



**Influence of COVID-19 Strategic Responses on
Organizational Performance among Internet Service
Providers in Kenya.**

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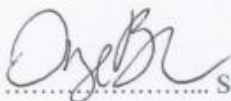
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Abstract

The study aimed to assess the influence of COVID-19 strategic responses on organizational performance among Internet Service Providers in Kenya. The specific objectives were to evaluate the influence of financial restructuring, Staff restructuring and training, and work-from-home strategy on Organizational Performance among Internet Service Providers in Kenya. The resource-based view was the theoretical background of the study. The study adopted a descriptive research approach. The study was conducted among 41 Internet Service Providers operating in Kenya during the third wave of the COVID-19 pandemic. Census sampling was found more suited for the study. The main tool used to collect primary data was structured questionnaires. The researcher used a variety of inferential statistics to evaluate the hypotheses, including percentages, frequencies, mean, standard deviation, coefficient of variation, Paired T-test, correlation, and multiple linear regression. Correlation and multiple regression analyses were conducted using Statistical Package for Social Sciences. The findings show that the mean application of financial restructuring practices before and after the pandemic was 2.98 and 3.825, respectively implying that financial restructuring strategy was practiced significantly more after the pandemic. The financial restructuring factor has a Pearson coefficient of 0.720, showing a significant and strong association between financial restructuring and Organizational Performance. The mean application of staff restructuring, and training practices was 2.93 before, and 3.67 after the pandemic, and the resultant difference significance p-value was 0.001. The staff restructuring and training factor has a Pearson coefficient of 0.851, exhibiting a significant and robust association between staff restructuring and training with Organizational Performance. The mean condition of work-from-home factor before and after the pandemic was 3.055 and 3.96, respectively; with resultant significance p-value of 0.001. The work-from-home factor has a Pearson coefficient of 0.357, illustrating a significant and moderately strong association between work-from-home and Organizational Performance. The study recommend that the long-term goal of financial restructuring is to re-establish a sound and safe company structure. Client-facing employees must have the requisite skills, understanding, and attitude to meet the high expectations of the customers. To enhance productivity, organizations must support their staff to set up conducive home offices and invest in the right tools that will enhance virtual communication and collaboration. HRM strategies such as upskilling and re-training of staff are critical to helping companies retain talent and propel sustainable growth.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

As the COVID-19 virus had increased rapidly since March 2020, infecting thousands of people and negatively impacting economic activities worldwide. Nations imposed stringent limits on migration and implemented country-wide commercial lockdowns to halt this trend. The COVID-19 outbreak, like many others before, has caused economic uncertainty to businesses and individuals alike, with lasting severe ramifications.

Global supply networks have been disrupted by severe economic downturns that simultaneously affect all levels of the economy. States have taken various measures and strategies to counteract these harmful effects. These measures aim to mitigate the negative consequences of the COVID-19 pandemic, but companies are still responsible for figuring out how to adapt to the market volatility. A shortage of resources might make this even more difficult for service providers since they must evaluate their replies properly.

COVID-19 is wreaking havoc on economies all around the globe, putting tremendous pressure on small firms to perform well in the face of adversity. Many nations have seen the most significant quarterly reduction in economic growth since 1933 due to mandatory lockdowns to combat the coronavirus. Since the COVID-19 epidemic, initiatives such as offshoring and virtualization have progressed more quickly than during previous recessions. As the backbone of any economy, small companies throughout the globe may play a vital role in averting widespread unemployment, hardship, and income disparity amid current turbulence.

When adversity strikes, companies must equip themselves to use their organizational skills as resilience drivers to react successfully. When it comes to ecological interactions, small businesses need to consider the overarching effect of resilience and evaluate macro-environmental variables to keep an eye on the surroundings, anticipate potential risks and respond adequately to disruptive issues to maintain their strategic advantage. A configuration model that can discriminate between domains and processes is necessary for congruent absorption of resiliency to a service delivery environment.

All firms exposed to unpredictability must develop a novel adaptive structure to manage this difficult situation. A succession plan is an essential aspect of this structure, which is dynamic, efficient, and purposeful. The resilience sphere is an operational area that requires agility and flexibility. Businesses need an appropriate management structure to seamlessly execute resilient solutions in the face of emergencies, such as the COVID-19 outbreak.

With remote workers, managers must know how to lead virtual teams while building social capital and maintaining cohesiveness without the luxury of casual coffee or lunches. New talents will undoubtedly develop as corporations consider going back to the workplace.

People are increasingly studying and learning from home due to limits on travel imposed to slow the spread of the new coronavirus (COVID-19). Meaningful international policy discussions are now taking place online. As a result of the epidemic, Internet traffic is up to 60% more than it was previously, affecting everyone in the Internet value chain, including mobile and fixed Internet providers, publishing and cloud service providers, IXPs, or Internet access locations. Broadband services have grown even more in this unique scenario because of their durability and capacity.

A 60 percent rise in Internet traffic has occurred since the COVID-19 crisis in terms of consumption for broadband access solutions. So far, network administrators and content producers have effectively managed services, used pre-existing bandwidth, and extended this bandwidth in some instances. Network administrators and content suppliers must access communications devices, data centers, and experts' flexibility to strengthen network flexibility and reliability further and lessen the digital gap.

Officials and authorities may temporarily release extra spectrum or approve commercial spectrum transfers between carriers that temporarily activate underutilized spectrum to relieve mobile service traffic. Regulations might encourage broadband companies to expand fiber deeper into their networks and progressively phase out xDSL capabilities, where practicable, and eliminate fees to speed up network expansion in the long run.

1.1.1 Covid Strategic Responses

Due to the COVID-19 epidemic and consequent economic and social crises, our financial and social structures have been disrupted. The effect of these events has been substantially higher than projected (Teng-Calleja et al., 2020). Many firms created work-from-home programs to comply with government-imposed confinement restrictions due to this "low-chance, high-impact occurrence" (Lloyd-Smith, 2020). Some businesses lay off workers or had to close permanently or temporarily due to this disruption and the inability to pay for operating expenses. Those who could maintain their activities sought to reinvent business strategies, day-to-day operations, and communication lines (Accenture, 2020).

Since the pandemic outbreak, many enterprises have switched to digital communication and delivery methods (Accenture, 2020). For example, firms have implemented new technological solutions or encouraged responsible behavior via "...cashless transactions, click & collect processes, physical separation between client and staff, and enhanced cleanliness standards" (Baum et al., 2020). As a result of unexpected and disruptive shifts in the surrounding environment, some businesses have been driven into "imposed innovation processes" — compelled efforts to restructure business models under financial or operational restrictions (Heinonen & Strandvik, 2020).

Researchers previously studied ways that companies deal with conventional dangers, both internal (e.g., technological or human mistake mishaps) as well as external (e.g., environmental disasters) (Coombs & Holladay, 2002). Administrative reactions to outbreaks are seldom studied, except for the adaptations to SARS and Ebola. COVID-19 is an example of a long-term interruption in our international and digitized society. However, past research has not always captured the size of this worldwide impact on companies, people, and organizations. There has been "...little attention to life-threatening occurrences that have hampered equivalent gains in comprehending and reacting to them." To better understand how companies respond to external challenges, crisis response research should depend on the notion of "resilience" (Mithani, 2020).

Restructuring a company's financial structure sometimes necessitates the use of debtor-in-possession finance (DeMarzo, Krishnamurthy, and Rauh, 2020). According to a study by the Insolvency and COVID-19 Working Group (2020), such finance will be required to deal with the next wave of restructuring. The amount needed is tiny compared to the magnitude of the commercial debt market. Many factors are at play, including how long the pandemic lasts and the economic changes it causes. Some type of insolvency and reorganization will be necessary as

the crisis continues for a more extended period. In this perspective, actions that may minimize the costs of financial hardship and lessen the pressure on the courts are easy pickings. Out-of-court reorganization measures show the most promise. As the epidemic spreads, the management team of Internet Service Providers should actively monitor their financial systems for signs of instability.

In today's fast-paced business environment, employees and employers must find ways to adapt to keep up with the ever-changing needs of their industries. This interaction is about more than just remote working or the impact of automation and artificial intelligence (AI). New post-pandemic business practices need CEOs to improve and reskill their workforces continually.

Developing workers' vital digital and intellectual capabilities and their relational and behavioral skills is essential to coping with this difficulty. The moment has come for businesses to commit to reskilling by increasing their learning spending. By building this capacity, firms will be better prepared to deal with future upheavals.

The epidemic has proved that telecommuting is here to stay, even before the crisis. According to a recent Gartner CFO study, most CFOs expect to "move at least 5% of formerly on-site staff to remote employment post-COVID-19". While many workers learned by doing during the crisis' early phase, remote working will likely continue creating an upskilling problem for the foreseeable future. Even sales staff will have to change from establishing video conferences to efficiently maintaining client interactions in distant environments, for instance.

1.1.2 Organizational Performance

In the words of de Waal (2007), performance management is the practice whereby an organization's purpose, strategic plan, and targets are defined systematically and made tangible

through key achievement variables and crucial productivity metrics to corrective actions to keep the team on track. Performance management is an essential part of strategic management and should not be overlooked. Strategic leaders must guide their businesses through the strategy-making processes and devise a management structure that guarantee's successful execution of the plan.

