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# Strategic Partnerships and Organizational Performance of Broadcasters in Kenya

Wangila Brian Mukhongo; Fred Gichana Atandi; Michael Washika Okonda

Kibabii University, Kenya

E-mail: bmukhongo@gmail.com

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## *Abstract*

The performance of broadcasters has struggled with the economic implications of the digital disruption, the mobile telephony and the advent of social media compelling managers to rethink and recalibrate their strategies while radio and television stations have shut down their operations in the recent times in Kenya. The overall objective of the study was to determine the influence of strategic partnerships on the organizational performance of broadcasters in Kenya. The study was underpinned by the Igor Ansoff's theory and resource based view theory. A correlation and descriptive research design was adopted. The target population comprised of 239 radio and TV station mangers drawn from 167 radio and 72 television stations. Simple random sampling was applied. The sample size of the study was 179 respondents. Results revealed a strong significant relationship between strategic partnerships and operational performance (r=0.667; P<0.000). Study concludes: strategic partnership has got a significant influence on organizational performance.


***Keywords:*** *Strategic Partnerships; Organizational Performance; Broadcasters; Kenya*

## *Introduction*

Globally the traditional broadcasting industry is struggling to cope with the digital interventions and Kenya has not been left behind due to consequences of the digital interruptions elicited by the internet, mobile telephony and social media (Awiti et al, 2020). According to (Ye & Albornoz, 2018) the global broadcasting industry that was traditionally dominated by the United States and European international media outlets saw the entry of other players like Chinese broadcasters who employed expansion or growth strategies to expand worldwide in order to promote the image of China and counter the negative perception that was being painted in other media outlets. This motivation led to the introduction of CGTN in 2016 which is a multi-language and multi-platform international broadcaster that aims at telling the story of China in its own way.

Globally radio and TV market for broadcasting was projected to grow by about 30.76 billion between 2021 and 2022 at 9.7% compounded growth rate annually. The anticipated growth was as a result of firms re-engineering their operations as COVID-19 recovery strategies from the impact which had created minimal social contact and working remotely as containment measures leading to shutdown of commercial operations hence operational challenges. the expected annual compounded market growth will be 6%. (The Business Research Company, 2021),

In the United States, the broadcasting market size for TV is approximately $ 63.2bn with a projected 0.6% expansion by the end of 2022. Its annualized market growth between 2017 and 2022 was 0.9% according to (IBISWorld, 2021) Industry statistics' report. Further, data form (Statista ,2021) indicates that TV has matured from being a luxury to a basic feature in most households around the world with subscription revenues hitting $200bn in 2019.

In Nigeria, the media plays a central and critical role in the shaping of a socially, politically, and economically informed citizenry. This has positioned media as a critical industry player in the socio-economic, political and socio-cultural transformation of the people. The emergence and exponential growth of the digital age how however caused unprecedented threat to this critical media role, due to dynamic social media trends and shifting global economy that is currently facing financial distress. Through a careful scrutiny of the Nigerian median industry, one can clearly see a downward spiraling trend in sales and circulation leading to massive decrease in revenue and inability to break even for new startups. (Ekeanyanwu et al, 2020) in their evaluation of the industry reported a major setback and competition from digital platforms of information and entertainment channel for the population. The market share has largely been eaten up by industry competitions such as the social media and the internet. This is a serious worrisome challenge for both print and wave broadcasting media.

The right strategies like strategic partnerships when carefully applied can enhance performance in the respective organizations, (Njiru, 2014). The results actually achieved by an organization in comparison to the planned goals and objectives output that were set in place, is what leads to organizational performance. Key and major goal is to help people make better decisions and see how they are progressing toward their goals. In order to assess performance, indicators must be established. (Tadi & Boljevi, 2015) defines them as "precise quantitative and/or qualitative descriptors that describe what the organization is doing or has done." Organizational performance may be determined using varied methodologies, including the key performance indicators (KPIs and the balanced scorecard management). They specify a set of values to be measured against. There are two types of KPIs: quantitative and qualitative. Input, output, activity, mechanism, control, and time are all factors that are measured.

Financial measurements of performance, such as sales and profit, according to (Bucklin & Sengupta, 1993), may not accurately reflect the quality of a firm's performance. Financial metrics are objective, straightforward, and simple to grasp and compute, but they are often historical and not widely available in the public domain. Financial data is frequently not publicized, according to (Geringer & Hebert, 1991), and when it is, it is merely included into financial performance calculations. In fact, a monetary measure is unlikely to capture the enterprises' relative performance.

