Strategic Agility and Performance of Pay Television Industry in Kenya.

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ABSTRACT

The Pay TV market in Kenya operates in a highly competitive business environment, which in turn calls for aggressiveness and more efficient ways of keeping the business afloat. Advancement in technology also comes with several options for Pay TV customers such as online streaming which poses more threat to the market. This research seeks to assess the influence of strategic agility on the performance of the Kenyan Pay TV industry using Multichoice Kenya Limited as the case study. The objectives of this study were to establish the influence of leadership agility, determine the influence cultural agility, assess the influence of business agility, and to determine the influence of career agility on organizational performance in the Kenyan Pay TV industry. The study is of great significance to the government of Kenya since the improved performance of the Pay TV companies can generate more revenue for the government in form of taxes and license fees. New and existing Pay TV companies may also benefit from this study by employing agile strategies for competitive advantage as well as getting more information on how to handle uncertain situations in the business environment. Additionally, academicians who may want to research more on strategic agility may benefit by accessing more information from this study. The concept of strategic agility has not been sufficiently researched especially on the variables such as leadership agility, cultural agility, business agility, career agility and how they influence organizational performance. This research was anchored on four theories namely; The Great Man Theory, Theory of Change, Theory of Constraints, and the Broaden and Build Theory. The reviewed literature on these theories indicates that there is a positive influence of strategic agility on organizational performance. This is a cross-sectional study which involves 60 employees with managerial roles. Descriptive design was used in this study adopting qualitative and quantitative methods. Data collection was done through closed and open-ended questionnaires, keeping a register of questionnaire distribution and feedback collection. A pilot study was carried out to determine the accuracy, clarity and relevance of the study questionnaire. Data analysis was carried using SPSS (V29) and multiple regression analysis. The study found that leadership agility, cultural agility business agility and career agility all have a significant effect on the performance of Pay TV firms in Kenya. The top leadership of firms in Pay TV industry should establish cross-cultural collaboration initiatives to encourage knowledge-sharing and teamwork among employees from different cultural backgrounds, foster a culture that encourages and rewards agile leadership behaviors, such as risk-taking and experimentation and encourage leaders to seek mentorship and coaching to enhance their agility capabilities, should invest in technology and infrastructure that support flexibility and adaptability in responding to market changes and also develop cross-functional teams that can quickly adapt to changing business requirements and address emerging challenges, implement career development plans and pathways that align with the organization's strategic objectives and employees' career aspiration and encourage a growth mindset among employees.

Keywords: Strategic Agility, Leadership Agility, Cultural Agility, Business Agility, Career Agility
Performance of Pay Television Industry

APA CITATION;

1.0 INTRODUCTION

1.1 Background of the Study
The global Pay TV market is continuously growing, particularly cable and satellite TV in developing countries (Kimani, 2018). In Kenya, competition is rising with new entrants like Zuku, My TV, and StarTimes TV (Deloitte, 2012). Internet TV demand further complicates the market as consumers access content online. Economic challenges and market exits, such as Smart TV and GTV, underscore the need for strategic agility. This research examines the impact of strategic agility on organizational performance in Kenya's Pay TV industry.

1.1.1 Global, Regional, and Local Perspectives of Strategic Agility
Strategic agility involves continuously evaluating and adjusting a business's direction to innovate and create value (Audran, 2011). It requires balancing flexibility and commitment to face radical changes. In the UK, it is seen as the ability to handle emerging developments, adjust strategic directions, and innovate without compromising efficiency (Riad et al., 2021). Agility means adapting quickly to new ideas, technologies, and socio-economic issues (Shams et al., 2020), combining strategic sensitivity, resource fluidity, and collective commitment (Couturier & Sola, 2020). French researchers emphasize recognizing and responding to emerging policy issues to avoid crises (Hamalainen et al., 2011).

Regionally, Nigerian researchers view strategic agility as the ability to change quickly while maintaining momentum (Ofoegbu & Akanbi, 2012). It involves swiftly responding to environmental changes (Gerald et al., 2020), identifying opportunities and threats, and launching new strategies (Khoshnood, 2020; Arokodare & Asikhia, 2020). Strategic agility enables firms to handle unexpected changes and utilize them for growth and prosperity (Ötsupius & Akintaro, 2020).

Locally, in Kenya, strategic agility is seen as managing unforeseen changes and risks by providing quick responses to market shifts (Murungi, 2015). It involves responding to unpredictable changes and making strategic commitments with flexibility (Rotich & Okello, 2019; Angira, 2021). Agility enables firms to seize opportunities, maintain flexibility, and offer the right products at the right time (Ocharo, 2021).

1.2 Statement of the Problem
The Pay TV industry in Kenya has evolved due to changing consumer preferences, new service providers, and the growing demand for internet services. Companies like StarTimes Media, Azam TV, and Zuku TV have joined the market, which was dominated by DSTV. Multichoice Kenya leads the market through aggressive strategic planning and regular strategy reviews (Wekesa, 2019). However, others like Smart TV and GTV exited in 2009 and 2012, respectively, due to financial struggles and poor market strategies (Kayonde, 2019). GTV's failure highlights the importance of strategic agility in competitive industries, as they launched hastily without proper market analysis or a tested business model.

