small and medium-sized businesses in Nigeria's Bauchi State. In this study, the independent variable was defined as Organisational Agility, coupled with the factors of Information Technology Adoption, Leadership, and Resource Fluidity. To evaluate the variables, a cross-sectional survey approach was employed. A self-administered questionnaire served as the primary data source. The research population comprised all 364 small and medium-sized enterprises (SMEs) registered under SMEDAN in Bauchi metropolitan. Appropriate sample size for a particular population was determined by using the Krejcie and Morgan (1970) table. The chosen methodology for this study will involve the use of the basic random sampling technique. The findings revealed a robust and statistically significant association between the adaptiveness of resources and the operational effectiveness of small and medium-sized firms (SMEs) in Bauchi state, Nigeria. In contrast to the previous study that specifically examined small and medium-sized enterprises (SMEs), the current study examined the performance of media firms.

Etse, McMurray, and Muenjohn (2021) discovered comparable outcomes when they looked at how resource distribution affected sustainable performance. The present study implemented an analysis to investigate the role of organizational leadership and culture as mediators. A comprehensive study was performed by employing a blend of descriptive and structural modeling methodologies, utilising research data acquired from organisations in Ghana. The results revealed that the allocation of resources in Ghana was impacted by the level of regulatory operations. Therefore, the researchers contend

that while the support from leaders serves as a mediator in the interaction, the organizational culture does not exert any mediating influence. Hence, the support of leaders substantially impacts the execution of sustainable performance strategies. The research did not adequately assess performance, which is the main objective of the current inquiry.

Wangasa (2018) investigated the influence of strategic agility on the performance of the 43 commercial banks that have received official recognition in Kenya. The research used resource fluidity, collective commitment, and strategic agility sensitivity as the independent variables, identified through the analysis of primary data collected by semi-questionnaires. The performance criteria used were mostly financial in orientation. The research findings indicate that the degree of resource flexibility significantly impacts the performance of commercial banks in Kenya. In contrast to this study, which primarily examined commercial banks, the present analysis concentrated on the performance of media firms.

Rotich and Okello (2019) aimed to determine the impact of resource flexibility on the agility of universities in Kenya. The research findings revealed that, while controlling for other variables associated to resource fluidity, the probability of achieving high agility in the areas of people and knowledge mobility, institutional job rotation, flexible budgeting, continuous change in changing environment, and management embracing knowledge sharing was 10.692 times greater than that of those with low agility. In contrast to the previous study that specifically examined public universities, the current study examined the performance of media corporations.

2.4.2 Information Technology Adoption and Performance

Gonzalez, Jimenez, and Lorente (2018) conducted a study to examine the relationship between strategic information technology alignment and agility. An arbitrary subset of 1,600 firms was chosen from a total of 2,826 commercially active companies listed in S&P Compustat. The research covered two broad areas of expertise, including information technology and corporate strategy. The study established a clear and direct relationship between alignment and agility. Subsequent examination found a direct relationship between agility and performance. Furthermore, the research verified that the environment volatility positively moderated the connection between alignment and agility. The current study examined strategic agility, with a particular emphasis on traits relevant to information technology.

Burananuth and Tamprateep (2019) discovered that the connection between Information Technology capabilities and organizational performance is mediated by absorptive capacity and supply chain agility. Furthermore, they observed that absorptive capacity indirectly affects performance since it influences supply chain agility. The study employed the factors of flexible information communication infrastructure, data technology application, absorptive capacity, supply chain agility, and firm performance. This study incorporates firm size and IT department size as control factors. In contrast to the previous study that specifically examined industrial firms, the current study examined the performance of media corporations.

Benitez, *et al.* (2018) investigated the correlation between information technology (IT) and the performance of organizations in the United States. This study focused on three types of information technology resources: IT infrastructure, human IT resources, and IT-enabled intangibles. The study findings have confirmed that companies with a strong

proficiency in information technology surpassed companies with limited information technology capabilities in terms of both cost-based performance and profit-based performance indicators. Nevertheless, the study employed external evaluations of IT leaders to assess superior IT capability, which inherently carries biases since they are not based on an impartial review of an organization's IT operations. The present study investigated the performance of media companies, in contrast to this study which focused on firms registered in the United States.

Dutse (2021) investigated the relationship between organisational agility and operational performance of Small and Medium Enterprises in Bauchi State, Nigeria. The independent variable in this study was characterized as Organisational Agility, in conjunction with the aspects of Information Technology Adoption, Leadership, and Resource Fluidity. An assessment of the variables was conducted using a cross-sectional survey methodology. The main source of data was obtained by a self-administered questionnaire. The population for this study consisted of all 364 SMEs registered under SMEDAN in Bauchi metropolitan. The appropriate sample size for a specific population was established by referring to the Krejcie and Morgan (1970) table. This work employed the simple random sampling technique as the sample procedure. The results indicated a strong and statistically significant correlation between the agility of information technology and the performance of SMEs in Bauchi state, Nigeria. The present study investigated the performance of media companies, distinct from this study which focused on SMEs in Nigeria.

Ibrahim (2015) looked into how Center Star Company Limited's performance was affected by strategy assessment. Using descriptive research, this study set out to determine how strategy appraisal affects business performance. The researcher used a stratified random sampling method to pick a subset of the staff to fill out the survey. The data were analyzed using descriptive and inferential statistics. The results show that CSC's strategy evaluation helps with organizational direction setting in a number of ways, including making sure everyone is on the same page with the vision, focusing on fixing strategic directions, establishing common tactics and purpose, and streamlining operations to specific objectives. Good results inspire hard work, information inspires better work, and the ability to measure performance are all ways in which the outcomes of strategy evaluations help to inspire and motivate employees at CSC. They also help to determine the nature of adjustments that are required and help employees to relate their objectives to the organization's goals. Center star company listed, rather than media firms, was the focus of the investigation. In contrast to the previous study that focused on Center Star, the present one looked at the performance of media firms.

Chepkwony (2020) studied the impact of controls on performance, strategy execution, and evaluation at the Auditor General's Office. The objective was to use a descriptive technique to learn how the Auditor General's Office's performance is affected by the implementation of strategy, assessment, and control. A total of 438 employees, including supervisors, middle managers, and frontline managers, from the Auditor General's Office were considered part of the population of interest. In order to get data from a representative sample of 43 individuals, questionnaires were utilized. The researcher used quantitative methods to examine the gathered data. In terms of improving service

delivery and resource efficiency, the results showed that controls, evaluation, and strategy implementation had a substantial impact on organizational performance. Firm performance was unaffected by the capacity to properly evaluate, analyze, and link performance to incentives; to establish a results-oriented culture; and, finally, to increase accountability for results. While this study centered on media corporations, the previous one concentrated on organizational performance.

Nyariki (2020) investigated the impact of strategy evaluation approaches on KCB bank performance. The study's objectives were to explore approaches for strategy evaluation used by KCB and ascertain how those methods impact on KCB bank performance. The target population was staff at KCB comprising those in the management levels. To collect data for the research study, an interview guide was used. The information gathered analysis using analysis of content. It was observed that the practices of strategy evaluation at KCB comprise benchmarking, use of IT, internal audit, appraisals, balanced score cards, certifications and accreditations, and surveys on customer satisfaction. This study was primarily concerned with the outcomes of the KCB bank. The current study focused on the performance of media firms.

Muiruri (2024) conducted research at the University of Nairobi on evaluation of strategy and practices of control. The overarching goal of this research was to learn about evaluation of strategy and practices of control at University of Nairobi. The primary information was gathered using an interview guide. The most common practices used by departments were identified through content analysis as performance appraisal and audits. According to the study's findings, evaluation and control were performed on a regular basis. Some departments carried out this practices quarterly, whereas others

carried it out twice a year. The University of Nairobi was able to observe the performance of its various practices in relation to the strategic plan's set targets through evaluation. The assessment confirmed that the institution was on track to meet the strategic plan's objectives, and management was able to prevent any alterations from the plan's priorities and objectives by monitoring. This process has resulted in accountability to all university stakeholders. The best performing departments were identified using performance appraisals. This study concentrated on university performance, whereas the main study focused on media firms.

2.4.3 Strategic sensitivity and Performance

Muhammad, Suliman, Mazen, Samy, and Naser (2020) investigated the relationship between strategic sensitivity and enhancing the creative behaviour of Palestinian non-governmental organisations (NGOs). The aim of the study was to assess the strategic sensitivity and its impact on enhancing the creative behaviour of Palestinian non-governmental organisations (NGOs) in the Gaza Strip. A descriptive analytical methodology was adopted in this study, with a questionnaire serving as the main tool for data gathering from employees of associations functioning throughout the governorates of the Gaza Strip. A cluster sampling technique was employed, resulting in a sample size of 343 persons (298 questionnaires). The present investigation produced the subsequent findings. There were no statistically significant differences in the mean values of strategic sensitivity depending on age and level of education. Furthermore, there were no statistically significant disparities in creative activity as ascertained by Several variables, including gender, age, educational attainment, specialization, and a set of recommendations, were identified in the study. It is of utmost importance that civil

organizations in the Gaza Strip aggressively seek financial support from foreign nations. This funding would enable these associations to generate self-income and effectively address crises, so preserving their independence. To ensure their continued active participation in society, it is necessary to implement a mechanism that involves monitoring the strategic plan of civic organizations through email communication. This will facilitate the achievement of excellence and originality in their respective fields of work. Contrary to this study, which focused on Palestinian NGOs, the present study analysed the performance of media companies.

Hamdan et al. (2020) set out to determine whether or not Palestinian civil organizations in Gaza actually use strategic agility. The strategic agility scale exhibited statistically significant variations in its dimensions based on the gender variable. These variations were found to be in favor of females. Although the gender variable did not result in any statistically significant differences in my dimension, the age group variable, educational qualification, and the formulation of recommendations in the study did not lead to any statistically significant differences in the mean dimensions of strategic agility. In contrast to the present study, which focused on civil groups in Gaza, the present study investigated the performance of media enterprises.

Saad (2018) sought to determine how strategic agility influenced the growth of human resources in Palestinian civil institutions located in the Gaza Strip. The study employed a descriptive analytical methodology and surveyed 219 individuals holding supervisorial roles in these institutions. A questionnaire served as the main instrument for collecting data. The results revealed that Palestinian civil institutions extensively adopted strategic agility, with a significant proportion of 71.327%. Within its planning dimensions,

74.44% achieved a high level of acceptance, 70.8% were recognized as extremely adept, and 67.9% were evaluated as technologically competent. The present study investigates the correlation between the level of fitness strategy and the quality of human resources in civil organizations in Palestine. The results demonstrate a statistically significant association. One key suggestion is to strengthen the execution of the agility strategy inside Palestinian organizations located in the Gaza Strip. This entails formulating strategies and policy entities for the advancement of human competencies and consistently assessing and improving them. In contrast to the previous study, which specifically examined the Gaza strip, the current study conducted an analysis of the performance of media companies.

The study conducted by Haniyeh (2020) aimed to determine the extent of strategic flexibility and its correlation with the level of excellence and quality of institutional performance in the food enterprises in the Gaza Strip. Upon examination, the following noteworthy discoveries were made: The factors of strategic agility and excellence in institutional performance were determined to have a high level of significance in food sector enterprise. The organization attained a moderate degree of strategic agility and a moderate degree of quality. The data reveals a robust and statistically significant correlation between the adoption of strategic agility and the attainment of outstanding performance in institutional processes within the food industries sector in Gaza Strip. The statistical analysis reveals a clear and significant influence of strategic agility on the degree of excellence shown in institutional performance within the food industries sector in the Gaza Strip. Moreover, the factors of strategic agility that exert a substantial impact on "excellence in institutional performance" include together accountability,

fundamental competencies, promptness of reaction, and selection of strategic objectives. The remaining attributes have a lesser impact. Contrary to this study, which focused on food sectors, the present study analysed the performance of media companies.

Saad (2018) sought to determine the impact of strategic agility on human resource development in Palestinian civil institutions in the Gaza Strip. The study utilized a descriptive analytical methodology and conducted a survey of 219 executives occupying supervisory roles at these institutions. A questionnaire served as the principal instrument for gathering data. Analysis of the data reveals that a substantial majority of Palestinian civil institutions employ strategic agility. This is corroborated by a significant degree of support for its planning aspects (74.44%), organizational aspects (70.8%), and technological aspects (67.9%). There exists a strong correlation between the level of fitness strategy and the development of human resources in Palestinian civil institutions. The key recommendations are to enhance the implementation of the agility strategy in Palestinian institutions in the Gaza Strip, establish plans and policy initiatives for HR development, and consistently evaluate and improve these plans and initiatives. In contrast to the prior study which concentrated on the Gaza strip, the current study examined the effectiveness of media enterprises.