No matter how well crafted a strategy is, it may fall short of expectations if not put into action. Companies across the globe are now facing considerable challenges due to COVID-19. When implementing a strategy, strategic leaders must consider the organization's culture. According to Cartin (2010), organizational effectiveness excellence depends on individuals and the roles they play. For him, a well-structured human resource management strategy is essential for every company, as it allows employees to tap into and maximize their assets and abilities readily. As a result, strategic leaders must fully understand how their systems influence strategy implementation.

1.2 Statement of the problem

As a result of the COVID-19 outbreak, the global financial structures and the legal systems have to cope with an increase in the number of people experiencing financial distress and a reduction in productivity in the corporate sector. Some companies will be able to weather the storm, while others will be forced into insolvency and will therefore have to be either restructured or liquidated. A significant number of the remaining businesses have either been purchased or have shrunk. During ordinary times, this triage is supported by the banking institutions and the financial industry.

The ongoing epidemic and the changing climate are the factors that have led to a lack of readiness on the part of businesses to deal with significant catastrophes involving several aspects

(Bansal, 2020). Despite repeated warnings by scientists, institutions' information disclosure affirms their unpreparedness as they either reduce or overlook the threats. Despite these cautions, institutions attempt to bypass the risks of a pandemic. For institutions to engage in responsible evaluation of the COVID-19 pandemic, they might be mandated to establish techniques for the sustainability of effectiveness and prioritize long-term organization goals over short-term organization goals. Such an outlook would be a prerequisite for institutions to take responsible consideration.

Strategic responses enable organizations to maximize their core competencies to provide value-adding goods and services. Organizations that embrace strategic responses have a better performance amidst of COVID-19 pandemic compared to those that fail to implement strategic responses. Internet service providers in Kenya have been experiencing changing environmental circumstances, and these firms need to change their tactics to increase their performance in the competitive environment. Therefore, there is a need to study the COVID-19 strategic response's influence on organizational performance among Internet Service Providers in Kenya.

1.3 Research Aim and Objectives

1.3.1 Research Aim

The aim is to examine the COVID-19 strategic responses and their influence on organizational performance among Kenya's Internet Service Providers.

1.3.2 Research Objectives

- i. To determine the influence of financial restructuring on Organizational Performance among Internet Service Providers in Kenya.
- ii. To examine the influence of Staff restructuring and training on Organizational Performance among Internet Service Providers in Kenya.

- iii. To evaluate the influence of the work-from-home strategy on Organizational Performance among Internet Service Providers in Kenya.

1.4 Research questions

- i. What is the influence of financial restructuring on Organizational Performance among Internet Service Providers in Kenya?
- ii. Staff restructuring and training on Organizational Performance among Internet Service Providers in Kenya?
- iii. What is the influence of the work-from-home strategy on Organizational Performance among Internet Service Providers in Kenya?

1.5 Significance of Study

Globally, businesses have been directly impacted by the coronavirus (COVID-19) pandemic and are most at risk of experiencing disruptions if preventative steps are not followed. In times of crisis, we frequently concentrate on the flaws in society as well as on personal safety measures. However, the workforce and organizations play a crucial role in the transmission of diseases like COVID-19. In order to stop the spread of COVID-19, organizations' efforts during the epidemic are crucial. The majority of organizations appear to have lacked enough preparation for the current crisis or have demonstrated little resilience to its consequences. As this essay concentrates on these examples, examples of implemented strategies may help leaders of different firms to develop their tolerance and better handle the current crisis or ensuing pandemic breakouts. Given the severe dangers associated with this pandemic and its macroeconomic effects, a company has a moral duty to take reasonable measures to assure its authenticity, respond to organizational policies, and protect the health of its interested parties, including workers and customers.

1.6 Scope of Study

The scope of this study is the COVID-19 strategic responses' influence on organizational performance among Internet Service Providers in Kenya. The research is specific to Internet Service Providers in Kenya. The study will focus specifically on three aspects. It will assess the effects of financial restructuring, Staff restructuring and training, and the work-from-home strategy on Organizational Performance. Human Resource Managers of Internet Service Providers will be involved in the survey for the study.

1.7 Organization of Project

This project will consist of five chapters. The first chapter, which covers the introduction to the project, is this chapter. This chapter establishes the study's context, purpose, goals, and parameters.

The second chapter of the project is the literature review chapter, which aims to develop the theoretical basis for the research study. The chapter will also define the variables and examine the relevant extant literature concerning the variables.

The third chapter of the study will be the research methodology chapter. The chapter will define the methodology used in this study and the justifications for the methods selected for this study.

The fourth chapter of the project will be the results chapter. The chapter will present the findings of the project results after the data analysis for the project has been completed. The fifth and final chapter of the project will be the discussions and conclusions chapter. The chapter will discuss the study's findings and present the researcher's conclusions.

1.8 Definition of Key Terms

Strategic Responses: Pearce and Robinson (2005) characterized strategic decisions as a collection of choices and activities that culminate in the institutionalization and execution of plans to meet a firm's goals. As a result, it is a response to the state of the economy as experienced by businesses.

Organizational Performance: An organization's actual output or outcomes are compared to the expected results and the accomplishment or fulfillment of an organization's goals at the conclusion of a project or program.

Financial Restructuring: Financial restructuring is reorganizing troubled organizations with unmanageable investment strategies to decrease debt and "right-size the financial statements" or align the corporate structure.

Staff Restructuring: Restructuring occurs when a company alters an employee's duties and obligations. The management may assign additional or similar tasks to a worker's burden due to reorganizing their job duties.

Staff Training: Staff training is a program designed by the management or other person of authority to educate individual employees on the abilities and information they need to succeed in their present position to equip them for their future job.

1.9 Chapter Summary

The chapter of the research project has served the purpose of introducing the research. Towards this end, this chapter has covered the project's background, problem definition, research objectives, research questions, the study's significance, scope, and an outline of the overall

project sections. The next chapter, which is chapter two of this study, will cover the literature review for this research project. The chapter will examine the pertinent literature to establish the theoretical basis for this research project.

CHAPTER TWO: LITERATURE REVIEW

2.1 Chapter Introduction and Overview

This research primarily seeks to determine the influence of COVID-19 strategic responses on organizational performance. The first, second, third, and fourth sections will review the appropriate empirical literature, and the relevant hypotheses of this research will be drawn. The following section will cover the theoretical framework. The final section is a summative conclusion of the chapter.

2.2 Covid-19 Strategic Responses and Organizational Performance

The social, financial, and ecological consequences of the COVID-19 epidemic are unimaginable (Bapuji et al., 2020). The effects of the crisis in the worst-hit nations are wide-ranging and unparalleled in scope for most organizations. Restriction measures and the suspension of economic activity in most countries have led to a financial crisis whose magnitude is sometimes likened to that of 1929 and the human repercussions (McKee & Stuckler, 2020). As a result of the pandemic, there is an endemic state of uncertainty and ambiguity about the threats to staff, indicators and practice guidelines that institutions should embrace, engagement with stakeholders, budget crisis, and contingency planning (including guidance to most firm's operations), the potential for future waves of contamination, and lasting modifications projected for consumer habits (Bryce et al., 2020). As there is little in-depth research on the issue and the information provided is scant, fragmentary, and conflicting, these uncertainties are much more challenging for companies. For business executives and consumers, published articles in newspapers and periodicals highlighting specific and practical efforts performed by firms seem to be a primary data source.

To better satisfy stakeholders' current and prospective demands, firms must develop their sense of social obligation amid the COVID-19 outbreak, which is a multidimensional catastrophe that impacts all three pillars of corporate responsibility (Holton, Glass & Price, 2010). The COVID-19 pandemic poses significant social, economic, and environmental concerns for institutions. These concerns may include contamination, health protection for employees and clients, health interventions, layoffs, financial distress, fiscal impact control, market transformation, and ecological impact assessment. In order to tackle these interconnected difficulties, it is imperative that businesses focus on designing and implementing strategic responses.

COVID-19 has set new preconceptions for interested parties, including collaborative efforts by institutions to address the health crisis, their obligation to prevent infections and joblessness in some key sectors, and their adaptability to an occasion likely to cause numerous interruptions in the supply of essential commodities (He & Harris, 2020). In addition to these more general concerns, businesses' sustainable development policies include a focus on health problems (Talbot & Ordonez-Ponce, 2020). The 17 Sustainable Development Goals of the United Nations (SDG 3, Good Health and Well-Being) specifically mention health, and an increasing number of institutions comply with these goals (Boiral, Heras-Saizarbitoria & Brotherton, 2019). For example, the Global Reporting Initiative (GRI) mandates that firms report on their healthcare and well-being procedures as part of their sustainable development.

Even though handling the COVID-19 crisis is closely linked to corporate sustainability, the research has not yet examined how firms cope with this problem, including their sustainable development policies. A few studies have discussed how firms have a moral duty to deal with the situation before it gets out of hand.

Enterprises need to rethink methods, develop new competencies, and apply creative solutions to tackle the difficulties posed by an environment that has grown considerably more unpredictable and turbulent in recent years" (Hatun, Pettigrew & Michelini, 2010). When faced with a crisis, executives might benefit by studying other businesses' best practices and making choices that have been proven effective in the past (Bundy et al., 2017). Articles from various fields have acknowledged beneficial organizational techniques despite the lack of detailed research on the topic. Contrary to popular belief, research studies on COVID-19 tend to focus more on issues unrelated to management than they do on best practices. Risk assessment, response preparation, management of human resources, and the implementation of security measures advised by different public bodies are the four main focuses of these activities.

