
Investigate the Role of Monopolistic Competitive Environment Responses on Organizational Performance: A Case of Kenya Power Company in Kisii and Nyamira Counties

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Abstract

The competitive environment in which organizations operates has been vibrant and turbulent. Several changes have had implications on the performance witnessed in the past years and are expected to control firms' operations in both medium and long term actions. The competitive environmental responses brought by anxieties and threats created by new entrants, technological advancement, social reforms, legislative changes, government policy changes, regionalization and economic changes. Kenya power company inflates power bills to its customers, postpaid meters are not read they do estimates that lead to illegal connections, the electronic payment system normally breaks making hard for payment of top up tokens on prepaid meters, customers often encounter delays when buying tokens, exploitation by third party vendors, pressure on the payment channel and delayed in installation of prepaid paid meters. The main objective was to assess the effect of competitive environment response on organizational performance in Kenya Power Company. The following specific objectives were used; to assess the effect of social competitive responses on organizational performance, to determine the effect of technological response on organizational performance, to establish the extent to which marketing response affect organizational performance. The study adopted a case study design. The study targeted a population of 218 respondents who were employees of Kenya Power Company working at Kisii and Nyamira counties. This is because of convenience as it has many customers across the counties. The study sampled a population of 65 respondents who were employees of Kenya Power Company by applying 30% of the target population. A research questionnaire was used as the main research instrument to collect data. After collecting data, the data was processed, registered, edited, coded and tabulated using SPSS. Data collected was analyzed using descriptive statistics and correlation. Multiple regression technique was used in determining the simultaneous effect of the independent and dependent variables. The analyzed data was presented in tables and figures. The study found that employees were encouraged to use brand image value for social competitive response in improving performance. The study concluded that technological response had a positive correlation to organizational performance. The study recommended that Kenya Power Company should connect power using a communal connection scheme. The study recommended that KPC to effectively link customers with emergency team to respond to power disruptions and emergencies whenever they occur. The study finally recommended that KPC should install modern transformers that are of good quality and be serviced regularly.

1. Introduction

Monopolistic competition environment strategy was exposed by an American economist called Edward Hastings Chamberlin in 1933 by adopting the theory of monopolistic competition. Monopolistic competition strategy was the environment in which most industries are configured to differentiate its perfection completion and monopoly strategy environment response. This environment response assumes that there is high presence of high number of firms with perfect technology. There is free entry and exit from that market environment requirement with similar indicating that these firms can have high degree of market power. They are not price makers but charge high price to customers, despite to its monopolistic competitive environment, substitutability of assumption that products faces decreasing demand they conversely benchmark the best price to charge. In this environment, price change is controlled by one firm which is only monopolistic market negligible to demand of any products offered to other firms. This enables them to achieve the solution of profit maximization challenges that guarantees their monopolistic competitions (Bianca, 2011).

The conceptual nature of monopolistic competitive environment strategy is originally confined to military matters that have become commonly used in many fields of management and marketing. In Romania, monopolistic competitive environment strategy is not for every firm which would like engages to identify response as a way of improving performance. The highly turbulent competitive environment coupled with most insatiable customer demands for tailored services and products has forced organizations to over time evaluate, improve and reengineer their operations. Customer response influences strategies created by the firm for its survival and growth. It also affects management practices of the firm (Basim,2016).

Monopolistic competitive environment in Turkey Companies is expected to attain high performance with social competitive response. However, monopolistic competitive companies become more demand, maintain, protect, or strengthen their competitive positions. They experience an increasing marketplace trends the challenge that has risen to social status in the concerned industry. This monopolistic competitive environment is characterized by a number of significant complexities such as multiplicity of society responses. The delivery of goods and services is from one industry, the social competitive market responds itself vastly to a greater number of attributes without considering other competitive strategies (Altindag, 2012).

Social competitive response is conducted by organizations directly or indirectly to the rival actions in Romania. Organizations often make different choices on social response imitations to increase business value as a way to develop competitive strategy to follow. Several social responses are related to the current economic factors improving organizational performance. The emerging of different organizations is reduced to trade barriers favorable to the investment policy. The increasing power of social competitive response has transformed the economy into competitive destinations of service delivery. The attractiveness of social responses is attracted to only seeking resources. The different social background based on origins integration is a global competitive environment in understanding emerging organizations trends(Cavusgil 2016).