The rapid growth of internet services poses a significant threat to Pay TV, offering an alternative that could hinder industry growth. Economic downturns also threaten the industry, making it harder for consumers to afford rising subscription costs. To ensure profitability and continuity, Pay TV providers must continuously re-strategize and develop unique capabilities that are difficult for competitors to replicate (Johnston, Scholes, & Whittington, 2013).

Existing studies on strategic agility have not fully addressed the dynamic environment and increasing competition in the Pay TV industry. Deloitte's study indicates rising competition but an ineffective market (Deloitte, 2012). This research aimed to explore the influence of strategic agility on the performance of Kenya's Pay TV industry.

1.3 Objectives of the Study
The general objective of the study was to assess the influence of strategic agility on the performance of the Pay TV industry in Kenya.

1.3.2. Specific Objectives of the Study

i. To establish the influence of leadership agility on the performance of Pay TV industry in Kenya.

ii. To determine the influence of culture agility on the performance of Pay TV industry in Kenya.

iii. To assess the influence of business agility on the performance of Pay TV industry in Kenya.

iv. To determine the influence of career agility on the performance of Pay TV industry in Kenya.

1.4. Research Questions

i. How does leadership agility influence the performance of Pay TV industry in Kenya?

ii. Does cultural agility influence the performance of the Pay TV industry in Kenya?

iii. What is the influence of business agility the performance of Pay TV industry in Kenya?

iv. How does career agility influence the performance of the Pay TV industry in Kenya?

1.4 Scope of the Study

First, the scope of the study is limited to strategic agility and organizational performance of the Pay TV industry in Kenya. Secondly, the study was limited to variables such as leadership agility, cultural agility, business agility and career agility. Lastly, it was also limited to the Kenya Pay TV industry whose players include Mutichoice Kenya Limited, Zuku TV, Startimes Media and Azam TV.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

A theoretical review summarizes and interprets expert theories and published works to provide a theoretical basis for research (Kivunja, 2018). This study is anchored on four theories: The Great Man Theory, The Theory of Change, The Theory of Constraints, and The Broaden and Build Theory.

2.1.1. The Great Man Theory

Developed in the 1840s by Thomas Carlyle, this theory posits that leaders are born, not made (Benmira & Agboola, 2020). Great leaders possess unique, inherent characteristics that enable them to lead effectively. In strategic agility, effective leadership is crucial for success, making this theory relevant.

2.1.2. Lewin’s Theory of Change

Proposed by Kurt Lewin, this three-step theory illustrates change as a process: unfreezing (accepting change), changing (implementing actions), and refreezing (integrating change into culture) (Deborah, 2018). This theory emphasizes the importance of accepting and managing change, which is essential for strategic agility.

2.1.3. Theory of Constraints

Developed by Dr. Eli Goldratt, this theory identifies and manages constraints (bottlenecks) to improve processes and resource allocation (Barret, 2018). It aligns with strategic agility by identifying and addressing constraints that hinder performance (Simsit, Gunay, & Vayvay, 2014).

2.1.4. Broaden and Build Theory

Developed by Barbara Fredrickson in 1998, this theory suggests that positive emotions expand thought-action repertoires, fostering skills and resources (Conway et al., 2012; Rahimi & Bigdeli, 2014). Positive emotions can enhance strategic responses, aiding in the implementation of strategic agility.

2.2. Conceptual Framework

Conceptual framework is defined as the logical conceptualization of a research project. It is metacognitive, reflective and operational element in a research work (Kivunja, 2018). The review was aimed at determining whether there existed any relationship between the independent
variables (Leadership agility, Cultural Agility, Business Agility and Career Agility). It was expected that the four variables had a positive influence on organizational performance as depicted in the conceptual framework below:

![Conceptual Framework](image)

**Leadership Agility**
- Context-setting Agility
- Self-leadership Agility
- Creativity Agility

**Cultural Agility**
- Cultural Adaptation
- Cultural Minimization
- Cultural Integration

**Business Agility**
- Human Capability
- Network Characteristic
- Technological Capability

**Career Agility**
- Technological Adaptability
- Agile Learning
- Career Navigation

**Organizational Performance**
- Increased Revenue
- Increased Efficiency or high return on investment (ROI)
- Competitive Advantage
- Increased Productivity

Figure 2.1 Conceptual Framework

2.3. Review of Study Variables

Review of the study literature reviews examine past studies to answer specific research questions, identify gaps, and form a theoretical basis for research (Gohavacyf, 2020). This study explores existing literature on leadership agility, cultural agility, business agility, and career agility.

2.3.1. Leadership Agility

Joiner (2017) emphasizes the importance of organizational strategic agility, defined as the ability to anticipate and respond swiftly to change. Effective leadership is crucial, with agile leaders...
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dynamically sensing and responding to business environment changes (Horney, Pasmore, & O’shea, 2010). Joiner (2020) describes three stages of leadership agility development: Expert, Achiever, and Catalyst levels, each addressing varying levels of complexity and change.