2.3 Financial restructuring

The practice of reorganizing businesses has become a prevalent one across the globe. To boost firm performance, an impressive number of corporations have reformed their sections, reorganized their resources, simplified their processes, and spun off their distinctions. As a result, many businesses have regained their competitive edge by responding swiftly and successfully to new possibilities and unanticipated demands. Organizations must often alter their business strategy and management to reach desired outcomes. Restructuring is thus no longer a choice but a must for survival and development in the current environment (Rogovsky et al., 2005).

The reorganization of a company's assets and obligations is called financial restructuring (Nazir & Alam, 2010). One of the most critical aspects of this strategy is a rearrangement of the capital structure that includes a buy-back and debt adjustment. Consequently, a firm's capital structure must undergo restructuring to obtain a more balanced operational outcome. With the financial

reorganization, liabilities and equity funds are returned to balance as short-term and long-term financing is achieved. Financial services expenses and capital loss are reduced while Earnings per share (EPS) are increased. The market value of shares increases and the influence of financiers on management is reduced (Srivastava & Mushtaq, 2011). An essential initial step in financial restructuring is to prevent the company from going bankrupt and ensure it can continue operating in the near term. This is necessary for a long-term restructuring process to succeed. Financial restructuring's long-term objective is to restore a healthy and stable corporate structure (Javed & Akhtar, 2012).

The Kenyan business climate has undergone significant changes due to the effects of COVID-19. This dynamic working environment necessitates firms to continually adjust to new external circumstances and hedge their underlying investment risk in anticipation of pandemic seasons. It is the organization's capacity to use various resources efficiently and to fulfill its goals that determine the organization's success (Worthington, 2009). The organizations success can be measured either financially or non-financially, according to Thompson and Garbacz (2007).

Osoro's (2014) research has shown that the financial results of Kenyan commercial banks have been impacted by financial reorganization. The study evaluated 11 commercial banks on the Kenyan Securities Exchange (NSE) for their actions between 2008 and 2013. Debt equity, dividend-paying, and capital ratios were employed to implement financial reorganization strategies. ROE was used to gauge a company's financial success. The data was analyzed with the help of numerous factors in regression analysis. According to the study, the financial reorganization of Kenya's commercial banks had a beneficial impact on their financial success.

In Taiwan, Hsiao et al. (2010) looked at the impact of financial restructuring on the country's economic health. For 40 financial institutions in the years 2000-2005, the authors employed the

Data Envelopment Analysis (DEA). Moreover, although banks did not perform well prior to restructuring (2002-2003), they all recovered after reorganization (2004-2005), according to the study's findings. The alarming debt proportion, the stability margin proportion, the volume, and the overall growth of the GDP were not affected by the researchers' re-check. Study findings revealed a performance improvement due to financial restructuring, bank administration efforts, and increased risk control.

After the economic crisis, Thoraneenitiyan and Avkiran (2009) studied the impact of restructuring considerations and the specific characteristics of South Asia on the profitability of commercial financial institutions in the region. As part of the banking sector reform in five nations (Indonesia, South Korea, Thailand, Malaysia, and the Philippines), 110 banks and 550 observations were included in the SFA-DEA model during the period 1997 to 2001. According to the researchers, bank owner equity, partnerships, foreign bank engagement, and state intervention all had a role in the restructuring process. The findings of this study were critical to understanding the impact of post-crisis restructuring variables and the distinctive characteristics of Asian emerging nations on the profitability of commercial banks. Bank mergers in each nation had resulted in higher-performing banks, but the research found that this did not improve the overall performance of the banking sector in any of the countries examined.

Tran et al. (2014) studied the performance of Commercial banks in Vietnam and found that restructuring had a significant impact. According to the findings, mergers, government involvement, and privatization are the three most common ways to restructure an organization. According to the study, there were no clear patterns or projections since financial institutions had restructuring in progress. Considering most of the banks were in the development stage or not performing optimally, the banks that merged had a worse performance. When the state

interfered, the governmental banks fared poorly. After being privatized, the privately-owned state banks fared better.

Based on the findings of the above studies worldwide, the first hypothesis of this study is drawn as follows;

H1: Financial restructuring has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

2.4 Staff restructuring and training

Employers will need to change their HRM procedures and strategies to shape the workforce's attitude to enhance job performance during such difficult times. Some changes may include creating internal capabilities to control the pandemic via employee training or the advice and hiring of health specialists (Carnevale & Hatak, 2020). The necessity to interact openly with workers and other stakeholders in certain firms is also underlined (Ho et al., 2020). It is essential to counsel and encourage staff members to consider their conveyed needs (e.g., scarcity of protective clothing, evaluation of risks, training and education demands, return-to-work strategies, and unsafe actions). Such measures will minimize workplace stress and increase effectiveness.

The validity of both corporate and governmental institutions will always endure if they are competent to adjust and conform to society's changing dynamics. Formal institutions frequently examine the effectiveness of their organizational structure to ensure that their restructuring strategies are suitably aligned with the evolving development approach and community structure. The suitability of staff placement will be improved by a well-planned reorganization procedure

(Notanubun, Ririhena & Batlolona, 2019). Effective staff placement refers to the assignment of workers to work for groups within an institution based on their skills and education.

The business world is constantly evolving. Therefore, it is critical for firms to continually train and educate their workforce so as to keep up with the ever-changing business landscape. Because of the rapid pace of technological change, forward-thinking companies should invest in resources that help them to remain competitive. For any company to stay in business, it must ensure that the customer experience for each of the touch points is unparalleled. Employees dealing directly with clients must have the right attitude, expertise, and skills to satisfy customers' ever-increasing demands. Developing the proper skills, expertise, and perspective is possible through training.

Additional training aims to support employees in shaping new skills that will close any knowledge gap while helping them cope with the rapid development of automation and information technology that has accelerated during the Covid-19 pandemic. Workplace requirements emerge from comparing intended vs. actual work techniques or outcomes. These approaches include general methodologies, performance monitoring, and competence evaluation, according to Smith and de Cronje (2010). On the other hand, competency evaluation focuses on opportunities for growth rather than inadequacies or difficulties. In readiness to equip employees with the knowledge and abilities they need, trainers will identify the workers that need training, analyze their current competency levels, determine the levels at which the individuals should be operating, and decide the relevant content. An evaluation will help determine each team member's training needs. Because the training gap highlights the disparity between actual and necessary performance, the amount of training required will be evident. Different approaches for

training may be used, including training and mentoring, peer collaboration, as well as subordinate engagement.

The importance of training as a tool for improving the organization's overall performance cannot be overstated. It is beneficial to both the company and the individual. If a worker is well trained, he or she will be more efficient and productive. To attract and retain top talent, companies should invest in comprehensive training and development programs (Ogohi, 2018). When employees realize how vital their tasks are to achieve the company goals and are given all the training support needed to execute these tasks, their productivity, morale, and motivation will rise.

A study by Ogohi (2018) found that training positively impacts organizational productivity. The research studied the microfinance institutions sub-sector focusing on three financial firms. The Taro Yamane sample size estimation approach drew 304 participants from a designed questionnaire for data collection and applied inferential and descriptive statistics approaches to evaluate assumptions. The research indicated that employee competence, intelligence, and skills obtained through training influenced production considerably.

In addition to addressing the employees' training needs, organizations should review the roles and responsibilities of each staff to ensure that the team is organized to achieve organizational goals effectively.

Further research reveals that employee loyalty to the company is influenced by training. The assumption is that training promotes employee productivity and staff loyalty to the firm.

Microfinance institutions and other organizations should consequently prioritize staff education and development.

Two hundred seventy-six (276) workers were surveyed by Notanubun (2019) to examine the impact of organizational restructuring on the organization's effectiveness, explicitly or implicitly, in the education and the Ministry of Education and Culture offices. The survey technique was used to gather information, and the data was analyzed using the causal correlation approach to determine the impact of organizational restructuring on performance. The study's findings show that organizational restructuring directly impacts the performance of organizations.

Based on the findings of the above studies worldwide, the second hypothesis of this study is drawn as follows;

H2: Staff restructuring, and training has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

2.5 Work-from-home (WFH) strategy

During the COVID-19 pandemic, many organizations allowed their workforce to work from home to avoid business downtime. An increasing number of people prefer to work from the comfort of their homes (WFH). In contrast to more conventional work patterns, this method has certain constraints, and it has had a significant influence not just on businesses but also on people. Additionally, it poses many difficulties for HR professionals in their line of work (Hilmi & Febriansyah, 2020). To increase the workplace flexibility of workers and successfully handle the effects of working from home, Human resource professionals, who are significant actors in incorporating human resource administration, ought to take up the benefits of managerial innovations brought about by the current economic crisis.

In contrast to conventional office models, individuals who work from home must acquire new online office skills and virtual work connection abilities. There is also the possibility of unscheduled virtual work sessions. Maintaining the secrecy of workplace information is essential while working from home to stop information from leaking (Van Der Lippe & Lippényi, 2020). Because of this, it is even more critical that workers learn to adjust to the new workplace environment, and they also need to have their WFH abilities educated and improved.

