ORGANISATION DEVELOPMENT INTERVENTIONS AND PERFORMANCE OF AIRTEL KENYA

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ABSTRACT

Organizations operate to achieve their objectives including making profits and growth. Since they operate in the external turbulent and competitive environment, they do not always perform as expected. Fortunately, there are development and management strategies and interventions firms can adopt to improve their efficiency and effectiveness. When a company does not perform as expected, questions can arise concerning its use of improvement/change strategies. Airtel Kenya has been underperforming for long, and this raises questions about the firm's utilization of strategies that change or improve their way of doing business. In light of this, this study aimed at establishing if Airtel Kenya utilizes organization development interventions to improve its performance. The general objective was to explore the effect of organization development interventions on the performance of Airtel Kenya. The study was guided by three specific objectives: To establish the effects of HRM interventions on the performance of Airtel Kenya, to determine the effect of techno-structural interventions on the performance of Airtel Kenya, and to assess the effect of strategic interventions on the performance of Airtel Kenya. The study was supported by three strategic management theories/models, namely, Resource Based View, Force-Field Analysis, and the Systems Theory. The empirical review revealed several gaps that this study filled such as the limitation in the scope of the research variables studied. The study adopted a descriptive research design. The target population was the employees in middle and top-level management positions. The researcher used simple random sampling to select 100 employees from three Airtel branches in Nairobi County. To obtain primary data, the researcher used a semi-structured questionnaire as the data collection instrument. The validity of the instrument was established through content validity whereas a pilot study tested its reliability using the Cronbach's Alpha. Data was analyzed using descriptive statistics including the measures of central tendency such as mean and standard deviation. Finally, regression analysis was utilized to analyze the relationship between the dependent and independent variables. Results of the study revealed that HRM interventions, techno-structural interventions, and strategic interventions are strongly correlated with performance. The three organization development interventions were also found to be statistically significant at a confidence level of ninety-five percent. Organization development managers should design policies that guide the creation of effective, strategic, and competitive interventions to boost productivity, goal achievement, and innovative capabilities. The management of Airtel Kenya should ensure the non-functional and ineffective interventions are replaced with better interventions that surpass those of their competitors in order to improve their performance.

Key words: Organization Development (OD), Intervention, OD Interventions, HRM Interventions, Strategic Interventions, Techno structural Interventions, Performance, Effectiveness, Organization

INTRODUCTION

The only constant thing is change, and this calls for organizations to also change their strategies in order to survive and perform effectively, especially given the turbulence in the business environment (Jung, 2011; Goksoy, 2015). Moreover, organizations are facing many threats that affect their performance negatively; for example, threats to effectiveness, efficiency, as well as profitability, problems from unstable environments, high competition, shifting customer demand, and continuous challenges to maintain similarity among organizational elements like technology, strategy, culture, and process. Similarly, people encounter challenges like finding job satisfaction, maintaining dignity and purpose while pursuing organizational objectives, attaining a sense of belonging in the place of work (Nowshin & Zaman, 2013). Despite the nature of the presenting problem, whenever a problem exists, there is always a solution. There are many management strategies that can solve the aforementioned problems and help firms achieve their goals. These include Organization Development (OD) interventions that help businesses cope, adjust, and endure in the turbulent environment.

Globally, OD interventions have been studied and used to effect change and improve organizational effectiveness. Das and Bhatt (2016) studied the influence of strategic OD intervention on Microsoft Corporation Limited. Microsoft uses strategic interventions like mergers and acquisition to align itself with its business environment to maintain pace with the changing conditions; for instance, its recent acquisition of LinkedIn. In Thailand, Tonvongval (2013) study showed that organizational development interventions (ODI) increased employee’s efforts and job satisfaction, and this translated into improved organizational performance.

In Africa, OD interventions are widely used and studied. For instance, South African organizations embrace OD strategies such as teambuilding to improve organizational performance. Teambuilding improves the effectiveness of social processes, productive output, and teams’ well-being (Kriek & Venter, 2009). In a Belgium study, Martens, Manshoven, Lambrechts, and Vandenberk (2006) advised from a process consultation view the need for strategic vision, development-oriented HR infrastructure, employee motivation, and change stimulation.

In Kenya, OD interventions have been assessed in terms of their influence on organizational effectiveness and performance in different industries. Minja (2011) performed an analytical descriptive study to evaluate how OD interventions affect leadership as well as management practices of Green Earth Program. An analysis before the application of OD strategies revealed that the program lacked a strong persuasive vision and an organization that promoted harmful competitive conflict. The personnel were excluded from all the decision-making levels whereas the reward system was unfair. The HRM lacked adequate management policies and insufficient information flow. However, after the interventions, significant improvements occurred and led to the overall improvements in performance. Kinyanjui (2007) study of the strategies that catalyze OD and promote worker participation and adaptability to change found that the proper adoption and implementation of OD strategies influences positive organizational productivity and performance.

Statement of the Problem

Poor performance is a recipe for organizational failure since it has a negative impact on company revenues and downtime. It indicates a failure of the business model. Airtel Kenya has been operating on loss since it was acquired from Zain. It has not registered any profit something that has been mostly linked to the stiff competition and monopolistic-like nature posted by Safaricom (Abuya, 2017; Omondi, 2017). In 2017, Airtel Kenya laid off 162 permanent and temporary workers in attempts to remain afloat (Omondi, 2017). In 2016, the organization gave 60 employees an early retrenchment. Airtel closed the 2016 financial year with a debt load amounting to ksh 45 billion (Abuya, 2017). The firm has been termed technically insolvent due to the 2016-year-end current liabilities amounting to 55.3 billion shillings.