Strategic partnerships, are alliances entered into by two or more forms that agree to collaborate toward a common goal but still remain legally separate. (Todeva & Knoke, 2005). A strategic partnership is a business arrangement between two companies (Hoang & Rothaermel, 2016). A business contract is used to formalize the partnership. Firms enter into partnerships when at their disposal assets or expertise that will benefit their partners and vice versa (Mowery et al, 1996). The enterprises interdependent on each other for mutual benefits. Successful in forging strong strategic partnerships gain a competitive edge above their competitors. To expand their reach, organizations can work with prominent members of society with a huge prominence to enhance their customer growth chances. Quality of technology and knowledge transfer levels determines the success levels of strategic partnerships, (Teo & Bhattacherjee, 2014).

### *Statement of the Problem*

Organizational performance of broadcasters in Kenya which has been regressing rapidly between 2017 to 2021 has led to lay-off of over 300 journalists and media houses employees (Inter-news, 2021). The Television market revenue growth in Kenya through forecasting was projected to grow from $315M in 2018 to $416M in 2023 and Radio advertisement revenue was projected to increase from $92M in 2018 to $128M by 2023 (Statista, 2021), however this growth was not realized due to cut-throat competition among different sector players such as the emergence and flourishing growth of the digital media and other alternative media outlets that has led to downsizing and cost cutting strategies within the Radio and TV media industry, (Media Features East Africa, 2021). This has resulted in a number of TV and radio stations wounding up their operations in Kenya for instance, QTV, QFM, Ghetto radio among others.

In the recent years Kenya's media industry has witnessed a downward trend in growth (Media Council of Kenya, 2019). This has been due to tough regulations being enforced by the government that has limited media freedom, insecurity with regular attacks on media personalities, poor working conditions and long working hours at times, general harassment by the police and even kidnapping and killings for those covering sensitive stories and staff layoff by major media companies (Nduati *et al,* 2021). The performance of broadcasters has further been worsened by the economic implications of the digital disruption, the mobile telephony, You-Tube and advent of social media platforms thus compelling managers to rethink and recalibrate their strategies, (Awiti *et al*., 2020). For instance, Nation Media Group, one of Kenya's most profitable broadcasters posted a consistent drop of between 12 to 20 percent in profits between 2015 and 2019 and finally a Kshs 375.2 Million net loss in the first half of 2020 (Inter-news, 2021). Not many researchers have focused on the influence of expansion strategies on organizational performance in the broadcasting industry. This study thus sought to fill the lacuna by determining the influence of strategic partnerships on organizational performance of broadcasters in Kenya.

### *General Objective*

The general objective of this study was to establish the influence of strategic partnerships on organizational performance of broadcasters in Kenya.

### Research Hypothesis

Research hypothesis was formulated and tested at 95% level of significance as indicated;

**$H_0$1:** There is no significant relationship between strategic partnerships and organizational performance of broadcasters in Kenya

### Significance of the Study

Researchers are anticipated to review the study as a point of reference, and the study also provides other scholars with a benchmark to conduct comparable similar studies. The study is believed will provide scholars with deep understanding of organizational performance in the broadcasting companies. The motivating factor was that previous studies did not explicitly related expansion strategies and organizational performance. The management of the broadcasting firms are anticipated to gain from the results through implementations of the findings to enhance further their performance and hence increase their profitability. The results could inform policy on collaboration, strategic partnerships and alliances organizational performance.

***Literature Review***

**Theoretical Framework**

The study was anchored on the following theories:

**Igor Ansoff's Theory**

Igor Ansoff proposed four alternative ways, depending on whether a firm or product is already established in the market, for an organization to expand its goods and market in order to boost performance. He took into account two factors: the product's age (whether it is new or old), and the market's age (whether it is a new or old one). Product development, Market penetration, and diversification, are the primary expansion tactics (Igor, 1957).