In addition, those who work from home do not have the opportunity to communicate face-to-face with their coworkers. When issues develop at work, it may be challenging to find speedy solutions to such issues via online virtual contact. The use of online network communication to find solutions to issues increases stressful psychological situations (Bloom et al., 2015). Additionally, this is incredibly detrimental to people's mental health and well-being.

Furthermore, WFH causes family members to have their personal space invaded. People are now occupying familial rooms for their job demands due to the newly emerging crown Covid-19 pandemic. When individuals choose to work from home, they must divide up/share responsibilities with their family members, such as caring for children or cleaning the house. Because of this, there will be tension between jobs and family (Zhang, Gerlowski & Acs, 2021). A lack of balance between family and work might have a detrimental effect on job performance; thus, HR professionals need to think of how best they will resolve this issue.

People forget about the influence of the business culture after they have deserted the office working practices. Individuals tend to disregard the significance of culture (Van Der Lippe & Lippényi, 2020). This disregard in business culture is because people who work from home can only interact and operate via the Internet. Culture is critical for organizational performance and

should not be ignored, especially during crises. Therefore, HR professionals should take various steps to ensure employees adopt a strong and positive culture.

Several studies that looked at how the COVID-19 crisis affected businesses managed to get some early findings regarding how businesses should handle crises. Within a short period, enterprises of all sizes and operating in all sectors were required to modify their operational models in response to shifting external circumstances. All aspects of a company are influenced by new crown technologies, including working practices, performance outcomes, and organizational values. After acting swiftly to deal with the fresh outbreak of crown pneumonia, they made several strategic modifications to protect the company's continued existence (Mustajab et al., 2020).

Some businesses have implemented strategies that include adaptable HRM regulations and procedures, which are helpful in the short term. However, in the current and post-COVID-19 age, the crisis's effects require businesses to concentrate on diversification and long-term HR policy studies. Thorstensson (2020) researched to investigate the impact of workers' ability to work from home on their productivity. This study analyzed five research papers that were published in the years 2000, 2019, and 2020 to determine the factors that influence the production efficiency of employees working from residence, whether the influence is favorable or unfavorable, and whether the factors have transformed from the year 2000 to more recent years (2019 and 2020). According to the research findings, allowing workers to do their jobs from home may boost their overall productivity. Although some elements might have negative effects, others will have positive effects, mainly depending on the traits and attitudes of the workers and the conditions.

Based on the findings of the above studies, the third hypothesis of this study is drawn as follows;

H3: Work-from-home has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

2.6 Theoretical Framework

Resource Based View

The authors of this hypothesis are Pfeffer and Salancik (1978). To ascertain the strategic assets at a firm's disposal, economists employ the Resource-Based View (RBV). The foundational tenet of the RBV is that the utilization of the collection of valuable resources at a firm's disposal is the basis for a competitive advantage. These resources must be diverse in nature and not fully transferable in order to convert a transient market edge into a long-term competitive advantage. This ultimately converts into precious resources that cannot be fully imitated or completely replaced without tremendous effort (Chandran, 2014). If these circumstances persist, the firm's aggregation of resources may help it maintain above-average results in business turbulence.

According to the resource-based concept, a firm's distinct resources and competencies served as the foundation for its strategy (Chakava, 1996). The company should be able to optimally utilize its core skills in relation to opportunities in the external environment thanks to the business plan it has adopted. These include people, buildings, money, and physical resources. The resource-based theory states that companies that want to maintain their performance will fill capacity and resource shortfalls in the most economical way possible.

The resource-based view is relevant to this study as it suggests that the deployment of resources in a strategic manner is crucial for organizational performance. The theory is considered suitable for this study as it informs the restructuring of financial resources in Internet Service firms to

boost performance. Moreover, the study advises the variable on staff restructuring and training, which improves human capabilities and affects firm performance. The theory further informs the work-from-home variable in that this is a strategy that the firms use for managing and utilizing the human resources at their disposal.

2.7 Conceptual framework

The following figure portrays the conceptual framework of the study.

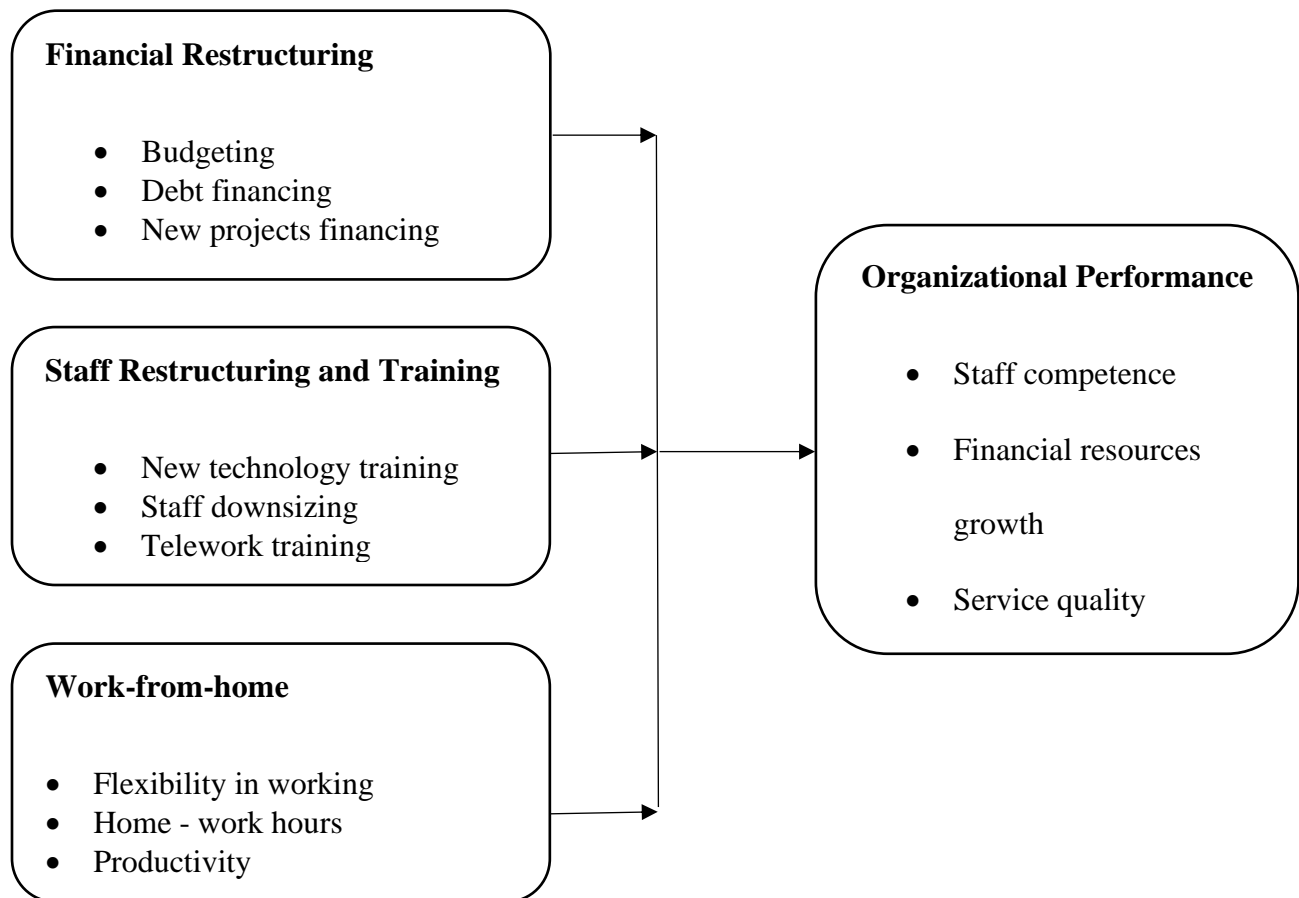


Figure 2.1 Conceptual Framework

2.8 Conclusion

The overriding purpose of this research is to establish the influence of COVID-19 strategic responses on organizational performance. There has been a comprehensive evaluation of the

relevant literature in this study area. A review of relevant literature was addressed regarding the study's goals and theoretical framework. The project's research approach, design, demographic, sample, sampling technique, tools, measurements, data collection, procedures, data analysis, and ethical issues will be discussed in detail in the next chapter, which is the third chapter of the series.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In order to guarantee the validity of the conclusions, the postulation of analysis is based on the techniques used to collect and analyze the data. These chapters attempted to provide a comprehensive overview of the study's research methods, findings, and intended audience. They also discussed the research's target demographic, sample size, design, and the sampling process.

3.2 Research Design

Mugenda and Mugenda (2003) describe research design as the blueprint or systematic pattern of approaches that includes data gathering, measurement, and analysis. Data collection and analysis are done systematically to meet the research question (Kothari, 2004). The study aims to examine the impact of COVID-19 strategic responses on the organizations' performance of Kenya's Internet Service Providers. The target group was adequately described using a descriptive research approach. When the study topic is well stated, descriptive design is the best method to use (Mugenda & Mugenda, 2003). This is because it describes the status quo of the phenomena at hand.

3.3 Target population

According to Ogula (2005), it is the whole group of persons with comparable features from whom conclusions would be formed for the study's purposes. Identifying the characteristics of the study's target group is essential to ensuring that the findings can be generalized (Mugenda & Mugenda, 2003). 41 Internet Service Providers in Kenya form the population of the study.

