

**ANALYZING ORGANIZATIONAL LEARNING IN SUSTAINING
COMPETITIVE ADVANTAGES A CASE STUDY OF
SAFARICOM KENYA**

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DECLARATION AND APPROVAL

Declaration

This project is my original work and has never been presented for any academic award in

any institution.



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Date 06-11-2024.

DEDICATION

I dedicate this research work to my family, friends, and classmates that have encouraged me to continue struggling in achieving academic excellence.

ACKNOWLEDGMENT

I acknowledge the Lord God for his Favor and mercy upon me and the good health I have enjoyed throughout the period I was undertaking the research project. I also wish to acknowledge my supervisor Dr.Christine Jeptoo without whose academic advice and support I would not have succeeded in completing my project. Special thanks to the Mount Kenya University lecturers for the support they have given me during the entire MBA program.

I would also want to take this opportunity to express my sincere appreciation to my husband Robert Kinyua for his financial and moral support and my three daughters who give me a reason to work harder every day, my brothers and sisters who have always believed in me.



ABSTRACT

The main problem facing Safaricom is organizational learning and competitive advantages overridden by other telecommunication companies. Therefore this study addresses this issue guided by the following specific objectives are, to evaluate the effect of shared vision on sustainable competitive advantages in Safaricom; to establish competitive strategies employed by Safaricom Limited to achieve competitive Advantage; to gauge the effect of systems thinking on sustainable competitive advantage. The theoretical frameworks applicable in the study are experiential learning theory, resourcebased view model, adaptive and generative learning theory, and assimilation theories that play a critical role in identifying the measures of the independent variables. The independent variables in the study are brand loyalty which is measured by customers' level of purchase and repurchase due to addiction to a product; systems thinking, which entails dynamic thinking, holistic thinking, and thinking using the model; a shared vision that encompasses vision attributes and contents. The research data was gathered using questionnaire. A preliminary examination was carried out on the survey to ascertain the clarity of the questions and to pinpoint any modifications that need be made to the research tool. The study employed a cross-sectional research methodology, and 501 participants out of 5422 in the target population were included in the sample. To achieve the goals, the connection between the independent and dependent variables was evaluated using a multiple regression analysis. This study is proposing to find out on analyzing organizational learning in sustaining competitive advantages in the case of Safaricom Kenya. This was followed on specific recommendation on what should be done in rectifying the situation and introducing fair competition in the communication industries in Kenya. A conclusion on factors hindering growth within the sector were discussed into details and reports also published in assisting future researcher interested in same topic, as well as policy implementers for telecommunication companies. The regression model reveals the level of significance lies above ($p < 0.05$). The significance level is $p = 0.247$. This shows that there is a strong positive significance correlation. The results of the study proved that indeed there is a strong positive correlation significance in all the variables where all the p-values lies within the range of $p < 0.05$. The highest p-value in this case was $p = 0.08$ and the lowest was $p = 0.00$. As a result of putting a high priority on customer happiness, investing in network infrastructure, utilizing its leadership in mobile money, promoting innovation, and establishing strategic alliances, Safaricom Kenya has built a common perspective on lasting competitive advantages. Safaricom has maintained its market dominance in Kenya by staying ahead of the competition and consistently responding to market developments and client demands. In order to further develop its sustainable competitive advantages, Safaricom should concentrate on building a culture of systems thinking, improving stakeholder engagement, emphasizing long-term sustainability, bolstering data analytics and monitoring, and fostering a culture of innovation.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAK-Communications Authority of Kenya

MNO- Mobile Network Operators

NSE-Nairobi Stock Exchange

RBV-Resource-based view



CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter contains the study's history, problem statement, purpose, objectives, research questions, significance, and operational definitions.

1.1 Background of the Study

In today's rapidly evolving business environment, the ability to adapt and learn continuously is crucial for sustaining competitive advantages. Organizations must develop and refine their processes, strategies, and operations to stay ahead of competitors and respond effectively to market changes. Organizational learning, the process through which companies create, retain, and transfer knowledge, plays a pivotal role in this adaptive capacity (Argote, 2013). This case study focuses on Safaricom, Kenya's leading telecommunications company, to explore how it has harnessed organizational learning to sustain its competitive advantage.

Safaricom, established in 1997, has grown to become a dominant player in Kenya's telecommunications industry, boasting over 35 million subscribers (Safaricom Annual Report, 2023). Its success is not merely a product of its extensive infrastructure and innovative products but also of its ability to learn and evolve. Safaricom's strategic initiatives, such as the introduction of M-Pesa, a mobile money transfer service, have not only revolutionized financial transactions in Kenya but also demonstrated the company's capacity for innovation and learning (Jack & Suri, 2014).

This case study examines the various facets of organizational learning at Safaricom, including its culture, leadership, and systems that facilitate knowledge creation and dissemination. By analyzing Safaricom's approach, this study aims to shed light on the mechanisms through which organizational learning can be leveraged to maintain and enhance competitive advantages. The insights gained from Safaricom's experience can serve as valuable lessons for other organizations seeking to thrive in dynamic and competitive environments (Kessler, 2017).

The core of strategic management theory is the competitiveness of a business on a global scale. A business is said to have a competitive advantage when it beats its rivals in the market by providing its value proposition. What is meant by "sustainable competitive advantage" is an organization's capacity to consistently preserve one or more types of competitive advantages in the marketplace that are unreplicable by other firms. The study of competitive advantage and, more subsequently, sustainable competitive advantage were founded on the conventional Porter's strategic theory. From there, it progressed to business inertia, organizational change, strategic resilience, and ultimately business sustainability. As a result of planned build-up and short- to medium-term success with resource accumulation, numerous studies conducted over the years have concluded that a company's competitive advantage is cyclical. However, sustained success requires a sustainable competitive advantage, which implies consistency in innovation and improvement (Judge & Douglas, 2019).

In order to succeed in the difficult global economy, research philanthropist Michael Porter, who is regarded as the father of the generic model (Michael Porter's Generic model), carried out a study on competitive advantage in the United States of America (USA). According to Michael Porter's Generic model, organizations may get a competitive edge by implementing three strategies: differentiation, cost leadership, and customer focus. According to Gupta and Sahoo (2014), the capacity of management to capitalize on workers' core capabilities in order to quickly respond to shifting customer wants and rival strategies is the key to competitive advantages. A competitive advantage, in the opinion of Soltani and Mehdizadeh (2018), makes a business more appealing to customers and is demonstrated by the kind of principles it upholds. According to Hakkak and Ghodsi (2015), maintaining competitive advantages enables businesses to generate superior products, sustain abnormal returns, and fortify their internal capabilities. Businesses gain a competitive edge by coordinating all of their resources—human and technological—to meet the demands of their customers and adapt to changing

environmental conditions. Owing to the clear correlation between competitive advantages and external variables, organizational learning serves as the means of achieving these abilities.

From regional perspective a study done in Ireland on the association between organizational learning and competitive advantage focus on multinational companies. In a study of multinational corporations (MNCs) in Ireland, Gunnigle, McDonnell, and Lavelle (2008) established that they invest a significant amount of resources in facilitating learning processes. Commonly used learning processes in MNCs are international projects, expatriate assignments, international networks and formal commitments, and secondments to external entities. Moreover, MNCs have systematic and formal learning processes that ensure that the right skills and capabilities impact all the employees. Field (2017), in a study of DollarCo, an international Australian company established that shared interests among employees were a significant determinant of the success of organizational learning processes. In a study of Vietnamese firms, Pham and Hoang (2019) found that organizational learning is influenced by management commitment, openness and experimentation, systems perspective, and knowledge transfer.

From a regional standpoint, a research conducted in Tanzania by Makabila et al. (2017) found that organizational learning is a multifaceted idea. Organizational learning, according to Makabila et al. (2017), is the process by which staff members pick up and use new information to offer suitable solutions to the ever-more complicated company challenges. The focus is in the staff members' comprehension of both large-scale and small-scale environmental concerns, as well as their readiness to embrace the intended behavioral pattern (Gilaninia, Ganjinia & Karimi, 2013). A corporation may use the new knowledge, which consists of four main components—information gathering, information sharing, group interpretation, and organizational memory—to identify and fix mistakes that are affecting business operations.

Safaricom Kenya has been a forerunner in the ever-changing telecom sector, consistently establishing new standards for innovation, customer service, and market leadership. Since its founding in 1997 as a joint venture between Vodafone UK and Telkom Kenya, Safaricom has grown to become the biggest and most successful telecommunications provider in Kenya, holding a sizeable portion of the market for internet, mobile, and fixed services. A thorough grasp of the dynamics of the local market, technology improvements, and strategic efforts have all contributed to Safaricom's rise to prominence. With MPESA, Safaricom spearheaded the mobile money revolution. Since then, the company has continuously expanded its network infrastructure and service offerings, demonstrating a resolute dedication to addressing its customers' changing demands. Kenya's telecommunications industry is characterized by intense competition between domestic and foreign companies contending for market share. Safaricom has outperformed its competitors and kept its position as the market leader despite this highly competitive environment.

But maintaining a competitive edge in this ever-changing landscape calls much more than simply market presence or technological superiority. It requires the organization to have a culture of ongoing learning and adaptability. The procedures via which information is obtained, disseminated, and used inside an organization are collectively referred to as organizational learning. These activities are essential to Safaricom's capacity for innovation, trend-spotting, and competitive advantage. In order to maintain its competitive advantages, Safaricom cultivates a culture of innovation, information sharing, and adaptive capability. This research aims to explore the company's organizational learning processes. Through a thorough examination of Safaricom's learning techniques, processes, and results, this study seeks to provide insightful information that may benefit both academic research and management practice in the telecommunications industry. In order to examine Safaricom's organizational learning methods, the Malaysian research probably makes use of theoretical frameworks like the resource-based view (RBV) and the dynamic capacities viewpoint (Barney, 1991; Teece et al., 1997). According to RBV, firms may gain a competitive edge by utilizing special

resources and competencies, such as knowledge assets obtained from organizational learning procedures (Barney, 1991). Dynamic capabilities theory emphasizes the importance of organizational learning in enabling firms to sense, seize, and reconfigure resources to adapt to changing market conditions (Teece et al., 1997). By applying these theoretical lenses, the study can elucidate how Safaricom's learning initiatives contribute to its strategic positioning and sustained success.

The case study likely examines Safaricom's organizational learning practices through multiple lenses, including learning processes, knowledge creation and dissemination, and the impact on competitive advantages. Safaricom's initiatives such as employee training programs, cross-functional collaboration, and innovation hubs may be analyzed to understand how they foster a culture of learning and innovation within the organization

(Senge, 1990). Additionally, the study may explore how Safaricom translates knowledge into strategic actions, such as product development, service enhancements, and market expansion, to maintain its competitive edge in the telecommunications sector.

The findings of the study in Malaysia are expected to provide valuable insights into the relationship between organizational learning and sustainable competitive advantages, with implications for theory and practice. Recommendations may include strategies for enhancing organizational learning capabilities, optimizing knowledge management processes, and leveraging learning outcomes to drive innovation and market leadership. By identifying best practices and lessons learned from Safaricom's experience, the study can inform managerial decision-making and contribute to the broader literature on organizational learning and competitive strategy. The case study analyzing Safaricom's organizational learning practices in Malaysia offers a valuable opportunity to examine the nexus between learning, innovation, and sustainable competitive advantages in the telecommunications industry. By unpacking Safaricom's learning initiatives and their impact on strategic outcomes, the

study contributes to our understanding of how firms can leverage organizational learning to thrive in dynamic and competitive environments.

Learning transforms organizational processes, and strategic directions as employees apply the knowledge acquired through formal and informal processes to different processes leading to the maintenance of sustainable competitive advantages.

Additionally, several studies have been conducted to assess the extent of organizational learning and its benefits in African countries. A South African study revealed that the effectiveness of organizational learning is influenced by four factors, namely risk management, knowledge conversion, open dialogues, and participative decision-making; it also noted that these factors lead to social innovation. Obasi and Motshegwa (2010) evaluated the efforts of organizational learning in the University of Botswana and found that the process was facilitated by the presence of a shared vision, supportive structure, access to learning opportunities, and a motivated workforce. Hussein et al (2014) argued that organizational culture aids in the establishment of a learning culture that directly contributes to organizational innovativeness and excellent performance in the long-run.

Kamya, Ntayi, and Ahiauzu (2011) focused on the concept of organizational learning in Uganda by assessing its impact on the competitiveness of Makerere University Business School. The study findings revealed that the interaction between brand loyalty and innovation during the organizational learning process leads to the maintenance of competitive advantages.

In Kenya as the area of study, several studies on organizational learning and competitiveness or performance of entities have focused on Kenya. Ouma et al (2017) examined the connection between organizational learning and the performance of insurance companies. The study found that organizational learning positively impacted company performance by the realization of higher returns on assets, market share, and overall performance. Makabila et al (2017) examined the role of organizational learning and competitiveness of state corporations in Kenya and found out a positive

association between organizational learning and firm performance. Moreover, the study also found three factors that influence organizational learning in a company: culture, systems thinking, and a positive learning environment. Sarange, and Elizabeth, (2019) found that organizational learning in Kenyan universities was adversely affected by anti-learning environmental factors, including culture, formalized structure, and lack of personal goals. Therefore, companies should create a favorable learning environment to achieve competitive advantages. However, hardly any studies focus on the role of learning organizations on the attainment of competitive advantages in Kenya's biggest telecommunications company. Therefore, this study seeks to fill the gap by assessing the role of learning in sustaining competitive advantages on Safaricom's, which is Kenya's most dominant telecommunications company.