The risks and required investments associated with the various expansion plans vary. While businesses make an effort to expand into new markets utilizing their present products, such as new nations and regions. This can be accomplished through diverse consumer segments, such as industrial purchasers for a product that was previously marketed only to newly developed home regions or regions of other markets and nations. This type of strategy is more likely to be successful if the company has a unique production technology that can control the new market, the company can benefit from economies of scale only if it is able to increase output, the new market is similar to the previous one and therefore the new customers in the market are naturally lucrative and profitable. The development of products that are closely related to those already on the market, the development of entirely new products to meet the needs of customers, or the creation of products that revitalize the use of existing products are all options open to organizations (Free-Management-e-Books, 2016). This tactic was referred to as a "product development strategy"(Igor, 1957). This means broadening the range of products that are accessible to the firm's present markets. These goods can be obtained by investing in the product, acquiring patent rights for products produced by other companies or individuals, investing in the development and research of additional products and branding them, or collaborating on product development with the owners of other products that need access to distribution channels or brand recognition.

Market development implies selling the existing product into a new market, as opposed to the diversification approach suggested (Igor, 1957), which calls for producing a whole new product and selling it in a new market that the organization was not already active in. The least used growth techniques include product creation and diversification, which both carry the largest risk (Shroder, 2015). A company will use a diversification strategy to enter new markets with new goods in an effort to increase their market share. The tactic is viewed as hazardous since it calls for both product and market development. Vertical integration and concentric diversification can help with this. Since the resulting firm is a conglomerate made up of many businesses without any type of connection to one another, unrelated diversification is also known as conglomerate expansion

**The Resource-Based View (RBV) Theory**

The Resource-based view theory (RBV) has its roots in previous writings by (Penrose, 1959). Penrose understood the value of resources to a company's ability to compete. She made the argument that these resources may only improve a company's competitive position to the extent that they are utilized in a way that makes the firm's potentially valued services available. The RBV theory's two main proponents are Barney and Wernerfelt. Resources were characterized by (Wernerfelt as both tangible and intangible assets that have a semi-permanent connection to the company. This approach emphasizes the significance of an organization's internal resources in gaining a competitive edge. The resource-based view's main tenet is that organizations compete based on their resources and skills. As long as other holders of the resource act rationally, the resource holder can maintain a relative advantage over them (Wernerfelt, 1984).

***Empirical Reviews***

**Strategic Partnership and Organizational Performance**

Strategic partnership denotes to joining of forces through contracts by two or more companies so as to enhance their market competitiveness for business reason. (Ngamau, 2015) evaluated the strategic partnerships influence insurance firms' performance of in Kenya. This study 51 licensed insurance companies in Kenya with unit of observation being operation managers using survey design. Questionnaire that were structure were used to collect the data. The results are a pointer towards strategic partnerships positively contributing to organizational performance with higher profitability, higher customer retention rates, diversification and distribution of insurance services and products, being some key results of the collaboration among strategic partners and insurance companies. The study however did not indicate the sampling frame and therefore, it's difficult to establish unit of inquiry to compare it with the current study. The study further employed survey design while the current study utilized descriptive survey and correlational research this thus gives the methodological gaps between the two studies. The study assessed insurance firms with the current study focusing on media industry.

Matokho and Anyieni (2018) examined partnerships' effects on performance of commercial Banks listed at the NSE. Descriptive survey was adopted. Senior management of NSE listed banks formed the observational unit, and secondary data was used besides primary data. As presented by the findings, high cost of modern technological infrastructure makes difficult for the banks to thrive as solitary enterprises. The performance of the banks listed at the NSE were greatly enhanced by technological diffusion as well as customer service (Matokho & Anyieni, 2018). The study did not explain how primary and secondary data integration was achieved. The study did not show explicitly explain how strategic partnership influences performance. This study targeted the listed banks while the current study narrowed in o media industry in Kenya. There is a methodological deviation between the study and the current study as one utilized descriptive design and the other descriptive survey and correlational designs. Although their dependent variables were both on performance, this study only investigated influence of strategic partnerships on performance and did not attempt to establish the other two variables of expansion strategies and government regulations.

Wanjiku (2016) examined how strategic partnerships affects performance of Kenyan commercial banks. Survey design was applied and 42 banks formed the unit of analysis. Questionnaire was the chief tool for collection of data. The result demonstrate that strategic partnerships was responsible for 54.7% performance variation of commercial banks, while a unit change in strategic partnership resulted in 65.9% performance improvement. Strategic partnership therefore has a positive effect which is significant on performance (Wanjiku, 2016). The theoretical background of the study was inadequate the theories were not linked to study objectives. The study did not focus on the media industry and instead surveyed commercial banks, strategic partnership was indicated to be responsible for only 54.7% variation in performance while the others factors responsible for the remaining 45.3% were not indicated. The two studies differed on their respective designs with one employing survey design while the other utilizing descriptive survey and correlation designs this can have different effects in their findings.