A study conducted by Haniyeh (2020) in the food business aimed to quantify the degree of strategic agility and its correlation with superior institutional performance. Abu (2023) conducted a study to ascertain the influence of strategic agility on the competitive capabilities of private Jordanian hospitals. The analysis was conducted by evaluating the strategic agility factors, including clarity of vision, comprehension of fundamental capabilities, selection of strategic objectives, distribution of responsibility, and

implementation of procedures, together with the competitiveness factors, such as innovation, service quality, reliability, flexibility, and cost leadership. The research also assessed the extent to which Jordanian private hospitals implement the criteria of strategic agility. The study was carried out on private Jordanian hospitals located in the capital city of the country. The researchers embarked on a data collection effort by administering a questionnaire consisting of 38 items to the departments operating in the hospitals under study. The task was accomplished successfully, with a total of 233 surveys distributed. The results indicated a correlation between fitness factors, strategy, and competitiveness factors. Additionally, the study revealed that the hospitals analyzed exhibited varying degrees of agility. Lastly, the results showed that the hospitals could create value and use them to choose their customers. In contrast to the previous study that focused on hospitals in Jordan, the present one looked at the performance of media organizations.

Redwell and Hamilton (2020) looked into how strategic sensitivity affected the competitiveness of aluminium manufacturing companies in Rivers State, Nigeria. The study employed a quasi-experimental research methodology with the objective of offering explanations. The research project sought to collect data from a sample of 56 employees employed by seven distinct aluminium manufacturing firms. These firms were chosen from the Rivers State yellow pages directory for the 2023/2024 period and were situated in either the Western Market in Abuja, the Northern Market in Lagos, or the Eastern Market in Port Harcourt. The findings of the study indicated that the impact had a considerable degree of importance in Nigerian aluminium metal producing enterprises. Analysis of the results indicates that strategic sensitivity has a substantial impact on competitiveness measures. Unlike the previous study, which concentrated on

Nigerian manufacturing company, the current research examined the performance of media companies and used descriptive research design and correlational research design.

Ebikebena *et al.* (2021) investigated the impact of resource fluidity on the competitiveness of Nigerian aluminium manufacturers. This study provides a comprehensive evaluation of the research conducted on the notion of resource fluidity and strategic sensitivity. An analytical ex post facto survey methodology was employed in the investigation. The research encompassed a sample of 56 persons, comprising managers and directors, who were employed at the main offices of seven prominent aluminum manufacturing companies operating in the Western (Lagos), Northern (Abuja), and Eastern (Port Harcourt/Enugu) markets. This study involved 56 people who completed a standardized questionnaire to collect primary data. No sampling strategy was employed; instead, a census approach was used. The study utilized the statistical package for the social sciences to examine the response rate and evaluate the research hypotheses through descriptive and inferential statistics, including measures such as mean, standard deviation, and regression techniques. The analysis revealed that it exerted a significant influence on Nigerian aluminium manufacturing enterprises. The study's findings indicate that resource flexibility and strategic sensitivity, as strategic tools, have a substantial impact on competitiveness. In contrast to prior research that concentrated on industrial companies, the current study examined the performance of media companies.

Adim and Maclayton (2021) examined the corporate responsiveness and strategic sensitivity of firms in Rivers State, Nigeria's Fast Moving Consumer Goods sector. This study employed a cross-sectional survey research approach. The study population

comprised nine (9) manufacturers of fast moving consumer products situated in Rivers State. Considering that the analysis predominantly focused on the organizational level, only strategic managers were included. The poll comprised five managers from each respective organization, yielding a cumulative total of 45 replies. The decision to implement the census was driven by the limited size of the population. The primary data was collected using a questionnaire calibrated on a 5-point Likert scale. An assessment of the instrument's reliability was conducted using the Cronbach Alpha coefficient, with all items achieving scores over 0.70. An analysis of the hypotheses was conducted using Spearman's Rank Order Correlation Coefficient in Statistical Package for Social Sciences version 23.0. An analysis was performed using statistical tests at a significance level of 0.05 and a 95% confidence range. Following the data cleaning process, only the data obtained from 38 participants were selected for data analysis. Research revealed a significant and positive relationship between the strategic sensitivity and corporate responsiveness of fast moving consumer products companies in Rivers State, Nigeria. In particular, there existed a robust and favorable association between strategic foresight and strategic insight and the level of corporate responsiveness exhibited by fast moving consumer products companies in Rivers State, Nigeria. In contrast to the previous study, which specifically examined fast moving consumer products, the current study examined the performance of media manufacturers.

2.4.5 Strategic Change and Performance

Broni (2020) conducted research on strategic modification and performance of staff; mediating goal of human capital in an AngloGold Ashanti Obuasi Gold Mine case study. The study sought to develop a model for ascertaining human capital role as a

moderator in the link between strategic changes and performance of staff. Empirical evidence supporting the presence of this mediating effect was obtained by use of a sample from AngloGold Ashanti Ltd. Data was gathered from various functional groups within the research organization. The study is quantitative in nature, and a self-administered questionnaire was used as the survey method. The analysis was carried out using Ordinary Least Squares Regression Analysis. The Sobel test, among others, was used to assess mediation. According to the findings of the study, there exists complete human capital mediation on strategic changes and performance of employees. The results supported the notion that strategic changes and human capital positively impacts on staff performance. This study concentrated on employee performance whereas the main study was concentrate on organizational performance.

Atieno (2017) reviewed strategic change effects on performance of the organization. The goals were to ascertain the impact of strategic change on KWS performance. Hypothesis was developed. The population targeted was 144 staff at the firm headquarters in Nairobi and 79 replied. A descriptive study was used in the study, as well as a convenience sampling. A basic regression analysis was performed on the data using SPSS Version 21. The research findings indicated that strategic changes have a substantial effects on performance at KWS. The outcomes support the theory of change management by Lewin, which assists in identifying the strategic change outcomes and controlling the negative results in early phases of execution of strategic change so that organizational performance is not negatively influenced. This study concentrated on KWS performance, whereas the main study focuses on media firms.

Ratemo and Kihara (2017) investigated the impact of change management strategies on the productivity of a selected group of media enterprises in Kenya. The aim of this study was to assess the influence of change management strategies adopted by media organizations during the digital migration process on their corporate performance. An empirical rational strategy, normative-re educative approach, power-coercive strategy, and environmental adaptive strategy were investigated in this study to assess their effects on the performance of media enterprises in Kenya. The study's participant pool comprised 135 individuals occupying managerial roles (such as Head of departments, Managers, assistant managers, and supervisors) from Standard Media Group, Nation Media Group, and Royal Media Services, spanning all departments. A multivariate linear regression model was employed to evaluate the statistical significance of the influence of change management strategies on the performance of media enterprises. The analytical findings indicated that the environmental adaptive strategy, power coercive approach, normative regulatory strategy, and empirical rational strategy exerted a positive and statistically significant influence on the performance of the organization. Studies indicate that media organizations can enhance their performance by adapting to the changing operational environment through the implementation of environmental-adaptive, power-coercive, normative re-educative, and empirical-rational strategies. In contrast to the previous study, which specifically examined effect of change management strategies on organizational productivity, the current study examined strategic agility and performance of selected media corporations with traits of strategic change as measures of agility .

Khadid (2017) focused on the effects of strategy shift on the performance of commercial banks in the Nairobi Central Business District. The main goals of the study were to assess the impact of strategic shift on the performance of commercial banks located in the central business district of Nairobi. The study utilized a research methodology based on descriptive surveys. The sample comprised 255 department heads chosen from 25 retail banks located in Nairobi CBD. The study employed stratified and random sampling techniques to choose a total of 119 respondents. A questionnaire was used. An exhaustive evaluation of the overall trend was conducted by analyzing the data using descriptive statistical measures like the mean, standard deviation, and variance. The results suggest that changes in the organizational framework, leadership approach, technology practices, and employee training significantly impact the performance of commercial banks. However, the study specifically concentrated on commercial banks rather than media firms.

Makina and Keng'ara (2018) looked into how Nzoia Sugar Company in Kenya managed strategic adjustments in its performance. The aim of this study was to identify the main drivers behind Nzoia Sugar Firm's inability to achieve the daily goal of milling cane below 7000 tons, the formulation, implementation, and oversight of management strategies, and the origins of opposition to change. The study used a census approach, including a population of 44 workforce members from the organization. The study was distinguished by its descriptive character. The investigation incorporated a combination of primary and secondary sources of information. The primary data collection devices used were a combination of structured and unstructured questionnaires. Multiple correlation analysis and descriptive statistics were utilized in the investigation. The findings reveal that subordinates exhibited the greatest resistance to change, accounting

for 67.7 percent, while managers resisted at 6.5 percent. The implementation of the plan was demonstrated to have a positive link with improved business performance. An inverse correlation was found between resistance to change and engagement in change resistance attempts. While the main study focused on media firms, the present study specifically examined the performance of sugar corporations. It also adopted a census approach unlike the main study that sampled the targeted population.

Atieno and Kyongo (2017) examined the effect of strategic change on organizational performance of Kenya Wildlife Service (KWS). The study targeted 144 employees located at the head office in Nairobi, Kenya and 79 of them responded. The study adopted a descriptive research design and applied convenience sampling technique. SPSS Version 21 was used to analyze data using simple regression analysis. Research findings from the test of hypothesis established that strategic change significantly affects performance at Kenya Wildlife Service. The study makes a contribution to the existing body of knowledge by establishing a positive and significant effect of strategic change on organizational performance. The study was however executed in Kenya Wildlife Service and not Kenyan media industry.

Baariu (2021) examined the influence of strategic change management on the performance of county development projects in Meru county, Kenya. The study sought to achieve the following specific objectives; to determine the influence of leadership on the performance of County Governments Development Projects in Meru County, Kenya; to establish the influence of availability of financial resources, employee's commitment and organizational policies on the performance of County Governments Development Projects in Meru County, Kenya. The research was done descriptively. The research

targeted total of 139 respondents from nine Sub-counties in Meru County. They included members of county assemblies (MCAs), sub-county departmental heads, project management committee members and county chief officers. A sample of 103 people was selected from the population to take part in the survey. The study found a positive and significant relationship between leadership, financial resources, employee commitment, organizational policies and the performance of the County Government Development Project in Meru County, Kenya. The study was on general aspect of change management and not strategic agility.

2. 5 Research Gap

Table 2.1: Research Gap

Author	Title	Methodology	Major findings	Research Gap
Kitur & Kinyua (2020)	The effect of resource fluidity to organizational performance on two manufacturing firms in Nigeria	A survey research design was utilized, and sample selection was done by use of a stratified sampling method in different departments	From the findings, resource fluidity has a positive effect on performance	The study, however, used perceived performance as the dependent variable. The current study made use of non-financial indicators to measure performance.
Khattak and Mustafa (2019)	Resource allocation, complexities, and performance in Pakistan's engineering infrastructure projects	The study sampled project managers with 32 respondents interviewed using semi-structured questionnaires	The study found out that exhibiting resource allocation can contribute to efficiency and effectiveness in the projects	The research focused on specific projects' performance, while this review examined performance media firms.
AlTaweel and Al-Hawary (2021)	Effect of resource fluidity to organizational performance in Nigeria	The sample size was one hundred and six. The study used a questionnaire to collect data, which was analyzed using descriptive statistics.	The results established that there is no significant relationship between resource fluidity and organizational performance	The current study used non-financial indicators. It also used proportionate random sampling in the sample selection.
Dutse, (2021)	Organizational agility and performance of Small and Medium Enterprises in Bauchi State, Nigeria	The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire	The findings revealed a positive and significant relationship exist between resource fluidity and Performance of SMEs	The study was based on SMEs and in Nigeria and not media firms in Kenya.