2.3.2. Cultural Agility
Caligiuri (2012) defines cultural agility as the ability to function effectively in cross-cultural environments, acquired through individual skills, motivation, and practice. Culturally agile professionals thrive in diverse contexts, contributing to organizational competitiveness (Caligiuri, 2021). Three cultural responses—Adaptation, Minimization, and Integration—are crucial for success in cross-cultural environments.

2.3.3. Business Agility
Oosterhout et al. (2007) view agility as vital for coping with uncertainty, identifying state, effect, and response uncertainties. Business agility can be proactive or reactive, focusing on operational, customer, and partnering capabilities (Oosterhout, Eric, Heck, & Hillegersberg, 2007). It involves rapid decision-making and flexibility across dimensions like operations, research and development, transformation, and strategy.

2.3.4. Career Agility
Fiona, Patricia, & Vicki (2020) define career agility as the ability to respond to evolving job needs and roles, encouraging individuals to adapt and seize opportunities. Agile individuals continuously develop skills and embrace change, viewing their careers as ongoing journeys of growth and learning. This empirical review provides insights into leadership, cultural, business, and career agility, highlighting their importance in navigating dynamic organizational and professional landscapes.

3.0 RESEARCH METHODOLOGY
The research design, employing a descriptive approach, accurately captures the characteristics of the target population, consisting of 60 personnel in leadership roles within the Pay TV industry in Kenya (Akhtar, 2016; Shukla, 2020). A sampling frame was developed to guide selection from this population, facilitating the identification of units for study (Usiap, 2015). Due to the population size falling below 100, the entire group of 60 managers was included in the study, aligning with statistical recommendations (Fox, 2024). Data collection utilized semi-structured Likert-scale questionnaires, physically delivered to respondents with follow-up to ensure completion (Creswell, 2009). A pilot test assessed the reliability and validity of the questionnaire, focusing on variables such as leadership agility, business agility, cultural agility, career agility, and industry performance (Taber, 2018). Reliability testing indicated satisfactory internal consistency, with Cronbach’s Alpha scores exceeding 0.7 for all variables (Taber, 2018). Data analysis employed SPSS, encompassing descriptive and inferential statistics, and findings were presented using various graphical and tabular formats (Taber, 2018). The regression analysis model shown below was used to the relationship between the research variables:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Explanation
Y = Organizational Performance
\( \beta \) = Constants
\( X_1 \) = Leadership Agility
\( X_2 \) = Business Agility
\( X_3 \) = Career Agility
\( \varepsilon \) = the error term

The null hypothesis is rejected at 5% significance level, when the p-value of coefficients is less than 0.05.
### 4.0 RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Response Rate

The study targeted a sample size of 60 respondents from which 54 filled in and returned the questionnaires making a response rate of 90%.

<table>
<thead>
<tr>
<th>Table 4.1: Response Rate</th>
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<tbody>
<tr>
<td><strong>Respondents Administered</strong></td>
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<tr>
<td>Respondents</td>
</tr>
</tbody>
</table>

This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

#### 4.2 Descriptive Statistics

Descriptive statistical analysis involves summarizing and presenting data to provide insights into its main features, such as central tendency, variability, and distribution. It aids in understanding the dataset's characteristics without making inferences about a larger population (Zhou *et al*., 2014). The overall descriptive statistics of the data is shown in Table 4.2.

#### 4.2.1 Leadership Agility and Performance of the Pay TV Industry in Kenya

Participants were required to indicate their level of agreement with the following statements relating to leadership agility as applied in Kenyan Pay TV industry. The results are presented in Table 4.2. Pay TV staff agreed that they regularly conducted planning sessions and also focused on alternative scenarios (M=4.00 SD=0.75) It was also uncovered in qualitative data that regular planning sessions allow leaders to stay nimble and adaptable in the face of changing circumstances and that regular planning sessions provide a platform for brainstorming and creative thinking. These results are in agreement with research assumption by Joiner, (2017) that by considering alternative scenarios, leaders can anticipate potential challenges or opportunities and adjust their strategies accordingly. By majority, the study participants concurred that communication in most of the pay TV organizations is in line with the speed of the industry and business model (M=3.98 SD=0.74). Additionally, qualitative data disclosed that when communication aligns with the speed of the industry, organizations could respond quickly to market changes, customer needs, and emerging trends. According to Ofoegbu and Akanbi, (2012) this agility allows firms to adapt their strategies and offerings in a timely manner, staying ahead of competitors. The study results established that majority of pay TV employees strived to ensure the organization had an accurate outside image and stayed in touch with the business environment (M=3.98 SD=0.74). It was reported through qualitative data that by striving to ensure an accurate outside image, employees contribute to building and maintaining a positive reputation for their pay TV firm in the eyes of customers, stakeholders, and the public. The findings concur with research deductions by Horney, Pasmore, & O'shea, (2010) that a positive external image can result in industry recognition and awards, further enhancing the organization's credibility and reputation. Most of the pay TV employees agreed that they preferred having a strong team than dominant individuals (M=3.96 SD=0.70). Qualitative data also revealed that strong teams promoted collaboration and teamwork among employees. In addition, strong team environment in pay TV sectors is critical given that employees are more likely to support and uplift each other, fostering a positive work culture built on trust, respect, and mutual encouragement. The findings support the argument by Khoshnood, (2020) that support network enhances job satisfaction and employee morale, leading to higher levels of engagement and productivity. With a mean of 3.91 and a low standard deviation, 0.83
results imply that leaders in Kenyan pay TV sector empowered and inspired their teams to take decisions based on their knowledge. Further, qualitative data demonstrated that by empowering their teams to make decisions based on their knowledge, leaders foster a sense of ownership and accountability among team members. Arokodare and Asikhia (2020) maintains that, employee empowerment encourages individuals to take responsibility for their actions and outcomes, leading to higher levels of commitment and motivation.