Muthee(2019) evaluated effects of partnership on performance TVETs in Nairobi City County, Kenya. Survey design guided the study. Self-administered questionnaire was the tool for data acquisition which then analysed descriptively and inferentially. Strategic partnership had a significant positive influence on performance. Further forging strategic collaborations enhances chances of meeting customers' needs (Muthee, 2019). The study looked into partnership practices and therefore, the methodology did not adequately achieve the research objectives in regard to strategic partnership and performance. conversely, the is divergence in methodological approaches as one employed descriptive design with the other employing descriptive survey and correlational designs. Their focuses were also on two different organizational set-ups with one being an educational institution while the other a business enterprise seeking to make profits. This therefore, can influence the results differently.

Awino examined how strategic partnership influences performance companies manufacturing food and beverage in Kenya. A total of 125 large-scale companies manufacturing food and beverage were sampled. Structured questionnaire collected the study data by employing survey design. The results suggested that strategic collaborations are significant determinants of performance (Awino, 2018). Even though the study focused on strategic partnership, results were associated with strategic alliance. The study's focus however was in the food industry and not broadcasting, and thus very inappropriate to believe the findings apply in broadcasting industry too. This study focused on the food industry where the strategic partnerships can fetch different results as compared to the media industry. Additionally, this study had a lesser sample size than the current study and therefore could have significant effects on the results due to sampling errors.

Muthoka and Oduor examined the effect of strategic partnership and performance of selected supermarket stores. Correlational design was employed by the study. A total of 5 major supermarket stores of Ukwala, Nakumatt, Uchumi, Tuskys and Naivas, were evaluated including their strategic partnerships. Questionnaire was the preferred tool for data collection. The results suggest that technological alliances have a negative strong, correlation with the performance of the supermarkets (Muthoka & Oduor, 2014). However, no statistical significant was recorded between technological strategic alliances and performances of the supermarkets. Production strategic collaborations recorded a weak negative correlational relationship with the performance of the supermarkets while strategic partnerships recorded a positive strong correlation with the performances of the supermarkets. There were mixed outcome in regard to various variables that were used to conceptualize strategic partnership. This study did not specifically focus on organizational performance which the current is focusing on. The studies also have divergent methodological approaches where one employed descriptive survey while the other descriptive and correlational designs. This could influence their results differently.

**Conceptual Framework**

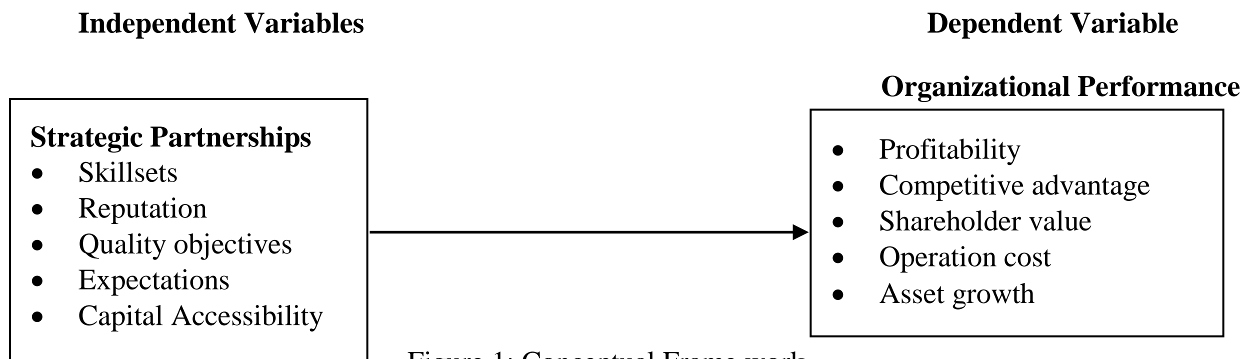


Figure 1: Conceptual Frame work

## *Research Methodology*

The study used descriptive survey and correlation research designs. This design contrives systematic description of a situation, population, and phenomenon. and it enables the researcher to describe the dependent and independent variables accurately while also answering question of what, where, when and how in relation to the variables. (Kombo & Tromp, 2006) recommends descriptive survey when methods such as questionnaires are used. A correlation research design is one in which a researcher tries to figure out what kind of interactions naturally occurring variables have with each other. Simply put, correlation analysis aims to determine if two or more factors are associated, and if so, how (Cheprasov, 2020). (Kothari, 2004) explains that this design provides a vivid elucidation of the characteristics of the populous or situation being studied.

