























## 4.0 RESULTS AND FINDINGS

The research sought to find out the level of organizational preparedness for natural and man - made incidences, technological changes, obsolete supplies and specialised staff turnover for the attainment of crisis management strategies. The effectiveness of crisis management strategies were rated on likert scale of 1-5 Where, 1 = highly ineffective 2 = not effective 3 = neither effective nor ineffective 4 = effective, 5= highly effective.

**Table 4.1: Effectiveness of Crisis Management Strategies**

<b>Crisis Factors</b>						
<b>Firms</b>	Man-Made and Natural Incidence	Specialised staff	Turnover	Technological changes	Obsolete Supplies	<b>Mean</b>
<b>Safaricom</b>	4.0		3.85	4.0	4.0	<b>3.9</b>
<b>Airtel</b>	3.8		3.0	1.74	3.0	<b>2.8</b>
<b>Equitel Mobile</b>	3.8		3.5	3.6	4.0	<b>3.7</b>
<b>Telkom</b>	3.0		3.2	2.0	3.0	<b>2.8</b>
<b>CA</b>	3.8		4.0	4.0	4.0	<b>3.9</b>
<b>Aggregate Mean</b>	3.68		3.51	3.06	3.68	<b>3.48</b>

The research found out that organizations have different levels of effectiveness when responding to crisis. Safaricom had the most effective crisis management strategies for natural and manmade incidences at a Mean (SD) = 4.00 (0.34), Airtel, Equitel and CA had a Mean (SD) of =3.80 (0.40) each, while Telkom had a Mean of (SD) = 3.00(1.00) which was the lowest mean score. Coombs (2002) advises organizations to have clear plans for crisis management such as natural disasters. In respect to the level of preparedness in managing specialised staff turnover, Communications Authority of Kenya had a Mean (SD) = 4.00(1.00) and Safaricom had Mean SD= 3.85, (0.6), Equitel had a Mean SD=3.5(.60) while Telkom had a mean SD= 3.20(.80) and Airtel had the lowest Mean SD = 3.00(.50). Gartner (2010) states that firms should take quick actions to prevent specialised staff turnover by ensuring skilled human resource is under protection at all times.

In terms of responding to Technological changes, different companies seem to have various level of effectiveness in responding to technological changes. The study found that Communications Authority of Kenya and Safaricom had the most effective strategies for

responding to technological changes with a Mean SD =4.00(0.60) each, followed by Equitel with a Mean SD = 3.6(.30) and Telkom with a Mean (SD) = 2.00(0.5), Airtel had the lowest Mean SD = 1.74(.40). Ochieng (2015) observed that the mobile telephone sector easily adapts to technological changes because of their nature of business.

The study found that Safaricom, Equitel and CA had the most effective strategies of responding to crisis related to obsolete supplies at a Mean of (SD) = 4.00(1.00) each while Airtel and Telkom (K) had the lowest score at 3.00(.60) each. According to Rozek & Groth, (2008) Organisations need to requisition only those supplies that are needed at a particular time in order to avoid obsolete supplies.

The findings on the level of effectiveness of Crisis management across the five organizations show that the overall level of preparedness for crisis management differs significantly. Safaricom and CA had the highest effective crisis management strategies at a Mean (SD) = 3.9(0.7) each followed by Equitel at a Mean (SD) = 3.7 (.5), Airtel and Telkom had the lowest Mean (SD) = 2.8 (0.5). The findings produced a statistically significant analysis of variance in terms of level of effectiveness of crisis management strategies ( $F(4, 44) = 3.38, p = 0.09$ ).

**Table 4.2 Model Summary and ANOVA**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
	.490	.241	.175	.612	.09

The results show that Crisis management strategies are weak and only partially related with BCM Best practices,  $r^2 = .241, p = .09 > .05$  and so null hypothesis was accepted that there is no relationship between crisis management strategies and BCM best practices. This means that the alternative hypothesis was not accepted.

#### 4.1 BCM BEST PRACTICES REGRESSION COEFFICIENTS

**Table 4.3 Regression Coefficients**

Coefficients <sup>a</sup>						
Variables		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
(Constant)		18.785	7.978		2.354	
Natural and Manmade plans	NMI	.477	.063	.490	7.521	.000
Specialised staff turn	SST	-.110	.085	-.120	-1.298	.195
Technological Changes	SCT	.173	.095	.169	1.829	.068
Obsolete supplies	OS	.004	.028	.004	.149	.881
a. Dependent Variable: BCM Best Strategies						
b. Independent Variable: Crisis Management Strategies						

Crisis Management strategies were measured by the following parameters; natural and manmade, specialised staff turnover, technological changes and obsolete supplies. The results are as follows: natural and manmade plans accounted for 47.7%, specialised staff turnover accounted for 11.0%, technological changes accounted for 17.3% and obsolete supplies accounted for 4%. The overall results shows all the parameters in crisis management strategies were not significant as they were all below 50%.

## 5.0 CONCLUSION

To assess the crisis management strategies in the attainment of BCM Best Practices, the study analysed the level of organization preparedness during a crisis. The findings revealed that organizations had the highest level of preparedness for natural and man-made incidences at a mean of 3.68. The level of preparedness for obsolete supplies scored a mean of 3.68. Preparedness for specialised staff turnover scored 3.51 while preparedness for technological changes scored 3.06. The findings showed that there are differences amongst the five firms with Safaricom and CA having a mean (SD) = 3.9(0.7) each. This meant, the two were highest in crisis management strategies put in place. Equitel was second with a Mean (SD) = 3.7 (0.5), this was followed by Airtel and Telkom at a Mean (SD) = 2.8 (0.7) each. Therefore, the firms in mobile telephone service providers have high crisis management strategies in manmade/natural disasters and obsolete supplies. The study concludes that Crisis management strategies are weak and only partially related to BCM Best practices,  $r^2 = .241$ ,  $p = .09 > .05$  therefore null hypothesis was accepted that there is no relationship between crisis management strategies and BCM best practices. This means that the alternative hypothesis was therefore rejected. Mobile telephone service providers in Kenya should therefore devise strategies for the attainment of BCM best practices.

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