Table 4.2: Leadership Agility and Performance of the Pay TV Industry in Kenya

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a leader, I prefer having a strong team than dominant individuals</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.96</td>
<td>0.70</td>
</tr>
<tr>
<td>I regularly conduct planning sessions and focus on alternative scenarios.</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>0.75</td>
</tr>
<tr>
<td>I empower and inspire my team to take decisions based on their knowledge</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.91</td>
<td>0.83</td>
</tr>
<tr>
<td>Communication within the organization is in line with the speed of the industry and business model</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.74</td>
</tr>
<tr>
<td>I always ensure the organization has an accurate outside image and stays in touch with the business environment</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.74</td>
</tr>
</tbody>
</table>

Aggregate Mean | 3.97 | 0.75 |

Source: Research Data (2024)

4.2.2 Influence of Cultural Agility on performance of Pay TV industry in Kenya

Participants were required to indicate their level of agreement with the following statements relating on cultural agility as applied in Kenyan Pay TV industry. Results are presented in Table 4.3. It was established in the study that a considerable number of Kenyan Pay TV employees were able to standardize or control cultural differences in their work environments (M= 4.17 SD=0.69). It was also uncovered in qualitative data that most of the industry players created an inclusive work environment where all employees felt valued and respected regardless of their cultural background; they also encouraged collective culture characterized with participation and input from employees of diverse backgrounds in decision-making processes to ensure that everyone's perspectives are considered. These results affirm the research argument by Murungi, (2015) that leaders and managers should lead by example by demonstrating inclusive behavior and respecting cultural differences. From the findings, majority of the employees in Kenyan Pay TV industry agreed that they were very curious about new cultures and eager to learn about new cultures (M=4.15 SD=0.79). Additionally, qualitative data disclosed that curiosity about new cultures and a willingness to learn fosters cultural competence among employees. This anxiety can enable employees in Kenyan Pay TV to navigate diverse work environments more effectively, communicate across cultural boundaries, and build strong relationships with colleagues and customers from different cultural backgrounds. This move is in line with the strategic call by Gocłowska, et.al, (2018) that exposure to diverse cultures can stimulates creativity and innovation. The study's findings showed that the staff in the Kenyan Pay TV industry could easily interact and build new relationships across diverse cultures (M=4.06 SD=0.74). Qualitative data also revealed that the ease with which staff can build new relationships across diverse cultures reflects a culture of inclusivity within the organization. In assertion, Randel, et.al, (2018) maintains that inclusivity creates a welcoming and supportive environment where individuals from all cultural backgrounds feel valued and respected, leading to increased collaboration, creativity, and innovation. Descriptive results revealed a solid concurrence by employees working with Kenyan Pay TV
industry that they were aware of when to use a particular management style given a particular situation (M=4.00 SD=0.78.) Qualitative data also brought to light that tailored approach enhances team effectiveness and productivity, by employing the appropriate management style for each situation, employees could optimize team performance. For example, they may use a more direct approach when quick decisions are needed, while adopting a participative style to foster collaboration and innovation during brainstorming sessions. These results do tally with the research conclusion by McCarthy and Milner (2020) that, employees who are aware of different management styles are better equipped to engage and motivate their team members. They can tailor their leadership approach to meet the needs and preferences of individual team members, fostering a supportive and empowering work environment that encourages high levels of engagement and commitment. From the outcomes majority of employees working in the Kenyan TV industry indicated that they were receptive to diverse ideas across the organization (M=3.89 SD=0.84). Further, qualitative data demonstrated that the receptivity of employees to diverse ideas across the organization reflects a positive and forward-thinking culture that fosters innovation, collaboration, employee engagement, and inclusivity, ultimately driving the success and growth of the Pay TV industry. The conclusions drawn from this research coincide with the findings reported by Caligiuri (2021) that, a culture that values and encourages diverse ideas promotes employee engagement and satisfaction, consequently by being receptive to diverse ideas; employees contribute to fostering an innovative and creative work environment.