## Target Population

This comprised of 239 TV and radio station managers drawn from the 167 radio stations and 72 television stations. The unit of observation comprised of top managers of the broadcasters since they are conversant with expansion strategies. These are broadcasters who were registered by the Communication Authority of Kenya by 2021 and who have been in operation for not less than five years. Target population is the population of individuals, objects, items, with the characteristics to meet the objectives of the study by relevance and composition (Barber, Burt, and Rigby 2012).

Table 1: TV and Radio Stations Top Managers

| No. | Broadcaster type | Population | Sample size | Sampling Technique |
|---|---|---|---|---|
| 1 | Radio broadcasters | 167 | 118 | Simple random |
| 2 | Television station broadcasters | 72 | 61 | Simple random |
| | **Total** | **239** | **179** | |

Source: Communication Authority of Kenya, 2023

## Sample Size and Sampling Techniques

Simple random and stratified random sampling were effected to select the sample size. Sampling is systematically selecting a representative small unit of a population unit for the purposes of observation, judgement, assessment and inferencing (Kothari, 2006). The top management staff were used since they represent staff who are relevant to the study because they are involved in strategy formulation. To select the sample size, Yamane Taro formula (Yamane, 1967) was used as illustrated in equation 1. Therefore, with a confidence level of 95%, 179 employees formed the sample size in this study and 239 target population

## Instruments for Data Collection

A questionnaire was deemed appropriate due to several reasons. Kothari (2014) opines that questionnaires are adequate and effective tools in surveys as they are relatively faster and easier give and collect for analysis with minimal cost and time taken while accessing respondents far and wide. They are also easy to standardize and respondents can be compared to ascertain reliability and validity. By using questionnaires, respondents are assured anonymity to the subjects and therefore helping them to give honest responses. The structured questionnaire contained five-point Likert weighted scale. The questionnaire was designed by the researcher himself and had 3 sections, section A collected demographics, section B featured statements on strategic partnerships, and the last section featured statements on organizational performance.

## *Data Analysis and Presentation*

Data analysis according Fraenkel, (1993), is the transformation that processes raw data into meaningful, interpretable where inferable information. The process involves cleaning where data is subjected to meticulous scrutiny and review to eliminate glaring anomalies that can negatively impact on the results as outliers. This was then followed by data entry into SPSS Version 27 before applying appropriate statistical analytical method of descriptive statistics to calculate, arithmetic mean, SD, frequency counts and percentages and inferential data analytical method to calculate correlation and regression analyses. The results to be presented using tables and the model where X represents independent variables and Y represents dependent variable in the models is presented here-in and subsequently answered with the multiple regression results.

**Model: Regression Model=$Y_i = \beta_O + \beta_1 X_1 + \varepsilon$ …………….**

**Where;**

$Y_i$= the dependent variable (organizational performance)

$X_1$ Represents Strategic Partnership

$\beta_o$= Intercept

$\beta_{I,}$ , =Beta coefficient

$\varepsilon$= Error term (Epsilon naught) normally distributed about a mean of 0 and for purpose of computation, the $\varepsilon$ is assumed to be zero (0)

## *Results and Discussion*

### Questionnaire Return Rate

As shown in the Table 2, the study sampled 179 respondents and 179(100%) questionnaires were self-administered.

Table 2: Questionnaire Return Rate

| Questionnaires | Frequency(f) | Percent (%) |
|---|---|---|
| Collected (Returned) | 147 | 82.12 |
| Retained (Non-Response) | 32 | 17.88 |
| **Aggregate Administered** | **179** | **100.00** |

The Table 2 results demonstrate that not all the respondents returned their questionnaires as only 147(82.12%)-positively responded 32(17.88%) did not respond to the questionnaires administered. (Cooper &Schindler, 2011), opines that surveys are associated with low rate of response, therefore excellent response starts at 75%. Achieving a return rate of 82.12% was thus excellent.