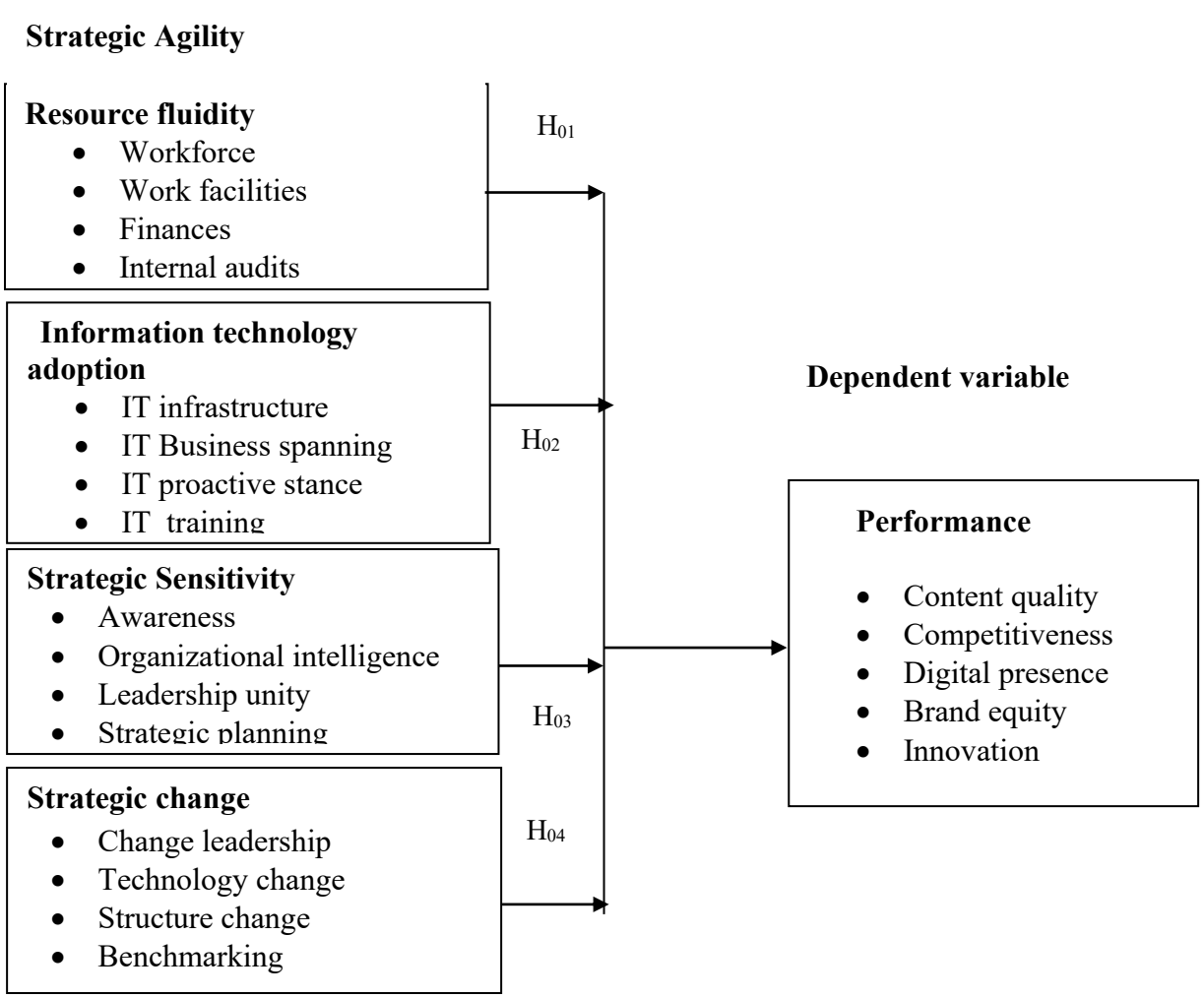
Author	Title	Methodology	Major findings	Research Gap
Etse, McMurray & Muenjohn (2021)	Effect of resource allocation on sustainable performance from organizations in Ghana	Mix of descriptive and structural modelling techniques used in the analysis.	Findings noted that resource allocation was determined by the level of regulatory practices in Ghana	The research did not cover performance which is the central theme in the current study.
Wangasa (2018)	Effect of strategic agility on the performance of the 43 accredited commercial banks in Kenya	Used primary data collected from semi-questionnaires	The results of the study established that resource fluidity has a significant impact on the performance of commercial banks in Kenya.	The study was based on commercial banks and not media firms
Burananuth and Tampratee p, (2019)	Information Technology capabilities on organizational performance	Correlation study design	Absorptive capacity had an indirect effect on performance by shaping supply chain agility	The study focused on different variables information communication infrastructure, information technology assimilation, absorptive capacity, supply chain agility, and firm performance.
Benitez, *et. al.* (2018)	Information technology (IT) and organizational performance in the US	Used questionnaires and interviews to gather data.	The results of the study established that organizations with high information technology ability outperformed firms with low information technology capability in terms of cost-based performance and profit-based performance measures.	The study was limited to United State firms and not Kenyan media firms

Author	Title	Methodology	Major findings	Research Gap
Muhammad, Suliman, Mazen, Samy and Naser (2020)	Strategic sensitivity and its impact on boosting the creative behavior of Palestinian NGOs.	Study used the descriptive analytical approach and the questionnaire	Strategic sensitivity had a significant predictor on performance.	The study does not focus on media firms but NGOs
Hamdan *et al*., (2020)	The application of strategic agility in the Palestinian civil organizations in Gaza Strip	An analytical descriptive approach, and the questionnaire as a main tool for collecting data	The study found a significant association between strategic agility and performance	The study was in Palestinian civil organizations in Gaza not Kenyan media firms
Adim, and Maclayton, (2021)	strategic sensitivity and corporate responsiveness of Fast Moving Consumer Goods Companies in Rivers State, Nigeria	The study adopted a cross sectional survey research design	The findings revealed that there is a significant positive relationship between strategic sensitivity and corporate responsiveness of fast moving consumer goods companies in Rivers State, Nigeria	The research examined corporate responsiveness of Fast Moving Consumer Goods Companies and not media firms
Makina and Keng'ara (2018)	strategic changes in the performance of Kenya's Nzoia Sugar Company	A census method was used and the population comprise 44 employees from the company. The research was descriptive in nature.	A positive link was found between improved performance and implementation of strategy.	This study concentrated on the performance of sugar companies, whereas the main study concentrates on media firms.
Rotich, and Okello (2019)	Effects of resource fluidity on agility among universities in Kenya.	Causal research design was used	The results from the study showed that holding other resource fluidity positively affects performance	The research focused on universities and not media firms
Gonzalez, Jimenez and Lorente (2018)	strategic information technology alignment and agility	A sample of 1,600 firms was randomly drawn from a population of 2,826 widely operated companies.	It also found out that agility was positively connected to performance.	The research did not cover media firms.

2.6 Conceptual Framework

The independent variables include resource fluidity, Information technology adoption strategic sensitivity, and strategic change. Resource fluidity was measured by workforce, work facilities, internal audits and finances. Information technology adoption was measured by IT infrastructure, IT Business spanning, IT proactive stance, and IT training. Strategic Sensitivity was measured by awareness, organizational intelligence and leadership unity. Strategic change was measured by change leadership, technology change, benchmarking and structure change. Performance the dependent variable was measured by content quality, competitiveness, digital presence, brand equity and innovation. Figure 2.1 presents the conceptual framework which explains the association between the variables.

Conceptual Framework



Source: Researcher (2024)

Figure 2.1 Conceptual Framework; Sources adapted from (Oluteyo, 2019: Shinchenga, 2021: Adim, and Maclayton, 2021)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methods the researcher used to establish the effect of strategic agility on performance of media firms in Nairobi, Kenya. It described the approaches used to carry out the research (Kombo & Tromp, 2006). This encompasses the research design, study site, target population, sampling design, data collection instruments, data collection procedures, piloting, validity and reliability, data analysis and ethical consideration.

3.2 Study Area

The latitude bounds of the Nairobi region in Kenya are approximately 1.18 degrees south latitude at its southernmost point and 1.40 degrees north latitude at its northernmost point. This latitude range encompasses the city of Nairobi and its surrounding areas within the Nairobi County. Nairobi is the epicenter of Kenya's media industry**,** hosting the headquarters of nearly all major media houses. Studying media firms here provides access to diverse and representative insights on strategic agility within Kenya's media landscape. The study examines media firms in Kenya. The choice of six media firms in Nairobi thus Nation Media Group, Standard Group, Royal Media Services, Mediamax Network Limited, Radio Africa Group and Capital Group Limited is based on their net asset capacity and market share (Oluteyo, 2019). Nairobi media firms are concentrated and dominate the media industry in the country.

3.3 Research Design

Both a descriptive and a correlational research design were utilized in this study, which allowed for the legitimate drawing of conclusions from the presented facts. Descriptive s

study was used to find out what variables were typical of a certain condition. A correlation analysis investigated the association between variables under consideration. According to Sekaran and Bougie (2020), it is the most effective approach for gathering unprocessed data from a population that is too vast to be directly seen. Descriptive helped in describing key variables of strategic agility and on correlational the study explored the relationship between strategic agility and performance.

3.4 Target Population

The study population consisted of departmental heads of media firms in Nairobi region of Kenya as shown in table 3.3. This constitutes Television, radio, print and digital sectors for existing media firms. Nation media Group contains 37, Standard Group 27, Royal Media Services 32, Mediamax Network Limited 27, Radio Africa Group 29 and Capital Group Limited 24. This leads to total target population of 176 departmental heads. Mugenda & Mugenda (2003) define population as a comprehensive collection of individual cases or objects that share observable common traits.

Table 3.3: Target Population

	Media Firms	Editorial heads	Technical heads	Marketing heads	Administrative heads	Public relations	Departmental heads (Target Population)
1	Nation media Group	7	8	7	9	6	**37**
2	Standard Group	5	6	5	7	4	**27**
3	Royal Media services	6	6	6	8	6	**32**
4	Mediamax Network Limited	5	5	6	7	4	**27**
5	Radio Africa Group	6	7	7	5	4	**29**
6	Radio Africa Group	5	4	6	6	3	**24**
	Total	**34**	**36**	**37**	**42**	**27**	**176**

Source: Kenya Media Firms Report, (2024)

3.5 Sample and Sampling Technique

According to Kasomo (2007), a sample is considered representative when the percentage frequency distributions of items within the sample closely resemble the distribution of the target population, as suggested by Kreice & Morgan (1970). In order to identify sub-groups within the target population, namely media firms, the present study utilized stratified and simple random sampling methods. A purposive sample strategy is used to intentionally select those who have the required knowledge (Oso & Onen, 2009). Thus, purposive sampling was employed to select departmental heads. The researchers employed simple random sampling to ensure unbiased sample selection from the available population. This method was justified as it ensured that every member of the target population had an equal and independent opportunity of being chosen. Consequently, the sample comprised individuals of both genders to prevent any potential

gender bias. Procedures of simple random sampling employed to provide every individual in the population with an equal opportunity.

3.5.1 Sample Size Determination

Sampling is described by Mugenda and Mugenda (2003) as selecting a subset of a population to serve as a proxy for the whole. The aim of sampling was to ensure the selection of a representative group, therefore allowing the researcher to acquire insight into the population. In this study, the sample size was determined using Yamane's formula. 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

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

Table 3.4: Sample size

	Media Firms	Departmental heads (Target Population)	Sample size computation
1	Nation media Group	37	$\frac{37}{176}$ X 122 = 25
2	Standard Group	27	$\frac{27}{176}$ X 122 = 19
3	Royal Media services	32	$\frac{32}{176}$ X 122 = 22
4	Mediamax Network Limited	27	$\frac{27}{176}$ X 122 = 19
5	Radio Africa Group	29	$\frac{29}{176}$ X 122 = 20
6	Capital group limited	24	$\frac{24}{176}$ X 122 = 17
	Total	176	122

Source: Kenya Media Firms Report, (2024)

Thus, the sample population on basis of media firms comprised of 25 departmental heads in Nation media Group, 19 Standard Group, 22 royal media services, 19 Mediamax Network Limited, 20 Radio Africa Group and 17 departmental heads in capital group limited.

Table 3.3: Sample Distribution

	Media Firms	Editorial heads	Technical heads	Marketing heads	Administrative heads	Public relations	Departmental heads (sample size distribution)
1	Nation media Group	6	6	4	5	4	**25**
2	Standard Group	6	4	4	4	1	**19**
3	Royal Media services	6	4	4	5	3	**22**
4	Mediamax Network Limited	5	5	3	4	2	**19**
5	Radio Africa Group	4	4	4	5	3	**20**
6	Capital Group Limited	4	3	4	4	2	**17**
	Total	**31**	**26**	**23**	**27**	**15**	**122**

Source: **Kenya Media Firms, (2024)**

Thus, the sample population hence leads to 31 editorial heads of department, 26 technical, 23 marketing, 27 administrative and 15 public relations hence 122 in total. These categories of respondents are well positioned on matters of strategic agility and performance as they directly handle such matters on a daily basis.

3.6 Data Collection Instruments

A research instrument is a tool for collecting data from a study subject by measuring some specific phenomenon (Maina, 2022). Everyone on staff editorial, technical, sales/marketing, business, and administrative was asked to fill out a questionnaire by the researcher. Questionnaires were closed ended in a five-point likert scale. The questionnaires are organized into two parts: the first section allows respondents to include demographic statistics, while the second part contains queries regarding agility, organization factors and performance. The study used three research assistants in collecting data.

3.7 Data Collection Procedure

The researcher obtained authorization from both the University and the National Commission for Science, Technology and Innovation (NACOSTI) subsequent to the approval and acceptance of the application by the Directorate of Postgraduate Studies (DPS). During data collection, the researcher employed the drop and pick later technique with the aid of 3 study assistants. Their knowledge of the research field of inquiry was extensive among the research assistants. Prior to their release into the field, they received explicit training on research ethics and principles outlining the expected actions. Table 3.4 displays the operationalization of study variables.

Table 3. 5: Operationalization and Measurement of Study Variables

Variable	Variable Type	Indicators/Operationalization	Measurement scale
Resource fluidity	Independent	• Workforce • Work facilities • Finances • Internal audits	Likert Scale
Information technology adoption	Independent	• IT infrastructure • IT Business spanning • IT proactive stance • IT training	Likert Scale
Strategic Sensitivity	Independent	• Awareness • Organizational intelligence • Leadership unity • Strategic planning	Likert Scale
Strategic change	Independent	• Change leadership • Technology change • Structure change • Benchmark	Likert Scale
Performance	Independent	• Content quality • Competitor analysis • Digital presence • Brand equity • Innovation	Likert Scale

Source: Researcher, (2024)

3.8 Piloting

According to Saunders, Lewis &Thornhill, (2022), pilot study establishes the accuracy and the appropriateness of the research designs and instrumentation. Preliminary testing of the questionnaires was done prior to the actual research being carried out. The utility of this approach in enhancing questionnaires to mitigate the difficulties faced during data collection has been acknowledged (Saunders, Lewis & Thornhill, 2022). Consistent with Sampson's (2022) assertion, a well conceived and executed pilot study decreases the likelihood of committing a methodological error, including the findings of the dissertation.