Table 4.3: Cultural Agility and Performance of the Pay TV Industry in Kenya

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to standardize or control cultural differences in the work environment</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.17</td>
<td>0.69</td>
</tr>
<tr>
<td>I am aware of when to use a particular management style given a particular situation</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>0.78</td>
</tr>
<tr>
<td>I am receptive to diverse ideas across the organization</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.89</td>
<td>0.84</td>
</tr>
<tr>
<td>I am very curious about new cultures and eager to learn about new cultures</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.15</td>
<td>0.79</td>
</tr>
<tr>
<td>I can easily interact and build new relationships across diverse cultures</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.06</td>
<td>0.74</td>
</tr>
<tr>
<td>Aggregate Mean</td>
<td></td>
<td></td>
<td></td>
<td>4.05</td>
<td>0.77</td>
</tr>
</tbody>
</table>

Source: Research Data (2024)

4.2.3 Influence of Business Agility on performance of the Pay TV industry in Kenya

Participants were required to indicate their level of agreement with the following statements relating on cultural agility as applied in Kenyan Pay TV industry. Results are presented in Table 4.4. It was established in the study that most of the respondents agreed that majority of the firms had an effective channel of communication both internally and externally (M=4.17 SD=0.64). It was also discovered in qualitative data that effective internal communication ensures that employees within the organization are well informed about company goals, strategies, and updates. This facilitates collaboration among teams, departments, and individuals, leading to increased productivity and efficiency. The findings are in harmony with study deductions by Setiawati (2022) that effective communication helps align individual and team goals with the broader objectives of the organization. From the findings, the study revealed that Kenyan Pay TV industry players were able to actively and reactively respond to customer demand and industry specific changes (M=4.09 SD=0.76). Additionally, qualitative data disclosed that proactively identifying and addressing potential risks and challenges in the industry could help mitigate negative impacts on the business. These findings concur with the research assumption by Rotich and Okello (2019)
that reactively responding to customer demand and industry changes also allows players to quickly address any issues that may arise, minimizing potential damage to the brand or reputation. The study's findings showed that Kenyan Pay TV industry was progressively adapting to new technologies affecting business performance (M=4.06 SD=0.83). To achieve this, qualitative data also revealed that firms focused on developing technology solutions that address the evolving needs and preferences of their customers. To effectively adapt to new technologies, companies invested in training and development programs for their employees, Pay TV industry players focused on developing technology solutions that address the evolving needs and preferences of their customers. These results do tally with research conclusions by Oosterhout et al., (2007) that companies should focus on developing technology solutions that address the evolving needs and preferences of their customers.

Descriptive results revealed that the Kenyan Pay TV industry players had the ability to quickly increase or decrease operations throughput in terms of people and products without losing on time, cost, quality and functionality (M= 4.02 SD=0.86). Qualitative data also brought to light the fact that the ability to scale operations up or down quickly allows organizations to better meet customer demand and delivery expectations. This move is in line with strategic the call by Evans, (2022) that the ability to quickly increase or decrease operations throughput without sacrificing time, cost, quality, and functionality is highly beneficial for organizations, enabling them to remain competitive, agile, and responsive to market dynamics and customer needs.

From the outcomes, the respondents agreed that employees working with Kenyan Pay TV industry had the capability of quickly responding to change in terms of market, business processes, culture, structure and systems (M=3.93 SD=0.82). Further, qualitative data demonstrated that the Pay TV companies that can swiftly respond to changes in the market, such as shifts in consumer preferences, emerging technologies, or regulatory requirements, gain a competitive edge. They can adapt their products, services, and strategies faster than competitors, positioning themselves for success in the highly dynamic business environments.

### Table 4.4: Business Agility and Performance of the Pay TV Industry in Kenya

<table>
<thead>
<tr>
<th>Business Agility</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has an effective channel of communication both internally and externally</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.17</td>
<td>0.64</td>
</tr>
<tr>
<td>The organization is able to reactively and reactively respond to customer demand and industry specific changes</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.09</td>
<td>0.76</td>
</tr>
<tr>
<td>People in the organization have the capability of quickly responding to change in terms of market, business processes, culture, structure and systems</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.93</td>
<td>0.82</td>
</tr>
<tr>
<td>The organization is adaptive to new technologies affecting business performance</td>
<td>54</td>
<td>2.00</td>
<td>5.00</td>
<td>4.06</td>
<td>0.83</td>
</tr>
<tr>
<td>The business has the ability to quickly increase or decrease operations throughput in terms of people and products without losing on time, cost, quality and functionality</td>
<td>54</td>
<td>2.00</td>
<td>5.00</td>
<td>4.02</td>
<td>0.86</td>
</tr>
<tr>
<td><strong>Aggregate Mean</strong></td>
<td></td>
<td></td>
<td></td>
<td>4.05</td>
<td>0.78</td>
</tr>
</tbody>
</table>

**Source:** Research Data (2024)

### 4.2.4 Influence of Career Agility on the performance of the Pay TV industry in Kenya

Participants were required to indicate their level of agreement with the following statements relating on career agility as applied in Kenyan Pay TV industry. Results are presented in Table 4.5. Descriptive results showed that it is easier to learn new ways of doing things in most of the Pay TV
organizations in Kenya (M=4.31 SD=0.77). It was also uncovered in qualitative data that the staffs’ ability to learn and innovate can translate into better products, services, and experiences for customers. Being open to new ways of doing things can lead to improved efficiency and effectiveness in operations. The findings go hand in hand with the research deductions by Fiona, Patricia, and Vicki, (2020) that a culture that values learning and exploring new ways of doing things can foster innovation within Pay TV organizations. Ultimately, this could lead to the development of new services, features, or business models that differentiate them from competitors and attract customers.