### Descriptive Statistics of Organizational Performance of Broadcasters in Kenya

This study sought to establish the organizational performance of broadcasters in Kenya. The results of the descriptive statistics on organizational performance of broadcasters in Kenya are enlisted in Table: 3

Table 3: Descriptive statistics of Organizational Performance of Broadcasters in Kenya

| Organizational Performance of Broadcasters in Kenya | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) | Mean | S.D |
|---|---|---|---|---|---|---|---|
| The organization has a healthy profitability trends | 18(12.24%) | 26(17.69%) | 5(3.40%) | 38(25.85%) | 60(40.82%) | 2.35 | 1.465 |
| The organization has a competitive advantage over other broadcasters. | 18(12.24%) | 20(13.61%) | 16(10.88%) | 66(44.90%) | 27(18.37%) | 2.56 | 1.277 |
| The organization is experiencing growth in its shareholding | 16(10.88%) | 31(21.09%) | 14(9.52%) | 48(32.65%) | 38(25.85%) | 2.59 | 1.359 |
| The organization cost of operation is at optimum | 32(21.77%) | 45(30.61%) | 14(9.52%) | 28(19.05%) | 28(19.05%) | 3.17 | 1.454 |
| The organization has had growth in its fixed assets | 12(18.16%) | 71(48.30%) | 13(8.84%) | 23(15.65%) | 28(19.05%) | 3.11 | 1.314 |
| | | | | | | **2.76** | **1.373** |

Table 3 shows a composite mean score of (M=2.76) and composite (S.D=1.373) which can be interpreted to infer that organizational performance of broadcasters in Kenya is low and below average as absolute majority of the respondents disapproved the statements than those who approved them

The study sought to determine if the organization has a healthy profitability trends. The 147 the polled responses were captured as given; 18(12.24%) strongly-agreed, 26(17.69%) agreed, 5(3.40%) neutral, 38(25.85%) disagreed and while 60(40.82%) disagreed strongly with the item statement. The mean score for the item statement was 2.35 and 1.465 S.D. This is an indication that the profitability trends are not healthy in majority of the media houses and some might even be making loses if there are not further measures undertaken to curb the trends.

The study determined if the organization has a competitive advantage over other broadcasters. The 147 the polled responses were captured as given; 18(12.24%) strongly agreed, 20(13.61%) agreed, 16(10.88%) neutral, 66(44.90%) disagreed, and while 27(18.37%) disagreed strongly. The mean score for the statement was 2.56 and 1.277 S.D. This was inferred and interpreted to mean most of the respondents believed that their organizations did not harbor any competitive advantage over their competitors in the industry and therefore are facing stiff competition in the market that can negatively affect their business operations and subsequently organizational performance.

The study wanted to find if the organization is experiencing growth in its shareholding. The 147 the polled responses were captured as given; 16(10.88%) strongly-agreed, 31(21.09%) agreed, 14(9.52%) neutral, 48(32.65%) disagreed and while 38(25.85%) strongly-disagreed. The mean score for the statement was 2.59 and 1.359 S.D. The low mean score was inferred and interpreted that majority of the media houses were not experiencing any growth in their shareholdings and indication of threatened equity and a shift to debt capital structure.

The study sought to determine if the organization cost of operation is at optimum. The 147 the polled responses were captured as given; 32(21.77%) strongly-agreed, 45(30.61%) agreed, 14(9.52%) neutral, 28(19.05%) disagreed and while 28(19.05%) strongly-disagreed thereby scoring a mean of 3.17 and 1.454 S.D. The responses frequencies confirm that majority of the respondents believed that their organizations were operating at optimum with little or no wastages of the available resources. However, since this did not attract absolute approval, other media houses need to embrace change in their operations to incorporate technology and lean operation practices to enhance their organizational performance.

The study sought to establish if the organization has had growth in its fixed assets. Of the 147 respondents who responded to the questionnaire, 12(18.16%) strongly-agreed, 71(48.30%) agreed, 13(8.84%) neutral, 23(15.65%) disagreed and while 28(19.05%) strongly-disagreed thereby scoring a mean of 3.11 and 1.314 S.D. These responses demonstrate that the organizations' fixed assets have had some growth but that growth could be minimal.