1.2 Problem Statement

In the contemporary corporate environment, which is marked by quick technical progress and intense rivalry, companies need to constantly adapt and change in order to stay ahead of the competition. The requirement for continuous adjustment highlights the significance of organizational learning, which is a procedure that helps businesses to generate, preserve, and disseminate knowledge inside their framework (Argote, 2013). Even though organizational learning is so important, many businesses find it difficult to use it successfully, which makes it difficult for them to maintain their competitive advantages over time.

The top telecom provider in Kenya, Safaricom, makes a strong argument for investigating the value of organizational learning in maintaining competitive advantages. Due in large part to its inventive offerings, including the mobile money network M-Pesa, Safaricom, which was founded in 1997, has expanded to dominate the Kenyan market (Safaricom Annual Report, 2023). However, there are a lot of obstacles since the telecommunications sector is dynamic, with quick technical advancements and fierce rivalry. In order to sustain its success, Safaricom has to not only innovate but also efficiently

absorb lessons from its past experiences and incorporate them into its operational and strategic frameworks.

Theoretically, organizational learning is crucial for sustaining competitiveness, as previous research has shown (Easterby-Smith & Lyles, 2011). However, little is known about how this process really works in practical situations, especially in developing nations like Kenya. The difficulties and achievements of Safaricom offer a singular chance to investigate the ways in which organizational learning may be used to maintain competitive advantages. In order to close this gap, this case study offers a thorough examination of Safaricom's organizational learning procedures and their effects on

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Secondly, Mobile communications are arguably one of the most dynamic industries in the world. The mobile network operators (MNO) provide essential services to millions of customers every day, including communication, mobile money transfer, and the Internet. The telecommunications industry has dramatically evolved over the last decades as many companies, particularly in developed nations, operate in stagnant markets. Moreover, MNOs have to keep up with the fast-changing and disruptive technological innovations impacting their operations to survive in the market. Today, successful

MNOs rely on organizational learning to understand environmental factors and develop disruptive innovations to remain ahead of their competitors.

Despite, Kenya having one of the most advanced telecommunications industries in the East African region. It is ranked number nine in mobile penetration in African countries, behind "Mauritius, Seychelles, South Africa, Cape Verde, Botswana, Ghana, Namibia, and Gabon" (Chesula, & Kiriiny, 2018). Before 1999, Telkom Kenya enjoyed monopoly power in the telecommunications sector, but the situation changed with the entry of two foreign companies in the industry, namely Safaricom and Celtel. Over the years, Celtel has changed ownership several times, and it is currently named Airtel. Moreover, new competitors, including Telecom Kenya Ltd, Finserve Africa Ltd, Sema Mobile Services, and Mobile Pay Ltd, have since penetrated the market. According to Chesula and Kiriinya (2018), Kenya had 34.79 million mobile subscribers by 2015. The number rose to 46.6 million by 30th September 2018, and the mobile penetration rate in the country is currently at 100% (Communications Authority of Kenya, 2018). Safaricom is the most dominant company in Kenya's telecommunication sector with a market share of 64.2%; Airtel controls 22.3% of the market, Telkom Kenya 9.0%, Finserve 4.2%, and Mobile Pay Ltd 0.2% (Communications Authority of Kenya, 2018). Therefore, Safaricom is the most successful MNO in Kenya.

On the other hand, another giant problem facing Safaricom is gradual decline in dominance. The company's market value declined from 71.9% in 2017 to 63.3% in 2018. Safaricom lost 332.5 billion in market value on the NSE in 2019, causing the share price to decrease by 18.3 percent, followed by 2020 and 2021, when it finished trading at the Nairobi Stock Exchange (NSE) with a market capitalization of Sh1.48 trillion, down from a peak of Sh1.81 trillion.; the change is attributed to intensifying competition in the industry as its rivals use pricing wars to attract more consumers (Communications Authority of Kenya, 2018). More changes are expected in Kenya's MNO industry

after the government approves the Telkom and Airtel merger, where the two companies will control over 30% of the industry's market share.

Overall, banks are a major danger to the firms as they continue to infiltrate the market, but Safaricom is still able to innovate new goods and services that set it apart from its competitors, particularly in the mobile transfer sector. Therefore, in order to ascertain if Safaricom will be able to hold onto its position in the market, it is imperative to comprehend how it has been able to maintain its supremacy in the telecommunications sector for more than 20 years. Hence, there is a desire to investigate how organizational learning contributes to maintaining competitive advantages with a focus on Safaricom.

1.3 Purpose of the Study

The study aimed to analyze the role of organizational learning in sustaining competitive advantages, a case study of Safaricom Kenya.

1.4 Objectives of the Study

1. To examine the effect of shared vision on the sustainable competitive advantages at Safaricom Kenya.
2. To establish the competitive strategies employed by Safaricom Limited to achieve competitive Advantage at Safaricom Kenya.
3. To investigate the effect of systems thinking on sustainable competitive advantages at Safaricom Kenya

1.5 Research Questions

1. What are the effects of shared vision on the maintenance of sustainable competitive advantages at Safaricom Kenya?

2. What are the competitive strategies employed by Safaricom Limited to achieve competitive Advantage?
3. What are the effects of systems thinking on the maintenance of sustainable competitive advantages at Safaricom Kenya?

1.6 Significance of the Study

Safaricom and Other Telecommunication Companies

The study increased the depth of knowledge on the role of learning in a sustainable competitive advantage in Safaricom. The research improved the company's management understanding of its learning processes' strengths and weaknesses and hopefully lead to appropriate corrective actions. The research was invaluable to other telecommunications companies in Kenya by providing insights into the types of learning strategies they can employ to create new competitive advantages.

Government

The government will be assisted by the research in strengthening public institutions' competitive advantages. The government will be able to establish learning organization techniques with the aid of the study findings, and improved organizational performance will result from their adoption.

Academic Researchers

Academic scholars interested in delving deeper into the relationship between organizational learning and competitive advantages of businesses across various industries may find great value in the study's findings. In particular, the study will deepen our understanding of Kenyan learning organizations.

1.7 Scope of the Study

The study focused on how learning helps Safaricom maintain its competitive advantages. The research specifically examined the efficiency of the business's learning by evaluating several process-influencing elements, such as corporate culture, shared vision, methodical thinking, and brand loyalty. Questionnaires were used to gather data from workers in every area of the business. The data for this study were gathered over the course of three months, completing out all the research instruments

utilized, entering the data into Excel, and then moving the data to SPSS version 25.0 for analysis and interpretation.

1.8 Limitations of the Study

The survey was restricted to contacting all of the target respondents, keeping in mind that they were occupied with their regular tasks and at work. In order to allow for the distribution, completion, and collection of questionnaires once all targeted members had contributed, this study was completed in three consecutive days. The study is limited by the use of a questionnaire since there is a chance that some respondents would decline to participate or provide incomplete answers. Respondents who expressed reluctance to participate in the study were persuaded of its necessity and significance by providing a detailed explanation of how the research would only be utilized for academic reasons and would not be beneficial to people, as no government agency or group is funding this research.

1.9 Delimitations of the study

The study concentrated on three primary objectives assessing the effects of organizational learning on competitive advantages. Organizational learning was assessed using three variables, including shared vision, brand loyalty, and systems thinking. Moreover, the research generated recommendations to improve the efficiency of organizational learning. The study was conducted on Safaricom, which is the largest telecommunications company in the country.

1.10 Assumptions of the study

The study made the assumption that the research participants answered the questionnaire in an honest and genuine manner. The second presumption is that all members of the sample population consented to participate in the research. As a result, the study produced trustworthy and legitimate data.

1.11 Operational Definitions

Competitive Advantage

A company's superior capabilities that aid in outperforming close business rivals. Companies achieve competitive advantages by using rare human resources skills and abilities to respond to customers' needs.

Brand Loyalty

Brand loyalty is that positive association of consumers that makes them stick to a particular product. Consumers who exhibit brand loyalty of a certain product are those that make several purchases or have developed a love for a particular product or service.

Organizational Learning

Organizational learning is a company's ability to understand and respond to environmental changes impacting its operations. It occurs when employees use their skills to detect macro and micro-environmental changes and develop effective response strategies to the issues to enhance organizational performance.

Systems Thinking

Systems thinking refer to employees' ability to understand the link between different processes, departments, events, and patterns in organizations. Systems thinking help employees to see the bigger picture in the organization and their contribution towards the achievement of its goals and objectives.

Shared Vision

When workers and organizational objectives are in sync, there is a shared vision. Employees that have a shared vision are better able to work together, develop a sense of community, and see the firm as their own.

Enabling Culture

A culture of trusting knowledge that values exploration, learning, invention, examination, and introspection. Knowledge exchange, suitable leadership, a pleasant environment, effective communication, and organizational learning are traits of an enabling culture.



CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter outlines theoretical literature and empirical literature as an assessment of organizational learning's role in sustaining competitive advantages in organizations. The review will culminate with the maintenance of a conceptual framework for the research.

2.1 Theoretical Framework

A theoretical framework denotes a collection of theories that have interrelated thoughts. The theoretical framework is a logical series of propositions, extracted and supported by scientifically collected evidence that accounts for varying occurrences. The study is founded on four key theories, including experiential learning, adaptive and generative learning, assimilation model, and resource-based view model.

2.1.1 Experiential Learning Theory

This research is guided by the theory of experiential learning that originated in the 19th century in 1974 by John Dewey. The learning process refers to a phase where the trainee progresses via the series of experiences, reflection, reasoning, and acting in a repetitive maintenance distinctive from each learning scenario (Seaman, Brown, & Quay, 2017). Specifically, observations trigger insight and evaluation, ingrained, and incorporated into theoretical principles that trigger new behavioral studies. McCarthy (2016) stated that experiential learning is essential in helping individuals learn something new by testing their unique abilities. It involves brand loyalty that encompasses the principle of developing the urge of repurchase of a particular brand several times due to the love for the brand which is referred to as brand loyalty.

This theory connects to the study in that business is a learning process where competition must be met to retain customer's loyalty. Customer's loyalty is discussed by other scholars as the pillar of business success. Affran et al. (2019) provide additional analysis of the impact of customer loyalty

on competitive advantage. They found that a company's ability to maintain a competitive edge was largely dependent on its ability to retain customers and cut costs associated with marketing and sales promotion. Additionally, low levels of price sensitivity among consumers and increased levels of cross-selling of items are two ways that customer loyalty strengthened lasting competitive advantage. In addition, word of mouth referrals, endorsements which ultimately led to increased organization profitability were a result of customer loyalty in organizations.

2.1.2 Adaptive and Generative Learning Theory

Adaptive and Generative Learning Theory is associated with the work of Peter Senge in 1990 where the theories recognized cognitive processes as a critical aspect deeply rooted in speculations, presumptions that affect how people comprehend the universe and how humans respond. According to Escrig, Broch, Alcamí, and Gómez (2019), Adaptive learning theory is about adjusting to the environmental changes and enhancing the firm's efficiency to attain established goals conservatively. On the other hand, generative learning theory goes further than just adjusting to a reactive mode of transformation; it entails innovation, creativity, and an assertive transformation sequence. According to Annosi and Brunetta (2017), generative learning requires a creative redefining of an organization's issues and encounters through the maintenance and exploration of new approaches to problem-solving and decision-making.

This theory relates to the study in that, Systems thinking involves considering the relationship between various processes in the organization during the maintenance of a learning program. Moreover, system thinking entails thinking about a problem in a holistic manner and dynamic problem solving (Habashy, Saber, & Ahmad, 2020).

Senge's central operating principle is the distinction between adaptive and generative learning. He describes adaptive learning as working based on current knowledge and modifying it to achieve a new organizational goal; it is used by companies pursuing efficiency improvements. Therefore, companies

select adaptive and generative learning approaches based on their needs and environmental changes. Organizational learning, thus, helps companies produce products aligned to changing consumers' needs and preferences. Hence, the achievement of product differentiation.

2.1.3 Assimilation Theory

This theory was founded in the year 1960s by David Ausubel which was widely applied to the area of expressive oral learning. Unlike cognitive theories, assimilation theories to organizational learning highlight the action-based improvements that arise when people learn via performance. Such methods describe learning as being quantifiable, logical, and measurable. Santa and Nurcan (2016) describe three distinct phases in the process of learning; including acquiring new knowledge, developing skills, and ideas together with friendships; exchange of information, defined by the transmission of what was studied; usage of information, comprising the synthesis of learning, makes it widely accessible and adapted for new circumstances.