Airtel Kenya has also been closing some shops in different towns while merging some of its departments. The company has also been losing its talented employees to its major rival; for example, Charles Wanjohi the developer of the UnlimiNet product left for Safaricom (Omondi, 2018). His replacement Levy Nyakundi left for Orange. Without making any profits, Airtel Kenya has been having a hard time operating under an expensive license. Since 2012 until 2017, the firm has invested close to ksh 25 billion to enhance its market share, but the move has not yielded the anticipated outcome (Abuya, 2017; Omondi, 2017). As if these issues are not enough, Equitel has been eating the subscriber base of Airtel and seems to overtake it. All these issues point to a failed business model and beg the question of whether the management of Airtel Kenya plans to change the loss narrative and if there is hope of turning things around. In light of these issues, has Airtel Kenya adopted any development interventions to improve its performance?

Past studies have several limitations that prompt the need for this study. They have either studied one intervention or different variables, in different industries, or used different theories. For example, Cephas (2013) study on training interventions at Airtel Kenya showed that training is critical for financial performance and advised Airtel to adopt strategies to improve training and organizational characteristics. Moreover, Cephas (2013) study only focused on training, which is only a part of the OD interventions. Furthermore, the subject of the study was Territory Sales Managers. It is important to investigate OD interventions in their entirety and their influence on overall organizational performance. Gathungu and Corvera (2015) study at Kenya Commercial Bank Limited (KCB) revealed an improvement in the managerial skills following the implementation of the interventions. However, the study focused on the banking sector and just one institution: KBC. Hence, it was vital to explore other industries/ firms and thus the need to study OD interventions and performance of Airtel Kenya.

Objective of the Study

The general objective of the study was to explore the effect of OD interventions on the performance of Airtel Kenya.

LITERATURE REVIEW

Theoretical Review

This section presents the strategic management models and theories, which support the topic of study. These theories include the Resource-based View and Force-Field Analysis, which are OD change theories. A third theory is also provided to support the study: systems theory.

The Resource-based View (RBV) Theory

The Resource-based view was first introduced by Penrose in 1959. The theory emerged as a competitive advantage approach in the 1980s and 90s following the main works prepared by Wernerfelt (1984) "The Resource-Based View of the Firm", Barney (1991) "Firm resources and Sustained Competitive Advantage", Prahalad and Hamel (1990) "The Core Competence of the Corporation." The RBV explains firm's performance, effectiveness, and growth (Ologbo, Oluwatosin, & Okyere-Kwakye, 2012). The model perceives resources as critical to superior performance of a firm. When a resource displays VRIO features, it helps the firm gain and maintain its competitiveness. RBV supporters posit that firms are supposed to look inside their businesses to identify their competitive advantage sources rather than searching for a competitive environment for it.

The RBV proponents believe that it is better to make use of external opportunities through the available resources in a new manner instead of attempting to get new skills for each emerging opportunity. Resources are the main factors of increasing performance according to the theory. They are categorized into tangible and intangible assets (Rothaermel, 2012). On one hand, tangible assets are physical. Their contribution to the firm in the long-run is minimal since competitors can get identical assets. Then, intangible assets have no physical presence although companies still own them. These resources stay within a company as the major sources of sustainable competitive advantage. It is important to have immobile (do not migrate- no replication) and heterogeneous (different) resources. Barney (1991) came up with the VRIN framework, which establishes whether the resources are rare, valuable, costly to imitate, as well as non-substitutable. The capabilities and resources which answer yes to these questions are termed sustained competitive advantages and enhance organizational performance. Later, the VRIN framework was improved to VRIO whereby the question was whether firms are organized to exploit these resources.

The RBV of strategy is relevant to my study because it derives from the observation that organizational success can hardly be explained in entirety by market factors. Organizations must depend on their internal resources to get competitive advantage and hence good performance. The Resource-based view is directly applicable to the three objectives. RBV is a strategy that brings about competitiveness through resources, and this means it is a strategic intervention. In the technostructural objective, technology and structural can be used VRIO resources to yield competitive advantage. RBV is also related to HRM interventions that deal with supporting people in organizations. Humans are significant resources to every organization without which success cannot be achieved.

Force-Field Analysis

The force-field analysis (FFA) model by Lewin (1951) is a tool for analyzing a situation that needs to be changed. It facilitates change in an organization by minimizing effort and disruption. FFA can be applied when there is confusion about what improving step should be taken next. It opens up new options for action. This technique boils the problem down to a "do-able" size and helps the group work together. It can be used by an individual, a small or a large group. FFA is based on the concept that any given level of performance-productivity is the result of equilibrium between "driving or impelling forces" (those factors which support productive action), and "restraining or impeding forces" (factors that inhibit productive action) as shown in the Fig 2.1 (Lussier, 2014; Daft & Mercic, 2010).