Respondents concurred that most of the Pay TV industry players supported nurturing of skills through mentorship as a way of promoting career agility (M= 4.20 SD=0.71). Additionally, qualitative data disclosed that mentorship programs serve as a platform for professional growth and development, by providing mentorship opportunities, firms aim to equip employees with the skills and mindset necessary to thrive in various roles or adapt to evolving job requirements these findings are in support of research deduction by Dries et al., (2012) that providing employees with guidance, support, and feedback that can help them identify and pursue career goals, explore new opportunities, and overcome challenges.

The study's findings revealed that employees with different set of skills and experiences are leveraged cross-functionally (M= 4.11 SD=1.08). Qualitative data also revealed that the Pay TV industry players encouraged employees to participate in cross-training programs where they learned skills and gained experience outside of their primary roles or departments. Fundamentally, this allows employees to develop a broader skill set and be more versatile in contributing to different areas of the organization. The findings tally with the research deduction by Rožman, et al., (2023) that implementing these strategies and practices, organizations can effectively leverage employees with different sets of skills and experiences cross-functionally, leading to enhanced collaboration, innovation, and overall organizational performance.

Descriptive results revealed that players in Pay TV industry encouraged employees to gather experiences from outside their own roles (M=4.06 SD=0.79). Qualitative data also established that providing opportunities for employees to gain experiences from outside their own roles could help increase their engagement and job satisfaction. Exposure to different roles and experiences prepares employees for future leadership positions within the organization. The findings go hand in hand with the research deduction by Abrishamkar et al., (2021). that by developing a diverse skill set and understanding various aspects of the business, employees become better equipped to take on higher-level responsibilities in the future, contributing to the organization's long-term success.

From the outcomes, most of pay TV firms encourage employees to consider roles and responsibilities that build, leverage and maximize on their knowledge and skills (M=3.91 SD=0.92).

Table 4.5: Career Agility and Performance of Pay TV Industry in Kenya

<table>
<thead>
<tr>
<th>Career Agility</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization encourages employees to consider roles and responsibilities that build, leverage and maximize on their knowledge and skills</td>
<td>54</td>
<td>2.00</td>
<td>5.00</td>
<td>3.91</td>
<td>0.92</td>
</tr>
<tr>
<td>The company encourages employees to gather experiences from outside their own roles</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.06</td>
<td>0.79</td>
</tr>
<tr>
<td>It is easier to learn new ways of things within the organization</td>
<td>54</td>
<td>2.00</td>
<td>5.00</td>
<td>4.31</td>
<td>0.77</td>
</tr>
<tr>
<td>Employees with different set of skills and</td>
<td>54</td>
<td>2.00</td>
<td>5.00</td>
<td>4.11</td>
<td>1.08</td>
</tr>
</tbody>
</table>
experiences are leveraged cross-functionally
The organization supports nurturing of skills through mentorship as a way of promoting career agility

| Aggregate Mean | 4.12 | 0.85 |

Source: Research Data (2024)

4.2.5 The Performance of the Kenyan Pay TV industry
Participants were required to indicate their level of agreement with the following statements relating on performance of the Kenyan Pay TV industry. Results are presented in Table 4.6.

It was established that the majority of the Kenyan pay TV industry players recorded an increase in customer satisfaction and retention rates (M=4.17 SD=0.75). The statistic signifies that customers within the Kenyan Pay TV industry were more satisfied with the services provided by the various players, and a higher percentage of them continued to stay with these services rather than switching to alternatives.

From the findings, the study revealed that content acquisition and exclusive partnerships by Pay TV industry players increased over the past consecutive years. (M=4.11 SD=0.74). Consequently, qualitative data disclosed that Pay TV industry players face intense competition from both traditional and digital streaming platforms and to differentiate themselves and attract subscribers, they invested in acquiring exclusive content and forming partnerships with content creators.

A mean of 4.00 and low standard deviation of 0.73 depicts that majority of the Pay TV industry realized an increase in the market share. In support, qualitative data affirmed that effective marketing and advertising campaigns and promotions helped to raised awareness and interest in Pay TV services, driving growth in the market share.

Descriptive results revealed that the average revenue generated per subscriber in most of the companies had increased (M=3.98 SD=1.10). Qualitative data also brought to light that adoption of alternative monetization models, such as pay-per-view events, advertising partnerships, or partnerships with third-party content providers, diversified revenue streams and increase overall revenue per subscriber.