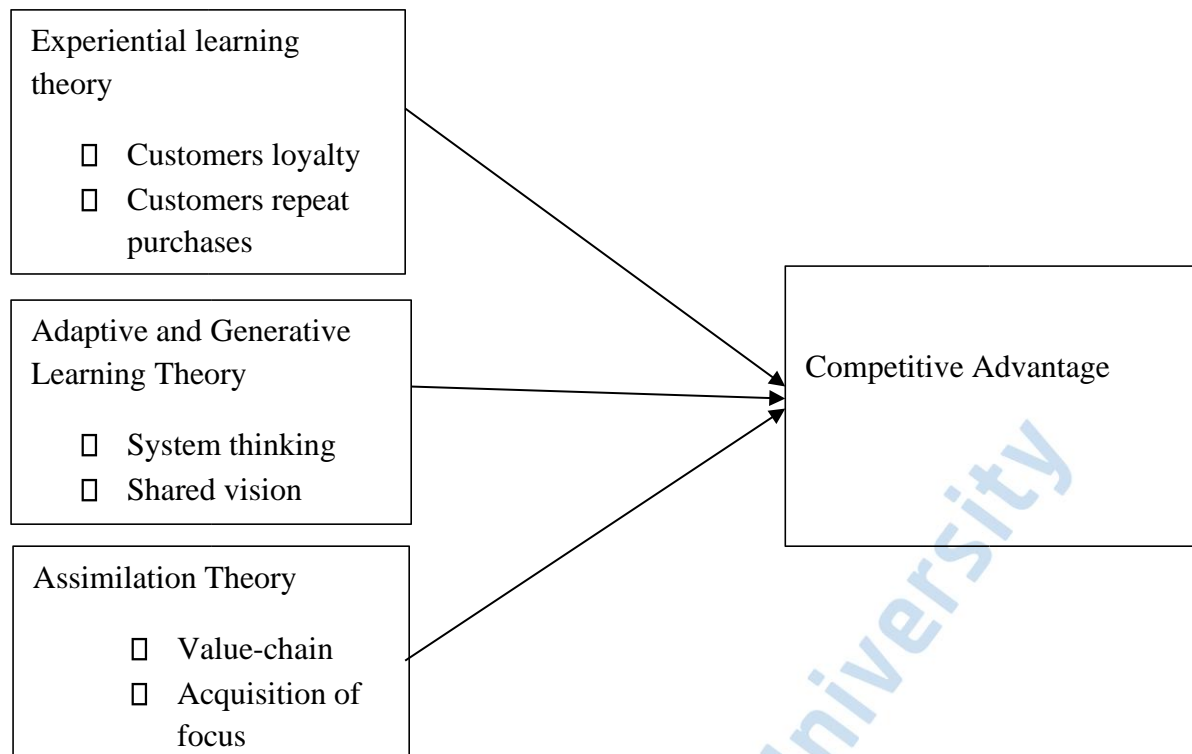
This is of help to the study as the main target is to help businesses remain in the competitive market. The three steps are heavily tied to behavior, focusing on real implementation than cognitive function. Furthermore, Bhaskar and Mishra (2017) recommended seven educational orientations to flesh out all these three phases that describe the perception and techniques individuals learn, including source of knowledge; focus on product-process; recording individual knowledge possession against public accessibility; distributing knowledge; learning; value-chain, acquisition of talent focus. The researchers' framework's final element is enabling factors, the frameworks, and mechanisms that support the learning process and its usefulness. Therefore, shareholders should form a favorable learning environment by creating an enabling culture, providing employee support, and focusing on organizational growth leading to competitive advantages, such as product differentiation.

2.1.4 Resource-based view model

The RBV was established in the year 1959 by Edith Penrose, he provided vital insights on the process of acquiring, using, and expanding resources to obtain a competitive advantage. The resource-based

view model assesses and interprets the companies' internal resources and highlights resources and capabilities in designing a plan to ensure sustainable competitive advantages. According to Collins (2020), resources are inputs that allow companies to operate effectively. He further said the company's resources and abilities dictate companies' strategic decisions, especially when competing with their external business environment. Companies' capabilities enable organizations to add more value to the consumer supply chain, introduce new products, and grow in the marketplace. Further, the resource-based view is built on resources and capabilities inside the company, thus making sustainable competitive advantages. According to this model, not all of the company's resources would be strategic, and therefore, bases of competitive advantage (Backman, Verbeke, & Schulz, 2017).

This theory links directly to the study because every business has a competitor. The resource-based view is a strategy designed to achieve organizational competitive advantage. Bromiley and Rau (2016) claimed that companies must look into their business to identify sustainable competitive advantages, rather than looking for the competitive market environment. According to Bromiley and Rau, leveraging potential opportunities and utilizing current tools is more realistic than developing new skills for each particular option. Moreover, resources play a crucial function in helping the organization to achieve greater organizational efficiency. Kamasak (2017) identified two types of resources that exist in the company; tangible resources, and intangible resources. Tangible resources refer to all physical items that are visible and can be touch, such as equipment, land, structures, and supplies. Since, tangible resources are physical items that can be easily acquired on a marketplace; they give organizations little long-term advantage as competitors will quickly obtain the same properties. Organizations use these resources to create differentiated products.



Source: Researcher (2023).

Figure 1: Theoretical Framework

2.2 Empirical Literature

2.2.1 Shared vision on the sustainable competitive advantages

In today's rapidly evolving global economy, the pursuit of sustainable competitive advantages has become a crucial objective for businesses worldwide. A shared vision among stakeholders, including employees, management, investors, and communities, plays a pivotal role in achieving and sustaining these advantages (Porter, 1996). This literature review explores the concept of shared vision in the context of sustainable competitive advantages, drawing examples from diverse industries and countries around the world.

A shared vision is an understanding and alignment of an organization's objectives, values, and strategies among all of its stakeholders (Senge, 1990). A common vision, when properly articulated and adopted, encourages dedication, drive, and unity inside the company, propelling the search for long-term competitive advantages. Long-term advantages that allow a business to continuously

outperform rivals are known as sustainable competitive advantages, and they are frequently derived from elements like innovation, operational excellence, and a strong brand reputation (Barney, 1991). If staff members and company objectives are not in sync, there can be no unified vision. Workers with a common vision are more likely to identify with the firm as their own, work together, and view other employees as colleagues (Mahmood, Siddiqui, & Junaid, 2014). According to Schulz (2017), a shared vision entails keeping an eye on and assessing both individual and group knowledge acquisition processes that produce advantageous results, such as the development of new competitive advantages. Organizations generate, preserve, and exchange information, therefore having a common vision is crucial for all of them. According to Argote and Hora (2017), a shared vision is a dynamic, three-stage process that includes acquiring information, transferring it, and carrying it out collaboratively. Shared vision is divided into two primary categories: single-loop and double-loop. According to Saadt and Saadt (2016), the single-loop or adoptive approach involves correcting deviations from the standard by making minor meaningful changes, whereas the double-loop learning approach focuses on correcting errors as well as modifying underlying organizational practices that are causing the problem. The term "single loop" refers to progressive learning; it simply corrects deviations from the norm by modest changes without questioning assumptions, beliefs, or decisions; and it leads to the attainment of defined goals. Double-loop learning, on the other hand, entails examining organizational assumptions, beliefs, expectations, and decisions in order to determine the underlying source of a problem (Gomes, & Wojahn, 2017). Double-loop learning happens when businesses begin to reframe their governing variables to reflect changes in the internal and external environment. According to Argyris (1997), single-loop learning assists in error correction, but double-loop learning includes adjusting rules and processes to correct problems. When an organization encounters a crisis as a result of management, political, or economic developments, double-loop learning occurs.

According to McClory, Read, and Labib (2017), single-loop learning, as another type of shared vision, may be associated with progressive change, "where a corporation investigates different techniques

and tactics and seeks to gain direct input on their consequences to make consistent adjustments and adaptations." Double-loop learning, on the other hand, is connected with 'radical change,' which may include a large organizational strategy shift, most likely related to senior staff replacement, and wholesale program adjustment. As a result, double-loop learning is more likely to result in long-term competitive advantages than single-loop learning. Poor shared vision within firms' stifles learning by lower-level employees and middle-level managers attempting to conceal and blend failures without delivering the knowledge to decision-makers. To ensure an entity's long-term sustainability, employees, middle-level, and top-level management should actively participate in the learning process.

Moreover, proper implementation of the agreed vision is required. To do it right, interactive educational teachers, practical learning arrangements, and physical technology in the classroom must all be incorporated throughout the cycle from design to execution (Chatzoglou & Chatzoudes, 2018). The research indicates that increasing the training program, raising the standard of teaching provided, and improving learning accessibility all contribute to a better shared vision. Additionally, expanding education, reaching a larger audience, reducing training costs, and abiding by the law all contribute to the growth of the shared goal. The new study, 'Unlocking Capacity: Releasing Business and People's Ability Through Learning,' outlines some effective strategies, such as providing timely and accurate content, adequately harnessing technology through simple design, keeping it clean, and encouraging face-to-face online learning practice.

As companies continue to encounter increasing pressure from fast technological changes, their pace of shared vision undoubtedly significantly impacts their future. Sustainable competitive advantage is an important concept that has attracted the attention of many scholars in recent years. Globalization has led to increasing competition between local and international companies forcing managers to search for new strategies to differentiate themselves and overcome close rivals. Sustainable competitive advantages entail organization properties, characteristics, or skills that are hard to emulate

or surpass by competitors in the market, thus have an advantageous position over competitors over a lengthy period. For a business to succeed in today's world climate, sustainable competitive advantages are essential, and the secret to business success is a sustainable competitive advantage. Maury (2018) defines competitive advantage as a strategy that helps companies become more competitive, increase sales, enhance profitability, and improve customers' and employees' morale against competitors. Therefore, competitive advantages give a company an edge over other firms operating in the same industry.

Firms employ their physical, human, financial, and capital resources to generate new competitive advantages as a result of the implementation of a shared vision. Resources that contribute to long-term competitive advantages have four important characteristics:

"rareness, value, difficulties of imitation, and non-substitutability" (Hakkak, M., & Ghodsi.). According to Kuncoro and Suriani (2018), organizations gain a competitive advantage by identifying unique opportunities to apply their resources through the following systematic process: understanding the industry and searching for unmet needs; determining consumers' needs and developing a pricing structure; market segmentation research; recognizing the firm's capabilities; and developing an effective company strategy. According to Vătămănescu, Gorgos, Ghigiu, and Pătruț (2019), three factors impact long-term competitive advantage: market size, greater access to resources and customers, and the constraints of rivals' strength. As a result, corporations strategically position themselves in the market to outperform their competitors.

The examples highlighted demonstrate the significance of a shared vision in driving sustainable competitive advantages across diverse industries and global contexts. Organizations that prioritize stakeholder alignment, innovation, and sustainability can create lasting value, differentiate themselves in the marketplace, and adapt to evolving challenges and opportunities. As businesses continue to navigate an increasingly interconnected and competitive landscape, fostering a shared vision remains essential for achieving enduring success. Further research into the dynamics of shared vision and its

impact on sustainable competitiveness can offer valuable insights for theory and practice in strategic management and organizational development.

2.2.2 Competitive Strategies employed by Safaricom Limited to achieve competitive

Advantage.

Descriptive research statistics were employed by Naseem et al. (2020) to investigate the connection between Asian enterprises' competitive advantage and client loyalty. They discovered a positive association between loyal customers and competitive advantage among Asian business consumers. Chu observed that brand loyalty was reflected in the favorable attitudes and behaviors of its consumers, which were closely linked to their degrees of brand commitment and repurchase. The findings were supported by Ho Lee & Jung's (2018) studies, which said that, like Safaricom, loyal customers were less likely to switch companies based on factors like price. In their research on customer loyalty and competitive advantage, Affran et al. (2019) found that loyal customers are typically viewed as a vital and significant asset for the company, which boosts long-term profitability for the firm. Additionally, for businesses with devoted clientele, financial expansion, profitability, and profits sustainability were fueled by their loyalty.

In their study on competition and service quality, Lee & Jung (2018) found that customer loyalty is a key element and driver of competitive advantage. According to Lee & Jung (2018), a firm may provide superior products and services compared to its competitors, yet its customer satisfaction rate may only be ordinary. Nonetheless, companies who engage with consumers, provide them a positive experience, and tailor their products and services do so to foster customer loyalty and obtain a competitive advantage in the market. Numerous academics have discovered several brand loyalty elements that propel competitive advantage. Naseem et al. (2020) assert that a company's ability to cultivate customer loyalty and gain a competitive edge stems from its ability to trust and commit to its clientele. Similarly, as determined by recurring business and word-of-mouth advertising,

Dimitriadis (2006) finds a substantial positive correlation between customer loyalty levels and competitive advantage in the marketplace.

Brand loyalty was a source of competitive advantage for companies and organizations. According to (Kuchinka, et al, 2018), brand loyalty levels especially in the financial sector enhanced repeat purchases, revenue generation and created brand switching costs. In the study that developed a structural equation for modelling, the found that the most important factors of brand loyalty in enhancing competitive advantage were, high switching costs, repurchase behavior and word of mouth marketing. It's also important to remember that Beerli et al. (2004) stated in their study's results that perceived quality did not precede customer satisfaction; rather, customer satisfaction preceded perceived quality.

In their study on competition and service quality, Lee & Jung (2018) found that customer loyalty is a key element and driver of competitive advantage. According to Lee & Jung (2018), a firm may provide superior products and services compared to its competitors, yet its customer satisfaction rate may only be ordinary. Nonetheless, companies who engage with consumers, provide them a positive experience, and tailor their products and services do so to foster customer loyalty and obtain a competitive advantage in the market. It has been noted in academic circles as well as in business theory and practice that customer happiness, which generates a competitive advantage on its own, lies at the core of brand loyalty. The difference between original expectations and perceived accomplishments during brand usage determines customer happiness. As a result, the degree to which a client's expectations are fulfilled determines the level of customer satisfaction. Strong sentiments of satisfaction do not translate into brand loyalty; only strong feelings of happiness may (Belwal & Amireh, 2018).

One of Safaricom's key competitive strategies is market diversification, evidenced by its expansion into various segments beyond traditional telecommunications services. This includes the introduction of innovative products such as M-PESA, a mobile money transfer service, which has revolutionized financial transactions in Kenya (Hughes & Lonie, 2007). By diversifying into adjacent markets, Safaricom has effectively increased its revenue streams and strengthened its competitive position against both traditional and non-traditional competitors.