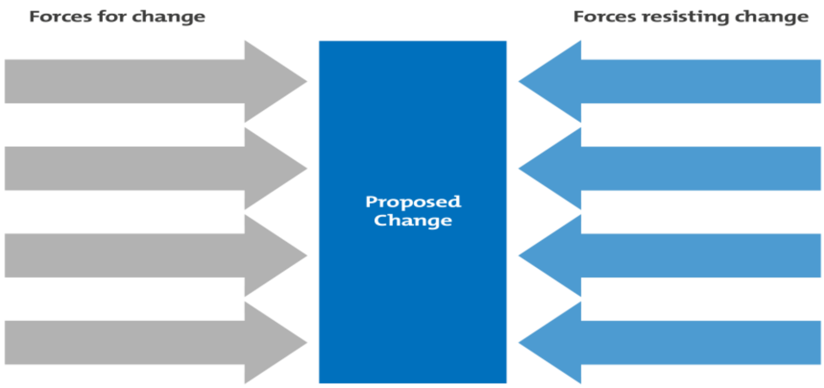

Figure 2.1 Force Field Analysis

Source: Lussier (2014)

Behavior resulting in productive action can be raised by one or a combination of the removal or reduction of the restraining forces and strengthening the driving forces. Unfortunately, increasing the factors that pressure people is expected to raise resistance. It is often preferable to deal with the restraining factors or raising the forces that prevent resistance. Another possibility is to consider a new driving force that may be brought into play. Force Field Analysis is directly related to all the study variables because it is an OD intervention model that diagrams the current level of performance, forces hindering change (lack of HRM, strategic, and techno-structural interventions), and the forces driving toward change (presence of HRM, strategic, and techno-structural interventions.

Systems Theory

Systems theory was introduced first by Bertalanffy (1950), a biologist, as the basis for the 'general system theory,' a multidisciplinary field. Later, Kataz and Khan (1966) introduced it into the organizational setting. The systems approach provides a holistic method and emphasizes how sub-systems inter-depend on elements in the organization, and this is what is referred an open system (Brown, 2011). The system theory explains how organizational sub-systems like management, goals, technology, structure, and psycho-sociology interact. This is a complex relationship that occurs at different levels, among individuals and teams in the firm, and with other companies and the exterior environment. The interaction between these levels act as a major determinant of behavior. The model (Fig. 2.2) suggests that organizations take particular inputs from the environment and then transforms them with the help of social and technical processes. They are returned back to the environment to offer feedback to the firm's functioning.

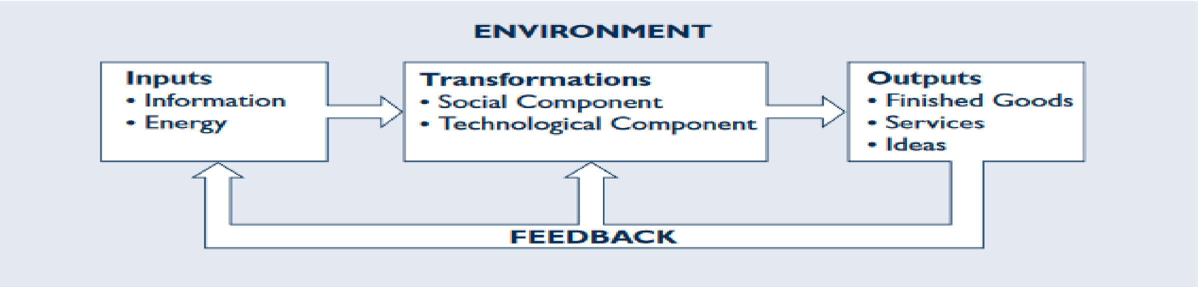

Figure 2.2: Organization as an Open System

Source: Cummings and Worley (2009)

The theory is directly linked to this study since it allows managers to diagnose deficiencies (lack or absence of HRM, strategic, and techno-structural interventions) in their organizational development and provides the interventions for resolving these deficiencies. It also allows managers to contextualize the different change initiatives (OD interventions are change initiatives) in their organization and assess their relevance in the context of the organization as a whole. Most importantly, it provides a holistic and synergistic understanding of organizational functioning appropriate for the information age.

Empirical Review

HRM Interventions and Organizational Performance

Dieleman, Gerretsen, and Wilt (2009) performed a realist review of HRM interventions that enhance health staff performance in low and middle-income nations. Their objective was to review systematically published articles on HRM interventions that enhance the performance of professional health staff in LMIC. They sampled 48 articles, which had been published starting 1997 until 2007. HRM interventions are positively related to health employees' performance. The limitations are limited information and the absence of a connection between assessment and the underlying presumptions of interventions. Therefore, the reviewed studies contributed little to the development of insights into the manner diverse HRM interventions could enhance performance. The gap in this study is that it is not conclusive. The non-conclusive nature of this study calls for complementary research to construct and test program theories necessary for making HRM interventions' choices, which were done in my study.

Hooi and Ngui (2014) studied the function of HRM and organizational learning (OL) capability on organizational performance of Malaysia SMEs. Their purpose was to examine OL as a moderator of the connection between HRM and performance of the sampled SMEs. The researchers employed a cross-sectional design, sampled 286 SMEs, and used a survey questionnaire to collect data. They found that using human-capital enhancing HR practices strengthens the learning capacity of the SMEs. Additionally, learning capability was found to mediate the influence of HR interventions on firm performance. The HRM interventions found to influence organizational performance positively included training programs, incentives, and participative work settings. The use of a cross-sectional design was a major limitation since it hindered the assessment of the cause-effect relationship between the variables. The sample population was also limited by the failure to include large organizations. The gap in this study is that just three HRM interventions (training, incentives, and participation) were studied. There are many HRM interventions and the current study explored them in detail.