The results further established that subscriber base in relation to the market penetration and customer demand in the Kenyan Pay TV industry increased significantly (M= 3.96 SD=1.10). Further, qualitative data demonstrated that advances in technology, such as improved infrastructure for delivering TV content, increased internet penetration, and the proliferation of connected devices, made Pay TV services more accessible and attractive to a larger audience. Also competitive pricing strategies, including promotional offers, discounts, and bundling options, can make Pay TV services more affordable and appealing to a broader range of consumers, leading to an increase in the subscriber base.

Table 4.6: The Performance of the Pay TV industry in Kenya

<table>
<thead>
<tr>
<th>Performance of Pay TV industry</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriber base in relation to market penetration and customer demand</td>
<td>54</td>
<td>1.00</td>
<td>5.00</td>
<td>3.96</td>
<td>1.10</td>
</tr>
<tr>
<td>Average revenue generated per subscriber</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.86</td>
</tr>
<tr>
<td>Market share</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>0.73</td>
</tr>
<tr>
<td>Content acquisition and exclusive partnerships</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.11</td>
<td>0.74</td>
</tr>
<tr>
<td>Customer satisfaction and retention rates</td>
<td>54</td>
<td>3.00</td>
<td>5.00</td>
<td>4.17</td>
<td>0.75</td>
</tr>
<tr>
<td>Aggregate Mean</td>
<td>4.04</td>
<td>0.84</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2024)
4.3 Inferential Analysis
After the descriptive analysis, the study used inferential statistics (Pearson correlation and regression test) to predict the linear association between the predictor variables and explanatory variables as well as in determining the strengths of association in the model.

4.3.1 Correlation Analysis
In order to confirm the relationship between the study variables (leadership agility, cultural agility, business agility, and career agility) and the performance of Pay TV firms in Kenya, this study used Pearson moment correlation to determine the relationship. From Table 1 below, the results show a positive correlation between leadership agility and the performance of Pay TV firms in Kenya which was established by a correlation factor of 0.311. This positive relationship was found to be statistically significant as the P value was 0.022, which was less than 0.05. The findings go hand in hand with the conclusion made by Nold, and Michel (2016) that leadership agility allows firms to adapt their strategies and offerings in a timely manner, staying ahead of competitors.

The study also found a strong positive correlation between cultural agility and performance of Pay TV firms in Kenya as shown by a correlation coefficient of 0.363; the significant value was 0.007, which was less than 0.05. These findings concur with the conclusion made by Gocłowska, et.al, (2018) Cultural agility is essential for navigating international markets, establishing global partnerships, and managing multicultural teams effectively.

The study found a positive correlation between business agility and the performance of Pay TV firms in Kenya as shown by a correlation coefficient of 0.287. The significant value was 0.035, which is less than 0.05. These findings concur with observations made by Evans, (2022) Business agility empowers employees to take ownership of their work, make decisions autonomously, and contribute to continuous improvement efforts.

The study also found a positive correlation between career agility and the performance of Pay TV firms in Kenya as shown by a correlation coefficient of 0.305; the significant value was 0.025, which was less than 0.05.

Table 4.7: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Pay TV industry performance</th>
<th>Leadership Agility, X1</th>
<th>Cultural Agility, X2</th>
<th>Business Agility, X3</th>
<th>Career Agility, X4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay TV industry performance</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.311*</td>
<td>.363**</td>
<td>.287*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.022</td>
<td>.007</td>
<td>.035</td>
<td>.025</td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Leadership Agility X1</td>
<td>Pearson Correlation</td>
<td>.311*</td>
<td>1</td>
<td>.129</td>
<td>-.160</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.022</td>
<td>.353</td>
<td>.247</td>
<td>.070</td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Cultural Agility X2</td>
<td>Pearson Correlation</td>
<td>.363**</td>
<td>.129</td>
<td>1</td>
<td>-.131</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.007</td>
<td>.353</td>
<td>.344</td>
<td>.789</td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Business Agility X3</td>
<td>Pearson Correlation</td>
<td>.287*</td>
<td>-.160</td>
<td>-.131</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.035</td>
<td>.247</td>
<td>.344</td>
<td>.136</td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Career Agility X4</td>
<td>Pearson Correlation</td>
<td>.305*</td>
<td>-.249</td>
<td>.037</td>
<td>.206</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.025</td>
<td>.070</td>
<td>.789</td>
<td>.136</td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
<td>54</td>
</tr>
</tbody>
</table>
4.2.2 Regression Test

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used the Statistical Packages for Social Sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The study used the coefficient table to determine the study model. As per the SPSS generated output as presented in table below, the equation \( Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon \) becomes:

\[
Y = -1.621 + 0.448 + 0.394 + 0.555 + 0.375
\]

From the regression model obtained a unit change in leadership agility while holding other factors constant would enhance performance of Pay TV firms in Kenya by a factor of 0.448. These findings concur with the conclusion made by Nold, and Michel (2016) that Leadership agility helps leaders build resilience in themselves and their teams. Agile leaders are able to bounce back from setbacks, overcome obstacles, and maintain a positive outlook in the face of adversity, inspiring resilience throughout the organization.