Another critical aspect of Safaricom's competitive strategy lies in its continuous investment in network infrastructure. The company has made substantial investments in expanding and upgrading its telecommunications infrastructure to enhance network coverage, reliability, and speed (Gitau, 2017). This commitment to infrastructure development not only improves service quality but also acts as a barrier to entry for potential competitors, thereby solidifying Safaricom's market leadership.

Safaricom has demonstrated a strong focus on innovation as a competitive strategy, consistently introducing new products and services to meet evolving customer needs and preferences. Beyond M-PESA, Safaricom has launched various innovative offerings such as Fuliza, a mobile overdraft facility, and the Blaze platform targeted at youth empowerment (Odera & Njuguna, 2020). By staying at the forefront of technological advancements and consumer trends, Safaricom reinforces its brand image as a pioneer in the telecommunications industry.

Collaborations and strategic partnerships have played a significant role in Safaricom's competitive strategy. By forging alliances with other companies, including financial institutions, technology firms, and content providers, Safaricom has expanded its service ecosystem and enhanced its value proposition to customers (Razis & Loebbecke, 2019). These partnerships enable Safaricom to leverage complementary strengths, access new markets, and drive innovation more effectively.

A customer-centric approach is embedded in Safaricom's competitive strategy, with a relentless focus on delivering exceptional customer experiences. Through initiatives such as personalized offerings, responsive customer service, and community engagement programs, Safaricom cultivates strong customer loyalty and retention (Muthoni, 2019).

By prioritizing customer satisfaction, Safaricom not only retains its existing customer base but also attracts new customers, thereby bolstering its competitive position in the market.

Safaricom Limited's sustained success in the telecommunications industry can be attributed to its multifaceted competitive strategies, including market diversification, network infrastructure investment, innovative product development, strategic partnerships, and a customer-centric approach. By continuously adapting to market dynamics and embracing innovation, Safaricom has not only achieved a competitive advantage but also set the benchmark for excellence in the telecommunications sector. As the industry landscape continues to evolve, Safaricom's commitment to strategic agility and customercentricity will remain essential for maintaining its leadership position and driving future growth.

2.2.3 Effect of systems thinking on sustainable competitive advantages

In the contemporary business landscape, the pursuit of sustainable competitive advantages has become increasingly challenging yet imperative for organizations operating in diverse global contexts. This literature review investigates the effect of systems thinking on the attainment and maintenance of sustainable competitive advantages across various countries worldwide. Systems thinking, a holistic approach to problem-solving that emphasizes understanding complex interrelationships within systems, has gained recognition as a strategic tool for fostering sustainable competitive advantages (Senge, 1990). By viewing organizations as interconnected systems influenced by various internal and external factors, systems thinking enable firms to identify leverage points and design more effective strategies that create enduring value

(Sterman, 2000).

Toyota's success in the automotive industry is a testament to the impact of systems thinking on sustainable competitive advantages. The Toyota Production System (TPS), rooted in principles of systems thinking, emphasizes continuous improvement, waste reduction, and employee involvement (Womack et al., 1990). By optimizing the entire production process and fostering a culture of innovation and learning, Toyota has maintained a competitive edge globally. Unilever's commitment to sustainable business practices underscores the influence of systems thinking on competitive advantages. Through initiatives like the Sustainable Living Plan, Unilever integrates environmental and social considerations into its business strategy (Haanaes et al., 2016). By adopting a systems approach that considers the interconnectedness of economic, social, and environmental factors, Unilever enhances its brand reputation and resilience in a global market.

Siemens' focus on technological innovation and sustainability exemplifies the application of systems thinking to achieve competitive advantages. As a leader in electrification and automation, Siemens leverages systems thinking principles to develop solutions that address complex challenges such as climate change and urbanization (Wierzbicki, 2015). By integrating sustainable practices into its products and operations, Siemens strengthens its market position and drives long-term profitability.

Natura, a Brazilian cosmetics company, illustrates the impact of systems thinking on sustainable competitive advantages in emerging markets. Natura's business model prioritizes environmental stewardship, social responsibility, and product innovation (de Oliveira Neto & de Oliveira Santini, 2019). By considering the interconnectedness of environmental conservation, community development, and consumer preferences, Natura has cultivated a loyal customer base and achieved market leadership in Latin America.

Employees' capacity to recognize the relationship between diverse processes, departments, events, and patterns in companies is referred to as systems thinking. Employees benefit from systems thinking because it allows them to understand the larger picture in the business and how they may contribute

to the fulfillment of its goals and objectives (Abdyrova et al., 2016). Previous research has discovered a link between system thinking and competitive advantage. In a study of the Pakistan banking sector, Hassan, Iqbal, and Ghias discovered that enterprises should focus on proper system thinking to develop competitive advantages rather than "raising resource efficiency." Furthermore, the study discovered that system thinking, shared vision, leadership, personal mastery, and team learning are important characteristics of organizational learning that are positively associated to competitive advantages. Makabila et al. (2017) discovered that informal and formal learning methods provide employees with new information and boost their creativity in a study of Kenyan firms. He went on to say that three aspects drive organizational learning: enabling culture, learning process, and systems thinking; as a result, these characteristics have a positive link with competitive advantages.

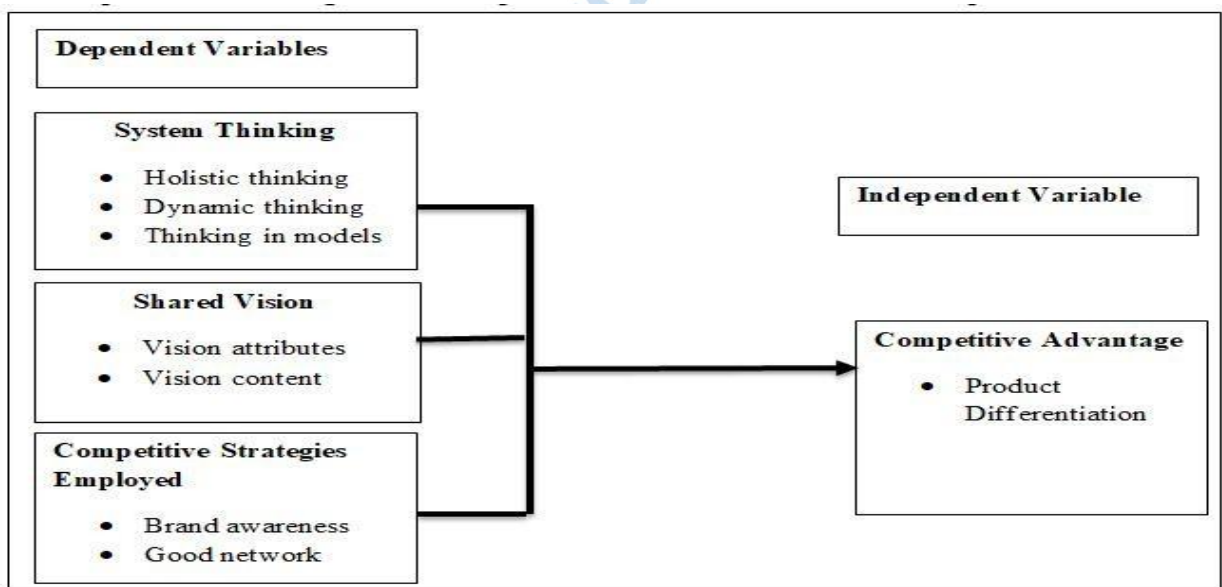
Namada (2018) did a study of the literature to identify the relationship between system thinking and competitive advantages. System thinking has a favorable influence on businesses by raising performance, promoting sustainable business models, improving resilience to environmental changes, and supporting strategic leadership, according to the review. Furthermore, according to Namada (2018), system thinking entails four processes: "knowledge acquisition, information diffusion, interpretation, and organizational memory." Ioniță (2010) discovered that system thinking contributes to competitive advantages by aligning plans with customer demands and preferences and boosting employees' competence in crucial areas. According to the literature reviewed above, organizations should focus more on encouraging system thinking at all levels.

Despite the shown favorable association between competitive advantages and system thinking, emerging nations invest in system thinking at a low level. The problem stems from a lack of management understanding of the relationship between the two factors and the possible influence on their market position. As a result, it is critical to analyze the impact of organizational learning in building competitive advantages using Safaricom as a case study, the most successful telecommunications business in East Africa. Furthermore, Safaricom for over the years of its

operations have diversified into brand loyalty as a system thinking idea for holding its customers and winning the trust of its customers as well. A key element of brand value is brand loyalty, which also plays a big role in the brand's significance as a resource for the organization. The definition of brand loyalty can take many different forms and be approached in many different ways. Sometimes the emphasis is on the emotional connections between the customer and the brand. This reveals that when system thinking is applied in various organizations then they are likely to succeed and maximize profits due to customer's likability to the product.

2.3 Conceptual Framework

The maintenance of the conceptual framework is vital identifying the independent and dependent study variables. The empirical review and theoretical framework identify the key elements of organization learning that are the independent variables in the study, including systems thinking, and shared vision, strategies employed by Safaricom Limited to achieve competitive Advantage. The independent variables influence the dependent variable.



Source: Researcher (2023)

Figure 2: Conceptual Framework

2.4 Recap of the Literature Review

The chapter focuses on relevant literature on the role of organizational learning in achieving competitive advantage. Organizational learning is defined as a multidimensional concept involving systems thinking, shared vision, Competitive strategies and sustainable competition. On the other hand, competitive advantages are the unique resources that give companies an edge over their competitors. Various theoretical frameworks examining the relationship between two variables are explored, including resource-based view model, assimilation theory, adaptive and generative learning theory, and experiential learning theory.

2.5 Research Gap

When examining organizational learning as a strategy of maintaining competitive advantages at Safaricom Kenya, various research gaps appear. One notable gap is the contextual variations between emerging markets. While organizational learning has been extensively researched in global organizations, there has been little study into how firms like Safaricom, who operate in an emerging market, exploit these processes in a fast changing environment (Kaliappen and Hilman, 2017). Furthermore, while Safaricom's success with M-Pesa is widely publicized, it is important to investigate how organizational learning has helped the adoption and innovation of such technologies, particularly in contrast to other businesses in similar markets (Wamuyu, 2020). Another gap is the endurance of competitive advantages gained via organizational learning, especially when Safaricom faces increased competition and technology disruptors (Owuor).

Furthermore, the significance of Safaricom's distinct organizational culture and structure in either supporting or impeding learning processes is understudied, providing potential to investigate how this helps to maintaining competitive advantages (Ouma & Kilonzo, 2019). Research might also look at how Safaricom builds and maintains dynamic skills to adjust to external changes, with a particular emphasis on the role of leadership in fostering a learning culture (Teece, 2018). Finally, it is unclear

how well Safaricom engages its staff in learning processes to maintain competitive advantages, particularly in the telecommunications business (Mwangi & Wagoki, 2019).

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methods utilized to collect the data for the present investigation. The methodology is divided into numerous areas, including the research design, target population, study site, sampling processes and techniques, sample population, validity and reliability of research equipment, data collecting and procedures, data analysis, and ethical issues.

3.1 Research Methodology

The interpretative research philosophy was embraced by the study. The philosophy assumes that human behavior is impacted by cultural and historical experiences (Ryan, 2018). Thus, it is impossible to separate a person from his or her environment. Therefore, it is important to study the target population in their environment to determine the role of organizational learning in the maintenance of competitive advantages.

The research technique provides a structure for the investigation. It describes how data was collected and analyzed to obtain the study's results. The study used a quantitative research technique to investigate the relationship between organizational learning and competitive advantage in the target firm. The research entailed gathering numerical data to identify the sort of link between the studied variables. The quantitative research approach is appropriate since it helped to acquire objective and precise data.

3.2 Research Design

A descriptive cross-sectional research approach was used in the study. It is typically used to describe phenomenon; it answers the questions, what, how, where, and when in a study. Descriptive research design does not involve the manipulation of variables; instead, it helps to establish how variables

relate with each other. Therefore, the design aided in establishing how organization learning influences the emergence of competitive advantages in an organization. The independent variables in the study are systems thinking, shared vision and brand loyalty the dependent variable is the competitive advantage of product differentiation.

A cross-sectional study's main benefit is its capacity to offer an overview of the conditions and organizational practices that exist now. Since the goal of the study is to comprehend how Safaricom now uses organizational learning to maintain its competitive advantage, data may be gathered at a specific moment in time using a cross-sectional approach. According to Creswell & Creswell (2018), this method effectively documents the current condition of organizational learning processes, leadership participation, innovation outputs, and learning impediments.

Breadth of Data Collection: Comprehensive information on several facets of organizational learning at Safaricom may be gathered thanks to the efficacious data collection methods of descriptive cross-sectional studies, which can be used to collect data from a wide number of subjects or units. This scope is essential for seeing trends, connections, and differences inside the company and offering a comprehensive

3.3 Location of the Study

The study was carried out at the Safaricom offices in Nairobi's Westland. There are approximately 5462 employees working in different departments at the target location who participated in the research.

3.4 Target Population

The target population is the universe of elements known to the researcher that are included in a study. The study main target population was narrowed to 5462 employees working at various Safaricom's

offices in Nairobi. This was simple to achieve as all the employees operate under one structural building that is accessible and easy to find everyone without much headache.