Vanhala and Dietz (2015) studied HRM, trust in employer, and organizational performance. Their purpose was to determine how HRM interventions influence employee performance through trust. Using “social exchange theory, the researchers hypothesized that individual workers’ trust in their employer fully mediates the impact of their employer’s HR policies and interventions” on performance at multiple analytical levels. This model was tested in two Finland-based organizations. The sample comprised 411 employees out of the 700 who had been issued with questionnaires. The researchers found that HRM can have positive effects on organizational performance if it is designed specifically to improve workers’ trust in their company. The gap/limitations included a low Cronbach alpha for the organizational level performance and objective performance measures of performance were unavailable. The current study utilized a Cronbach alpha above 0.8 to close this gap.

Ngo, Jiang, and Loi (2013) studied how HRM competency is linked to firm performance. The researchers performed an empirical investigation of 157 Chinese firms. Survey was used as the data gathering instrument. Hypotheses were tested using multiple regressions. According to the results, HRM competency influences firm performance positively. The attainment of external fit was found to mediate such an effect. HRM competency was found important in helping firms install and execute HRM systems and strategies. This competency was also found vital in adding value to firms and helping them attain competitive advantage though people management. The limitations included the use of cross-sectional data, omission of external variables, restricted sample, and perceptual measure of firm performance. The major gap was that the role of HRM practices was not identified; the current study identified it and used an adequate sample.

Rowold (2007) studied the multiple effects of human resource development interventions on job performance. His purpose was to explore the simultaneous influence of workers’ participation in non-technical training, technical training, and coaching on subsequent job performance, involvement, and satisfaction. Notably, training is a HRM intervention under management and leadership. The research was founded on a sample of German call center staffs and a longitudinal, many-sources-of-data design. The researcher found that non-technical training influenced subsequent soft skills whereas technical training predicted subsequent hard skills and job involvement. Furthermore, staff participation in coaching predicted job satisfaction. The major limitation is that the findings may have been specific to one culture and hence the need to be replicated in other cultures and is the reason the current study will be done in Kenya. The study variables were also limited in scope; the current study included other important aspects like reward system and goal setting.

Technostructural Interventions and Organizational Performance

Munoz-Bullon and Sanchez-Bueno (2011) studied downsizing and organizational performance. The purpose of the study was to establish the impact of downsizing on corporate performance. The researchers surveyed the business strategies of Spanish firms starting from 1993 until 2005. They sampled up to 200 employees probabilistically and stratifically. Regression analysis was used to test the relationship between study variables. The results did not find any significant difference in post-downsizing performance between the firms that downsize and those that do not. Similarly, considerable employee reductions through collective layoffs were not found to improve performance. Therefore, the researchers concluded that downsizing might not be a recommendable means managers can use to boost performance. This is the gap in this study. The role of downsizing was established in the current study and its relationship to performance was also clearly shown.

Ringim, Razalli, and Hasnan (2012) studied the moderating impact of IT capability on the link between business process reengineering (BPR) factors and organizational performance of bank. The researchers operationalized BPR factors by change management, customer focus, BPR strategy alignment, IT investment, sufficient financial resources, and management commitment. Questionnaires were sent to 560 banks. Sampling was done using stratified random design. The main finding was that downsizing does not enhance corporate performance; this is the main gap since the research hypothesis was rejected. The current study established the specific objective of downsizing as far as performance is concerned.

Albadvi, Keramati, and Razmi (2007) evaluated the effect of IT on firm performance with a consideration of the role of intervening variables: organizational infrastructures and BPR. The purpose was to present a well-founded empirical instrument to study the role of the intervening variables. The researchers sampled 200 car part manufacturers through a field survey. The findings revealed that constructed measures showed the vital psychometric properties including validity and reliability. In addition, it was clear that transformations brought about BPR are important in enhancing organizational performance with the help of IT usage. The main gap/limitation is the small sample size, which was inadequate for the statistical analysis. The current study used a sufficient sample size to enable proper analysis and answering of the research questions.

Lin and Chang (2006) explored the impact of TQM on the causal linkage between manufacturing objective and organizational performance. The researcher used stepwise regression, case studies, as well as canonical correlation analysis. A survey questionnaire instrument was used. The sample size comprised 500 manufacturing companies from Taiwan. The study found that high TQM practice organizations, delivery time, and flexibility are what TQM offers most for pursuing organizational performance. The gap found in this study is that the study was done in Taiwan. The current study researched the role of TQM as a techno-structural invention in Kenya.