**Strategic Partnerships and Organizational Performance of Broadcasters in Kenya**

The study's first objective determined how strategic partnerships influences organizational performance of broadcasters in Kenya. The results are presented in Table: -~4;

Table 4: Descriptive statistics of Strategic Partnerships and Organizational Performance

| Strategic partnership | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) | Mean | S.D |
|---|---|---|---|---|---|---|---|
| The partners have complementary skillsets to help the partnership. | 55(37.41%) | 39(26.53%) | 13(8.84%) | 29(19.73%) | 11(7.48%) | 3.67 | 1.351 |
| The partners have good reputation to help the partnership. | 44(29.93%) | 36(24.49%) | 21(14.29%) | 26(17.69%) | 20(13.61%) | 3.39 | 1.422 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| The quality objectives of parties involved are clearly aligned. | 40(27.21%) | 44(29.93%) | 24(16.33%) | 32(21.77%) | 7(4.76%) | 3.53 | 1.235 |
| The partners involved clarify expectations from the onset on how they will achieve the full potential of the partnership. | 32(21.77%) | 46(31.29%) | 19(12.93%) | 22(14.97%) | 28(19.05%) | 3.22 | 1.436 |
| The organization has the ability to access working capital from diverse sources for both equity and debt capital structures | 33(22.45%) | 79(54.74%) | 9(6.12%) | 13(8.84%) | 13(8.84%) | 3.72 | 1.169 |
| | | | | | | **3.51** | **1.323** |

The composite mean score in Table 4: (M=3.51), from this the research deduced that strategic partnerships is an important strategy that enhances organizational performance of broadcasters. The partnerships thus create a special purpose entity that minimizes risks and maximizes benefits.

The study sought to assess if the partners have complementary skillsets to help the partnership. The 147 the polled responses were captured as given; ; 55(37.41%) strongly-agreed, 39(26.53%) agreed, 13(8.84%) neutral, 29(19.73%) disagreed and while 11(7.48%) strongly-disagreed thereby scoring a mean of 3.67 and 1.351 S.D. The results confirm that majority of the respondents had seen the beneficial complementary skill sets being diffused into their organizations due to strategic partnerships forged between different broadcasters.

The study wanted to establish if the partners have good reputation to help the partnership. Of the 147 respondents; 44(29.93%) of the respondents strongly-agreed, 36(24.49%) agreed, 21(14.29%) neutral, 26(17.69%) disagreed and while 20(13.61%) disagreed strongly. The means score for the item was 3.39 and 1.422 S.D. The responses demonstrate that the partners with good reputation to help the partnership as the business goodwill is infused into their new ventures and this enhances the organizational performance

The study wanted to find if the quality objectives of parties involved are clearly aligned. The 147 respondents polled as follows; 40(27.21%) strongly-agreed, 44(29.93%) agreed, 24(16.33%) neutral, 32(21.77%) disagreed and while 7(4.76%) disagreed strongly. Therefore, the mean score for the statement was 3.53 and 1.235 S.D indicating that the objectives of the partnerships are clearly spelt and documented and acts as a blue-print to guide the partnership thereby enhancing organizational performance

The study earmarked to assess if the partners involved clarify expectations from the onset on how they will achieve the full potential of the partnership. The 147 the polled responses were captured as given; 32(21.77%) strongly-agreed, 46(31.29%) agreed, 19(12.93%) neutral, 22(14.97%) disagreed and while 28(19.05%) strongly-disagreed. Therefore, the mean score for the item was 3.22 and 1.436 S.D. The responses demonstrate that the partners involved clarify expectations from the onset on how they will achieve the full potential of the partnership however, it might not be as clear as it should be in other cases judging by the borderline majority response.

The study sought to determine if the organization has the ability to access working capital from diverse sources for both equity and debt capital structures. The 147 the polled responses were captured as given; 33(22.45%) strongly-agreed, 79(54.74%) agreed, 9(6.12%) neutral, 13(8.84%) disagreed and while 13(8.84%) disagreed strongly. The means score for the item was 3.72 and 1.169 S.D. A larger proportion

of the respondents confirmed that the partnership is indeed advantageous in accessing working capital from different financial institutions due to the strong asset books and improved shareholdings of the resulting partnerships.