3.4 Sample and Sampling design

Forty-one Internet Service Providers in Kenya were sampled. The companies in scope were required to have been in operation before 2022. The researchers used the census sampling method. According to Mugenda & Mugenda (2003), census sampling is more suited when working with small populations or when research has to include the whole population. To widen the range of replies, the study focused on personnel in managerial roles throughout the entire organization.

3.5 Data Collection Instruments

Structured questionnaires were used to collect primary data. Closed-ended questions may be answered using the questionnaire format, while open-ended questions can be answered in more depth using the same structure. Primary data was acquired through survey takers of the chosen samples for the study. An interview guide was also used to collect data from key informants, including one officer from the Communication Authority of Kenya, the Ministry of ICT, and 3 CEOs from 3 Internet Service Providers.

3.6 Data Collection Procedure

According to Creswell (2014), data collection is a critical component of research since it entails acquiring and analyzing information from many study variables. Information on issues of interest is gathered and analyzed in this manner in order to assess the findings and provide clear answers

to the research questions. The questionnaire was created per the study's goals and uploaded to a cloud storage platform before being distributed to the participants via online channels. On the other hand, key informant interviews were conducted via phone call.

The goal was to gather as much data as feasible in the allotted timeframe while maintaining the highest level of convenience. Because the study's primary focus is descriptive, the data is presented in graphs, bars, and tables. The findings are in line with the aims of the study.

3.7 Data Analysis Methods

Research data collected from the field is edited to remove errors and identify any problems in the responses provided. The appropriateness and consistency of the replies were verified. Each questionnaire had a unique code to reduce data capture, and processing mistakes and preserve confidentiality. Data was entered into the computer using the provided codes and verified for correctness, consistency, and completeness before the data was analyzed using descriptive and inferential statistics. The researcher utilized percentages, frequencies, the mean, standard deviation, and the coefficient of variation to analyze the features of the instances studied.

For inferential statistics, paired T-test, correlation, and multiple linear regression were employed.

Using Pearson's product-moment correlation coefficient, the correlation coefficient between the dependent variable and the various dimensions of the independent variable was calculated.

Similarly, multiple linear regression analysis was used to establish the effect of each dimension of the strategic asset on performance, as illustrated in **Model (i)**.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon \dots\dots\dots\text{Model (i)}$$

Where: **Y** = Organizational Performance

X₁= Financial Structuring

X_2 = Staff restructuring and training

X_3 = Work-from-home

$\beta_0, \beta_1, \beta_2, \beta_3$ = Beta coefficients

ϵ = error term

Correlation and multiple regression analyses were performed using the Statistical Package for Social Sciences (SPSS). The results of the inferential statistics analysis were tested for statistical significance using a 95% confidence level as the threshold. Consequently, any resultant p-value that is greater than 0.05 confirmed that there is no relationship between the research variables at a 95% confidence level. Results of the descriptive and inferential analysis were displayed in the form of tables and figures.

3.8 Ethical Issues

This investigation aims to ensure that research ethics are being followed. The research process ensures that the design was followed, the respondents' rights were safeguarded, the study results were ethically gathered and published, and the researcher's safety was secured. A solid adherence to research ethics was enforced to achieve this goal. Before starting the procedure, the researchers ensured that respondents gave their approval after reading the study purpose. The privacy policy was strictly adhered to; to safeguard the respondents' privacy and anonymity and the integrity of their identities. The researcher omitted questions that could be considered humiliating or unrelated to the goals of the study. Finally, participants had the option of withdrawing from the study at any time. To enhance clarity and conciseness, the researcher presented results as per the specific objectives.

CHAPTER 4: FINDINGS

4.1 Introduction

The data analysis, results, and interpretation are all covered in this chapter. The chapter covers the descriptive analysis of the main findings based on the variables of the study. The inferential analysis was also covered in this chapter using correlation and regression analysis. Tables and figures are used to show the findings.

4.2 Demographic characteristics

This part examines the demographic characteristics of participants. The demographic data collected was the number of years of service in the respective organizations and their positions.

Table 4.1 Number of years of service in the organizations

	Frequency	Percent (%)
1-5 years	5	12.5
Less than 1 year	3	7.5
Over 5 years	32	80
Total	40	100

Most respondents (80%) had served for over five years in their respective organizations, 12.5% had served between 1 to 5 years in the organizations, and 7.5% had been in the organizations for less than a year.

Table 4.2 Number of years of service in various positions

	Frequency	Percent (%)
1-5 years	8	20
Less than 1 year	3	7.5
Over 5 years	29	72.5
Total	40	100

The majority of the respondents (72.5%) had served for over 5 years in their current positions in the organizations, 20% had served between 1 to 5 years in their current positions in the organizations, and 7.5% had been in their current positions in the organizations for less than a year.

4.3 Descriptive statistics

The independent and dependent variables' data were described using the mean and standard deviation. The mean values for the responses are on a 5-point Likert scale (1-Very low extent, 2 - Low extent, 3 - Moderate extent, 4 - Large extent, 5 - Very large extent). This implies that the higher the mean, the greater the extent of application of the practice in the organization.

4.3.1 Financial restructuring

Table 4.3 Financial restructuring

	Financial restructuring - before			Financial restructuring- after	
	N	Mean	Std. Dev	Mean	Std. Dev
The firm conducts regular budgeting depending on the economy and financial situation	40	2.98	1.625	4.22	1.025
The firm responds quickly financially and more effectively to new opportunities and unexpected pressures in the operations	40	3.38	1.314	3.6	0.81
The firm conducts reorganization of capital and investment depending on the company's financial situation and projects	40	2.9	1.582	3.4	0.81
The firm conducts corporate debt restructuring for the settlement of debts and liabilities	40	2.98	1.625	4.05	0.714
The accounting department conducts the balancing of debts, equity funds, short-term and long-term financing needs.	40	3.3	1.203	3.85	0.77
Average	40	2.98	1.625	3.825	0.545729

Results show that the respondents mostly agree that financial restructuring practices were common in the organizations before and after the pandemic. However, the findings reveal that the practice of financial restructuring in the organizations was more prevalent after the pandemic than before the pandemic (Mean = 2.98 (before) and 3.825 (after)). It was revealed that the firms were conducting regular budgeting depending on the economy and financial situation after the pandemic to a very large extent, with a mean of 4.22. This was supported by the findings from the interview where one of the key informants indicated that their firm had been monitoring their financial position daily and arresting any issues early before they manifested. Another respondent indicated that they keep their accounts up to date to prevent the risk of losing money by failing to keep up with late customer payments.

The majority noted the firms were responding quickly, financially, and more effectively to new opportunities and unexpected pressures in the operations to a large extent after the pandemic than before, as per the mean of 3.6. Further, a vast majority noted that firms are conducting reorganization of capital and investment depending on the company's financial situation and projects to a large extent after the pandemic (Mean = 3.4) than before (Mean = 2.9). The firms were conducting corporate debt restructuring to settle debts and liabilities to a very large extent, with a mean of 4.05. The majority noted the firms were conducting balancing of debts, equity funds, and short-term and long-term financing need to a large extent after the pandemic than before, as per the mean of 3.85.

4.3.2 Staff restructuring and training

Table 4.4 Staff restructuring and training

	N	Staff restructuring and training - before		Staff restructuring and training - after	
		Mean	Std. Dev	Mean	Std. Dev
The firm has set clear goals for the development of internal skills to manage the pandemic challenges	40	2.98	1.761	4.08	0.656
The firm conducts staff training and consultation on customer services and technology	40	3.53	1.396	3.53	0.751
The high rate of technological advancement and development of staff to flow with the competition has been enhanced in the firm	40	2.55	1.501	3.65	0.77
Customer-facing employees are equipped with the right skills, knowledge and attitude to manage the customers' high expectations	40	3.05	1.724	3.93	0.694
Training is conducted physically and online to motivate and inspire workers toward productivity	40	3.2	1.159	3.28	1.196
Average	40	2.93	1.591	3.599	0.727

The findings reveal that the practice of staff restructuring and training in the organizations was more prevalent after the pandemic than it was before the pandemic (Mean = 2.93 (before) and 3.599 (after)). It was revealed that the firms are setting goals for developing internal skills to manage the pandemic challenges to a very large extent, with a mean of 4.08. The majority noted the firms were conducting staff training and consultation on customer services and technology to a large extent after the pandemic and before as well, as per the mean of 3.53. Further, a vast majority noted that the high rate of technological advancement and upskilling of staff to flow with the competition had been enhanced in the firms to a large extent after the pandemic (Mean = 3.65) than before (Mean = 2.55). The study noted that Customer-facing employees are equipped with the right skills, knowledge, and attitude to manage the customers' high expectations to a large extent after the pandemic than before, with a mean of 3.93. The majority

noted the firms were conducting training physically and online to motivate and inspire workers towards productivity to a large extent after the pandemic than before, as per the mean of 3.28.

The results were supported by the interview schedule, where one of the respondents mentioned that their company focused on training employees to acquire new skills required to work in new conditions and that their firm practiced mentoring and coaching, which positively, even in crisis situations, raise the well-being of employees. Another respondent said that the difficulties in adjusting to the COVID-19 disruptions had led to employee layoffs, staffing needs modifications across departments, downsizing, and occasionally upsizing. This is due to the wide range of possible causes for restructuring. The Covid-19 pandemic took place when some businesses were either attempting to maximize their already successful operations or battling to survive a significant hit.