Strategic Change Interventions and Organizational Performance

Yadav, Taticchi, and Sushil (2015) studied the dynamics of strategic interventions and firm performance. Their purpose was to explore the connection existing between firm's performance and strategic interventions with the help of flexible strategy game-card (FSGC) method in the context of telecom service providers in India (Bharti telecom included). The study utilized the case study method and followed the seven-step approach of implementing

FSGC for designing performance management system (PMS) for case company. The researchers found a positive relationship between strategic interventions and performance. Some of the interventions found among the cases studied include VAS offerings, innovative services, global expansion, mergers and acquisition, strategy and success map, continuous and double loop learning, corrective actions, feedback, and incremental improvements. The gap found in this study is that the researcher chose some OD intervention variables and the context was India. My study was done in Kenya and explored different and more strategic intervention variables.

Olaima, Al-Ameryeen, and Al-Makhadmah (2015) studied how knowledge management influences organizational performance in service firms in Jordan. Notably, knowledge management is a strategic intervention. The purpose of the research was to explore the relationship between knowledge management and organizational performance among 260 service firms in Jordan. The researchers gathered data from 422 service firms in Jordan and used a questionnaire survey as collection instrument. The rate of response was 74%. They used factor analysis, reliability, and regression analysis. According to the results, all the three knowledge management dimensions (human knowledge, cultural knowledge, and technical knowledge) had a positive and vital influence on firm performance. The gap in this study was the distribution of questionnaires to general managers alone. The current study used multiple respondents- all the hierarchy levels.

Yeo (2009) studied electronic government as a strategic intervention in organizational change processes. The context of study was Sabah State public administration. The purpose was to discuss how organizational structure, strategy, and performance affect electronic government. The hypothesis was that individuals bear institutional actions actively and meanings which enable change. A qualitative research design was adopted and 18 respondents were interviewed. Data triangulation was achieved using secondary sources. The outcome revealed that electronic government was a transformative method to firm change and development. The intervention was found valuable for organizational performance. The gap found in this study was the use of a cross-sectional study and small sample that restricted results generalization. My study used an adequate sample.

Song and Kolb (2012) studied learning organizational culture as a strategic intervention and firm performance. The purpose was to explore the connection between performance and learning culture alongside the mediating interaction of knowledge creation. The researchers gathered data from 5 Korean firms using in-house intranet self-response surveys. They used responses from 633 manager-lever staffs to identify the relationship between the study variables. For data analysis, canonical correlation analysis and structural equation model were utilized. According to the results, the input-related aspect of learning culture is not linked directly to outcome-connected organizational financial improvement. However, they were found to have mediating effects through the process-linked knowledge creation concept. The gap is the lack of some measures of performance such as innovative capabilities and comparative, which my study filled.

Organizational Performance

Organizational performance is a proper dependent variable for any management research. Performance is a good measure of the survival rate and success of businesses. Every business operation be it marketing, HR, or strategy is geared towards promoting positive performance (Richard, Devinney, Yip, & Johnson, 2009). Measuring performance allows the evaluation of particular steps that firms take, their current position in reference to that of their rivals, and performance over time.

David (2009) posited that measuring performance entails the comparison of the anticipated results with the actual results, investigation of the deviations from initial plans, assessment of individual performance, and examination of the progress towards achieving the stated objectives. Interventional assessment is significant to firms' wellbeing and follows three basic steps: probing the primary bases of organizations' interventions, judging the expected results against the actual ones, and undertaking corrective actions to make sure that performance is according to the plans.

There are different performance indicators: competitiveness (market share and customer base), flexibility (volume flexibility and specification), financial performance (profitability and liquidity), resource utilization (productivity and efficiency), quality of service (responsiveness and appearance) and innovation (innovation process and individual innovation) (Fakii, 2013; Jeerapaet, 2010). These six basic performance variables either mirror the success of the selected strategy (competitive advantage and financial performance) or establish competitive triumph (resource utilization, quality of service, flexibility, and innovation). This study utilized productivity, goals achievement, and innovative capabilities as the performance indicators.

MATERIALS AND METHODS

Research Design

This study adopted a descriptive survey design. The descriptive design was suitable since it enabled fusing of quantitative and qualitative data as a way of reconstructing the "what is" of a topic (Woodbridge, 2014). Descriptive research was also suitable for this study because it observes, describes, and documents aspects of an instance as it is occurring naturally. Therefore, it helped in explaining the characteristics and scope of the study problem.

Target Population

The target population is the employees of Airtel Kenya in middle and top-level management positions. The unit of analysis is Airtel Kenya and will include three Airtel branches (Parkside Towers Airtel Center- Mombasa road, The Oval Airtel Center- Westlans, and Koinange Street Airtel Center - CBD) located within Nairobi County. According to the Airtel Kenya LinkedIn's Profile, the company has 500 employees from wherein the sample was taken. The inclusion criteria was that participants have to be working in the aforementioned Airtel branches. The respondents were of different ages, backgrounds, levels of education, and genders. The target population helped to establish the link between OD interventions and the performance of Airtel Kenya.

Sampling Technique and Sample Size

Simple random sampling was used in choosing the sample that comprised Airtel employees. In simple random sampling, the sample is selected unit by unit, and every unit has an equal chance of being selected at every draw (Thompson, 2012). In this regard, since Airtel has 500 employees, then 20% of them were sufficient sample size. Thus, 20% of 500 are 100 employees; these were enough for this study.

Data Collection Instrument

For this study, a questionnaire was the main data collection instruments. A questionnaire was used to obtain primary data. It comprised both open and close-ended questions. It was divided into three parts: the first part contained demographic questions, whereas open and close-ended questions on study variables were included in the second and third parts. A five-point likert scale was used to test the relationship between variables. The questionnaires were delivered physically to the respondents.