A pilot study was carried out in West FM and West TV in Bungoma media stations on 12 respondents (10% of 122 sampled). This is in line with Creswell, (2024) and Cooper and Schindler, (2024) who asserted that the respondents used in pilot test should constitute 10 percent of the sample used in data collection. These media firms have similar attributes and facing similar challenges to other media firms based in Nairobi hence applicable for pilot study. Piloting at West FM and West TV in Bungoma was based on dynamics that addressed main study in Nairobi selected media firms.

3.8.1 Validity

The validity of an instrument is the extent to which it measures what was purported to be measured (Bryman and Bell, 2015). It estimates the accuracy of data under study in a given variable (Mugenda and Mugenda, 2008). Accuracy and precision are key in research (Serem and Wanyama, 2023; Creswell, 2024). The researcher employed face/content validity to guarantee validity. That entailed evaluating the presence of a logical connection between the two variables being studied. A set of measures was distributed to supervisors at MMUST, School of Business and Economics (SOBE) to assess their proficiency in measuring and attaining the established study goals. The instruments were subsequently used for the purpose of collecting data.

3.8.2 Reliability

According to Mugenda, (2008); Serem and Wanyama, (2023) reliability refers to whether a particular tool or instrument yields the same results once used repeatedly by a researcher or other different researchers at the same time. Reliability shows the extent to which an instrument lacks biasness and there is consistency in the measurements

(Sekaran&Bougie, 2020; Kombo& Tromp, 2006). The Cronbach reliability coefficient was employed to determine the internal consistency of the feedback. An estimate of reliability was obtained using Cronbach alpha, a degree of internal consistency that runs from 0 to 1. If the value exceeds the standard of 0.7 then the reliability of the instrument is considered reliable (Mutai, 2000).

3.9 Data Analysis

Data collection was conducted with a rigorous effort to guarantee the precision and comprehensiveness of the questionnaires sent to the participants. The surveys were encoded and entered into the Statistical Package for Social Sciences (SPSS) version 21 for analysis. Data analysis is a process of translating data into meaningful information by comparing and contrasting, analyzing the patterns and identifying suitable statistical techniques to interpret its causality (Cooper & Schindler, 2024). Babbie, (2015) contends that data analysis ensures order, structure and meaning to large amount of data collected by researchers.

The researcher employed both descriptive and inferential statistical methods. The obtained data was displayed in tabular format. The descriptive analysis included calculations of frequencies, mean, percentages, and standard deviation. Inferential statistics encompassed Pearson correlation, simple linear regression, and multiple regression algorithms. According to Kothari and Garg (2024) correlation tests the strength and direction of relationship between variables. It is used to explore the relationship among groups of variables (Pallant, 2015). Simple linear regression examined the effect of each strategic agility variable on performance; multiple

regressions examined the joint influence of strategic agility on performance. The regression model that was used was as follows: -

Simple linear regression models

$Y=\beta_0+\beta_1X_1+ \varepsilon$

$Y=\beta_0+ \beta_2X_2+ \varepsilon$

$Y=\beta_0+ \beta_3X_3 + \varepsilon$

$Y=\beta_0+ \beta_4X_4 + \varepsilon$

Multivariate Regression model

$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_4 + \varepsilon$

Where;

Y = Performance (Dependent variable)

B_0 = Y intercept (constant) whose influence on the model is insignificant

X_1 = Resource fluidity

X_2 = Information technology adoption

X_3 = Strategic sensitivity

X_4 = Strategic change

β_1, β_2, β_3, β_4 = Model coefficients which are significantly large to have significant influence on the model.

ε = is the error term.

3.9.1 Diagnostic Tests

Diagnostic tests were performed to ensure the data was normal, multicollinear before linear regression analysis was undertaken.

Normality denotes that the test's distribution follows a normal curve with a mean of zero, a standard deviation of one, and a symmetrical bell shape (Garson, 2022). Statistical tools like the Kolmogorov-Smirnoff and Shapiro-Wilk tests were used to do this, with a non-significant result indicating that the distribution is normal. A lack of normalcy is shown when $p > 0.05$. PP plots to test normality were sought after failure of Kolmogrov and Shapiro.

Multi-collinearity indicates a strong correlation between the variables that are not dependent on one another (Bryman & Cramer, 2024). To evaluate the existence of multicollinearity, the VIF and tolerance level were utilized. Acceptance criteria include tolerance levels below 1 and VIFs below 10.

3.9.2 Hypotheses Testing

Table 3.6: Hypotheses Testing Framework and Analytical Model

Hypothesis	Hypothesis Test	Regression model
$H0_1$: Resource fluidity does not have a statistically significant effect on performance of Media firms in Nairobi Kenya	Simple Linear Regression (Beta0Test)	RejectHo_1ifβ_1#0 P= $\beta O+ \beta_1 X_1+e$
$H0_2$: Information technology adoption does not have a statistically significant effect on performance of Media firms in Nairobi Kenya	Simple Linear Regression (Beta0Test)	RejectHo_2ifβ_2#0 P= $\beta O+ \beta 2\ X_2+e$
$H0_3$: Strategic sensitivity does not have a statistically significant effect on performance of Media firms in Nairobi Kenya	Simple Linear Regression (Beta0Test)	Reject Ho_3 if β_3#0 P= $\beta O+ \beta_3\ X_3+e$
$H0_4$: Strategic change does not have a statistically significant effect on performance of Media firms in Nairobi Kenya	Simple Linear Regression (Beta0Test)	Reject Ho_4 if β_4#0 P= $\beta O+ \beta_4\ X_4+e$

Source: Researcher, 2024

3.10 Ethical Considerations

The researcher ensured informed consent by providing all research participants with precise and comprehensive information regarding the purpose of the research, as per Bryman (2001) and Mugenda (2008). Certificates of Authorization issued by NACOSTI were distributed to the participants. Approval was acquired before any audio recording or research activities were carried out. No one was pressured into giving information they were not comfortable with, thus their opinions could remain confidential (Jwan & Ong'ondo, 2011). This research carefully avoided plagiarized material by giving due credit to all relevant scholarly works and publications.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter contains the results, conclusions, and observations of the analysis conducted to examine the effect of strategic agility on performance of Selected Media firms in Nairobi Kenya. The results were subsequently analyzed and conveyed through the use of tables and models.

4.2 Response Rate

There were 110 questionnaires distributed to the participants who were chosen for this investigation. Of the total number, 93 questionnaires were satisfactorily completed by the respondents, hence yielding a response rate of 85%. In Richard's (2005) study, a minimum of 70% was deemed both desired and achievable. The observed response rate of 85% in this study is deemed satisfactory since it exceeds the established threshold of 60%.

4.3 Reliability and Validity Tests

4.3.1 Reliability Test

Cronbach alpha reliability tests were conducted for each variable, resulting in a statistical range of 0.742 to 0.862. A reliability level was defined as a Cronbach alpha coefficient of 0.7.

Table 4.1: Reliability

Variable	N	Cronbach alpha
Resource fluidity	5	0.835
Information technology adoption	5	0.761
Strategic sensitivity	5	0.742
Strategic change	5	0.747
Performance	5	0.862

Source: Primary Data (2024)

4.3.2 Validity Test

The questionnaires were developed with the expert guidance of the researcher's supervisor to guarantee content validity. The guidance provided by the supervisor resulted in improvements in both the components and the way the devices were perceived. The questionnaire was meticulously crafted to guarantee the pertinence and correlation of each item with the overarching objective. This measure guaranteed that all questions related to the research were addressed.

Table 4.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	808.215
	Sig.	.000

Source: Primary Data (2024)

The Kaiser-Meyer-Olkin (KMO) test assesses the suitability of data for statistical factor analysis. The factor analysis appropriateness ranges from 0 to 1, where numerical values closer to 1 suggest greater stability. The KMO score of 0.744 suggests that the data meet the required criteria. The presence of adequate correlation among the variables in the dataset indicates that they can be interpreted meaningfully. The p-value of 0.000 suggests that the matrix is very homogeneous, indicating that the variables are strongly linked and suitable for factor analysis.

Table 4.3: Communalities

Communalities	Initial	Extraction
Our firm has always adhered to quality through content programs	1.000	.691
Our firm has always gained ground as far as far as competitor analysis is concerned	1.000	.779
Our firm has broadened its space through digital space	1.000	.730
Our firm has a name that has led to customer loyalty across the country	1.000	.888
Our firm has always improved available technology due to increased innovations	1.000	.632

Source: Primary Data (2024)

All variables had initial communalities of 1.000, suggesting that each variable initially accounted for its own variance. The communalities obtained after extraction vary between .632 and .888, indicating that the extracted components explain a significant proportion of the variability in each variable. Greater communalities imply that the variable is accurately represented by the separately extracted components, whilst smaller communalities imply that there may be other factors exerting influence on the variable. Collectively, these findings indicate that the variables are appropriate for more

examination, as the derived components account for a substantial proportion of the variability in each variable.

Table 4.4: Component Matrix

Matrix	Component Factor loading
Our firm has always adhered to quality through content programs	.750
Our firm has always gained ground as far as competitor analysis is concerned	.866
Our firm has broadened its space through digital space	.757
Our firm has a name that has led to customer loyalty across the country	.910
Our firm has always improved available technology due to increased innovations	.739

Source: Primary Data (2024)

The following findings display the factor loadings for each variable obtained by Principal Component Analysis to extract components. Statistical factor loadings indicate the degree of association between each variable and the extracted component. In this particular instance, the factor loadings for the sole component extracted varied between 0.739 and 0.910, all of which exceeded 0.4. Each variable exhibits a robust positive correlation with the extracted component, indicating a close relationship with the found underlying factor. These findings indicate that the component that was found is a unified concept that encompasses different elements of internal audit effectiveness.

4.4 Descriptive Information on Demographics

Demographics provide utmost importance for the authenticity and generalizability of the results, as well as for the subsequent discussions of the findings. Therefore, this part

shows the background information of the respondents, which is regarded as essential for debates in this study including education level, designation and the length of current position.

Table 4.5: Descriptive Information on Demographics

Demographics (N=93)	Measure	F	%
Education Level	Phd	1	1.1
	Masters	7	7.5
	Degree	62	66.7
	Postgraduate Diploma	23	24.7
Designation	Editorial staffs	33	35.5
	Technical staffs	10	10.8
	Marketing	28	30.1
	PR & admin staff	22	23.7
Working Experience	0-1 years	6	6.5
	1-2 years	7	7.5
	2-5 years	37	39.8
	6-10years	33	35.5
	Above 10 years	10	10.7

Source: Primary Data (2024)

Education wise 66.7% had bachelor's degree while diplomas were 24.7%. Post graduates were 7.5% masters 7.5% and 1.1% doctorate. Professionals with bachelor's degrees and postgraduate qualifications may possess analytical skills, critical thinking abilities, and specialized knowledge necessary to excel in performance of media firms.

The results indicated that editorial staffs were at 35.5%, technical staffs at 10.8%, marketing at 30.1% as public relations and administration staff were at 23.7%. This indicated that media staff were well designated to take on strategic agility duties for firms performance.

Lastly, respondents working in their current position for between less than 1 year were 6.5%, between 1 and 2 years were 7.5%, 2-5 years were 39.8%, 6-10years were 35.5%

and over 10 years were 10.7%. Longer tenure may contribute to greater resource ability, information technology, change and sensitivity thereby enhancing performance of media firms.

4.5 Descriptive statistics

The descriptive analysis for this section was conducted using percentages, frequencies, means, and standard deviation to illustrate the replies of the participants. The subsequent tables present the results for each metric.

4.4.1 Resource fluidity and Performance of Media Firms

The study established the level of agreement or disagreement on statement provided regarding resource fluidity for performance of Media Firms.

Table 4.6: Resource fluidity and Performance of Media Firms

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The Workforce at our firm has enabled resource accessibility	93	0 (0)	11 (11.8)	19 (20.4)	30 (32.3)	33 (35.5)	3.91	1.02
The firm has facilities that contribute to agility	93	1 (1.1)	5 (5.4)	33 (35.5)	29 (31.2)	25 (26.9)	3.77	0.95
The firm has adequate financial resources to enable firm growth	93	0 (0)	6 (6.5)	32 (34.4)	22 (23.7)	33 (35.5)	3.88	0.98
The internal audit team has always ensured resources are well protected	93	0 (0)	3 (3.2)	37 (39.8)	23 (24.7)	30 (32.3)	3.86	3.46
The firm has well qualified human resources to guard the available facilities	93	2 (2.2)	14 (15.1)	35 (37.6)	23 (24.7)	19 (20.4)	3.46	1.05

Source: Primary Data (2024)

From table 4.6, a significant proportion (35.5% strongly agreed as 32.3% agreed) indicating that support from workforce at the firm has enabled resource accessibility, with minimal disagreement (11.8% disagreed). A mean of 3.91 and SD of 1.02 suggest strong agreement with moderate variability in perceptions. This underscores the importance of workforce on resource accessibility. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A significant majority (26.9% strongly agreed, 31.2% agreed) stated that available work facilities support agility, with minimal disagreement (1.1% strongly disagree, 5.4% disagree). The mean score of 3.77 and standard deviation of 0.95 suggest strong agreement and low variability in the responses, suggesting a consistent view among the respondents as work facilities are resource based in nature. This indicates effective work facilities improve performance of media firms. This relationship between mean and standard deviation implies that data was closely concentrated hence predictive.