Social competitive response operates has been vibrant and turbulent in Latin America region. Several changes have had implications on the performance witnessed in the past years and are expected to control firms' operations in both medium and long term actions Social response is good to achieve competitive edge in different strategic situations. The organization experiences and competences are understood with its complexity developments to tackle challenges and respond to the general shift (Robles, 2015).

Social competitive response is indicated towards strategic responses on organization performance which helps to find the growing dependence. The general shift in social competitive response in many firms emerges from their economic resources while strengthening competencies in forming strategic alliances. Local and international ideas fill strategic views on social competitive responses showing cost instrument to motivate management to perform better than financial gain. The regional polarization of globalization introduced social competitive responses in changing markets to create new competitive environment in Brazil in organizations in order to participate on international trends.

Social competitive responses are against established international monopolistic trends based on newly established environment response principles in China. The organization confronts competition on social norms at the end of market price or at the lower end of pricing product to achieve cost competitive advantage. The high end of social competitive developed brands to occupy key market position among countries on the rules applied.

Social competitive response in South Africa is a competitive environmental responses brought by anxieties and threats created by new entrants, scientific advancement, social reforms, legislative changes, government policy changes, regionalization and economic changes are the factors that have affected strategic plans of firms. The challenges created cannot be left because firm plays a great role in the economic growth. Challenges have been undergoing considerable environmental turbulence (Jooste,2010).

Social competitive responses have the intensity of getting pressures of globalization differently by strategic responses. In Uganda, Firms concentrates heavily on their marketing and financial performance trends changes by other sectors growing social competitive environments. The development of strategic responses to these firms is important with current emerging social competitive responses with the key players. The several related social competitive environment responses has pushed firms to look forward to the growing emerging firms. This reduced trade barriers to growth rate of attractive products as a resource seeking competition.

Social competitive environment responses in Kenya are influenced by domestic markets where the most entry of firms depends on different market size and who started the integration. The emerging economies in Kenya domestic trade has changed social competitive environment, though the effects of strategic responses is not being addressed with organizational performance. The issue of how well social competitive response has been moved with the forefront of understanding the emerging foreign firms due to the organization strategic changes in firm's performance (Yunyun 2015).

Social competitive environment responses are linked with the issue of changes related to local firm's strategic management and performance in Kenya service organizations. The strategies applied here are all about financial performance which calls the need to understand how well competitive environment response can be reconfigured to respond to their social status. The impact of social competitive environment is globalised on the emerging markets rather responding to complex individual demands. The increasing beneficial firms to social status has been influenced competitive trends against cost advantage from quality and developed products. The globalization of regulated firms may not achieve social competitive environment due to survival intensity. The importance of many other firms has been internationalized their production strategies due to increased competitive pressures from firms which are not able to compete if controlled with strategic alliances (Robles 2012).

Technological competitive environment response in Australia is highly mainstreamed in manufacturing firms which may not compete sufficiently with service sectors. In response to

Technological competitive environment response, firms have focused heavily on making technology based goods and services to improve marketing competitive advantage. The backward of integrated alliances becomes cost competitive in outsourcing penetrations. This formed non equity product development to emphasize on strategic responses. This includes pricing strategy environment on trademark differentiation strategies based on the changing technologies (Dawar 2019).

Technological competitive response has put competitive pressure due to strategic management overseas from pricing strategy in Japan. The strategic response is based on quality of services offered over the internet. The organization is able to improve customer satisfaction other than market share financially. The firm is not doing well based on returns and service delivery to improve declining cash flows. The organizations currently are globally competitive response environment to provide business support given that performance synonymous. Public organization calls for technological advancement to regulate challenges varying competitive circumstances. The firms however may not able to keep non technology competitive industries rather than providing time to build the capacity to compete. The most vital role of technological competitive response is to get incentives that encourage investors to enter into the new competitive edge. The firms are committed to create technology that helps to achieve financial goals and marketing strategies to their local one.

Technological competitive response in Synovialia firms has increased performance. Most organizations become more customers and future oriented improving the probability to achieve performance relentless on competitive responses. The pressure of technological competitive goals aligns with strategic responses that organization has the ability to offer critical customer needs. This is highlighted towards enhancing technological competitive responses on the achievement of good performance (Akhter and Barcellos 2015).