Results show that a unit change in cultural agility while holding the other factors constant would enhance performance of Pay TV firms in Kenya by a factor 0.394. These findings concur with the study findings by Mitra, (2021) that Cultural agility attracts a diverse pool of talent to the firm, including individuals from various cultural backgrounds and experiences. This diversity enriches the talent pool, fosters creativity and innovation, and enhances the firm's ability to attract and retain top talent in a competitive market.

Results show that unit change in business agility while holding the other factors constant would enhance performance of Pay TV firms in Kenya by a factor of 0.555. These findings concur with observations made by Evans, (2022) that Business agility enables organizations to adapt quickly to changes in the business environment, such as technological advancements, regulatory changes, or economic downturns.

Finally test regression show that a unit change in career agility while holding the other factors constant would enhance performance of Pay TV firms in Kenya by a factor of 0.375, Similar projection were made by Fiona, Patricia, and Vicki (2020) that career agility enables employees to acquire new skills, adapt to changing roles, and take on new challenges. This leads to increased productivity and higher performance levels as employees are better equipped to handle evolving job responsibilities and contribute effectively to the performance of the Pay TV industry.

Table 4.1: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>-1.621</td>
<td>.624</td>
</tr>
<tr>
<td>Leadership Agility X1</td>
<td>.448</td>
<td>.125</td>
</tr>
<tr>
<td>Cultural Agility X2</td>
<td>.394</td>
<td>.125</td>
</tr>
<tr>
<td>Business Agility X3</td>
<td>.555</td>
<td>.186</td>
</tr>
<tr>
<td>Career Agility X4</td>
<td>.375</td>
<td>.130</td>
</tr>
</tbody>
</table>

Source: Research Data (2024)

\[
Y = -1.621 + 0.448 + 0.394 + 0.555 + 0.375
\]

4.2.3 Model Summary

The model summary is presented in the table below. The study used coefficient of determination to evaluate the model fit. The adjusted \( R^2 \) also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (\( R^2 \)) of 0.397 and which implied that 39.7% of the variations on the performance of Pay TV firms in Kenya are explained.
by the independent variables understudy (leadership agility, cultural agility business agility & career agility).

Table 4.9: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.665a</td>
<td>.442</td>
<td>.397</td>
<td>.33818</td>
</tr>
</tbody>
</table>

Source: Research Data (2024)

4.2.4 ANOVA

The study further tested the significance of the model by use of ANOVA technique. From the ANOVA statics, the study established the regression model had a significance level of 0.000%, which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (9.723 > 4.49) an indication that leadership agility, cultural agility business agility and career agility all have a significant effect on the performance of Pay TV firms in Kenya. The significance value was less than 0.05 indicating that the model was significant.

Table 4.10: Summary of One-Way ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>4</td>
<td>1.112</td>
<td>9.723</td>
<td>.000b</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>49</td>
<td>.114</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.2 Conclusion of the study

The study's findings underscore the pivotal role of leadership agility in driving the performance of the Kenyan Pay TV industry, with agile leaders significantly impacting organizational outcomes through timely decision-making, innovation, and strategic alignment. Similarly, cultural agility emerged as a key determinant of firm performance, with organizations fostering inclusive environments showcasing higher levels of competitiveness and collaboration. Moreover, business agility was identified as a critical factor influencing industry performance, enabling organizations to swiftly adapt to market changes, innovate new offerings, and meet evolving customer demands. Lastly, career agility was found to positively correlate with organizational performance, with agile employees demonstrating higher engagement, productivity, and adaptability, highlighting the importance of nurturing a culture of continuous learning and development within Pay TV organizations. Overall, these conclusions emphasize the imperative for Pay TV firms in Kenya to prioritize agility at both leadership and organizational levels to thrive in a rapidly evolving industry landscape.

5.3 Recommendations

Leadership in the Pay TV industry must prioritize cross-cultural collaboration initiatives to foster knowledge sharing and teamwork among diverse employees, alongside implementing feedback mechanisms to address cultural dynamics. Encouraging agile leadership behaviors and providing mentorship opportunities are crucial for cultivating a culture of innovation and experimentation within organizations. Investment in technology and infrastructure supports flexibility and adaptability to market changes, while developing cross-functional teams enables swift adaptation to evolving business requirements. Moreover, implementing career development plans aligned with strategic objectives and fostering a growth mindset among employees through leadership training programs are essential for long-term success (Author, Year). By embracing these strategies, leadership in the Pay TV industry can navigate cultural diversity, drive innovation, and empower employees for sustained growth and competitiveness.
5.4 Areas of Further Research

The focus of the current study centered on the influence of strategic agility on the performance of the Kenyan Pay TV industry. Future studies may conduct comparative studies to benchmark the strategic agility of Kenyan Pay TV firms against those in other regions or industries. Additionally, future researchers may explore on the influence of regulatory changes and government policies on strategic agility within the Kenyan Pay TV industry by investigating how firms navigate regulatory challenges, adapt their strategies, and seize opportunities for growth while complying with legal requirements.

REFERENCES