3.5 Sampling Procedures and Techniques

The selection of an appropriate sampling procedure had significant influence over the study outcome. Sampling involves selecting a small representative from the target population, it is vital in reducing time and monetary resources needed to complete a research. The study adopted the simple random technique, where every element has an equal chance to participate in the research.

3.6 Sample Population

To get the appropriate sample size for the investigation, a statistical method was employed. Various formulas for determining the sample size have been developed by Mugenda & Mugenda based on the target population.

Table 1: Sample Size

Department	Target Population	Sample Size
CEO's office	50	5
Customer business unit	120	12
Co-operative Operations Division	72	7
Enterprise Business Unit	2060	170
Finance Division	143	15
Financial Services Division	56	6
Internal Audit Division	32	3
Regional Sales and Operations	1845	184
Resource Division	111	11
Risk Management	438	44
Strategy and Innovation	135	14
Technology Division	400	40
Total	5,422	501

Source: (Researcher, 2022)

Fishers Formula, which specifies that a sample of 10% to 30% is deemed appropriate when the population is less than 10,000, was used to determine the research sample size (Mugenda & Mugenda,

2003). Ten percent of the population in each group will be chosen for the research due to time and resource restrictions.

Total target population: 5422

Sample size: $10\% * 5422$

Sample size: 501

3.7 Validity and Reliability of Data Collection Instrument

To evaluate a research's validity and reliability, a pilot study was conducted. The pilot study was conducted at Airtel Kenya headquarters, Situated at Parkland Towers, Nkuruma road alongside Mombasa road Nairobi where a random sample of 100 people answered the study questionnaire to help determine if it is valid and reliable. The validity of the questionnaire is evident in its ability to measure organizational learning and competitive advantages. The questionnaire is divided into five segments focusing on different aspects of organizational learning and competitive advantages; Demographic information of research respondents, system thinking on sustainable competitive advantage, shared vision on sustainable competitive advantage, organizational learning in sustainable competitive advantage and competitive strategies employed by Safaricom on competitive advantage. Using Cronbach's Alpha, the questionnaire's reliability was evaluated. For validity, the focus was on assessing the internal consistency of the questions based on the respondents' answers.

3.8 Data Collection Methods and Procedures

This study employed both questionnaires and interview guide as research tools for data collection. The research data was gathered using questionnaire. Kabir (2016) states that questionnaires are a popular data collection method that involves administering open and close-ended questions to respondents to gather relevant information on a phenomenon. The maintenance of a questionnaire is a sensitive process that requires careful consideration of the purpose of the research and the best

questions to collect accurate data. A preliminary examination was carried out on the survey to ascertain the clarity of the questions and to pinpoint any modifications that need be made to the research tool. The modified questionnaire was administered to the selected sample of respondents who answered the list of questions through the assistance of a research assistant. Consequently, the risk of error significantly decline.

3.9 Data Analysis

The study's method of data analysis was quantitative. Pearson correlation analysis was used to ascertain the connection between the independent and dependent variables. A multiple regression analysis was carried out to ascertain if there was a linear relationship between the two sets of items and how well the independent factors explained the dependent variable. Multiple regressions were used to concurrently determine the relationship between the independent and dependent variables. Notably, the analysis was performed using the SPSS data analysis tool. The researcher confirmed that the following presumptions were satisfied before doing multiple linear regression: The dependent variable (response) and the independent variable (predictor) have a linear relationship; there is no significant correlation between any of the research variables (zero multicollinearity); The study residuals exhibit homoscedasticity a constant variance at every point in the linear model the research data are independent (independence); and multivariate normality the model residuals are normally distributed. The impact of the independent variables shared decision-making, systems thinking, and brand loyalty on the dependent variable competitive advantage was illustrated by the regression model

research.

$$Y=a +bX_1+cX_2+dX_2+E$$

Where,

Y= dependent Variable

a=Intercept b,c,d= Slope

X₁= shared decision-making X₂= systems

thinking

X₃= knowledge management

E= Residual error

3.10 Ethical Consideration

The study design complied with ethical requirements in a number of ways. First, the research participants gave the researcher their informed consent. In addition, the participants in the research gave their consent and were free to leave at any moment. In addition, the researcher honored the respondents' right to confidentiality and privacy by not giving uninvited parties access to their personal information. For an introduction letter to the responders, the researcher sought ethical permission from Mount Kenya University School of Postgraduate Studies. On the other hand, before permitting study participants to take part in this investigation, the researcher obtained a letter of permission from NACOSTI for a legitimate research authorization. The researcher explained into details the aim of the research work and also clearly state that it is meant for Academic purpose only and it's not paid or a sponsored research work.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

The results and their analysis are presented in this chapter. Both descriptive and inferential statistics were used to assess the collected quantitative data. Qualitative data was analyzed using thematic analysis method. The data were evaluated using response rates, contextual information, diagnostic tests, descriptive statistics, and inferential statistics. The study's main objectives, which served as the foundation for the analysis, were to determine the competitive tactics that Safaricom Limited

employed to beat competitors, assess the impact of systems thinking on Safaricom's long-term competitive advantages, and assess the impact of shared vision on Safaricom's competitive advantages.

4.1 Response Rate

Of the 501 surveys, 501 were returned. A 100% response rate was obtained as a consequence. Because the target population was carefully considered throughout preparation, the response rate was great. The response was remarkable since, according to Kothari (2011), 70% is acceptable and more than 80% is excellent.

Table 2: Response Rate

Questionnaires & interview guide	Frequency	Percent
Returned	501	501
Un-returned	0.00	0.00
Total	501	100

Source (Field data, 2023)

4.1.1 Pilot Study-Reliability Analysis

Reliability analysis was carried out using Cronbach Alpha as shown in Table 3. The results indicates that the research instrument was reliable with system thinking (0.741), shared vision (0.702), competitive strategies employed (0.844) and competitive advantage (0.793).

Table 3: Reliability Analysis

Variables	Number of items	Cronbach's Alpha	Comments
System Thinking	8	0.741	Accepted
Shared Vision	7	0.702	Accepted
Competitive Strategies Employed	8	0.844	Accepted
Competitive Advantage	11	0.793	Accepted

Source (Field data, 2023)

4.1.2 KMO and Bartlett's Test

The relationships between the chosen research parameters were investigated by the KMO and Bartlett tests. The results in Table 4 show that the KMO coefficient is excellent (0.731), above average, and within the allowed range of 0 to 1. The chi square coefficient for the Bartlett's test of sphericity is 3958.572, and the p value is 0.05. The attributes under investigation may be studied using exploratory factor analysis because the p value was less than 0.05.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.731
Bartlett's Test of Sphericity	Approx. Chi-Square	3958.572
	Df	1225
	Sig.	0.000

Source (Field data, 2023)

4.2 Demographic Information

The researcher also investigated in table 5 on the longest time the interviewed respondents had been employees of Safaricom. This was mainly meant to crosscheck if they had enough information concerning the subject under investigation. The study revealed that the highest number of employees 231(46.10%) had 0-5 years of experience within the organization. This was followed by less than one year 168(33.5%).

Table 5: Employee Experience

For how long have you been an employee in Safaricom					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	168	33.5	33.5	33.5
	0-5 Years	231	46.1	46.1	79.6
	Over 5 Years	102	20.4	20.4	100.0
	Total	501	100.0	100.0	

Source :(Researcher, 2023)

Histogram



Source :(Researcher, 2023)

Figure 3: Employee Experience

4.2.1 Age

The researcher also investigated in table 6 on the age of the respondents. This was meant to find out if they had enough experience in daily life activities and general understanding of the topic under investigation. In table 6 the study revealed that the highest age range was between 35-44 with a frequency of 263(52.5%), followed by 100(20.0%) ranging between 25-34years and the last one being 65-74 years 4(0.8%).In general this shows that it is true that majority of the study respondents are middle age people that have general understanding in life and the topic under investigation due to experience gained overtime.

Table 6: Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	22	4.4	4.4	4.4

25-34	100	20.0	20.0	24.4
35-44	263	52.5	52.5	76.8
45-54	80	16.0	16.0	92.8
55-64	32	6.4	6.4	99.2
65-74	4	.8	.8	100.0
Total	501	100.0	100.0	

Source :(Researcher, 2023)

4.2.2 Gender

In Table 7, the researcher also looked at the respondents' gender. The goal of including gender was to eliminate any potential bias in research studies. As revealed by the study is that both genders were represented. The study findings proved that, there were more males 287(57.3%) than females 214(42.7%).But graphically there was a small margin representing equality in employment opportunities based on qualifications.

Table 7: Gender

		What is your gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	214	42.7	42.7	42.7
	Male	287	57.3	57.3	100.0
	Total	501	100.0	100.0	

Source :(Researcher, 2023)

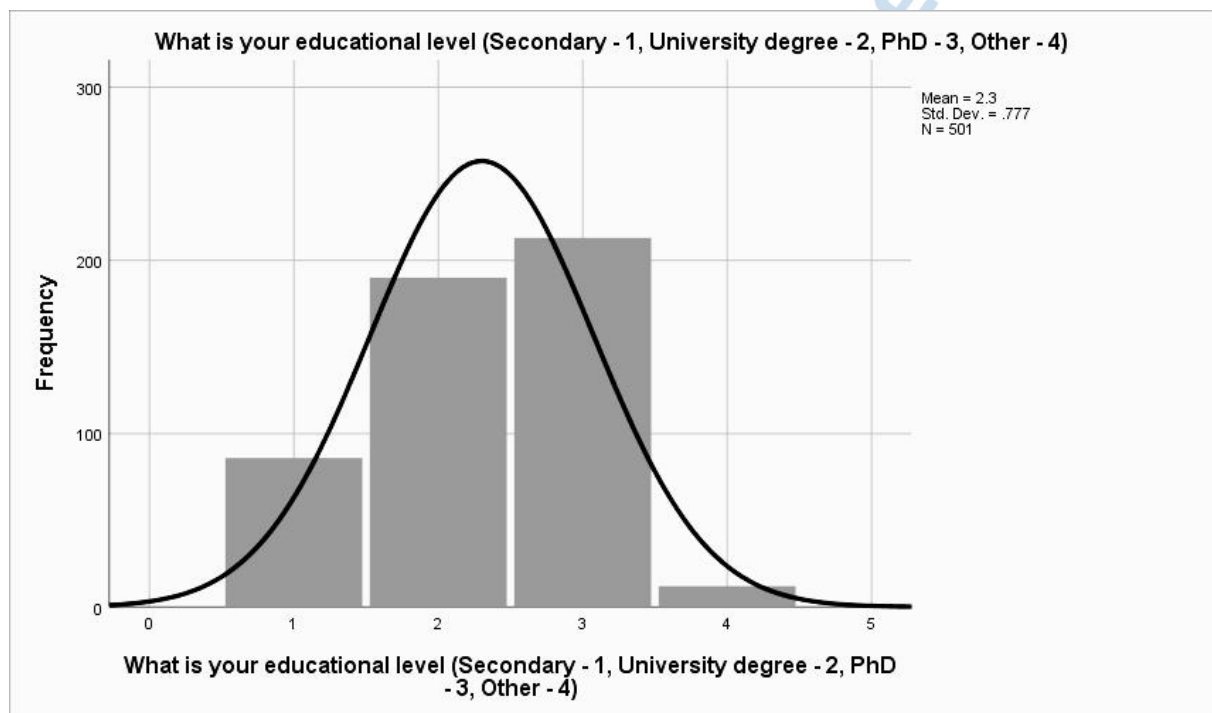
4.2.3 Educational Level

The researcher went ahead to also collect information based on age of the study respondents and the results were recorded in table 8.It is evident that based on level of education, majority of the study respondents are educated with university degree 213(42.5%) and secondary level certificated those that were still pursuing their various levels of diplomas and other relevant certifications 190(37.9%) with the least being Phd holders 12(2.4%).