Technological competitive response of Nigeria firms operates comprehensively with the changing business environment but has grown vibrantly and turbulently. The implication of firms has been witnessed medium and large sized using technological competitive firms to improve performance. Technological competitive responses has been posed with the deviation of political anxieties from new entrants and social threats including regionalization challenges greatly influenced strategic actions of firms (Boynton & Victor 2017).

Technological competitive response has experienced difficulties due to the challenges ignored in the industries but this had a role to improve performance in Tanzania. The serious strategic response is by technological competitive responses directly on value addition practices among stakeholders. The firms desire stable strategies and flexible responsive process of essential changes in business dynamics. Technological competitive response changes due to new strategic responds to the predictable for survival skills and achievement. It constantly requires different roles accordingly to make execution of successful strategies to overcome many constraints that affecting organizational performance (Bhattacharya and Michael 2018).

Technological competitive response in Ethiopian firms is striving to different competitive environment and the decision concerning what functions to the market. This is in which firms has to keep its internal environment or internal customers depends on many strategic factors from company to company such as the need to develop marketing services investing resources, skills and to stay abreast of to the evolving technology in internal areas kept for enhancing performance (Manning, 2013).

Technological competitive response in Kenya is observed as a resource conversion machine taking inputs into it from external responses environment to the useful outputs. The

technological responses to all organizations that use new forces of adopting those changing technology, potential impact relies on an individual capability to enhance goals. A strategic objective to technological responses increases the value of the changing organization environments and effects on performance. The modern organization is operating with vibrant markets to deal with implementation drivers of technology to permit for quick deployment and reconfiguration of assets. The environmental change is necessary in adopting competitive strategies that enable market positions on the eliminated maintenance (Nyang'au, 2018).

Strategic marketing response is that longterm strategic plans designed to accomplish particular actions in the organization in Malaysia. This derives the act of war used to depict strategic plans and executions powers by marketing response available. It also explains the strategy with which the collection marketing response is related to individual decisions postulated identifications. The strategic pattern is among marketers' decision to permit adequate explanations of overall organizational strategic plans. The strategic marketing environment comprises of elements that comprise of firms that exist between competitive markets. Strategic marketing environment affects strategies enhanced by strategic management practitioners (Wheeler, 2015).

Strategic marketing response increases turbulent business environment. Organizations are continuously looking for better ways of gaining marketing response as one of the strategies to acquire sustainable growth. In United States, strategic marketing environment response depends on the industry type; however it is not focused behind but focus to future in early days it was viewed a little more than a hum tactic which aimed at reducing costs has now matured into a strategic management tool. The global strategic markets growth in the past years has been phenomenal and all indications are that the pace will continue with technology changes in the coming years (Hussey, 2017).

Strategic marketing responses has been continues to drive innovations towards competitions and emphasis on customer satisfaction by offering quality in United Kingdom. Globalization of organization is continuously creative and innovative to stay in the relevant market. Organization exists in a complex situation targeting economic, social, technological and cultural environment. This strategic marketing environment is complex to a number of firms rather than some. The survival of an organization is to maintain effective strategic fit of environment, this is important to respond to its strategic dynamism (Kazmi, 2016).

Strategic marketing response is imperative to strategic managers who apply realities of strategic management decisions in Burundi. This is influenced by the critical investigation of the changing marketing environment diagnosis of the enlightened organizations. The political, social economic environment influences people culture and the same is observed as a structure to understand the order of improving performance. The link between strategic marketing environment and organizational performance necessitates managers to review competitive environment. The perspective to understand strategic marketing is due to the sustainable competitive environment is achieved towards strategic fit (Alam, 2015).

Strategic marketing response includes social cultural, economic forces and its competitive environment which may be customers, competitors, technology and political interested parties and organization suppliers in Kenya. Organization is dependents on the environment in which it serves. The constant trend istwo way traffic of receiving inputs transforming value of the organization. The output from goods and services is given back to strategic marketing environment beyond control of external survival (Barreto and DaRocha 2015).