**Correlation Analysis of Strategic Partnerships and Organizational Performance of Broadcasters in Kenya**

Correlation was computed to establish linear associations levels of strategic partnerships and organizational performance of broadcasters in Kenya. The outcomes of the results are enlisted in output Table 5;

Table5:Analysis of correlation between Strategic Partnerships and Organizational Performance of Broadcasters in Kenya

| Variable | | Strategic Partnerships | Organizational Performance of Broadcasters in Kenya |
|---|---|---|---|
| **Strategic Partnerships** | Pearson' Correlation | 1 | 0.667** |
| | Sig. (2-tailed) | | 0.000 |
| | n | 147 | 147 |
| **Organizational Performance of Broadcasters in Kenya** | Pearson' Correlation | 0.667** | 1 |
| | Sig. (2-tailed) | 0.000 | |
| | n | 147 | 147 |

**** Correlation, at 0.05 level of significance for a two-tailed test**

The results as tabulated in Table 5 demonstrate a strong positive significant correlation between strategic partnerships and organizational performance of broadcasters in Kenya, (r=0.667; P<0.000). The implication here suggests that when broadcasters forge strategic partnerships with industry strategic partners, they are highly likely to enhance their organizational performance as the partnerships promotes synergy of resources, access to consumers and other strategic advantages. The findings here corroborate the findings by (Wanjiku, 2016); (Matokho & Anyieni, 2018); and (Muthee, 2019) whose findings indicated that the relationship between strategic partnership and performance was positive and statistically significant.

Table 6 Regression Results of Strategic Partnerships and organizational performance of broadcasters in Kenya

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.667[a] | .447 | .443 | .928 |

a. Predictors: (Constant), Strategic Partnerships

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 100.809 | 1 | 100.809 | 117.143 | .000[b] |
| | Residual | 124.783 | 145 | .861 | | |
| | Total | 225.592 | 146 | | | |

a. Dependent Variable: organizational performance of broadcasters in Kenya

b. Predictors: (Constant), Strategic Partnerships

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.793 | .199 | | 9.033 | .000 |
| | Strategic Partnerships | .553 | .051 | .667 | 10.823 | .000 |

a. Dependent Variable: organizational performance of broadcasters in Kenya

Table5 indicates the study reported a strong significant relationship between strategic partnerships and organizational performance of broadcasters in Kenya (R= 0.667). Coefficient of determination (R2 =0.447and indication that strategic partnerships explains 44.7% of variation in organizational performance of broadcasters in Kenya while the other remaining 55.3% is attributable to other factors other than strategic partnerships and not considered in the model. The relationship was also reported to be significant (F=117.143, p<0.000).

Based on the reported regression results analysis as presented in Table 4.5, the model becomes; $Y= 1.793+0.553X_1$ Where Y was organizational performance of broadcasters in Kenya and X1 is strategic partnerships. This implies that a unit change in strategic partnerships results in 1.793 changes in organizational performance of broadcasters in Kenya. However, with the strategic partnerships is held constant organizational performance of broadcasters in Kenya is 0.1.793 units as depicted by a constant value (β0). The implication thus is strategic partnership significantly influence organizational performance of broadcasters in Kenya. This was in reference to the model represented as; Objective 1: $Yi = \beta 0 + \beta 1\ X1+ \varepsilon$. Where: Yi is organizational performance of broadcasters in Kenya; X1 is strategic partnerships; β0 and β1 are the coefficients of determination and ε is epsilon naught or disturbance term that represented variables not considered

**$H_0$1:** There is no significant relationship between strategic partnerships and organizational performance of broadcasters in Kenya. Hypothesis test was done from the t-test scores to reveal the degree of associations between strategic partnerships and organizational performance of broadcasters in Kenya where analysis of regression computed was guided by the formulated null hypothesis being tested that: $H_0 1$: $\beta_1 = 0$ for null hypothesis and $H_0 1$: $\beta_1 \neq 0$ for alternative hypothesis. Thus; with P<0.000 being less than that the alpha priori at 0.05, we fail to accept null hypothesis and retain the otherwise alternative hypothesis as stated.

## *Summary and Conclusions*

The study's overall objective was to establish the influence of strategic partnerships on organizational performance of broadcasters in Kenya. To accomplish the theme of this objective The study reported a significant strong positive correlation between strategic partnerships and organizational performance of broadcasters in Kenya r=0.667; P<0.000.The study therefore, concluded that strategic partnerships have got a significant influence on performance of broadcaster and recommend that the broadcasters should enter into strategic alliances with similar industry players in order to remain competitive and relevant in the business environment.

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