A considerable portion (23.7% agreed, 35.5% strongly agreed) perceives firm has adequate financial resources to enable firm growth, with minimal disagreement (6.5% disagree). A mean of 3.88 and SD of 0.98 suggest strong agreement with low variability in perceptions. This indicates adequate financial resources would be ideal. This relationship between mean and standard deviation implies that data was closely concentrated hence predictive.

While a notable proportion (32.3% strongly agreed, 24.7% agreed) acknowledges that the internal audit team has always ensured resources are well protected, some respondents (3.2% disagreed) express reservations. A mean of 3.86 and SD of 3.46 suggest strong agreement with variability in perceptions. This highlights the importance of investing in an internal audit team for resources fluidity. This relationship between

mean and standard deviation implies that data is well spread hence responses were not biased.

A considerable portion (20.4% strongly agree, 24.7% agree) perceives firm has well qualified human resources to guard the available facilities, with minimal disagreement (15.1% disagree, 2.2% strongly disagree). A mean of 3.46 and SD of 1.05 suggest strong agreement with low variability in perceptions. This indicates that qualified human resources guard the available facilities. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

4.4.2 Information technology adoption and Performance in Media Firms

Table 4.7: Information technology agility

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The media firm has a well set information technology infrastructure	93	0 (0)	8 (8.6)	32 (34.4)	32 (34.4)	21 (22.6)	3.71	1.92
There media technology has been fast track by competitiveness.	93	2 (2.2)	6 (6.5)	32 (34.4)	33 (35.5)	20 (21.5)	3.68	1.96
The firm's Information Technology has led to efficiency	93	4 (4.3)	29 (31.2)	0 (0)	36 (38.7)	24 (25.8)	3.86	1.85
The firm has improvised information technology training	93	0 (0)	16 (17.2)	23 (24.7)	42 (45.2)	12 (12.9)	3.54	1.92
Through information technology the firm has gained a lot	93	0 (0)	13 (14)	34 (36.6)	30 (32.3)	16 (17.2)	3.53	1.93

Source: Primary Data (2024)

The results in Table 4.7, A notable portion (22.6% strongly agree, 34.4% agree) supports the media firm has a well-set information technology infrastructure, indicating a

perceived enhancement of independence. However, a considerable proportion (8.6% disagree) expresses reservations. The mean score of 3.71 and standard deviation of 1.92 suggest strong agreement with low variability in perceptions. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

While a significant percentage (21.5% strongly agree, 35.5% agree) that media technology has been fast track by competitiveness, here is notable disagreement (6.5% disagree, 2.2% strongly disagree). A mean of 3.68 and SD of 1.96 suggest strong agreement with low variability in perceptions. This underscores the importance of information technology adoption. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A substantial majority (25.8% strongly agree, 38.7% agree) affirm that available information technology in media firms has led efficiencies. However, a notable proportion (31.2% disagree, 4.3% strongly disagree) expresses reservations. The mean score of 3.86 and standard deviation of 1.85 suggest strong agreement with low variability in perceptions. This underscores the importance of available information technology in media firms. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

While a considerable percentage (12.9% strongly agree, 45.2% agree) perceives firm has improvised information technology training, some respondents (17.2% disagree) express doubts. A mean of 3.54 and SD of 1.92 suggest strong agreement with low variability in perceptions. This highlights the importance of improvised information technology training

among media firms. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A significant portion (17.2% strongly agree, 32.3% agree) perceives that with information technology media firms they gained a lot. However, a notable proportion (14% disagree) expresses skepticism. The mean score of 3.53 and standard deviation of 1.93 suggest strong agreement with low variability in perceptions. This underscores the importance of information technology media. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

4.4.3 Strategic Sensitivity and Performance in Media Firms

Table 4.8: Strategic Sensitivity

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The firm has awareness campaign for growth paths goals	93	0 (0)	5 (5.4)	45 (48.4)	33 (35.5)	10 (10.8)	3.51	1.76
The firm has formed organizational intelligence team that oversees activities	93	2 (2.2)	14 (15.1)	35 (37.6)	23 (24.7)	19 (20.4)	3.46	1.05
The firm has a united leadership team that ensures growth	93	27 (29)	23 (24.7)	0 (0)	14 (15.1)	29 (31.2)	3.32	1.05
The firm has a sensitive strategic planning efforts for posterity	93	4 (4.3)	25 (26.9)	53 (57)	11 (11.8)	47 (30.9)	3.76	1.71
The firm has always benchmarked other firms to keep the market moves.	93	18 (19.4)	30 (32.3)	0 (0)	14 (15.1)	31 (33.3)	3.44	1.97

Source: Primary Data (2024)

From Table 4.8, A significant portion (10.8% strongly agree, 35.5% agree) perceive that firm has awareness campaign for growth paths goals. However, a considerable proportion (5.4% disagree) express doubt. The mean score of 3.51 and standard deviation of 1.76 suggest strong agreement with notable variability in perceptions. This indicates a need for further awareness campaign for growth paths goals. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

While a majority (20.4% strongly agree, 24.7% agree) noted that firms formed organizational intelligence team that oversees activities, there is notable disagreement (15.1% disagree, 2.2% strongly disagree). A mean of 3.46 and SD of 1.05 suggest moderate agreement with organizational intelligence team that oversees activities. This indicates a potential gap in the organizational intelligence team since data is spread out basis on the mean and standard deviation value.

A substantial majority (15.1 % agree, 31.2% strongly agree) recognize that the firm has a united leadership team that ensures growth. However, a notable proportion (29% strongly disagree, 24.7% disagree) express reservations. The mean score of 3.32 and standard deviation of 1.05 suggest moderate agreement with variability in perceptions. This highlights the need for the firm to have a united leadership team that ensures growth since data spread out basing on mean and standard deviation values. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A significant majority (30.9% strongly agree, 11.8% agree) indicated that the firm has a sensitive strategic planning efforts for posterity. However, a notable portion (26.9% disagree, 4.3% strongly disagree) express doubts. A mean of 3.76 and SD of 1.71 indicate strong agreement with low variability in perceptions. This underscores the importance of a firm having a sensitive strategic planning effort for posterity since the data spread relationship for mean and standard deviation counts. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A majority (33.3% strongly agree, 15.1% agree) affirm the firm has always benchmarked other firms to keep the market moves. From the study (32.3% disagree, 19.4% strongly disagree) express disagreement. The mean score of 3.44 and standard deviation of 1.97 suggest high agreement with minimal variability in perceptions. This indicates a positive perception of benchmarking, contributing to performance of media firms. This relationship between mean and standard deviation implies that data is spread out hence respondent's different perceptions on benchmarking. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

4.4.4 Strategic Change and Performance in Media Firms

Table 4.9: Strategic Change

Description	N	SD (%)	D (%)	FA (%)	A (%)	SA (%)	Mean	Std
The firm has always embraced management change for posterity	93	2 (2.2)	24 (25.8)	29 (31.2)	19 (20.4)	19 (20.4)	3.31	1.13
The firm has occasionally embraced new technologies	93	2 (2.2)	1 (1.1)	17 (18.3)	43 (46.2)	30 (32.3)	4.05	1.86
The structures within the firm has always been improved	93	2 (2.2)	5 (5.4)	25 (26.9)	39 (41.9)	22 (23.7)	3.79	1.94
The firm benchmarks what others do at the market	93	1 (1.1)	13 (14)	0 (0)	20 (21.5)	59 (63.4)	3.05	1.63
Employees are rational and not resistance to 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)

From Table 4.9, a substantial proportion of respondents (20.4% strongly agree, 20.4% agree) noted the firm has always embraced management change for posterity. This indicates a general satisfaction with management change within the organization. The mean score of 3.31, with a standard deviation of 1.13, suggests moderate agreement with this statement, indicating room for improvement though data was spread implication of diverse opinions. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A significant majority (32.3% strongly agree, 46.2% agree) recognize the firm has occasionally embraced new technologies. This high level of agreement (with a mean

score of 4.05 and a SD of 1.86) underscores the adoption of technology. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

While a notable portion (23.7% strongly agree, 41.9% agree) acknowledge the structures within the firm have always been improved, there is a significant segment expressing disagreement (2.2% strongly disagree, 5.4% disagree). This indicates potential gaps in structures within the firm always being improved. The mean score of 3.79, with a standard deviation of 1.94, suggests some variability in perceptions. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A sizeable proportion (63.4% strongly agree, 21.5% agree) affirm that firm that the firm benchmarks what others do at the market. However, the presence of disagreement (14% disagree, 1.1% strongly disagree) indicates possible inconsistencies in understanding or implementation. A mean of 3.05 and SD of 1.63 suggest moderate agreement with some variability in opinions. This relationship of data spread between mean and standard deviation implies that benchmarking received divergent views. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

A considerable number (34.4% strongly agree, 52.7% agree) recognize that employees are rational and not resistance to organizational change. This indicates a structured approach to organization change. A mean of 3.72, with a SD of 1.68, suggests a relatively high level of agreement with minimal variability. This relationship between

mean and standard deviation implies that data is well spread hence responses were not biased.

Table 4.10: Performance of media firms

No	Performance	Strongly Disagree	Disagree	Fairly Agree	Agree	Strongly Agree	Mean	S.D
1	Our firm has always adhered to quality through content programs	7 (7.5)	12 (12.9)	0 (0)	16 (17.2)	31 (33.3)	3.39	1.14
2	Our firm has always gained ground as far as competitiveness is concerned	14 (15.1)	10 (10.8)	25 (26.9)	23 (24.7)	21 (21.6)	3.29	1.34
3	Our firm has broadened its space through digital space	14 (15.1)	4 (4.3)	26 (28)	30 (32.3)	19 (20.4)	3.39	1.29
4	Our firm has a name that has led to customer loyalty across the country	0 (0)	2 (2.2)	32 (34.4)	49 (52.7)	10 (10.8)	3.72	1.68
5	Our firm has always improved available technology due to increased innovations	2 (2.2)	1 (1.1)	13 (14)	48 (51.7)	31 (33.3)	3.77	0.71

Source: Primary Data (2024)

From Table 4.10, a substantial portion, 33.3% strongly agreed as 17.2% agreed that firm has always adhered to quality through content programs, a notable proportion (12.9% expressed disagreement as 7.5% strong disagreement). This variation is reflected in the mean of 3.39, with a relatively high SD of 1.14, indicating a wider range of opinions among respondents. Basically, the relationship between mean and standard showed data was uniformly spread across hence adherence to quality through content programs. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Moreover, concerning whether the firm has always gained ground as far as competitiveness is concerned (21.6% strongly agreed, while 24.7% agreed with the statement. Notably, 10.8% disagreed as 15.1% strongly disagreed, highlighting a disparity in perceptions. A mean of 3.29, coupled with a SD of 1.34, underscores the variability in responses, suggesting differing opinions among respondents regarding whether the firm has always gained ground as far as competitor analysis. The spread of data was implied by mean and standard deviation value. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Additionally, in assessing the consistency the firm has broadened its space through digital space. While 20.4% strongly agreed and 32.3% agreed with the statement, a significant proportion (15.1% strongly disagreed as 4.3% expressed disagreement. This divergence is evident in the mean of 3.39 and a relatively high SD of 1.29, indicating a lack of consensus among respondents regarding this aspect of digital space. The relationship between mean and standard showed data was uniformly spread across hence consistency of the firm was broadened in space through digital space. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

Furthermore, regarding whether the firm has a name that has led to customer loyalty across the country, respondents demonstrated a more consistent perception. A notable majority, comprising 10.8% strongly agreed as 52.7% agreed with the statement, reflecting a high level of consensus. This is corroborated by the mean of 3.72 and a low SD of 1.68, suggesting widespread agreement on customer loyalty across the country.

This relationship between mean and standard deviation shows a spread across hence customer loyalty across the country. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

The responses concerning the review of the firm having improved available technology due to increased innovations indicated a notable consensus among respondents. A considerable percentage, comprising 33.3%, strongly agreed, while an additional 51.7% agreed with the statement. This overwhelming agreement is reflected in the high mean of 3.77 and a low SD of 0.7, suggesting a high level of concurrence among respondents regarding this aspect of available technology due to increased innovations. Basically the relationship between mean and standard shows data too close to mean hence technology availability was not a guarantee. This relationship between mean and standard deviation implies that data is well spread hence responses were not biased.

4.6 Assumption of Linear Regression

This study used linear regression based on the following assumptions: multi-collinearity, and a Shapiro-Wilk test and Kolmogorov-Smirnov for normalcy. The outcomes are detailed below.

4.6.1 Normality

A normality test, namely the Kolmogorov-Smirnov and Shapiro-Wilk tests, evaluates whether the data distribution for each variable conforms to a normal distribution. The assumption of normality is frequently necessary for specific statistical investigations.