4.3.3 Work-from-home

Table 4.5 Work-from-home

	N	work-from-home - before		work-from-home - after	
		Mean	Std. Dev	Mean	Std. Dev
The company put in place strategies to encourage remote working/online communication	40	3.25	1.214	4.01	0.8
The company has implemented strategies to enhance employee counseling for staff working from home	40	2.72	1.502	4.32	1.047
The company has put in place mechanisms to ensure that remote workers have adequate work equipment e.g., Laptops and internet connectivity	40	2.9	1.582	4.32	0.944
The company has defined strategies to enhance regular reporting procedures to manage employee productivity	40	3.2	1.137	3.65	1.027

The company has granted its employees the option to access the office in the event the home environment is not conducive	40	3.2	1.159	4.27	1.062
Average	40	3.055	1.240	3.865	0.920

Results show that the respondents mostly agreed that their companies have put in place strategies to encourage online communication.

Work-from-home conditions in the organizations before and after the pandemic. However, the findings reveal that the practice of working from home in the organizations was more prevalent after the pandemic than before the pandemic (Mean = 3.055 (before) and 3.865 (after)). It was revealed the respondents mostly agreed that their organizations had implemented strategies to encourage online communication and remote working, with a mean of 4.01. The majority of the respondents agreed that their companies had put in place strategies to enhance employee counseling for staff working from home to a very large extent after the pandemic than before, as per the mean of 4.32. Further, a vast majority noted that their companies instituted mechanisms to ensure that remote workers have adequate work equipment to a large extent after the pandemic (Mean = 4.32) than before (Mean = 2.9). The results also showed that most of the companies had put in place strategies to enhance regular reporting procedures to manage employee productivity to a very large extent, especially after the pandemic, with a mean of 3.65. The majority reported that their companies had given employees the option of commuting to office in the event the home environment is not conducive, to a large extent before and after the pandemic, as per the mean of 4.27.

The results of the interview, in which one of the key informants said that when working with remote teams, it's important to allow flexible hours to maintain consistency, and another

respondent said that their company tracked employee email activities, created task lists, and required employees to practice self-reporting, support the aforementioned findings.

4.3.4 Organizational Performance

Table 4.6 Organizational Performance

	Organizational Performance - before			Organizational Performance - after	
	N	Mean	Std. Dev	Mean	Std. Dev
The organization has achieved the objectives of offering quality technological services to customers	40	2.93	1.591	3.58	0.813
The skills of the members of staff have fully been utilized in service delivery	40	3.2	1.224	3.43	0.747
The firm has recorded increased sales in the era of pandemics.	40	2.88	1.84	3.58	0.747
The firm has sustainable financial resources for running the operations	42	2.81	1.296	3.95	0.714
The firm records more revenue than expenditure most times.	40	3.15	1.099	3.55	0.783
Average	40	2.855	1.5472	3.615	0.649

Results show that the respondents mostly agree that organizations' performance before and after the pandemic was good. However, the findings reveal that the performance in the organizations was higher after the pandemic than before the pandemic (Mean = 3.15 (before) and 3.55 (after)).

It was revealed that the organizations had achieved the objectives of offering quality technological services to customers after the pandemic to a very large extent, with a mean of 3.58. A majority noted the members of staff skills have fully been utilized in service delivery to a large extent after the pandemic than before, as per the mean of 3.43. Further, a vast majority noted that the firms had recorded increased sales in the era of pandemics to a large extent after

the pandemic (Mean = 3.58) than before (Mean = 2.88). The firms have sustainable financial resources for running the operations to a very large extent, with a mean of 3.95. The majority noted the firms record more revenue than expenditure most times to a large extent after the pandemic than before, as per the mean of 3.55.

4.4 Paired Samples T-Test

The Paired Samples T-Test was used to compare the means of the application and practice of financial restructuring, staff restructuring and training, working from home, and organizational performance before and after the pandemic in the organizations. The findings are shown in the table below. The significance of the mean differences is tested using the p-value. There are significant mean differences if the p-value is below 0.05.

Table 4.7 Paired samples T-Test

Paired Samples Statistics	Mean	N	Std. Dev	Std. Error Mean	t	df	Sig. (2-tailed)
Financial restructuring - before	2.98	40	1.625	0.257	-3.303	39	0.002
Financial restructuring - after	3.825	40	0.546	0.086			
Staff restructuring and training - before	2.93	40	1.591	0.252	-3.607	39	0.001
Staff restructuring and training - after	3.67	40	0.577	0.091			
work-from-home - before	3.055	40	1.241	0.196	-3.624	39	0.001
work-from-home - after	3.96	40	0.700	0.111			
Organizational Performance - before	2.855	40	1.547	0.245	-3.543	39	0.001
Organizational Performance - after	3.615	40	0.649	0.103			

The assessment of financial restructuring practices before and after the pandemic was done. The findings show that the mean application of financial restructuring practices before the pandemic

was 2.98 and after the pandemic was 3.825. The t-statistic was -3.303, df was 39, and the resultant significance p-value was 0.002. The findings show that financial restructuring was practiced to a greater extent after the pandemic than before. Further, there is a significant difference in applying financial restructuring practices before and after the pandemic (p-value = 0.002).

Results reveal that the mean application of staff restructuring and training practices before the pandemic was 2.93 and after the pandemic was 3.67. The t-statistic was -3.607, df was 39, and the resultant significance p-value was 0.001. The findings show that staff restructuring, and training were practiced more after the pandemic than before. Further, there is a significant difference in the application of staff restructuring and training practices before and after the pandemic (p-value = 0.001).

The findings show that the mean condition of working from home before the pandemic was 3.055 and after the pandemic was 3.96. The t-statistic was -3.624, df was 39, and the resultant significance p-value was 0.001. The findings show that work-from-home was practiced to a greater extent after the pandemic than before. Further, there is a significant difference in the condition of working from home before and after the pandemic (p-value = 0.001).

Results reveal that the mean performance of organizations before the pandemic was 2.85 and after the pandemic was 3.615. The t-statistic was -3.543, df was 39, and the resultant significance p-value was 0.001. The findings show that the performance of organizations was at a greater extent after the pandemic than before. Further, there is a significant difference in the performance of organizations before and after the pandemic (p-value = 0.001).

4.5 Correlation analysis

This study used Pearson correlation analysis to test the connection between financial restructuring, staff restructuring and training, work-from-home, and organizational performance factors. The null hypothesis is rejected if the p-value is less than 0.05. The relationship between the two factors is significant if the p-value is below 0.05.

Table 4.7: Pearson's Correlation Coefficient

Correlation value (r)	Interpretation
0 - 0.19	Very weak
0.2 - 0.39	Weak
0.40 - 0.59	Moderate
0.60 - 0.79	Strong
0.80 - 1.00	Very Strong

Source: Kowang, Long and Rasli (2015)

Table 4.8 Pearson Correlation Analysis

		Financial restructuring - after	Staff restructuring and training - after	Work-from-home - after	Organizational Performance - after
Organizational Performance- after	Pearson Correlation	.720	.851	.357	
	Sig. (2-tailed)	.000	.000	.025	
	N	40	40	40	40

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

H1: Financial restructuring has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

With a p-value < 0.0001 , the financial restructuring factor was determined to be significant. The financial restructuring factor has a Pearson coefficient of 0.720. This demonstrates that there is a significant and strong association between financial restructuring and Organizational Performance.

H2: Staff restructuring, and training has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

With a p-value < 0.0001 , the staff restructuring, and training factor was determined to be significant. The staff restructuring and training factor has a Pearson coefficient of 0.851. This demonstrates that there is a significant and strong association between staff restructuring & training and Organizational Performance.

H3: work-from-home has a significant effect on Organizational Performance among Internet Service Providers in Kenya.

With a p-value of 0.025, the work-from-home factor was determined to be significant. The work-from-home factor has a Pearson coefficient of 0.357. This demonstrates that there is a significant and weak association between working from home and Organizational Performance.

4.6 Regression analysis

Regression analysis was conducted to conceptualize the influence of COVID-19 strategic responses (financial restructuring, staff restructuring, and training and work-from-home) on the organizational performance of Internet Service Providers in Kenya.

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.786	.768	.3125593

a. Predictors: (Constant), Working from home- after, Staff restructuring and training - after, Financial restructuring- after

The r-squared value was found to be 0.786. The findings imply that COVID-19 strategic responses account for 78.6% of the variation in the organizational performance of internet service providers. Therefore, COVID-19 strategic response aspects account strongly for the organizational performance of internet service providers.

Table 4.10 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.914	3	4.305	44.063	.000b
	Residual	3.517	36	.098		
	Total	16.431	39			

a. Dependent Variable: Organizational Performance- after

b. Predictors: (Constant), Work-from-home - after, Staff restructuring and training - after, Financial restructuring- after

At the 95 percent significance level, the ANOVA results indicate an F-value of 44.063 and a p-value of 0.000, which implies that the Model of COVID-19 strategic responses in predicting the organizational performance of Internet Service Providers is significant (p -value < 0.001).

The relationship between the two factors is significant if the p -value is below 0.05.