Strategic market response creates a blue print with laid down strategies which can build an economy to last. The strategic plan affirms that the strength is so intricate to the AMS; particularly in regard to economically challenged Kenyans employers who actually require a strategic issues management practices adoptable, creative and equipped for the success in the global market places. Many organizations are now increasingly pursuing continuous improvement with uptakes, business and integrated marketing response (Mwende, 2012).

Government policy of firms is viewed as a guideline machine that takes various inputs from external environment and converts to its useful goods and services. It further, makes them available to consumers as an output. External environment includes institutions and forces that are potential interest on the firm ability to achieve common goal. The current organizations operates in dynamic market contexts and deal with implementing strategic plans. This permits rapid reconfiguration and redeployment of organizational asset. However, many companies may not market the value chain activities; it is more common for most firms to market support activities such as production and administration. Strategic change is emerging in nowadays changing business environment (Mwangi, 2016).

Organizational performance of Kenya power is with multi-dimensional characteristics challenged its monopolistic competitive responses. In the presence of coercive government, monopolistic competition will fall into monopoly. Those characteristics are demonstrated by the involved strategic factors dynamically related to internal and external variables that define operations of strategic management; planning strategy links that relate to short and long term. The increase in resource utilization is competence based on models in operations strategy. Strategic management system redesigns the process which requires a balanced integrated operation. The competitive responses are not properly structured with strategic management process which cannot offer as opportunities for the organization to understand its environment and to increase (Ketchen, 2011).

Kenya power company competitors includes; Kenya tea development authority, solar companies, biogas, coal energy, wind power, geothermal and generators manufacturers. KPC is a public company listed in the Nairobi Securities Exchange (NSE). The Company's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; building and maintaining the power distribution and transmission network and retailing of electricity to its customers. The company is a national electric utility company, managing electric metering, licensing, billing, emergency in electricity service and customer relations. In addition to electricity distribution to industry, offices, schools, hospitals, and domestic users, KPC also offers optic fiber connectivity to telecommunication companies through its optical fiber cable network that runs along its high voltage power lines across the country mainly to manage the national power grid. KPC owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 6.2 million customers (as at July 15, 2017). The Government has a controlling stake at 50.1% of shareholding with private investors at 49.9%(Mwende, 2013).

In Kenya, organizational contexts are termed with strategy to diverse understanding by different scholars, Bernard 1938 described strategy as what matters for matters for the effectiveness of the firm. The external point of view emphasizes on the relevance of the strategic goal against the environment in terms of internal emphasizes, the balanced communication between members of the organization and willingness to enhance achievement of objectives. A good formulated strategy has some of the benefits to the firm. Such benefits include placing an organization on a strong competitive position on the market and therefore achieve the desired results. It provides a

firm a competitive advantage which is the main for obtaining high revenues and long term success. Small profitable firms are those that lack well strategy. They lack effective strategy to compete more successfully in the industry (Ogwoka, 2017).

Competitor strategy is underestimated to the ability to offset competitive advantage. An organization cannot achieve its desires results if it does not have a well strategy on how to survive (Hrebiniak, 2016). It is very important to emphasize the need for improving organizational performance; hence, strategic management must encompass measurement systems which shall be consider deployment of strategic responses instead of management criteria, developing management dynamic rather than operations. Othman (2014) enhances that flexibility of organizational growth is through its strategic competitive response in improving its capability to cope with organizational changes. This study intends to assess and identify what are the strategic responses that shall play in order to achieve organizational growth. The study is based on strategic competitive responses models and integrated to improve organizational performance.

1.2 Statement of the problem

Social competitive response, technological response, strategic marketing response as moderated by government policy improves organizational performance of Kenya Power Company in both Kisii and Nyamira Counties.

The modern competitive environment for Kenya Power Company is characterized by performance and achieved growth in its operations especially in electric metering, licensing, billing, and emergency electricity service and customer relations. However its organizational performance is still demanding, for instance KPLC inflates power bills to its customers, postpaid meters are not read they do estimates that lead to illegal connections, the electronic payment system normally breaks making hard for payment of top up tokens on prepaid meters, customers often encounter delays when buying tokens through the pay bills assigned this contributes to power outages, there is exploitation by third party vendors who charge prepaid customers and there is pressure on the payment channel and delayed in installation of prepaid paid meters hence turning away customers (KPLC Report, 2019).