Table 8: Educational Level

What is your educational level (Secondary - 1, University degree - 2, PhD - 3, Other - 4)		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Level	86	17.2	17.2	17.2
	Secondary Level	190	37.9	37.9	55.1
	University Degree	213	42.5	42.5	97.6
	PhD	12	2.4	2.4	100.0
	Total	501	100.0	100.0	

Source :(Researcher, 2023)



Source :(Researcher, 2023)

Figure 4: Educational level

4.2.4 Departmental Representation

The researcher went ahead to conduct a study on specifically every department that the organization operates from. Under the investigation, the study found out that sales department took the lead with the highest number of employees 191(38.1%), followed by

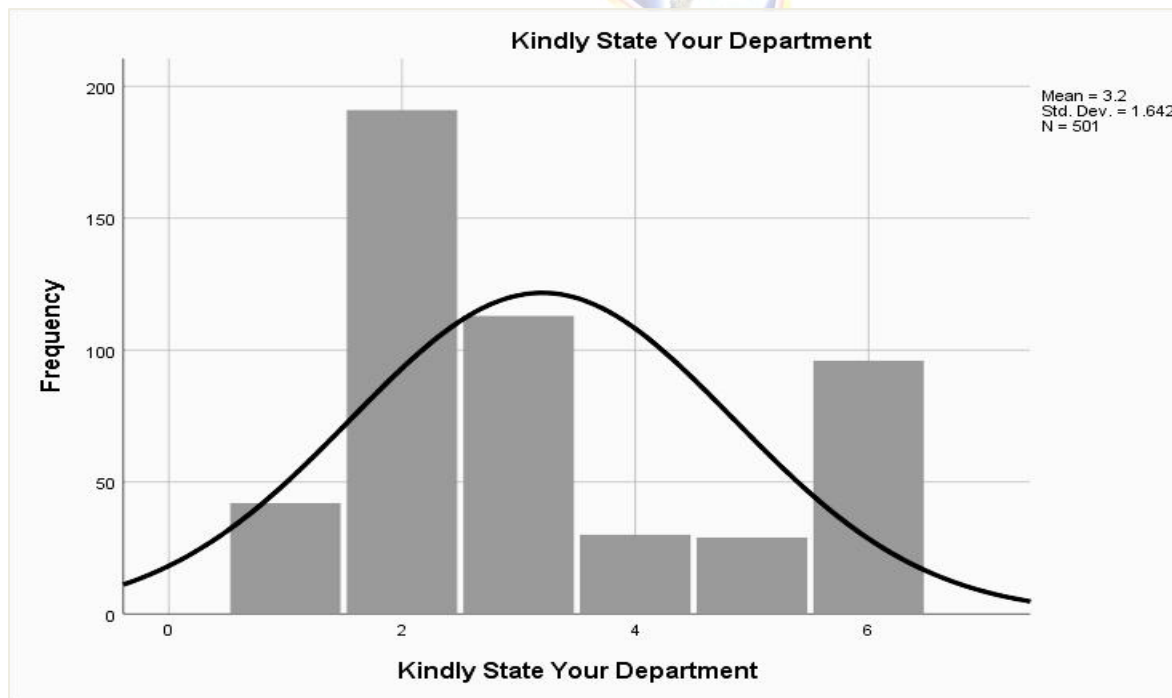
113(22.6%) and the last department with less number of employees was IT department 29(5.8%).

Table 9: Department

Competitive Advantage

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Vali d	Regional Sales and Operations	42	8.4	8.4	8.4
	Sales Department	191	38.1	38.1	46.5
	Marketing Department	113	22.6	22.6	69.1
	HR Department	30	6.0	6.0	75.0
	IT Department	29	5.8	5.8	80.8
	Management	96	19.2	19.2	100.0
	Total	501	100.0	100.0	

(Source: Researcher, 2023)



Source :(Researcher, 2023)

Figure 5: Department

4.3 Shared Vision on Sustainable Competitive advantages

The researcher looked into details in every single objective starting with shared vision on sustainable competitive advantages. As a result the study objective with respect to the supporting variables like holistic thinking, dynamic thinking and thinking in models. The regression model reveals the level of significance lies above ($p < 0.05$). The significance level is $p = 0.247$. This demonstrates that the connection is very positive and significant.

Table 10: ANOVA

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.250	6	3.542	1.318	.247 ^b
	Residual	1327.388	494	2.687		
	Total	1348.639	500			

Source : (Researcher, 2023)

- a. Dependent Variable: Competitive Advantage
- b. Predictors: (Constant), The management communicates employees expectations and organizational interests, There is shared business language in the organization, The organization has a clear vision, Meetings are used to share organizational objectives, business processes and IT capabilities, Company's IT vision is a major source of competitive advantage. Through their work processes, employees seek to achieve common goals

According to qualitative investigation, employees are more likely to feel a sense of ownership over the business, form bonds with coworkers, and cooperate with them when they share a common vision (Mahmood, Siddiqui, & Junaid, 2014). As per Schulz's (2017) findings, shared vision pertains to the observation and evaluation of both individual and collective knowledge acquisition procedures that provide favorable outcomes, such the creation of novel competitive advantages. Since information is created, saved, and shared within businesses, it is important to have a clear vision. It is essential to get fresh insight from other people's experiences since, as stated by Argote and Hora (2017), A dynamic, three-stage process called "shared vision" entails acquiring information, transferring it, and implementing it together.

During one of the interviews, a responder said the following:

“The vision is very clear and known to all employees. This is spelt out in its vision and mission”. On responding to the question on whether the management communicates the organizational vision during team meetings. The respondent said that ...“meetings are held regularly where vision is clearly spelt out to the employees”. On employees personal value being aligned to organizational vision. “What most employees’ value is growth which is one of the values of Safaricom as a company and also there is teamwork in all departments of the organization which makes common goals easily achievable?”

(Respondent G)

“Safaricom which is our organization has a clear shared vision and organizational goals and the only way in which management communicates the organizational vision during team meetings is via target and achievements. In addition it is also to agree with the statement that management communicates the organizational vision during team meetings through targets and achievements. Last but not least, meetings are always used in sharing organizational objectives, business processes and an IT capability which strengthens the growth of Safaricom. This makes us pride ourselves as service oriented and successful company”.

(Respondent H)

4.3.1 Regression Analysis on Shared Vision

The researcher investigated on the shared vision regression analysis in order to test the correlation between the study variables and the topic under investigation. The results revealing that R square value was $R^2=0.016$ and the adjusted $R^2=0.004$, standard error of estimate =1.639 and the F Change=1.318. This is worth noting that the study had expressed

a high correlation significance following the R square values records as shown in the table below.

Table 11: Regression on Shared Vision

Model	R	R Square	Model Summary			
			Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change
1	.126 ^a	.016	.004	1.639	.016	1.318

Source : (Researcher, 2023)

Model	df1	Change Statistics		Sig. F Change
		df2		
1	6	494		.247

Source :(Researcher, 2023)

a. Predictors: (Constant), The management communicates employees expectations and organizational interests, There is shared business language in the organization, The organization has a clear vision, Meetings are used to share organizational objectives, business processes and IT capabilities, Company's IT vision is a major source of competitive advantage. Through their work processes, employees seek to achieve common goals

4.4 Competitive strategies employed by Safaricom Limited

The researcher also investigated on the competitive strategies employed by Safaricom that makes it triumph competitors. The study regression significance revealing that $p=0.212$. This means that the p - value lies between $p < 0.05$. Therefore, we can comfortably say that there is a strong significance correlation $sig=0.212$. This is shown in the table below.

Table 12: ANOVA on competitive strategies

Model	ANOVA ^a					
	Sum of Squares	Df	Mean Square	F	Sig.	
Regression	21.125	6	3.341	1.217	.212 ^b	
Total	1327.387	494	2.127			
	1328.638	500				

Source :(Researcher, 2023)

Dependent Variable: Competitive Advantage

predictors: (Constant), Loyal customers remain in the brand because of services offered by the parent company, Safaricom good governance and strategies makes it ahead of all brands, I find Safaricom network very strong with good network coverage, Their services are friendly and timely, Safaricom manages to consolidate more customers because of their genuine services, Safaricom has several branches across the country making it easily accessible

The results of the study confirmed that it is true Safaricom has a number of competitive strategies that makes it a leading telecommunication giant in Kenya. This is also confirmed in the literature review by other researchers on strategies that companies uses to outsmart their competitors.

Descriptive research statistics were employed by Naseem et al. (2020) to investigate customer loyalty and competitive advantage among Asian firms. They discovered a favorable association between loyal customers and competitive advantage among customers of different Asian enterprises. Chu made note in particular that brand commitment and repurchase rates were closely correlated with loyal consumers' behavior and good attitudes about the brands. Ho Lee & Jung's (2018) results, which found that devoted clients were less likely to transfer businesses based on variables like pricing, were in agreement with those of Safaricom.

According to qualitative investigation, one of the respondents said that “on competitive strategies employed by Safaricom Limited in achieving competitive advantage depends on good Safaricom network coverage all over the country. On the other hand, Safaricom has various services that someone can choose from. It is also of common knowledge that Safaricom has several services across the country that makes us better as compared to other competitors. “All departments of Safaricom encourage good communication strengthening teamwork and cooperation. It is also evident that Safaricom offers friendly services as per my own observation and that make us unique hence scoring above other competitors.

(Respondent I)

Another respondent also recorded that “indeed our network has very minimal or no downtime interference. At the same time on the question regarding Safaricom services ranging from data services making everyone to afford their services is true because several packages of data services are available as low as 5Ksh which makes it affordable to everyone. As much as I disagree with the statement that customers have no other competitive brand that matches Safaricom. I would say that indeed there are other competitors in the market that are worth being threat to Safaricom but because of better strategies Safaricom stands a better chance than them. Therefore, I have a general belief that Safaricom is just strategic”.

(Respondent J)

4.4.1 Regression on competitive strategies

The researcher subjected the variable competitive strategies into a regression analysis with respect to several indicators of competitive strategies. The results of the study proved that indeed there is a strong positive correlation significance in all the variables where all the p-values lies within the range of $p < 0.05$. The highest p-value in this case was $p = 0.08$ and the lowest was $p = 0.00$.

This also tallies with other researchers that have been earlier conducted as illustrated in the literature review that Overall, brand loyalty improves competitive advantage in a variety of ways, including through enhanced profitability, customer retention, customer behavior, and cost of the customer. Reichheld et al. (2000) claim that reducing customer costs, attrition rates, and expenses may all be achieved by increasing customer retention. Improved consumer behavior and stronger word-of-mouth brand promotion are indicators of repeat and frequent purchases by customers (Belwal & Amireh, 2018). In academic circles as well as in business theory and practice, customer satisfaction—which in and of itself generates a competitive advantage—has been acknowledged as the fundamental component of brand loyalty.

Table 13: Regression on competitive strategies
Coefficients

Model

Sig.

1	stant)	.000
	I find Safaricom network very strong with good network coverage	.077
	Safaricom has several branches across the country making it easily accessible	.053
	Their services are friendly and timely	.077
	Safaricom manages to consolidate more customers because of their genuine services	.073
	Safaricom good governance and strategies makes it ahead of all brands	.049
	Loyal customers remain in the brand because of services offered by the parent company	.088

Source :(Researcher, 2023)

a. Dependent Variable: Competitive Advantage

4.5 Effects of System Thinking on Suitable Competitive advantage

The study tested the objective on effects of system thinking on suitable competitive advantage with the help of ANOVA using specific indicators and the results were recorded in the table below. The ANOVA revealing that all the indicators values are correlated. This is seen with the values achieved being within the alpha value of $\alpha=0.05$ and a p-value of $p<0.05$. In this p-value =0.262 which is a standard positive correlation.

Overall, brand loyalty improves competitive advantage in a variety of ways, including through enhanced profitability, customer retention, customer behavior, and cost of the customer. Reichheld et al. (2000) claim that reducing customer costs, attrition rates, and expenses may all be achieved by increasing customer retention. Improved consumer behavior and stronger word-of-mouth brand promotion are indicators of repeat and frequent purchases by customers (Belwal & Amireh, 2018). In academic circles as well as in business theory and practice, customer satisfaction—which in and of itself generates a competitive advantage—has been acknowledged as the fundamental component of brand loyalty.

Table 14: ANOVA on system thinking on suitable competitive advantage

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.180	4	3.545	1.318	.262 ^b
	Residual	1334.459	496	2.690		
	Total	1348.639	500			

Source :(Researcher, 2023)

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Employees reconsider their approaches to work problems by listening to their colleagues advice and previous work experiences, Managers provide many motivation incentives for employees, including involvement in decision-making processes, open communication and focus on teamwork, Employees understand the casual relationship between learning and organizational performance, Managers use the feedback loop for positive criticism and improving team performance

One of the respondent said that “employees understand organizational goals based on company goals as spelt in the organizational goals and values. On the question concerning effect of system thinking on sustainable competitive advantages it is evident that all Safaricom departments encourages good communication and updates to all employees making it easy for each and every opinion of individuals to count. I can also confirm that it is true team leaders are tasked with the responsibility of training and growing juniors for their role. I can also confirm that ideas and innovations are welcomed from members of staff and rewarded. Futhermore; regular trainings are always conducted in improving performance and enlightening staff on the benefits of the same”.

(Respondent K)

4.5.1 Regression

The regression analysis revealing that R-square value $R^2=0.011$ and adjusted R square value = .003 and standard error of the estimate = 1.640 and the F change = 1.318. **Table 15:** Model Summary on system thinking on suitable competitive advantage

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
1					R Square Change	F Change
1	.103 ^a	.011	.003	1.640	.011	1.318

Source : (Researcher, 2023)

a. Predictors: (Constant), Employees reconsider their approaches to work problems by listening to their colleagues advice and previous work experiences, Managers provide many motivation incentives for employees, including involvement in decision-making process, open communication and focus on teamwork, Employees understand the casual relationship between learning and organizational performance, Managers use the feedback loop for positive criticism and improving team performance

4.6 Organizational learning in Sustainable competitive advantage

The table below illustrates how the study examined the impact of organizational learning on long-term competitive advantage. The findings show that sig=0. 204, mean square = 4.132, and degree of freedom are all 3. The data make it abundantly evident that the variables have a substantial positive association with one another. This is demonstrated by the results obtained, which fall between a p-value of $p < 0.05$ and an alpha value of $\alpha = 0.05$. This shows a conventional positive association with a p-value of =0.2 4. This also confirms the argument in the literature review that in a study of Kenyan businesses, Makabila et al. (2017) found that both informal and formal learning approaches give employees access to fresh knowledge and foster their creativity. He continued by saying that enabling culture, learning processes and systems thinking are the three factors that promote organizational learning; as a consequence, these traits are positively associated with competitive advantages. Additionally, system thinking involves four stages, according to Namada (2018): "knowledge acquisition, information diffusion, interpretation, and organizational memory." Ioniță (2010) found that system thinking enhances competitive advantages by coordinating strategies with client requests and preferences and enhancing staff proficiency in critical areas. The evidence presented above suggests that organizations ought to put greater effort into promoting system thinking at all levels.