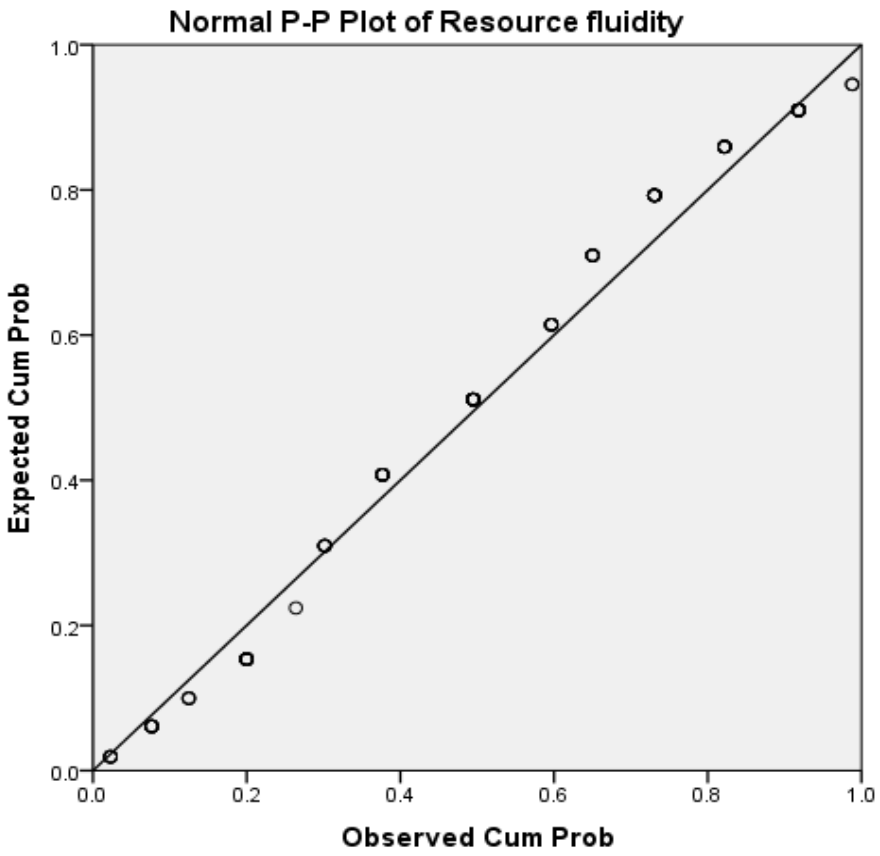
Table 4.11: Kolmogorov-Smirnova and Shapiro-Wilk

	Kolmogorov-S[a]			Shapiro-W		
	Stat	**N**	**Sig.**	**Stat**	**N**	**Sig.**
Resource fluidity	.149	93	.001	.378	93	.001
Information technology adoption	.138	93	.002	.407	93	.000
Strategic sensitivity	.150	93	.003	.371	93	.002
Strategic change	.129	93	.024	.523	93	.000
Performance	.177	93	.000	.571	93	.001

a. Lilliefors Significance Correction

Source: Primary Data (2024)

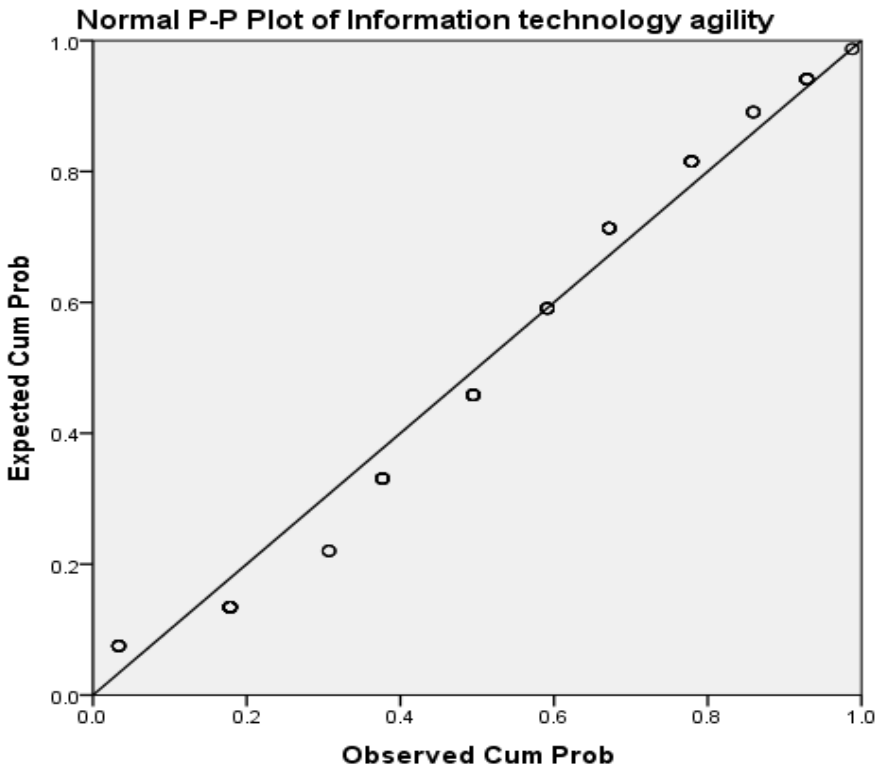
The statistical significance of the Kolmogorov-Smirnov and Shapiro-Wilk tests ($p<0.05$) indicates that the data for the variables resource fluidity, information technology agility, strategic sensitivity, strategic change, and performance significantly deviate from a normal distribution. Ghasemi and Zahedias (2022) propose that the subjective assessment of normality should be conducted visually. Figure 4.1 demonstrates that the usual P-P plot of resource fluidity was in agreement with the approximation of the line of fit. Given its close approximation to a normal distribution, the data is suitable for regression analysis.



Source: Primary Data (2024)

Figure 4.1: Normal P-P plot for Resource Fluidity

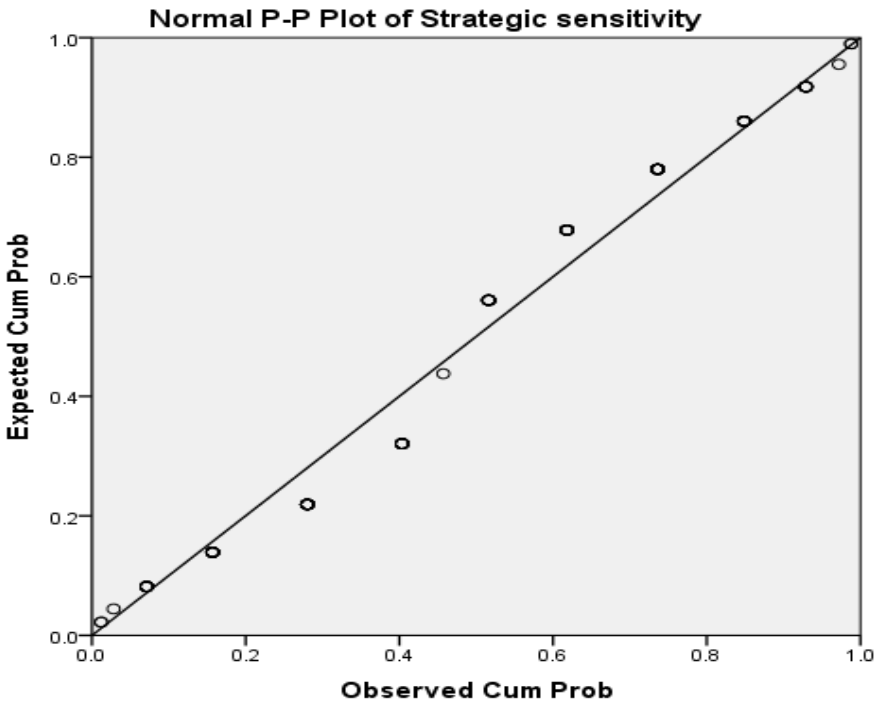
Figure 4.2 shows that the information technology adoptionnormal P-P plot deviates less from the line of fit in comparison to the approximation. Therefore, parametric tests, like linear regression, could be performed on the data because it followed a normal distribution.



Source: Primary Data (2024)

Figure 4.2: Normal P-P plot for Information Technology Adoption

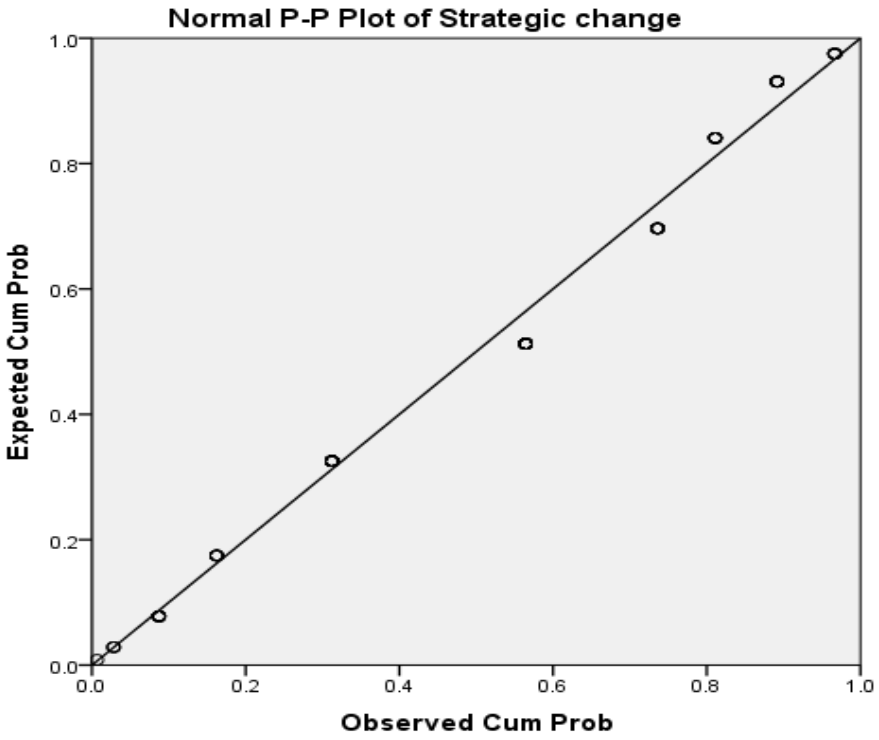
Figure 4.3 shows that the strategic sensitivity normal P-P plot deviates very little from the line of fit as it does from the approximation. As a result, parametric testing was feasible because the data was close to normal distribution.



Source: Primary Data (2024)

Figure 4.3: Normal P-P plot for Strategic sensitivity

Figure 4.4 shows that the strategic sensitivity normal P-P plot deviates very little from the line of fit as it does from the approximation. As a result, parametric testing was feasible because the data was close to normal distribution.



Source: Primary Data (2024)

Figure 4.4: Normal P-P plot for Strategic Change

4.6.3 Multi-Collinearity Test

The presence of multicollinearity hinders the accurate characterization of variables due to their interaction. Based on Jingyu Li's (2003) study, which references the work of Besley (1980), researchers commonly employ a critical value guideline of VIF=10 to evaluate the existence of excessive correlation. With tolerance levels below 1, Table 4.13 demonstrates that all VIF (Variance Inflation Factor) values are below 10, showing that the study variables are not affected by multi-collinearity.

Table 4.12: Multi-Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Resource fluidity	.797	1.255
Information technology adoption	.730	1.370
Strategic sensitivity	.742	1.347
Strategic change	.668	1.496

Source: Primary Data (2024)

4.7 Pearson Correlation Results

Table 4.14 displays the correlation coefficient (r) values derived from the Pearson correlation analysis. This method quantifies the correlation between two ratio/scale or continuous variables by determining its direction (positive or negative) and magnitude (-1 to +1).

Table 4.13: Multiple Correlation Matrix

Correlations

		Resource fluidity	Information technology adoption	Strategic sensitivity	Strategic change	Performance
Resource fluidity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	93				
Information technology adoption	Pearson Correlation	.340**	1			
	Sig. (2-tailed)	.001				
	N	93	93			
Strategic sensitivity	Pearson Correlation	.274**	.408**	1		
	Sig. (2-tailed)	.008	.000			
	N	93	93	93		
Strategic change	Pearson Correlation	.410**	.436**	.446**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	93	93	93	93	
Performance	Pearson Correlation	.423**	.322**	.661**	.450**	1
	Sig. (2-tailed)	.000	.002	.000	.000	
	N	93	93	93	93	93

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

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

Source: Primary Data (2024)

According to Table 4.14, there is a positive association between resource fluidity and performance of media firms. The coefficient is 0.423, and the p value is less than 0.05, indicating statistical significance at a 95% confidence level. Therefore, an increase in resource fluidity would result in a corresponding improvement in the performance of media firms. The findings are corroborated by a study conducted by Wangasa (2018)

who investigated the effect of strategic agility on the performance of accredited commercial banks in Kenya. The results of the study established that resource fluidity has a significant impact on performance of media firms in Nairobi Kenya.