Mwende (2013) analyzed strategic issues management employed by KPLC. The study adopted case study design with 10 respondents to gauge strategic issue management. The study indicated that the company has clear vision and strategy that communicated, but failed to analyze technology in its operations which has not been developed to its performance, thus sample size of the population was too small to respond to competitive environment. Mwikali (2012) examined the response strategies adopted by Kenya Pipeline Company limited to the challenges of oil distribution performance in Kenya. The study aimed to examine social economic response adopted in distribution performance of oil companies. The study only interviewed three (3) managers who involved in management which was not enough to provide enough information. The changes in response management strategies were evidenced with long process of clearing capacity constraints, this failed to analyze social competitive environment on the performance. Thus, this study investigated the role of monopolistic competitive environment responses on organizational performance a case of Kenya Power Company in Kisii and Nyamira counties.

1.3 Objectives of the Study

The overall objective was to investigate the role of monopolistic competitive environment responses on organizational performance a case of Kenya Power Company in Kisii and Nyamira counties.

2. LITERATURE REVIEW

2.1 The Theory Five Forces of Competition

This theory was developed by Michael Porter in 1985. It stated that a firm attempts to analyze the competition in a given business environment. These forces determine the competitive intensity and hence attractiveness in an industry. Porter's analyses of five forces of a firm show the competitive environment of a company. These forces give a company a competitive edge at risk and ensure the profitability. A company must analyze competitive rivalry within the industry (Hult, 2015).

The assumption of the theory of forces is that the competition differs from one sector to another depending on its advancements, diversity and availability of barriers to enter into the sector. Also it looks at the number of competitor's strategies and market shares. Porter's theory of five forces has been criticized by some academicians due to lack of consistency in logical argument in his propositions. Further, competitive environment response may continue to exist for the company even if actions are taken to resolve it in fact, resolution of any strategic response can come in incremental strategic management steps rather than in discontinuous fashion of organization performance (Microlinks, 2009).

The criticism of the theory is that Porter's conclusions lack empirical evidence and has justification with selective forces. This theory failed to acknowledge the pioneers who postulate strategic management widely which lead to misunderstanding. The competition within the sector determines the attractiveness of given industry. This implies that firms work hard to keep their feet on the ground, because of psychological perceptions of competitive environment so that it appears more certain (Pearce, 2017).

This theory is relevant to this study because a company must assess its strengths, weakness, opportunities and threat in the industry as well its competitors. This analysis allows a firm to advance on its strengths beyond unreachable levels by competitors hence gaining a competitive advantage or and building and capitalize on its weakness and those of its rivals. Strategist provides to a strategic response depending on their knowledge of understanding and used to describe the competitive environment responses.

2.2 Empirical Review

2.2.1 Social Competitive response and organizational performance

Matata (2014) investigated the impact of social competitive response on performance of strategic alliances of supermarkets. The study aimed to investigate the effect of social competitive response on performance of Indian firms. The study specific objective was to determine the problem Indian firm's faces, to examine effect of social competition at diverse levels of the polity. The study used case design with 21 firms comprised of 74 respondents. The study used descriptive statistics to analyze data collected from the questionnaire. The study results show that social competitive is unfavourable for strategic managers and their performance. The study

recommended that social competitive should favour for strategic managers and their performance. However, the study did not analyze social competitive response with branding image and customer uptake.

Sage (2015) examined the effect of social competitive response in human capital development in Turkey. The specific objectives were to examine social strategic response to leadership performance, the effect of management strategies on leadership performance. The inferential statistics was used to analyze data collected from 21 respondents. The study results indicated that despite of the countries' abundance in human and social resources-including oil energy was still faced with socio-economic challenges. The study recommended for performance without ignorance to competitive environment, the performance is pleading profusely and thus exhausted intellectually.

Long (2015) studies the effects of social competitive management capability on performance. The study targets 34 respondents. The research adopted exploration design. The correlation analysis was used to establish the link between social response management and performance. The findings show that social response management affect performance of firms is on the application of social competitive strategies. However generic strategies affect the links between social management and performance. The study failed to indicate the influence of social response management on performance. Allen and Helms (2006) established that support for a competitive strategy affect performance. This creates a gap between Social competitive strategies similarly; differentiation approach was the best for performance.