Table 4.11 Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	-.322	.465		-.691	.494
Financial restructuring	.380	.118	.320	3.216	.003
Staff restructuring and training	.730	.112	.649	6.546	.000
Work-from-home	.350	.122	.354	3.691	.004

a. Dependent Variable: Organizational Performance

The financial restructuring component was shown to be substantial at $p = 0.003$. The beta coefficient value of Financial restructuring in predicting the organizational performance of Internet Service Providers was 0.380. Staff restructuring and training factor was shown to be substantial at $p = 0.000$. The beta coefficient value of Staff restructuring and training in predicting the organizational performance of Internet Service Providers was 0.730. The work-from-home factor was shown to be substantial at $p = 0.004$. The beta coefficient value of Working from home in predicting the organizational performance of Internet Service Providers was 0.350.

The effect of each dimension of the strategic asset on performance is as shown:

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

Y (organizational performance) = $-0.322 + 0.38$ (Financial restructuring) + 0.730 (Staff restructuring and training) + 0.350 (Working from home)

4.7 Summary

The chapter represented the data analysis, and the presentation of the results and conclusions was an essential part of the study. This chapter covered extensively the degree to which the data acquired was relevant to the study's objectives and aims.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The current study examined the COVID-19 strategic responses and their influence on organizational performance among Internet Service Providers in Kenya. In addition, the study focused on determining the influence of different types of COVID-19 strategic responses on organizational performance. The specific COVID-19 strategic responses in the study include financial restructuring, staff restructuring and training, and work-from-home. The chapter summarizes the essential research findings and provides implications of the study and recommendations for the analysis. The study chapter comprises five main parts: the introduction, summary of findings, implications and regulations, conclusion, and suggestions for future research.

5.1 Summary of Research

The assessment of financial restructuring practices before and after the pandemic was done. The findings show that the mean application of financial restructuring practices before the pandemic was 2.98 and after the pandemic was 3.825. The findings show that financial restructuring was practiced to a significantly greater extent after the pandemic than before. With a p-value < 0.0001, the financial restructuring factor was significant. The financial restructuring factor has a Pearson coefficient of 0.720. This demonstrates a significant and strong association between financial restructuring and Organizational Performance.

Further, the financial restructuring component was substantial at $p = 0.003$ in regression analysis. The beta coefficient value of Financial restructuring in predicting the organizational performance of Internet Service Providers was 0.380. The firms regularly budget depending on the economy and financial situation progressively. The majority noted the firms are responding quickly and

more effectively to new opportunities and unexpected pressures in their operations to a large extent after the pandemic than before.

The mean application of staff restructuring, and training practices was 2.93 before the pandemic and 3.67 after the pandemic. The resultant difference significance p-value was 0.001. Therefore, staff restructuring, and training were practiced to a significantly greater extent after the pandemic than before. With a p-value < 0.0001 , the staff restructuring, and training factor was significant.

The staff restructuring and training factor has a Pearson coefficient of 0.851. This demonstrates a significant and strong association between staff restructuring & training and Organizational Performance. In regression analysis, staff restructuring, and training factor was shown to be substantial at $p = 0.000$. The beta coefficient value of Staff restructuring and training in predicting the organizational performance of Internet Service Providers was 0.730. The majority of the firms were regularly conducting staff training and consultation on customer services and technology. Further, a vast majority noted that the high rate of technological advancement and equipping staff to flow with the competition had been enhanced within the firms.

The mean condition of working from home before the pandemic was 3.055, and after the pandemic was 3.96, and the resultant significance p-value was 0.001. Therefore, there is a significant difference in the condition of work-from-home before and after the pandemic (p-value = 0.001). With a p-value of 0.025, the work-from-home factor was determined to be significant. The working from home factor has a Pearson coefficient of 0.357. This demonstrates that there is a significant and moderately strong association between working from home and Organizational Performance. In regression analysis, the working from home factor was shown to be substantial at $p = 0.004$. The beta coefficient value of Working from home in predicting the organizational performance of Internet Service Providers was 0.350.

5.2 Conclusion of the study

The study findings reveal that the financial restructuring component was shown to be substantial in predicting the organizational performance of internet service providers. To improve company performance, a large number of businesses have restructured their departments, streamlined their resources, reduced their procedures, and spun off their divisions. A reorganization of the capital structure, which includes a buy-back and debt adjustment, is one of the essential parts of this plan. As a result, a company's capital structure must be reformed in order to achieve a more balanced operating result. To avoid the firm from going bankrupt and to ensure that it can continue to operate in the foreseeable future. This is required for a long-term reorganization to be successful. The long-term goal of financial restructuring is to re-establish a sound and safe company structure.

Results show that staff restructuring, and training component was shown to be significant in predicting the organizational performance of internet service providers. Both commercial and government entities will always be legitimate if they are capable of adapting and conforming to society's shifting dynamics. It is critical for businesses to continually train and educate their employees in order to keep up with the ever-changing business environment. Due to the quick speed of technological development, it is almost impossible for any forward-thinking organization to remain competitive. Any firm that wants to remain competitive and in operation must endeavor to meet the ever-increasing needs of its clients. Client-facing employees must have the requisite skills, understanding, and attitude to meet the high expectations of the customers. Training is vital in ensuring the staff develops the necessary skills and knowledge.

The study findings reveal that the work-from-home component was substantial in predicting the organizational performance of Internet Service Providers. Family members have their private

spaces violated by work-from-home (WFH) policies. When people opt/are mandated to work from home, they must maintain a balance between office work and housework.

5.3 Recommendations of the study

The epidemic has led to confusion and anxiety about the response strategies that organizations should apply in order to thrive. With the prevailing economic fluctuations, organizations should engage in the restructuring of budgets, expenditures, and debt management to remain financially healthy.

Upskilling and re-training of staff are also critical to retaining the talents that can cope with the shifts brought about by the pandemic. The training aims to raise the workers' competency levels to enable them to adapt to the changing technologies. Employees/staff require the right mix of knowledge, skills, and attitudes to perform efficiently. In order to offer the needed knowledge and skills to employees, trainers must first clarify the required skills for the respective individuals and teams.

The firm management/leadership team should offer the needed support to set up conducive home offices for their staff. This includes laptops, internet connectivity, comfortable furniture, etc. Organizations should also enable interactive online sessions for employees in order to enhance collaboration. Close monitoring of employee productivity is key in ensuring that strategic business goals are achieved.

5.4 Recommendations for future studies

The study area was limited to the study of the Internet Service Providers in Kenya; future research should involve other firms/industries such as manufacturing, food and processing, transport, etc.

The research methods could be improved by including further qualitative research methods like focus groups to extend the in-depth discussions with internet service providers; this can be done by paying close attention to all the contextual meanings of the strategic responses adopted.

Largely, the study involved Human Resource Managers as respondents in the survey. Other scholars can focus on a higher population of respondents by including Financial Managers, Operations Managers, and Departmental Heads in the various firms to generalize the study findings.

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Appendices

Appendix I: Questionnaire

Section A: Financial restructuring before and after the pandemic

What is the extent of Financial restructuring before and after the pandemic factors affect the performance of Internet Service Providers in Kenya? Provide your Answer using a rating of 1-5 where: 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. Highlight or [√] most likely choice.

Before the Pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The firm conducts regular budgeting depending on the economy and financial situation					
The firm responds quickly financially and more effectively to new opportunities and unexpected pressures in the operations					
The firm conducts reorganization of capital and investment depending on the company's financial situation and projects					
The firm conducts corporate debt restructuring for the settlement of debts and liabilities					

The accounting department conducts the balancing of debts, equity funds, short-term and long-term financing needs.					
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After the pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The firm conducts regular budgeting depending on the economy and financial situation					
The firm responds quickly financially and more effectively to new opportunities and unexpected pressures in the operations					
The firm conducts reorganization of capital and investment depending on the company's financial situation and projects					
The firm conducts corporate debt restructuring for the settlement of debts and liabilities					
The accounting department conducts the balancing of debts, equity funds, short-term and long-term financing needs.					

Section B: Staff restructuring and training before and after the pandemic

What is the extent of Staff restructuring and training before and after the pandemic factors affect the performance of Internet Service Providers in Kenya? Provide your Answer using a rating of 1-5 where: 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. Highlight or [√] most likely choice.

Before the Pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The firm has set clear goals for the development of internal skills to manage the pandemic challenges					
The firm conducts staff training and consultation on customer services and technology					
The high rate of technological advancement and development of staff to flow with the competition has been enhanced in the firm					

Customer-facing employees are equipped with the right skills, knowledge and attitude to manage the customers' high expectations					
Training is conducted physically and online to motivate and inspire workers toward productivity					

After the pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The firm has set clear goals for the development of internal skills to manage the pandemic challenges					
The firm conducts staff training and consultation on customer services and technology					
The high rate of technological advancement and development of staff to flow with the competition has been enhanced in the firm					

Customer-facing employees are equipped with the right skills, knowledge and attitude to manage the customers' high expectations					
Training is conducted physically and online to motivate and inspire workers toward productivity					

Section C: Work-from-home before and after the pandemic

What is the extent of Working from home before and after the pandemic factor affect the performance of Internet Service Providers in Kenya? Provide your Answer using a rating of 1-5 where: 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. Highlight or [√] most likely choice.