Validity of the Data Collection Instrument

Validity refers the amount of systematic or integral error in a questionnaire (Wong, Ong, & Kuek, 2012). A questionnaire's validity can be determined by a panel of experts, which investigates theoretical construct. Such kind of validity checks how properly the idea of a theoretical variable is represented in an operational measure (questionnaire). This examination is referred to as translational or representational validity, which belongs to face validity and content validity. In light of these definitions, the validity of the questionnaire for this study was established through content validity.

Reliability of the Data Collection Instrument

The reliability of the questionnaire was achieved through a pilot study. The sufficient construct co-efficient was Cronbach alpha figure of 0.8 for all the variables. The outcome gave a value more than 0.8 during the pilot study; hence, the reliability of the questionnaire was regarded high.

Table 3.1: Reliability Results

Variable	Cronbach's Alpha	Comment
HRM Interventions	0.906	Reliable
Strategic Interventions	0.886	Reliable
Techno-structural interventions	0.890	Reliable
Performance	0.881	Reliable
Aggregate	0.891	Reliable

Source: Pilot Data (2019)

The aggregate value was 0.891, implying that the data instrument was reliable since the Cronbach Alpha was above 0.8.

Data Analysis and Presentation

The questionnaires were first edited to ensure their completeness and consistency. The data was sorted to ensure it is orderly and classified based on similarity and then tabulated. To analyze the data, descriptive statistics were used to measure as well as relate the variables as obtained from the collected questionnaires. Specifically, the descriptive statistics included frequencies and measures of central tendency (mean) and dispersion (standard deviation). Data was presented in the form of percentages, frequency tables, pie charts and histograms. The researcher used inferential statistics to draw conclusion from data based on relations found in the sample. Regression modeling analysis was used to predict one variable from the other study variables.

Regression Model

The study utilized a simple linear regression model to analyze the relationship between the research variables as drawn from the conceptual framework. It evaluated how the dependent variable is related to the independent variables. Specifically, it was used to measure the influence of each of the independent variable on the performance of Airtel Kenya.

The regression model was:
$Y = \beta_0+\beta_1 X_1+\beta_2 X_2+\beta_3 X_3+ \varepsilon$
Where:
Y= Dependent Variable- Performance of Airtel Kenya
X_1-X_3= Independent Variables
X_1= HRM Interventions
X_2= Technostructural Interventions
X_3= Strategic Interventions
ε = Error term, β_0 = Constant, and $\beta_{1,2,3}$ = Coefficient terms
The outcomes of multiple regression analysis were tested to check statistical significance using 95% level of confidence. Therefore, whenever p values related to a given coefficients equaled or were at most 0.05, the relationship between the study variables was established to have statistical significance at 95% confidence level.

RESULTS

Response Rate

The table below presents the statistics of those who took part in the study. The researcher had proposed a sample size of 100 Airtel employees.

Table 4.1 Response Rate

Outcome	Frequency	Percentage
Response	71	71%
Non-response	29	29%
Total	100	100%

Source: Survey Data 2019

The table above presents the rate of response from the data collection exercise. The researcher distributed 100 questionnaires to respondents in different Airtel branches in Nairobi County. The respondents agreed to take part in the study upon request. A total of 71 questionnaires were filled and returned successfully. The researcher made a follow up on all the respondents and managed to get the 71 filled successfully. This figure represented a 71% response rate. Kothari (2004) posits that a 50% rate of response is an average turnout while a 60 to 70% rate is sufficient for making statistical deductions. What is more, Cohen, Manion, and Morrison (2007) claimed that a rate of response that exceeds 60% is enough for making statistical deductions.

Descriptive Statistics for HRM Interventions

The study sought to investigate the perceptions and attitudes of the respondents to various HRM interventions in Airtel. Notably, the HRM interventions that were investigated included coaching and mentoring, reward systems, and goals settings. The respondents were required to show in a 1-5 scale to what extent the different HRM intervention aspects affect performance of their organization. The outcomes of the research are shown in the table below:

Table 4.2 Descriptive Statistics for HRM Interventions

	Standard Dev	Mean
Coaching and Mentoring Airtel uses formal mentoring/coaching program (specific goals and practices)	1.08	2.59
Airtel uses informal mentoring/coaching program (relationships are encouraged to develop on their own)	0.85	2.99
Electronic mentoring/coaching is used (communication is mainly digital and virtual)	1.01	3.42
External mentoring is done (people in different organizational departments)	1.00	3.77
Group mentoring is offered (Individuals meet as a group)	0.94	2.92
Reverse mentoring is done (younger aged worker as mentor, older-aged staff as mentee)	0.93	3.17
Reward Systems Airtel gives reward with special cash bonuses for long-term recognition (sustained outstanding performance over a long period)	0.90	3.04

Airtel reward employees with trips to resort locations for "winners" with spouses	0.86	3.03
Team management gives special recognition at team meetings	1.03	3.35
The firm rewards with certificate for "dinner for two" or evening out	0.98	3.38
Goal Setting		
My boss supports me with respect to encouraging me to reach my goals	1.01	3.25
The goals on my job focus on both short and long-term accomplishment	0.97	3.58
My job goals raise my performance	1.01	3.51
I have too many goals (overloaded)	1.14	3.39
Some goals conflict with my values	1.05	3.55
My job goals limit instead of raise my performance	1.05	3.49
Aggregate	0.99	3.28