Kleijinen (2013) studied the effects of social competitive strategies on performance management of Telkom Kenya. The role of the study was to determine the effect of strategic management on performance. The specific objectives were to examine the ongoing strategic changes on performance. The study targeted 73 respondents with cross-sectional design. The study found that the strategies are identified with product distribution, technology, and quality relationship as areas where strategic responses. There is social competitive strategies in the public sector had achieved a little performance of the institutions. The firms in the industry are making substantive adjustments in the strategic variable. However, the research found out that firms in the private sector had achieved more than public sectors out of the strategies that they had implemented.

2.2.2 Technological response and organizational performance

Nasution et al (2011) conducted a study on the effect of technological responses on firm performance. The study aims to examine how customers perceive to technology on performance. The study adopted descriptive statistics and inferential statistics. The researcher distributed 78 research questionnaires to the organization. The finding indicates that customer strategic response is related to firm changes in technology to attain high performance. Further, strategic technological responses are the firm's direction for reaching an appropriate behavior in order to achieve long-standing success. The study analyzed by Yang (2012) agreed that customer response are influenced by technology does not affect organizational performance. However, their study did not address the effect of technological response on organizational performance.

Ketchen (2011) examined the relationship between technology adoptions on competitive advantages. The study aims to establish the relationship between role of technology adoptions and competitive advantages. The target population was 234 respondents comprised of employees and management staff. The study used frequency analysis and found that responses to technology had different dimensions, like efficiency and effectiveness and it shows the need of the firm's trend to find out, create and control set of responses suitable to the business

environment. Moreover, technology responses involve the adoption of new trends of doing the firms' activities to embed behaviour that attain performance in most favourable conditions. However, technology response lacks significant results on performance.

Basim(2016) carried a study on technology orientations and organizational performance in Romania. The purpose of the study was to examine the technology orientations of real state banks in Al-Dewaniya province in Iraq. The study presented questionnaire for primary data collection. The collected data comprise of 80 copies distributed in 70 research questionnaires was returned out of them 53 questionnaires was used. The correlation and regression analysis was adopted. The study found that technology orientation was positively related with the bank performance. It also indicated that competitive advantage influences performance. Hence, the concluded that technology orientation reaches the highest performance. However, the study did not address the effect of technology response and organizational performance.

2.3 Conceptual Framework

The conceptual framework shows the relationship between monopolistic competitive environment response and organizational performance.

The independent variables were; social competitive response, technological response and strategic marketing response and organizational performance.

Independent variable

Dependent Variable

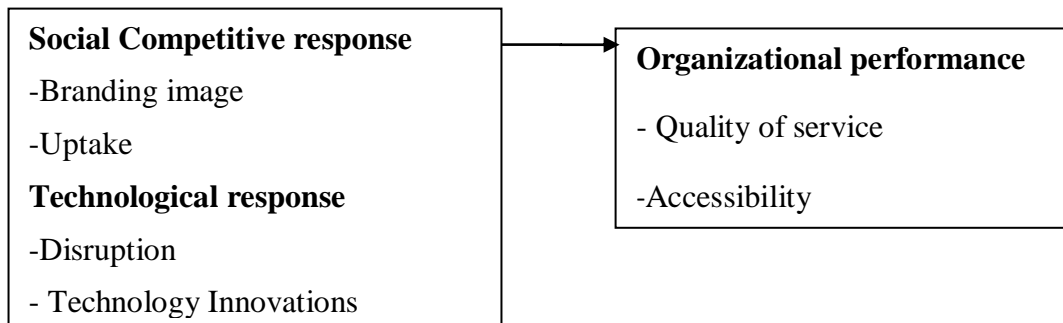


Figure 2.1 Conceptual Framework
Source: Researcher (2020)

3. Methodology And Materials

The study adopted a case study design. The study targeted 218 respondents who were employees of Kenya Power Company working at Nyamira and Kisii Counties this was because of convenience as it had many customers across the counties. The study used stratified random sampling to categorize 65 respondents. Primary data was collected using structured questionnaires. Data collected was analyzed using descriptive statistics.

4. Result and Discussion

4.1 Social competitive response

The study sought to find out the extent to which the respondent's level of agreement with the statements regarding effect of Social competitive response on performance as Table 4.2 presented.