Table 16: ANOVA on Organizational learning

Model		ANOVA ^a				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.397	3	4.132	1.537	.204 ^b
	Residual	1336.242	497	2.689		
	Total	1348.639	500			

Source :(Researcher, 2023)

- a. Dependent Variable: Competitive Advantage
- b. Predictors: (Constant), Safaricom is consistent in continuous customer value creation, Safaricom Sells Different products compared to its competitors, Safaricom produces unique/innovative products that consumers are willing to buy at higher prices

When the study respondents were interviewed on Safaricom selling different products as compared to its competitors. One of the respondents responded that indeed “Safaricom has numerous products to offer to the market as compared to its competitors. I can also confirm that the products are unique and are affordable. The company also encourages creativity and innovation for all employees. Furthermore, customers feedback is highly valued and encouraged which are done through regular phone call back to customers.

This helps with creating of products and is aligned to customer needs and requirement”. (Respondent L)

4.6.1 Regression on organizational learning

The regression analysis revealing that R-square value $R^2=0.096$ and adjusted R square value = .009 and standard error of the estimate = 1.640 and the F change = 1.537.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.096 ^a	.009	.003	1.640	.009	1.537

Source :(Researcher, 2023)

a. Predictors: (Constant), Safaricom is consistent in continuous customer value creation, Safaricom Sells Different products compared to its competitors, Safaricom produces unique/innovative products that consumers are willing to buy at higher prices



CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter offers an overview of the important data, conclusions, and suggestions.

There were also recommendations offered for more research.

5.1 Summary of Findings

Using Safaricom Kenya as a case study, the study attempts to examine how organizational learning contributes to maintaining competitive advantages. This will be examined in accordance with the goals of the study, which include determining the competitive strategies used by Safaricom Limited to gain an advantage, assessing the impact of systems thinking on sustainable competitive advantages in Safaricom, and assessing the influence of shared vision on sustainable competitive advantages.

5.1.1 Shared Vision on Sustainable Competitive advantages

The researcher looked into details in every single objective starting with shared vision on sustainable competitive advantages. As a result the study objective with respect to the supporting variables like holistic thinking, dynamic thinking and thinking in models. The regression model reveals the level of significance lies above ($p < 0.05$). The significance level is $p = 0.247$. This demonstrates that the connection is very positive and significant. To determine whether there was a link between the study variables and the subject of the inquiry, the researcher looked into shared vision regression analysis. The results revealing that R square value was $R^2 = 0.016$ and the adjusted $R^2 = 0.004$, standard error of estimate = 1.639 and the F Change = 1.318. This is worth noting that the study had expressed a high correlation significance following the R square values records.

This also links to the literature review as earlier discussed that according to McClory, Read, and Labib (2017), single-loop learning, as another type of shared vision, may be associated with progressive change, "where a corporation investigates different techniques and tactics and seeks to gain direct input on their consequences to make consistent adjustments and adaptations." Double-loop learning, on the other hand, is connected with 'radical change,' which may include a large organizational strategy shift,

most likely related to senior staff replacement, and wholesale program adjustment. As a result, double-loop learning is more likely to result in long-term competitive advantages than single-loop learning. Poor shared vision within firms' stifles learning by lower-level employees and middle-level managers attempting to conceal and blend failures without delivering the knowledge to decision-makers. To ensure an entity's long-term sustainability, employees, middle-level, and top-level management should actively participate in the learning process.

Moreover, proper implementation of the agreed vision is required. To do it right, interactive educational teachers, practical learning arrangements, and physical technology in the classroom must all be incorporated throughout the cycle from design to execution (Chatzoglou & Chatzoudes, 2018). The research indicates that increasing the training program, raising the standard of teaching provided, and improving learning accessibility all contribute to a better shared vision. Additionally, expanding education, reaching a larger audience, reducing training costs, and abiding by the law all contribute to the growth of the shared goal. The new study, 'Unlocking Capacity: Releasing Business and People's Ability Through Learning,' outlines some effective strategies, such as providing timely and accurate content, adequately harnessing technology through simple design, keeping it clean, and encouraging face-to-face online learning practice.

5.1.2 Competitive strategies employed by Safaricom Limited

The researcher also investigated on the competitive strategies employed by Safaricom that makes it triumph competitors. The study regression significance revealing that $p=0.212$. This means that the p-value lies between $p < 0.05$. Therefore, we can comfortably say that there is a strong significance correlation $\text{sig}=0.212$.

The researcher subjected the variable competitive strategies into a regression analysis with respect to several indicators of competitive strategies. The results of the study proved that indeed there is a strong positive correlation significance in all the variables where all the p-values lies within the range of

$p < 0.05$. The highest p-value in this case was $p = 0.08$ and the lowest was $p = 0.00$. This also tallies with other researchers that have been earlier conducted as illustrated in the literature review that Overall, brand loyalty improves competitive advantage in a variety of ways, including through enhanced profitability, customer retention, customer behavior, and cost of the customer. The results of the study confirmed that it is true Safaricom has a number of competitive strategies that makes it a leading telecommunication giant in Kenya. This is also confirmed in the literature review by other researchers on strategies that companies uses to outsmart their competitors.

The literature review states that Naseem et al. (2020) investigated Asian firms' competitive advantage and customer loyalty using descriptive research statistics. Among Asian consumers of various firms, they found a favorable association between competitive advantage and devoted customers. Chu saw that customer' positive thoughts and actions, which were directly related to their levels of brand commitment and repurchase, demonstrated brand loyalty. The findings were supported by Ho Lee & Jung's (2018) studies, which said that, like Safaricom, loyal customers were less likely to switch companies based on factors like price. In their research on customer loyalty and competitive advantage, Affran et al. (2019) found that loyal customers are typically viewed as a vital and significant asset for the company, which boosts long-term profitability for the firm. Furthermore, the devotion of their customers drove financial growth, profitability, and long-term success for companies with loyal customers.

5.1.3 Effects of System Thinking on Suitable Competitive advantage

The study tested the objective on effects of system thinking on suitable competitive advantage with the help of ANOVA using specific indicators and the results were recorded in the table below. The ANOVA revealing that all the indicators values are correlated. This is seen with the values achieved being within the alpha value of $\alpha = 0.05$ and a p-value of $p < 0.05$. In this p-value = 0.262 which is a standard positive correlation. The regression analysis revealing that R-square value $R^2 = 0.011$ and adjusted R square value = .003 and standard error of the estimate = 1.640 and the F change =

1.318. Overall, brand loyalty improves competitive advantage in a variety of ways, including through enhanced profitability, customer retention, customer behavior, and cost of the customer.

Employees' capacity to recognize the relationship between diverse processes, departments, events, and patterns in companies is referred to as systems thinking. Employees benefit from systems thinking because it allows them to understand the larger picture in the business and how they may contribute to the fulfillment of its goals and objectives (Abdyrova et al., 2016). Previous research has discovered a link between system thinking and competitive advantage. In a study of the Pakistan banking sector, Hassan, Iqbal, and Ghias discovered that enterprises should focus on proper system thinking to develop competitive advantages rather than "raising resource efficiency." Furthermore, the study discovered that system thinking, shared vision, leadership, personal mastery, and team learning are important characteristics of organizational learning that are positively associated to competitive advantages. Makabila et al. (2017) discovered that informal and formal learning methods provide employees with new information and boost their creativity in a study of Kenyan firms. He went on to say that three aspects drive organizational learning: enabling culture, learning process, and systems thinking; as a result, these characteristics have a positive link with competitive advantages.

Namada (2018) did a study of the literature to identify the relationship between system thinking and competitive advantages. System thinking has a favorable influence on businesses by raising performance, promoting sustainable business models, improving resilience to environmental changes, and supporting strategic leadership, according to the review. Furthermore, according to Namada (2018), system thinking entails four processes: "knowledge acquisition, information diffusion, interpretation, and organizational memory." Ioniță (2010) discovered that system thinking contributes to competitive advantages by aligning plans with customer demands and preferences and boosting employees' competence in crucial areas. According to the literature reviewed above, organizations should focus more on encouraging system thinking at all levels.

5.1.4 Organizational learning in Sustainable competitive advantage

The table below illustrates how the study examined the impact of organizational learning on long-term competitive advantage. The findings show that $\text{sig}=0.204$, mean square = 4.132, and degree of freedom are all 3. The data make it abundantly evident that the variables have a substantial positive association with one another. This is demonstrated by the results obtained, which fall between a p-value of $p < 0.05$ and an alpha value of $\alpha = 0.05$. This shows a conventional positive association with a p-value of 0.204. The results of the regression analysis show that the F change is 1.537, the standard error of the estimate is 1.640, the adjusted R square value is 0.009, and the R-square value is $R^2 = 0.096$.

The ability of firms to learn, adapt, and innovate has emerged as a critical factor in determining sustained competitive advantage in the fast-paced, highly competitive world of modern business. Using knowledge from a variety of academic disciplines and empirical research, this review of the literature investigates the function of organizational learning in achieving and preserving sustainable competitive advantage.

Organizational learning, as defined by Argyris and Schön (1978), is the process by which companies obtain, evaluate, and use data in order to improve performance and achieve strategic goals. Within the context of sustained competitive advantage, organizational learning is crucial for fostering innovation, strategy renewal, and ongoing development (Huber, 1991). By fostering a culture of learning and information exchange, organizations may develop talents that are difficult for competitors to copy, setting the stage for long-term success.

To comprehend how organizational learning and sustainable competitive advantage are related, a number of theoretical frameworks have been put forth. Internal resources and skills, including knowledge and learning processes, are important sources of competitive advantage according to the resource-based view (RBV) (Barney, 1991). RBV states that companies may generate value propositions that are unusual, distinctive, and challenging to replicate, providing them with long-term competitive advantages. This can be achieved by successfully using learning and knowledge assets.

Empirical studies provide empirical support for the proposition that organizational learning contributes significantly to sustainable competitive advantage. For example, research in the manufacturing sector has demonstrated that organizations with strong learning orientations tend to outperform their competitors in terms of innovation, product quality, and market responsiveness (Chiva & Alegre, 2009). Similarly, longitudinal studies across various industries have shown that firms that prioritize continuous learning and knowledge creation are more resilient to environmental changes and better positioned to sustain their competitive edge over time (García-Morales et al., 2008).

Organizations employ various mechanisms to facilitate organizational learning and translate knowledge into competitive advantage. These mechanisms include formal training programs, cross-functional collaboration, knowledge management systems, and organizational structures that encourage experimentation and risk-taking (Senge, 1990). By institutionalizing processes that promote learning at individual, team, and organizational levels, firms can enhance their adaptability, agility, and capacity for innovation, thereby strengthening their competitive position in the marketplace.

5.2 Conclusions

5.2.1 Effect of shared vision on the sustainable competitive advantages

As the top telecommunications provider in Kenya, Safaricom Kenya has shown a strong commitment to sustainability and has used a number of competitive advantages to keep its market share. The following succinctly expresses the company's common goal for lasting competitive advantages:

Customer-centric approach: Understanding and satisfying the requirements of its consumers is a top priority for Safaricom. The business has established a devoted client base as a result of offering dependable and cutting-edge telecommunications services, which gives it a considerable competitive advantage. Due to its emphasis on client satisfaction, Safaricom has been able to hold a dominant market position.

Network infrastructure: Safaricom has made significant investments to create and broaden its network infrastructure throughout Kenya. The business has a competitive advantage in offering high-quality services to both urban and rural locations because to its vast coverage and dependable network. Due to its superior infrastructure, Safaricom is able to provide services that rivals could find difficult to match, thus solidifying its position in the market.

Leadership in mobile money: M-PESA, a service offered by Safaricom, has revolutionized the Kenyan industry. The firm has a considerable competitive advantage thanks to its early debut and dominant market position in mobile banking services. Millions of Kenyans now have access to financial services thanks to M-PESA, which has become firmly ingrained in the national economy. This market dominance in mobile money has given Safaricom a distinct edge over its rivals.

Research, innovation, and technical advancements: Safaricom has made ongoing investments in these areas. To satisfy the changing demands of its clients, the firm has launched a number of goods and services, including mobile data, digital content, and corporate solutions. Due to its dedication to innovation, Safaricom has been able to keep one step ahead of the competition and provide cutting-edge services.

Collaborations and partnerships: In order to strengthen its competitive advantages, Safaricom has established strategic collaborations and partnerships with national and international organizations. Through these alliances, the business has been able to increase the range of services it offers, reach new markets, and gain knowledge that strengthens its core skills. Safaricom has been able to improve its position in the market by utilizing resources and knowledge from other sources.

As a result of putting a high priority on customer happiness, investing in network infrastructure, utilizing its leadership in mobile money, promoting innovation, and establishing strategic alliances, Safaricom Kenya has built a common perspective on lasting competitive advantages. These elements have helped Safaricom maintain its market dominance and level of success in Kenya's telecom sector.

5.2.2 Establishing the competitive strategies employed by Safaricom

In order to establish and keep a competitive edge in the telecommunications sector, Safaricom Limited has developed a number of competitive tactics. The following conclusions are made about Safaricom's competitive strategies:

Differentiation through Innovation: Safaricom has put a strong emphasis on innovation to set itself apart from rivals. The business has released innovative goods and services including M-PESA, which transformed mobile money in Kenya. By continually making investments in R&D, Safaricom has been able to provide distinctive and cutting-edge products that draw in and keep consumers, providing it a competitive edge.