A p-value of 0.002 was associated with the correlation coefficient of 0.322 for information technology adoption. The results show that media firms in Kenya benefit from information technology adoption. Improving information technology adoption would in turn improve performance of media firms in Nairobi Kenya. The study done by Dutse, (2021) on IT agility and performance found comparable outcomes.

Furthermore, the correlation coefficient of 0.661 and the p-value of 0.000 indicate a robust positive relationship between strategic sensitivity and the success of media companies in Nairobi, Kenya. The results are consistent with the study executed by Adim and Maclayton (2021) which examined the strategic sensitivity and corporate responsiveness of companies in the fast moving consumer products industry in Rivers State, Nigeria. Research revealed a significant and positive relationship between the strategic sensitivity and corporate responsiveness of fast moving consumer products companies in Rivers State, Nigeria.

Furthermore, there is a strong and positive correlation between strategy change and the success of media firms in Nairobi, Kenya, with a correlation coefficient of 0.450 and a p-value of 0.000. These findings indicate that a rise in strategic change would result in an improvement in the performance of media operations. The study done by Ratemo and Kihara (2017) examined the impact of change management methods on the performance of selected media firms in Kenya.

4.8 Simple Linear Regression

Statistically, the relationship between two continuous variables can be depicted using simple linear regression. This methodology involves the analysis of one variable, namely the independent variable or predictor variable, in order to predict the value of the other variable, referred to as the dependent variable or outcome variable.

4.8.1 Effect of Resource Fluidity on performance of Media firms in Nairobi Kenya

The primary objective was to establish the effect of resource fluidity on performance of Selected Media firms in Nairobi Kenya. The study determined whether or not Media firms in Nairobi Kenya are much more performing when they have the backing of resource fluidity (H01). It was determined which variable might best explain the variance in the prediction of another variable. The objective of the regression analysis was to determine the extent to which the independent variable (resource fluidity) could impact performance. The findings of the analysis are presented in Table 4.14.

Table 4.14: Regression Results of Resource Fluidity and Performance of Selected Media firms in Nairobi Kenya

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change			
1	.423[a]	.179	.170	.78210	.179	1	.423	.179	.170

a. Predictors: (Constant), Resource fluidity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.129	1	12.129	19.829	.000
	Residual	55.663	91	.612		
	Total	67.792	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Resource fluidity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.715	.412		4.160	.000
	Resource fluidity	.476	.107	.423	4.453	.000

a. Dependent Variable: Performance

Source: Primary Data (2024)

The coefficient of determination (R-squared) of 0.179 in Table 4.15 above suggests that resource flexibility has a 17.9% impact on the success of media companies in Nairobi. The ANOVA findings show that the model is statistically significant, as seen by the F (1, 91) value of 19.829, P 0.00<0.05. This observation implies that the mobility of resources is a valuable indicator of the performance of media operations. Given below is the fundamental linear regression equation:

$$Y=1.715+0.476X_1$$

The coefficient for resource fluidity was 0.476, with a significance threshold of probability less than 0.05. The results indicated that media companies would have a significant increase in performance by 0.476 units in the same direction for each unit change in resource flexibility. The present study aligns with the research conducted by Kitur and Kinyua (2020), which aimed to examine the impact of resource flexibility on the performance of two manufacturing companies in Nigeria. Dutse (2021) demonstrated a strong and statistically significant correlation between resource flexibility and the performance of small and medium-sized enterprises (SMEs) in Bauchi state, Nigeria. Wangasa (2018) investigated the influence of strategic agility on the performance of the 43 commercial banks that have received official recognition in Kenya. The research findings indicate that the degree of resource flexibility significantly impacts the performance of commercial banks in Kenya. In contrast to this study, which primarily examined commercial banks, the present analysis concentrated on the performance of media firms. The findings disagree with Altaweel and Al-Hawary (2021) study that employed a stratified random sampling in their study to ascertain the interactive relationship between resource flexibility and organizational performance in Nigeria. The findings unequivocally demonstrated that there is no statistically significant correlation between resource fluidity and organizational success. Nevertheless, the dynamics in Nigeria verses Kenya could be subject to difference in findings

.

4.8.2 Effect of Information Technology adoption on Performance of Selected Media firms in Nairobi Kenya

The study's second purpose was to examine the impact of information technology adoption on performance of Selected Media firms in Nairobi Kenya. This objective aimed to examine the second null hypothesis, $H0_2$: Information technology adoption does not have a substantial effect on performance of Media firms. The goal of this study was to assess the predictive power of the independent variable (information technology adoption) on the dependent variable (performance of Media enterprises) using regression analysis. Table 4.15 presents the analytical results.

Table 4.15: Regression Results of Information Technology Adoption

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	.322[a]	.103	.094	.81727	.103	10.496	1	91	.002

a. Predictors: (Constant), Information technology adoption

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.011	1	7.011	10.496	.002[b]
	Residual	60.781	91	.668		
	Total	67.792	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Information technology adoption

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.827	.528		3.463	.001
	Information technology adoption	.461	.142	.322	3.240	.002

a. Dependent Variable: Performance

Source: Primary Data (2024)

The R-squared correlation coefficient of 0.103 in Table 4.16 above suggests that the performance of media companies in Nairobi is influenced by information technology adoption by 10.3%. The ANOVA findings show that the model is statistically significant , as shown by the F (1, 91) value of 10.496, P 0.002<0.05. These findings indicate that the adoption of information technology is a valuable indicator of the performance of media operations. Given below is the fundamental linear regression equation:

$$Y=1.827+0.461X_2$$

An IT adoption coefficient of 0.461 was found to be statistically significant at a level of $P<0.05$. This implies that for every one unit increase in information technology agility, media firms would see a substantial performance shift of 0.461 in the same direction. This findings agree with the study conducted by Gonzalez, Jimenez, and Lorente (2018) to examine the relationship between the alignment of strategic information technology and agility where information technology significantly affected agility. The aforementioned results provide validation for the research undertaken by Benitez, *et. al*. (2018) which examined the relationship between information technology (IT) and the performance of organizations in the United States and found that information technology influenced performance significantly. This study supports the findings of Dutse's (2021) research on the correlation between IT agility and overall performance in Small and Medium Enterprises situated in Bauchi State, Nigeria since information technology agility significantly affected performance.

4.8.3 Effect of Strategic sensitivity on performance of Selected Media firms in Nairobi, Kenya

The study's third goal was to assess the effect of Strategic sensitivity on performance of Media firms in Nairobi Kenya. The third null hypothesis, which posits that, $H0_3$: Strategic sensitivity does not significantly affect the performance of Selected Media firms in Nairobi Kenya was studied. A regression analysis was conducted to ascertain the degree to which the independent variable (Strategic sensitivity) could predict the dependent variable (performance).

Table 4.16: Regression Results on Strategic sensitivity

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	.661[a]	.437	.431	.64735	.437	70.771	1	91	.000

a. Predictors: (Constant), Strategic sensitivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.657	1	29.657	70.771	.000[b]
	Residual	38.135	91	.419		
	Total	67.792	92			

a. Dependent Variable: Performance
b. Predictors: (Constant), Strategic sensitivity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.439	.372		1.182	.240
	Strategic sensitivity	.878	.104	.661	8.413	.000

a. Dependent Variable: Performance

Source: Primary Data (2024)

As shown in table 4.17, the R square value of 0.437 suggests that strategic sensitivity explains 43.7% of the variance in the performance of media companies. Based on the ANOVA table, the model is statistically significant (F (1,91) = 70.771, P0.00 < 0.05), suggesting its viability. These findings indicate that strategic sensitivity is a valuable indicator of the performance of media operations. Presented here is the fundamental linear regression equation:

The strategic sensitivity in Y is $0.439+0.878\ X_3$.

The strategic sensitivity coefficient, which was valued at 0.878, was determined using a significance level of P<0.05. Analysis of statistical data showed that media businesses would have a substantial 0.878 improvement in their performance in the same direction for every one unit change in strategic sensitivity. In their study, Muhammad, Suliman, Mazen, Samy, and Naser (2020) examined the correlation between strategic sensitivity and the improvement of creative practice among Palestinian non-governmental organizations (NGOs). The study found that strategic sensitivity significantly impacted creative practice. This study, undertaken by Hamdan *et al*. (2020), found a statistical significance effect of strategic agility within the Palestinian civil organizations in Gaza. The study also agrees with Benitez, *et. al*. (2018) who investigated the correlation between information technology and the performance of organizations in the United States. The study findings confirmed that a strong proficiency in information technology significantly affected performance of organizations.

Furthermore Saad (2018) sought to determine how strategic agility influenced the growth of human resources in Palestinian civil institutions located in the Gaza Strip. The

results demonstrate a statistically significant association. The study conducted by Haniyeh (2020) aimed to determine the extent of strategic flexibility and its correlation with the level of excellence and quality of institutional performance in the food enterprises in the Gaza Strip. Lastly a study by Saad (2018) sought to determine the impact of strategic agility on human resource development in Palestinian civil institutions in the Gaza Strip and found that there exists a strong correlation between the level of fitness strategy and the development of human resources in Palestinian civil institutions.

4.8.4 Effect of Strategic change on performance of Selected Media firms in Nairobi, Kenya

The fourth objective assessed effect of strategic change on performance of Selected Media firms in Nairobi Kenya. The objective of this study was to investigate the fourth null hypothesis, $H0_4$, which posits that strategic change does not significantly affect performance of Media firms in Nairobi Kenya. A regression ascertained the degree to which the independent variable (strategic change) can predict the dependent variable (performance).

Table 4.17: 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		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.166	.701		.236	.814
	Strategic change	.933	.194	.450	4.805	.000

a. Dependent Variable: Performance

Source: Primary Data (2024)

As shown in table 4.18, the R square value of 0.202 suggests that strategic change explains 20.2% of the variation in performance of media companies. The ANOVA comparison table shows that the model is statistically significant (F (1, 91) = 23.087, P 0.00 < 0.05), suggesting its feasibility. These findings indicate that strategic change is a valuable indicator of the performance of media companies. Here is the basic linear regression equation:

$Y= 0.166+0.933X_4$

The strategic change coefficient was 0.933, with a significance level of P<0.05. This showed that there would be a substantial change in the performance of media firms by 0. 933 in the same direction for every unit change in strategic change. The findings agrees

with Atieno (2017) who reviewed strategic change effects on performance of the organization where strategic change effects on performance significantly. Further agrees with Ratemo, and Kihara, (2017) who found change management strategies being of significant effect on performance of selected Media firms in Kenya. The study agrees with Khadid (2017) who focused on strategic change and found that it affects commercial banks performance in Nairobi CBD significantly. Atieno and Kyongo (2017) examined the effect of strategic change on organizational performance of Kenya Wildlife Service (KWS). Research findings from the test of hypothesis established that strategic change significantly affects performance at Kenya Wildlife Service. Baariu (2021) examined the influence of strategic change management on the performance of county development projects in Meru county, Kenya. The study found a positive and significant relationship between leadership, financial resources, employee commitment, organizational policies and the performance of the County Government Development Project in Meru County, Kenya.

4.9 Multiple Regression Analysis

This study aimed to examine the effects of strategic agility on performance of Media firms in Nairobi Kenya. This was achieved by utilizing traditional multiple regression analysis. The study aimed to assess the effect of each strategic agility variable on performance of media firms in a combined model.

Table 4.18: Multiple Regression Analysis

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	.715[a]	.511	.489	.61384	.511	22.978	4	88	.000

a. Predictors: (Constant), Strategic change, Resource fluidity, Strategic sensitivity, Information technology adoption

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.633	4	8.658	22.978	.000[b]
	Residual	33.159	88	.377		
	Total	67.792	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic change, Resource fluidity, Strategic sensitivity, Information technology adoption

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.782	.590		2.726	.001
	Resource fluidity	.263	.094	.233	2.793	.006
	Information technology adoption	.056	.125	.239	2.447	.002
	Strategic sensitivity	.742	.115	.559	6.461	.000
	Strategic change	.254	.189	.222	2.340	.004

a. Dependent Variable: Performance

Source: Primary Data (2024)

The model summary in Table 4.19 provides a complete summary of the model. The R square column reveals that four strategic agility explained 51.1% of the significant variation in performance of media firms (R square = .511, P = 0.000). This indicates that 51.1% of the variation in performance of media firms in Kenya is attributed to strategic agility that are not included in this model. The study utilized the F Ratio to assess the importance of the model, specifically its ability to forecast the performance of media firms more accurately than the mean score, which is regarded a mere estimation. The F

value is more than one, shown by a value of 22.978. This suggests that the improvement due to model fitting is considerably larger than the errors or inaccuracies that were not accounted for in the model (F (4, 88) = 22.978, P=0.000). This indicates that the study model has made significant progress in accurately forecasting performance of media firms in Kenya.

The multiple linear regression model was established as shown in Table 4.20 by regressing the four predictor variables against performance of media firms in Kenya:

$Y=0.782 + 0.263 X_1+0.056 X_2+0.742 X_3+ 0.254 X_4$

The findings presented here support a study conducted by Saad (2018) found that strategic agility significantly affected advancement of human resources within Palestinian civil institutions in the Gaza Strip. Furthermore, it aligns with the study conducted by Haniyeh (2020) which found that strategic agility of significant effect on institutional performance in the food industries sector in the Gaza Strip. It further aligns to a study conducted by Redwell and Hamilton (2020) that examined the impact of strategic sensitivity on the competitiveness of aluminium manufacturing companies in Rivers State, Nigeria where strategic sensitivity significantly affected competitiveness .