Source: Field Data (2019)

Descriptive Statistics for Techno-structural Interventions

In this section, the study sought to investigate the perceptions and attitudes of the respondents to various techno-structural interventions in Airtel. Notably, the techno-structural interventions that were investigated included downsizing, reengineering, and structural design. The respondents were required to show in a 1-5 scale to what extent the different techno-structural intervention aspects affect performance of their organization. The outcomes of the research are shown in the table below:

Table 4.3 Descriptive Statistics for Techno-structural Interventions

	SD	Mean
Downsizing		
Airtel lays off employees and performs attrition	0.93	2.62
The firm redeploys or gives early retirement	0.82	3.24
The management change responsibilities	1.21	3.00
The firm eliminate functions, layers, and products	0.92	3.21
The management fosters continuous improvement	1.27	3.18
Reengineering		
Work Units change from functional departments to process teams	0.98	3.45
Individuals' roles change from controlled to empowered	0.99	3.63
Jobs change from simple tasks to multidimensional work	0.97	3.68
The focus of performance measures and compensation shifts from activities to results	0.95	3.82
Structural Design		
There is division of labor in my organization	0.89	2.79
The firm has units which are autonomous in how they create and deliver their products and services	0.76	3.14
The company has highly specialized units- independent and complete in themselves	1.08	3.08
The central hub retains control over processes which are distributed to different units	1.01	3.46
Aggregate	0.98	3.25

Source: Field Data (2019)

Descriptive Statistics for Strategic Interventions

In this section, the study sought to investigate the perceptions and attitudes of the respondents to various strategic interventions in Airtel. Notably, the strategic interventions that were investigated included integrated strategic change, mergers and acquisitions, and culture change. The respondents were required to show in a 1-5 scale to what extent the different strategic intervention aspects affect performance of their organization. The outcomes of the research are shown in the table below:

Table 4.4 Descriptive Statistics for Strategic Interventions

	SD	Mean
Integrated Strategic Change		
The firm analyzes its strategy, organization design, and strategic orientation	0.98	3.18
The creation of strategic plan and implementation is one integrated process	0.92	3.48
Groups and individuals in the firm are involved in analysis, planning, and implementation of strategies	1.11	3.82
Mergers and Acquisitions The firm integrates with independent companies to form a new one	0.98	2.87
The company buys out other firms	0.94	3.42
Culture Change The firm models culture change at highest levels	1.04	3.23
The organization selects and socializes newcomers	0.93	3.69
The management displays top management commitment	1.06	3.61
Aggregate	1	3.41

Source: Field Data (2019)

Descriptive Statistics for Performance

In this section, the study sought to investigate the perceptions and attitudes of the respondents to the performance of Airtel. Notably, the performance aspects that were investigated included productivity, goals achievement, and innovative capabilities. The respondents were required to show in a 1-5 scale to what extent the different performance aspects affect performance of their organization. The outcomes of the research are shown in the table below:

Table 4.5 Descriptive Statistics for Performance

	SD	Mean
Productivity Tasks are completed within the set time	0.88	3.14
Resources are utilized for their designated tasks	1.04	3.31
Goals Achievement Goals set are achieved and on time	1.11	3.30
Innovative Capabilities The firm penetrates new markets	1.07	3.35
The company products and services are of high quality	0.96	3.69

I am satisfied with my work	0.98	4.08
Aggregate	1	3.48

Source: Field Data (2019)

Inferential Statistics

Regression Analysis

The researcher performed a regression analysis in order to determine the effect of organization development interventions on the performance of Airtel branches in Nairobi County. The results of the model summary, ANOVA and Regression Coefficients are presented as follows:

Table 4.6 Model Summary

SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.817290671
R Square	0.667964041
Adjusted R Square	0.65309676
Standard Error	0.350390276
Observations	71

a. Predictors: (Constant), HRM interventions, techno-structural interventions, strategic interventions

Source: Field Data (2019)

Table 4.6 provides the model summary output from the multiple regression analysis. The findings show the correlation R was 0.817, which reveals a strong positive linear relationship between the three dimensions of organization development interventions. The value of the adjusted coefficient of determination was 0.65309676, which translates to 65.3%. This implies that 65.3% variation in performance can be linked to HRM interventions, techno-structural interventions, and strategic interventions. The residual 34.7% can be attributed to factors exceeding the scope of this study.