Quality and Network Expansion: Safaricom has made significant investments in extending its network infrastructure across Kenya. In comparison to its rivals, the firm is able to give higher-quality service because to its vast coverage and dependable network. By attracting more consumers and maintaining its market share thanks to this network advantage, Safaricom has significantly increased its competitive edge.

Customer-Centric Approach: By identifying and addressing the particular demands of its target market, Safaricom has developed a customer-centric strategy. The business often interacts with consumers to acquire their opinions and thoughts, allowing it to customize its goods and services accordingly. Safaricom has developed great customer loyalty and a competitive edge over competitors by putting the consumer at the core of its business processes.

Strategic Partnerships: To strengthen its competitive position, Safaricom has forged strategic alliances with national and international organizations. Safaricom is able to deliver a wide range of services outside of traditional telecommunications thanks to partnerships with financial institutions, technological firms, and content producers. These collaborations have increased the company's client base and service offerings, enhancing its competitive edge.

Branding and marketing: Safaricom has developed a strong brand identity and successfully carried out marketing initiatives. The company's branding initiatives have been directed at establishing Safaricom as a dependable and forward-thinking telecoms operator in Kenya. Safaricom has developed high brand recognition and customer loyalty via targeted marketing strategies, adding to its competitive edge.

In order to gain a competitive edge in the telecommunications sector, Safaricom Limited has combined methods such innovation, network development, customer-centricity, strategic alliances, and effective branding. Safaricom has maintained its market dominance in Kenya by staying ahead of the competition and consistently responding to market developments and client demands.

5.2.3 Effect of systems thinking on sustainable competitive advantages

The lasting competitive advantages of Safaricom have been significantly impacted by systems thinking.

The following findings have been drawn as a result of using systems thinking in Safaricom's operations and strategic decision-making:

Holistic knowledge: Through the use of systems thinking, Safaricom has been able to get a comprehensive knowledge of both its internal operations and the wider ecosystem in which it works. Systems thinking has prompted Safaricom to take into account the interconnection and interdependencies of many aspects rather than seeing the firm as a collection of separate parts. Safaricom has improved its competitive advantages by being able to spot possible bottlenecks, inefficiencies, and improvement possibilities thanks to this thorough insight.

Long-Term view: By taking the potential long-term effects of choices and actions into account, systems thinking encourage a long-term view. Through the application of systems thinking, Safaricom has been inspired to concentrate on long-term rewards rather than temporary gains. Safaricom may make educated decisions that support its competitive position in the market while also addressing more general sustainability problems by taking the long-term effects of its initiatives into account.

Collaboration and Partnerships: Systems thinking understands the value of partnerships and collaboration in achieving the best results. By actively interacting with stakeholders, including as clients, staff members, suppliers, and governmental organizations, Safaricom has adopted this strategy. In order to increase its competitive advantages through shared objectives and mutual benefits, Safaricom has been able to build collaborative ties with its partners in order to take use of their aggregate expertise and resources.

Adaptation and Resilience: In the face of complex and dynamic contexts, systems thinking stresses adaptation and resilience. Safaricom has proven that it can move with the times and adjust to new developments in technology, laws, and consumer preferences. Safaricom can proactively spot new trends and modify its plans to preserve a competitive edge by regularly monitoring and evaluating the system's response. This flexibility and resiliency have helped Safaricom maintain a competitive edge in a telecom sector that is continually changing.

Innovation and Continuous Improvement: Systems thinking promotes an innovative and forward-thinking culture in a company. By encouraging a learning culture that emphasizes experimentation, feedback, and iterative development, Safaricom has adopted this way of thinking. Safaricom has been able to find new possibilities, streamline operations, and create novel goods and services that cater to changing client demands by applying systems thinking into its innovation processes. The competitive advantages of Safaricom have been strengthened by this emphasis on innovation and ongoing development.

In conclusion, systems thinking have benefited Safaricom's sustainable competitive advantages by fostering a holistic understanding of its operations, encouraging collaboration and partnerships, fostering a long-term perspective, enhancing adaptability and resilience, and fostering innovation and continuous improvement. By embracing systems thinking, Safaricom has put itself in a position to

handle difficult situations, adjust to shifting market conditions, and keep a competitive advantage in the telecoms sector.

5.3 Recommendations

Foster a Culture of Systems Thinking: Safaricom should keep promoting and integrating systems thinking concepts into all aspects of the business. This may be accomplished by offering training and seminars on systems thinking principles and motivating staff members at all levels to approach problem-solving and decision-making from a holistic point of view. Safaricom will be able to regularly recognize and take advantage of possibilities for sustainable competitive advantages by fostering a culture that values systems thinking.

Strengthen Stakeholder Collaboration: Safaricom should continue to improve its relationships with its stakeholders, which include clients, staff members, suppliers, and regulatory agencies. Stakeholders may offer insightful opinions and views by being actively involved in the decision-making process and soliciting their feedback. Safaricom can create plans that not only help the business but also improve the entire sustainability and competitiveness of the Kenyan telecoms ecosystem by taking into account the interconnection and interdependencies of stakeholders.

Place an Emphasis on Long-Term Sustainability: Safaricom should keep putting longterm sustainability ahead of immediate advantages. This entails taking into account the effects of its activities on the social, economic, and environmental spheres and coordinating its plans with objectives for sustainable development. By include sustainability factors in its decision-making, Safaricom may improve its reputation, draw in ethical consumers, and forge more solid and long-lasting competitive advantages.

Strengthen Data Analytics and Monitoring: To better understand system dynamics and spot patterns, trends, and opportunities, Safaricom should invest in strong data analytics capabilities. Safaricom can improve its operations, make better decisions, and react proactively to shifting market situations by utilizing data-driven insights. The organization will also be able to assess the success of its plans, spot possible improvement areas, and make prompt modifications to preserve its competitive advantages by putting in place comprehensive monitoring systems.

Promote an Innovation Culture: Safaricom should keep promoting an innovation- and continuous-improvement-focused culture. This may be accomplished by encouraging staff members to investigate novel concepts, test out cutting-edge technology, and adopt a failure-driven attitude. In order to leverage outside knowledge and promote innovation, Safaricom should also actively pursue partnerships and collaborations with tech startups, academic institutions, and other industry players. In a telecom industry that is continually changing, Safaricom can maintain its competitive advantages by being on the cutting edge of technology developments and anticipating client wants.

5.4 Further Research

In order to further develop its sustainable competitive advantages, Safaricom should concentrate on building a culture of systems thinking, improving stakeholder engagement, emphasizing long-term sustainability, bolstering data analytics and monitoring, and fostering a culture of innovation. By putting these suggestions into practice, Safaricom can maintain its position as a leader in the telecommunications sector while also advancing wider socioeconomic and environmental objectives in Kenya.

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APPENDICES

Appendix I: Research Questionnaire Section A: Demographic Information of Research Respondents

1. For how long you have been an employee in Safaricom. Less than one year 0-5 years
Over 5 years
2. Kindly indicate your gender.
.....
3. Kindly state your department.
.....
4. Please tick your education level
Secondary University degree PHD

Section B: Shared Vision on Sustainable Competitive advantages

Statement	SA	A	N	D	SD
The organization has a clear vision					
Management communicates the organizational vision during team meetings.					
Employees' personal values are aligned to organizational vision.					
Through their work processes, employees seek to achieve common goals					
Meetings are used to share organizational objectives, business processes, and IT capabilities					
Company's IT vision is a major source of competitive advantage					
There is shared business language in the organization					
The management communicates employees' expectations and organizational interests					

Section C: Competitive Strategies employed by Safaricom Limited to achieve competitive Advantage.

Statement	SA	A	N	D	SD
I find Safaricom network very strong with good network coverage					
Safaricom has several services ranging from data services making everyone to afford their services					
Safaricom has several branches across the country making it easily accessible.					
Their services are friendly and timely					
Safaricom manages to consolidate more customers because of their genuine services					
Safaricom good governance and strategies makes it ahead of all brands.					
Most Safaricom customers have no other competitive brand that matches Safaricom					
Loyal customers remain in the brand because of services offered by the parent company.					

Section D: Effect of systems thinking on sustainable competitive advantages

Statement	SA	A	N	D	SD
Employees understand organizational goals					
Interdepartmental collaboration is highly encouraged in the organization					
Employees understand the relations between organizational goals and their work responsibilities					
Managers help subordinates to understand their job roles and responsibilities					

Managers provide many motivation incentives for employees, including involvement in decision-making processes, open communication, and focus on teamwork					
Managers use the feedback loop for positive criticism and improving team performance					
Employees understand the casual relationship between learning and organizational performance					
Employees reconsider their approaches to work problems by listening to their colleagues' advice and previous work experiences.					

Section E: Organizational learning in Sustainable Competitive Advantage

Statement	SA	A	N	D	SD
Safaricom sells different products compared to its competitors					
Safaricom produces unique/innovative products that consumers are willing to buy at higher prices					
Safaricom has creative employees that are involved in the creation of innovative products					
Safaricom is committed to product improvement					
Safaricom has a close relationship with customers that is vital in creating unique products					
Safaricom possesses modern technology that facilitates new product development					
Safaricom enjoys a strong market brand					
Safaricom is consistent in continuous customer value creation					

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Shared Vision on Sustainable Competitive advantages

1. Does your organization have a clear vision?

Yes

No

Explain _____

2. Do you agree that management communicates the organizational vision during team meetings

Yes

No

Explain _____

3. Employees' personal values are aligned to organizational vision.

Yes

No

Explain _____

4. Through their work processes, employees seek to achieve common goals

Yes

No

Explain _____

5. Meetings are used to share organizational objectives, business processes, and IT capabilities

Yes

No

Explain _____

Competitive Strategies employed by Safaricom Limited to achieve competitive Advantage.

6.I find Safaricom network very strong with good network coverage

Yes

No

Explain _____

7. Safaricom has several services ranging from data services making everyone to afford their services

Yes

No

Explain _____

8.Safaricom has several branches across the country making it easily accessible.

Yes

No

Explain _____

9. Their services are friendly and timely

Yes

No

Explain _____

10. Most Safaricom customers have no other competitive brand that matches Safaricom

Yes

No

Explain _____

Effect of systems thinking on sustainable competitive advantages

11. Employees understand organizational goals

Yes

No

Explain _____

12. Interdepartmental collaboration is highly encouraged in the organization

Yes

No

Explain _____

13. Managers help subordinates to understand their job roles and responsibilities

Yes

No

Explain _____

14. Managers provide many motivation incentives for employees, including involvement in decision-making processes, open communication, and focus on teamwork

Yes

No

Explain _____

15. Employees understand the casual relationship between learning and organizational performance

Yes

No

Explain _____

Organizational learning in Sustainable Competitive Advantage

17. Safaricom sells different products compared to its competitors

Yes

No

Explain _____

18. Safaricom produces unique/innovative products that consumers are willing to buy at higher prices

Yes

No

Explain _____

19. Safaricom has creative employees that are involved in the creation of innovative products

Yes

No

Explain _____

20. Safaricom has a close relationship with customers that is vital in creating unique products

Yes

No

Explain _____



II: ERC CERTIFICATE



ISERC/2579

Date: 22 March 2023

LYN KINANU KIRUKI

REG: MBA/2018/21313

Madam,

UNLEASHING ORGANIZATIONAL LEARNING IN SUSTAINING COMPETITIVE ADVANTAGES A CASE STUDY OF SAFARICOM KENYA

We inform you that **Mount Kenya University** has reviewed and approved your research proposal. Your application approval number is **1652**. The approval period is **22/03/2023 - 21/03/2024**.

Approval is subject to compliance with the following requirements;

All approved documents including informed consents, study instruments, and forms will be used.

All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**.

Health and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification.

Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours.

Permit for export of biological specimens must be obtained from relevant institutions.

Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.

Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**.

Upon commencing your study, you will be expected to obtain a research permit from National Commission for Science, Technology and Innovation.

Apply at <https://research-portal.nacosti.go.ke> and also obtain other clearances.

Sincerely,

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

G. Kirira
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, www.mku.ac.ke

APPENDIX

APPENDIX III: MKU INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2018/21313

23rd March, 2023

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: EVERLYN KINANU KIRUKI - REGISTRATION NO. MBA/2018/21313

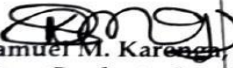
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is "**Analyzing Organizational Learning in Sustaining Competitive Advantages a Case Study of Safaricom Kenya.**"

It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March, 2023 and May, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karanga, Ph.D.
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

APPENDIX

KENYA" is the topic of my research project. The primary goal of this study is academic in nature, and the results will only be utilized to certify students for Mount Kenya

University's master's program in business administration (MBA) in strategic management. This participation will require you to voluntarily participate without being forced to take part in it and at the same time your personal details should not be indicated in the questionnaires or even use real names during interviews. Use a tick (√) or an (x) in making the questionnaires where necessary and kindly don't mark outside the allocated boxes. Kindly provide the most truthful and precise responses you can on the surveys. I want to reassure you that any information you submit will be used just for academic reasons and that it will be handled with the highest secrecy.

Thank you in advance.

Yours faithfully,



Everlyn Kinanu Kiruki



Mount Kenya University

VI:TURNITIN REPORT

ORGANIZATIONAL LEARNING IN SUSTAINING COMPETITIVE ADVANTAGES A CASE STUDY OF SAFARICOM KENYA

by Everlyn KINANU KIRUKI

July-2024 02:56PM (UTC+0300)
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APPENDIX VII:RESEARCH SITE MAP