4.11 Hypothesis testing

Table 4.20: Hypothesis Results

Hypothesis	Findings	P Value (P<0.05)	Verdict
$H_{01:}$ Resource fluidity does not have a statistically significant effect on performance of Media firms in Nairobi Kenya.	Resource fluidity has a significant effect on performance of Media firms in Nairobi Kenya.	.000	Reject
$H_{02:}$ Information technology adoption does not have a statistically significant effect on performance of Media firms in Nairobi Kenya.	Information technology adoption has a significant effect on performance of Media firms in Nairobi Kenya.	.002	Reject
$H_{03:}$ Strategic sensitivity does not have a statistically significant effect on performance of Media firms in Nairobi Kenya.	Strategic sensitivity has a significant effect on performance of Media firms in Nairobi Kenya.	.000	Reject
$H_{04:}$ Strategic change does not have a statistically significant effect on performance of Media firms in Nairobi Kenya.	Strategic change has a significant effect on performance of Media firms in Nairobi Kenya.	.000	Reject

. **Source: Field Data (2024)**

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary objective of this study was to investigate the effect of strategic agility on performance of media firms. This study aims to determine the impact of resource fluidity, information technology adoption, strategic agility and strategic change on performance of media firms. This chapter provides a concise overview of the main discoveries of the study, the inferences drawn from those findings, and the recommendations made. Additionally, the chapter emphasizes significant suggestions for future research.

5.2 Summary of the Findings

5.2.1 Resource fluidity and Performance of Media Firms

The coefficient was at 0.423 indicating a moderate positive relationship between resource fluidity and performance of media firms. The study found that a significant proportion 35.5% strongly agreed as 32.3% agreed) indicating on resource fluidity. A mean of 3.91and standard deviation of 1.02 suggested a strong relationship between resource fluidity and performance of media firms. With the coefficient of 0.423, and the p value is less than 0.00 there exists statistical significance at a 95% confidence level. The R-squared value of 0.179 in Table 4.14 above indicates that the performance of media firms in Nairobi is affected by resource fluidity to the tune of 17.9%. Based on the results in the ANOVA, the model significant, as indicated by the value of F (1, 91)

=19.829, P 0.00<0.05. This suggests that resource fluidity is a useful predictor of performance of media firms

5.2.2 Information technology adoption and Performance in Media Firms

The coefficient was at 0.322 indicating a moderate positive relationship between information technology and performance of media firms. Substantial proportion 12.9% of respondents strongly agree and 45.2% agree that information technology has an impact on the performance of media companies. The calculated mean score of 3.53 and standard deviation of 1.93 indicate a high level of agreement in representing the variability in perceptions. The p-value of 0.000 was found to be statistically significant with a correlation coefficient of 0.322 for information technology adoption. The R-squared correlation coefficient of 0.103 in Table 4.15 above suggests that the performance of media companies in Nairobi is influenced by information technology adoption by 10.3%. The ANOVA findings show that the model is statistically significant, as shown by the F (1, 91) value of 10.496, P 0.002<0.05. These findings indicate that the adoption of information technology is a valuable indicator of the performance of media operations.

5.2.3 Strategic Sensitivity and Performance in Media Firms

The coefficient was at 0.661 indicating a strong positive relationship between strategic sensitivity and performance of media firms.A substantial proportion of 35.5% agree that the firm should use a sensitivity campaign to achieve growth paths objectives. A mean score of 3.51 and a standard deviation of 1.76 indicate a high level of agreement. The correlation coefficient of 0.661 indicates a robust positive relationship between strategic

sensitivity and performance. The R-squared value of 0.437 indicates that strategic sensitivity explains 43.7% of the variability in the performance of media companies. Based on the ANOVA table, the model is statistically significant (F (1,91) = 70.771, P0.00 < 0.05), suggesting its viability. These findings indicate that strategic sensitivity is a valuable indicator of the performance of media operations.

5.2.4 Strategic Change and Performance in Media Firms

The coefficient was at 0.450 indicating a moderate positive relationship between strategic change and performance of media firms. Approximately 34.4% of the respondents strongly agree, while 52.7% agree, that strategic change has an impact on performance in Media Firms. The calculated mean of 3.72, together with a standard deviation of 1.68, indicates a really high degree of agreement with little variation. Moreover, there exists a robust and favorable association between strategic change and the success of media companies in Nairobi, Kenya, as indicated by a correlation coefficient of 0.450 and a p-value of 0.000. The R-squared score of 0.202 indicates that strategic change explains 20.2% of the variability in the performance of media companies. The ANOVA comparison table shows that the model is statistically significant (F (1, 91) = 23.087, P 0.00 < 0.05), suggesting its feasibility. These findings indicate that strategic change is a valuable indicator of the performance of media companies.

5.3 Conclusion

An analysis revealed that the level of resource fluidity significantly influenced the success of media companies in Nairobi, Kenya. Organizations that can quickly redistribute resources in reaction to market fluctuations are more strategically positioned to take advantage of developing prospects and reduce risks. This flexibility in resource allocation promotes creativity and operational effectiveness, resulting in enhanced overall performance.

This study provides evidence that IT adoption has a crucial role in determining performance within the media industry. Investing in flexible and adaptable IT infrastructure enables media companies to quickly adjust to technological developments and evolving customer tastes. This flexibility not only facilitates smooth operations but also empowers companies to provide top-notch content and services, hence further strengthening their competitive advantage.

This study highlights the significance of strategic sensitivity in attaining exceptional performance. Media organisations that cultivate a heightened consciousness of market trends, rival activities, and client demands are more adept at making well-informed strategic choices. The adoption of this proactive strategy enables companies to predict and react to developments with greater efficiency, therefore guaranteeing continuous expansion and market prominence.

Furthermore, the rejection of the null hypothesis underscores the beneficial influence of strategic change on the performance of the organization. Media organisations that actively embrace strategic change, such as reorganisation, diversification, or innovation,

exhibit enhanced resilience and adaptability. Effective implementation of these strategic initiatives allows companies to effectively negotiate the ever-changing media environment, resulting in improved performance and long-term viability.

5.4 Recommendations

The study recommended that the management should strengthen their assistance by providing essential resources that would result in improved performance of media enterprise. This may entail diligent identification of resources and efficient budgeting to secure necessary funds. Furthermore, the management should promote the establishment of cross functional teams to guarantee the flexible allocation of resources across various projects and departments. Their investment should be directed towards ongoing training programs to guarantee that staff are capable of adjusting to various tasks and responsibilities as required.

The report recommended that media company management should establish and execute a structured information technology hub to guarantee the complete acquisition of digital media. It should highlight the need of undertaking training in information technology. Furthermore, it is advisable for them to embrace agile project management approaches in order to enhance the responsiveness and adaptability of IT projects.
In addition, the study advised that the management should use a benchmark sensitivity strategy to ascertain their understanding of the actions taken by others. This would augment the essence and scale of investment for the explicit aim of improving performance. Furthermore, it is imperative for them to formulate and consistently revise

scenario plans in order to foresee and make necessary arrangements for possible shifts in the market conditions.

The study recommended that the management should actively promote and support managerial change. Media firms should adopt a systematic change management strategy to facilitate seamless transitions and cultivate leadership abilities at all levels to enable leaders to proficiently initiate and oversee changes. Ideal conditions for the expansion of the enterprises would include change.

5.5 Implications of the study

Practice implications: The study provides valuable insights for media executives and managers on how strategic agility contributes to improved performance. Media firms can use the findings to adopt agile strategies such as rapid decision-making, flexible resource allocation, and real-time market responsiveness. Redesign their organizational structures to allow for quicker adaptation to industry disruptions and to invest in employee training and digital tools that support agility.

Policy implications are aligned to regulators, such as the Communications Authority of Kenya, can use the findings to develop supportive policies that encourage innovation and flexibility in media operations and promoting a favorable environment for digital transformation in the media sector. The study supports the need for policy frameworks that reduce barriers to agility, such as bureaucratic regulations or outdated licensing procedures.

The study has theoretical implications where the study contributes to the theory of strategic management, particularly by reinforcing or extending concepts related to

dynamic capabilities, strategic agility, and organizational performance in emerging markets. It helps validate existing theories or models in a developing country context, where such studies are limited.

Implication in academia include research filling a knowledge gap on how strategic agility affects firm performance in Kenya's media industry. It serves as a reference point for future researchers, especially those studying agility in other sectors or regions.

5.6 Suggestion for Further Studies

The current study focused on how resource fluidity, information technology adoption, strategic sensitivity and strategic change affect performance of media firms which presented conceptual limitations to the study. Further studies should consider other strategic agility constructs such as enterprise and relational agility. The study used quantitative data collected using structured questionnaire, implying similar study can use other methods such as interviews. The study focused on selected media firms in Nairobi implying other media firms were not considered. In this regard, further studies should focus on all media firms in Kenya.

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APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

I am a Masters student of Masinde Muliro University of Science and Technology (MMUST). I am conducting an academic research on '*Effect of Strategic Agility on performance of Selected Media firms in Nairobi Kenya'* as a requirement of the qualification for the award a Master's degree in Strategic Management. I humbly request that you take some time to complete this questionnaire.

Your opinion Sir/Madam will be of great value to the study findings that I hope may add value to Strategic Management practitioners in Media firms, government, organizations, students and researchers on the best strategic agility practices that may impact on performance. I take this opportunity to thank you in advance for your valued response which will be used purely for academic purposes and treated with utmost confidentiality.

Thank you.

Mukeya Winnie

0714274675

Appendix II: List of Selected Media Firma In Nairobi

1	Nation media Group
2	Standard Group
3	Royal Media services
4	Mediamax Network Limited
5	Radio Africa Group
6	Capital group limited

Appendix III: Questionnaire for Media Stakeholders

Name of the Media Firm: .....

SECTION A: Demographic information

1. Level of education
   - ☐ PhD
   - ☐ Masters
   - ☐ Bachelors
   - ☐ Postgraduate Diploma
2. Designation
   - ☐ Editorial staffs
   - ☐ Technical staffs
   - ☐ Marketing
   - ☐ Public Relations and administrative staff
   - ☐ Any other specify
3. How long have you worked in Media firm?
   - ☐ 0 -1 Years
   - ☐ 1-2 Years
   - ☐ 2-5 Years
   - ☐ 6-10 Years
   - ☐ Above 10 Years

SECTION B: Strategic Agility

Part 1: Resource fluidity

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Fairly agree (N=3), Agree (A=4), and Strongly Agreed (SA=5).

	Resource fluidity	**SA**	**A**	**N**	**DA**	**SD**
1	The Workforce at our firm has enabled resource accessibility					
2	The firm has facilities that contributes to agility					
3	The firm has adequate financial resources to enable firm growth					
4	The internal audit team has always ensured resources are well protected					
5	The firm has well qualified human resources to guard the available facilities					

Part 2: Information technology adoption

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Fairly agree (N=3), Agree (A=4), and Strongly Agreed (SA=5).

	Information technology adoption	**SA**	**A**	**N**	**DA**	**SD**
1	The media firm has a well set information technology infrastructure					
2	The media technology has been fast track by competitive market					
3	The firms information technology has led to efficiency					
4	The firm has improvised information technology training					
5	Through information technology the firm has gained a lot					

Part 3: Strategic Sensitivity

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Fairly agree (N=3), Agree (A=4), and Strongly Agreed (SA=5).

	Strategic Sensitivity	**SA**	**A**	**N**	**DA**	**SD**
1	The firm has awareness campaign for growth paths goals					
2	The firm has formed organizational intelligence team that oversees activities					
3	The firm has a united leadership team that ensures growth					
4	The firm has a sensitive strategic planning efforts for posterity					
5	The firm has always benchmarked other firms to keep the market moves.					

SECTION C: Strategic Change

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Fairly agree (N=3), Agree (A=4), and Strongly Agreed (SA=5).

	Strategic change	**SA**	**A**	**N**	**DA**	**SD**
1	The firm has always embraced management change for posterity					
2	The firm has occasionally embraced new technologies					
3	The structures within the firm has always been improved					
4	The firm benchmarks what others do at the market					
5	Employees are rational and not resistance to organizational change					

SECTION D: Performance of media firms

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Fairly agree (N=3), Agree (A=4), and Strongly Agreed (SA=5).

	Performance	**SA**	**A**	**N**	**DA**	**SD**
1	Our firm has always adhered to quality through content programs					
2	Our firm has always gained ground as far as competitiveness is concerned					
3	Our firm has broadened its space through digital space					
4	Our firm has a name that has led to customer loyalty across the country					
5	Our firm has always improved available technology due to increased innovations					

Appendix IV: Map of study Area

Appendix V: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **629057**

Date of Issue: **31/July/2024**

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This is to Certify that Miss.. Winnie Kadinya Mukeya of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Effect of Strategic Agility on performance of Media firms in Nairobi Kenya for the period ending : 31/July/2025.

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