An ANOVA was done at a significance level of 5%. A comparison was done between F calculated and F critical. The outcomes are as presented below:

Table 4.7 ANOVA

ANOVA					
	df	SS	MS	F	Sig.
Regression	3	16.5480513	5.516017	44.92846	0.049
Residual	67	8.22581415	0.122773		
Total	70	24.7738654			

a. Dependent variable: Performance

b. Predictors: (Constant), HRM interventions, techno-structural interventions, strategic interventions

Source: Field Data (2019)

The findings of analysis of variance (ANOVA) revealed that the calculated F was 44.92846, while the F critical was 1.34119. The estimated regression model fitted adequately to the set of the observed data with the value of F-statistic as 44.92846 at a significance level of 4.95E-16, which exceeds the p-value of 0.05 which was adopted as the threshold for decision making and inferences at a confidence level of 95%. The implication of this result is that the coefficient of determination which shows the explanatory power of organizational development interventions on performance occurred random

To establish the individual factors affecting performance of Airtel branches in Nairobi County, the following coefficient were generated:

Table 4.8 Regression Coefficients

	Beta	Std. Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Constant	0.2991	0.3666	0.8157	0.4176	-0.4327	1.0309	-0.4327	1.0309
HRM Interventions	0.1709	0.1196	1.4293	0.1576	-0.0678	0.4096	-0.0678	0.4096
Techno-structural Interventions	-0.0278	0.1297	-0.2147	0.8307	-0.2867	0.2310	-0.2867	0.2310
Strategic Interventions	0.7943	0.0996	7.9778	0.0000	0.5956	0.9931	0.5956	0.9931

a. Dependent variable: Performance

Source: Field Data (2019)

Performance = 0.2991 + 0.1709 HRM interventions + -0.0278 Techno-structural interventions + 0.7943 strategic interventions

From the results, if all factors were held constant (HRM interventions, techno-structural interventions, strategic interventions), the performance of Airtel in Nairobi City County, Kenya would be at 0.2991. An increase in HRM interventions when holding all the variables constant would lead to increase in performance of Airtel by 0.1709. An increase in techno-structural interventions when holding all the variables constant would lead to a decrease in performance by 0.0278. An increase in strategic interventions while holding all the variables constant would lead to decrease in performance by 0.7943. The p value of HRM interventions, techno-structural interventions, and strategic interventions were mostly more than 0.05 and the t values were greater than 0.21 indicating that the variables are not statistically significant.

DISCUSSION OF THE FINDINGS

On HRM interventions, the study established that HRM interventions had significant influence on the performance of Airtel branches in Nairobi County. This was contributed by the adoption of coaching and mentoring such as reward, informal, and group mentoring, reward systems such as special cash bonus and special recognition, and goal setting approaches. These findings agree with Hooi and Ngui (2014) who established that HRM interventions including training programs, incentives, and participative work settings influence organizational performance positively. The findings also agree with Vanhala and Dietz (2015) that HRM interventions influence organizational performance. In addition, the results are line with Rowold (2007) who established that non-technical training influenced subsequent soft skills whereas technical training predicted subsequent hard skills and job involvement.

On techno-structural interventions, the study established that techno-structural interventions influence the performance of Airtel branches in Nairobi County. Airtel downsizes by laying off employees and gives early retirement. The company also reengineers its operations to enhance performance. There is division of labor, units which are autonomous in how they create and deliver their products and services, has highly specialized units- independent and complete in themselves, and the central hub retains control over processes which are distributed to different units. These findings agree with Albadvi, Keramti, and Razmi (2007) who established that transformations brought about BPR are important in enhancing organizational performance using IT.

On strategic interventions, the study established that strategic interventions influence the performance of Airtel branches in Nairobi County. The firm analyzes its strategy, organization design, and strategic orientation. The creation of strategic plan and implementation is one integrated process, Groups and individuals in the firm are involved in analysis, planning, and implementation of strategies. The firm integrates with independent companies to form a new one. The company buys out other firms. The firm models culture change at highest levels. The organization selects and socializes newcomers. The management displays top management commitment. These findings are consistent with Yadav, Taticchi, and Sushil (2015) who established a positive relationship between performance and strategic interventions like mergers and acquisitions. These findings also agree with Olaima, Al-Ameryeen, and Al-Makhadmah (2015) who established that knowledge management dimensions (human knowledge, cultural knowledge, and technical knowledge) have a positive and vital influence on firm performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study findings reveal that although some organization development strategies are being used at Airtel Kenya, they have achieved little success in terms of improving performance. For all the three study variables, the regression analysis reveals a negative relationship between organizational development strategies and Airtel performance. The ANOVA analysis shows a linear relationship between HRM interventions, Strategic interventions, and Techno-structural interventions and performance of Airtel Kenya. An inadequate use of these interventions could be directly related to the poor performance, but it can also be that other factors are playing a major role in influencing the poor performance of Airtel. Thus, it can be concluded that Airtel can achieve better performance by maximizing on the use of organization development strategies and doing continuous research and monitoring in order to eliminate and replace the redundant strategies.

Recommendations

The study recommends that Airtel Kenya should adopt organization development interventions to improve its performance. HRM interventions should encourage coaching and mentoring, reward systems, and goal setting in a manner that will improve performance. The other recommendation is that Airtel should consider scrapping off downsizing as a techno-structural approach since it has a negative outcome on performance. The company should be keen when recruiting to ensure they hire employees whom they are able to maintain. Airtel should not over hire and later start thinking about how to lay off some of the workers to ease their financial burden. The study also recommends that Airtel redesigns their strategies to ensure they are differentiated and competitive.

The study focused on the effect of organization development interventions on the performance of Airtel branches in Nairobi County. Therefore, future studies can explore the same but in a different county. The current study was based on primary data; hence, future research can undertake a similar study using secondary data. Additionally, the current study focused on HRM, techno-structural, and strategic interventions; future research can focus on human process interventions, which are also organization development interventions.

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