Before the pandemic

Description	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5
The company put in place strategies to encourage remote working/online communication					

The company has implemented strategies to enhance employee counseling for staff working from home					
The company has put in place mechanisms to ensure that remote workers have adequate work equipment e.g., Laptops and internet connectivity					
The company has defined strategies to enhance regular reporting procedures to manage employee productivity					
The company has granted its employees the option to access the office in the event the home environment is not conducive					

After the Pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The company put in place strategies to encourage remote working/online communication					

The company has implemented strategies to enhance employee counseling for staff working from home					
The company has put in place mechanisms to ensure that remote workers have adequate work equipment e.g., Laptops and internet connectivity					
The company has defined strategies to enhance regular reporting procedures to manage employee productivity					
The company has granted its employees the option to access the office in the event the home environment is not conducive					

Section D: Organizational Performance after the pandemic

What is the extent of performance of Internet Service Providers before and after the pandemic in Kenya? Provide your Answer using a rating of 1-5 where: 1-Very low extent, 2- Low extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. Highlight or [√] most likely choice.

Before the pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The organization has achieved the objectives of offering quality technological services to customers					
The skills of the members of staff have been fully utilized in service delivery					
The firm has recorded increased sales in the era of pandemics.					
The firm has sustainable financial resources for running the operations					
The firm records more revenue than expenditure most times.					

After the pandemic

Description	Rating	Rating	Rating	Rating	Rating
	1	2	3	4	5
The organization has achieved the objectives of offering quality technological services to customers					

The skills of the members of staff have been fully utilized in service delivery					
The firm has recorded increased sales in the era of pandemics.					
The firm has sustainable financial resources for running the operations					
The firm records more revenue than expenditure most times.					

Section E: Demographics

How many years have been in this organization?

Less than 1 year 1-5 years Over 5 years

How long you have been in this position?

Less than 1 year 1-5 years Over 5 years

Appendix II: Key Informant Interview Schedule

1. Were there any financial restructuring strategies taken before and after Covid-19 by Internet Service Providers in Kenya? Did the strategies influence organizational performance?
2. What were the staff restructuring strategies taken before and after Covid-19 by Internet Service Providers in Kenya? How did the strategies influence organizational performance?
3. Which were the work from home strategies taken before and after Covid-19 by Internet Service Providers in Kenya? What was the effect of on organizational performance?

Appendix III: List of Internet Service Providers in Kenya

NO	NAME	ADDRESS
1	GILBERT ELECTRONICS SERVICES	HURLINGHAM COURT, BASEMENT, ARGWINGS KODHEK RD, HURLINGHAM, NAIROBI <u>020 2722910</u>
2	SIMBANET COM LTD	GATEWAY BUSINESS PARK, 8TH FLR, BLOCK A, MOMBASA RD, NAIROBI <u>+254 20 5230000</u>
3	VALLEYPOINT TELECOMS LTD	CITY PARK DRIVE-PARKLANDS, VALLEY VIEW OFFICE PARK, TOWER A, 4TH FLR, NAIROBI <u>+254 789 888588 +254 20 2637156</u>
4	IWAYAFRICA	UPPER HILL ROAD, RAHIMTULLA TOWERS, 15TH FLR, UPPER HILL, NAIROBI <u>+254 20 2792555</u>
5	LIQUID TELECOM	MOMBASA RD, SAMEER BUSINESS PARK, BLOCK A, NAIROBI <u>+254 731 003682 +254 20 5000000</u>
6	A F S A T COMMUNICATIONS	LANGATA RD, AIS(K)HANGAR, WILSON AIRPORT, NEXT TO UCHUMI SUPERMARKET, NAIROBI <u>+254206004933</u>
7	VISTA PRIME SOLUTIONS	INTERNET BUSINESS CENTRE, OJIJO ROAD, NAIROBI <u>+254722780258</u>

- 8 **ADVANTAGE SUPPLIES LIMITED** **MPAKA RD, JETRO CHAMBERS, 3RD FLR, WESTLANDS, NAIROBI**
+25420722519525
- 9 **VIANET GLOBAL LIMITED** **TAIYEBI HOUSE, NKURUMAH ROAD, MOMBASA**
+254722856593
- 10 **AFRICAN CLASSICAL GRAPHICS** **MUSEUM HILL RD, MUSEUM HILL CENTRE, NAIROBI**
+254721216509
- 11 **ALTECH SWIFT GLOBAL** **LONGONOT RD, OFF KILLIMANJARO AVE, EMBANKMENT PLAZA, 6TH FLR, UPPER HILL, NAIROBI**
+254722284039
- 12 **AQUILA LIMITED** **680 HOTEL, MUINDI MBINGU ST, CITY CENTRE, NAIROBI**
+254733597068
- 13 **TANGERINE LIMITED** **LONRHO HOUSE, STANDARD STREET, NAIROBI**
+254722588046
- 14 **ASHWOOD CONSULTANCY** **MOI AVE, MAGESO CHAMBERS, NEXT TO SCHOOL UNIFORM, CITY CENTRE, NAIROBI**
+254722806535
- 15 **SYSTEL COMMUNICATION LTD** **AFRAA CENTRE, MOMBASA ROAD, NAIROBI**
+25420608961
- 16 **SWIFTWEB TECHNOLOGIES LTD** **HAZINA TOWERS, UTALII LANE, NAIROBI**
+254724017722

- 17 SKYBAND AFRICA COMMUNICATIONS LTD SOIN ARCADE, WESTLANDS ROAD, NAIROBI
+254736512164
- 18 SISI COMMUNICATIONS LTD AGIP HOUSE, HAILE SELASSIE AVENUE, NAIROBI
+254 722 382995
- 19 SATORI SOLUTIONS HAZINA TOWERS, UTALII LANE, NAIROBI
+254722911736
- 20 INTERNET SOLUTIONS (ISOLS LTD) THE CHANCERY, 5TH AVENUE NGONG ROAD, NAIROBI
+254721581837
- 21 ZUKU MOMBASA ROAD, WANANCHI GROUP (K) LTD GATEWAY OFFICE BUSINESS PARK, BLOCK E, NAIROBI
+254205205205
- 22 FRONTIER OPTICAL NETWORKS LIMITED MOGOTIO ROAD, WESTLANDS, ROYAL OFFICES, 5TH FLOOR, NAIROBI
+254728906769
- 23 DAVID'S SATELLITE LTD FAIRVIEW ROAD, PANGANI SHOPPING CENTRE, NAIROBI
+254722769111 +2547338557553
- 24 BSS AFRICA LTD WESTLANDS RD., PROSPERITY HSE, 1ST FLOOR, NAIROBI
+254730100000

- 25 JAMII TELECOMMUNICATIONS KOROSHO RD, ADHOUSE CENTRE, NAIROBI
+254711054000
- 26 XTRANET COMMUNICATIONS LTD CHIROMO LANE, WESTLANDS, VAGUARD
HOUSE, 7TH FLOOR, NAIROBI
+254717517922 +254738220223
- 27 SAHANNET STANDARD STREET, LONRHO HOUSE, 11TH
FLOOR, NAIROBI
+254720807050 +254732807050
- 28 KENYAWEB.COM WABERA ST, ST. ELLIS HSE, 3RD
FLOOR, NAIROBI
+254722205594
- 29 MYISP LIMITED PARKLANDS RD, MAKSONS PLAZA, 1ST
FLOOR, NAIROBI
+254736226826
- 30 MTN BUSINESS KENYA LTD MOMBASA RD, PARKSIDE TOWERS, 2ND
FLOOR, NAIROBI
+254 20 7600001 +254 722 205152
- 31 NAIROBI ONLINE NET UNIVERSITY WAY, AMBANK HOUSE, 19TH
FLOOR, NAIROBI
+254 721 270240
- 32 INTERNET SOLUTIONS WESTLANDS ROAD, PURSHOTTAM PLACE, 3RD
& 4TH FLOOR, NAIROBI
+254 20 3600000
- 33 BIDII DOT COM LTD OFF MURANG'A ROAD, TWIGA TOWERS, 7TH
FLR, NAIROBI

+254 20 2243089

- 34 **WANANCHI GROUP K
LTD** **MOMBASA ROAD, GATEWAY BUSINESS
PARK, NAIROBI**
+254 20 5200000
- 35 **WEBHOST KENYA** **GEORGE PADMORE ROAD, GEMINA
COURT, NAIROBI**
+254 733 808890
- 36 **HUBTECH LTD** **KIMATHI ST, OLD MUTUAL BUILDING, 2ND FLR,
RM 205E, NAIROBI**
+254 711 576909
- 37 **INDIGO TELECOM** **NGONG ROAD, NAIROBI BUSINESS PARK, UNIT
B, 2ND FLR, NAIROBI**
+254 720 605939
- 38 **DATA CORE LTD** **WOODLANDS LANE, 1ST FLOOR GV PLAZA,
HURLINGHAM, NAIROBI**
+254 770 619072
- 39 **QUAVATEL LTD** **MOMBASA ROAD, SAMEER BUSINESS PARK,
BLOCK D1, 3RD FLR, NAIROBI**
+254 20 6000206
- 40 **SAFARICOM** **SAFARICOM HOUSE WAIYAKI WAY,
WESTLANDS PO BOX 66827**
- 41 **AIRTEL** **PARKSIDE TOWERS, NKRUMAH RD, P.O. BOX
73146-00200, NAIROBI, KENYA**

Appendix IIV: Statement of Independent Work

I hereby declare that this Master's Thesis is all my own work. I have only used the sources or resources I have explicitly referenced. I have attributed all direct and indirect quotations.

Nairobi, Kenya on 30th Aug 2022

Trinta Muriuki