Table 1 Social competitive response

Social competitive response	Mean	Std. Deviation
Brand image value for competitive response	4.49	.539
Engaging customers enables more uptake	3.79	1.130
Adequate social response use low cost to ensure quality of service	4.09	1.184
Efficiency power transmission improve efficiency in operations	4.41	.590
Power distribution is the best route to reduce disruption	4.06	1.025
Valid N (listwise)		

Findings from the study were clear that respondents agreed that employees were encouraged to use brand image value for competitive response with a mean of 4.49 and standard deviation of 0.539, followed by respondents agreeing that efficiency power transmission improve efficiency in operations with a mean of 4.41 and standard deviation of .590. Adequate social response use low cost to ensure quality of service with mean of 4.09 and standard deviation of 1.184, power distribution is the best route to reduce disruption with mean of 4.06 and standard deviation of 1.025, and engage customers to enables more uptake with mean of 3.79 and standard deviation of 1.130 and finally just about same number of respondents were neutral that engage customers to enables more uptake. This disagreed with Munyasya (2014) who postulated that social competitive environment are affected by social changes, cost of operation, and societal concerns over global warming, and increased adoption of strategies in the firms.

4.2 Technological response

The respondents were asked to indicate the extent to which they agree or disagree with the statements regarding the technological response on organization performance of Kenya Power Company. The results were presented in table 2.

Table 2 Technological Response

Technological Response	N	Mean	Std. Deviation
Adequate customer accessibility to serve in case of power disruptions	57	4.56	.663
Adequate accessibility to innovations improves response	57	3.98	.657
As customer responds to technology to gain efficiency	57	4.32	.827
Technology adoption reaches competitive advantage	57	4.48	.599
It offers effective and efficient service delivery	57	4.04	1.017

There are programmes used to ensure no power interruptions	57	3.98	.695
Valid N (listwise)	57		

Findings from the study were clear that majority of the respondents agreed that adequate customer accessibility to serve in case of power disruptions with the highest mean of 4.56 with a standard deviations of 0.663, technology adoption reaches competitive advantage at a mean of 4.48 with a standard deviations of .599, customer responds to technology improves response at a mean of 4.32 with a standard deviations of 0.827, it offers effective and efficient service delivery at a mean of 4.04 with a standard deviations of 1.017 and adequate accessibility to innovations improves response at a mean of 3.98 with a standard deviations of .657 and there were programmes used to ensure no power interruptions at a mean of 3.98 with a standard deviations of .657. These findings did not agree with the findings of Salkic, (2014) who established that strategic technological response in public organizations enables more rational, efficient and effective management of organizational resources which is same as the study at hand. This showed clearly that technologic response was taken into consideration.

Correlation analysis was used to test and determine the relationship between competitive environment responses and organizational performance. The results were presented in table 4.7 below. Social competitive response had a negative correlation (-.124) with .357 not statistically significant at 5%. Technological response had a positive correlation with organizational performance at $r = (.376^{**})$ and .004 was significant at 5%.

Table 3 Monopolistic Competitive Environment Response and organization performance

		Social Competitive Response	Technological Response	organizational performance
Social competitive response	Pearson Correlation	1	-.089	-.124
	Sig. (2-tailed)		.509	.357
	N	57	57	57
Technological response	Pearson Correlation	-.089	1	.376**
	Sig. (2-tailed)	.509		.004
	N	57	57	57
Organizational Performance	Pearson Correlation	-.124	.376**	1
	Sig. (2-tailed)	.357	.004	
	N	57	57	57

From the regression model, R square 36 implied that a change in dependent variable (organizational performance) by 36% can be resulted by variations of the independent variables social competitive responses. R square and adjusted R square were .36 and .115 respectively, hence they were good in making predictions because the model explained positive variation.

Thus, the results agreed with Ketchen (2011) who examined the relationship between technology adoptions on competitive advantages and found that responses to technology had different dimensions, like efficiency and effectiveness and it shows the need of the firm's trend to find

out, create and control set of responses suitable to the business environment. Moreover, technology responses involve the adoption of new trends of doing the firms' activities to embed behaviour that attain performance in most favourable conditions. However, technology response lacks significant results on performance. The study confirmed that competitive environment responses had statistical influence on organization performance.

To test the goodness of fit, the study determined ANOVA as presented in table 4.

Table 4 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.973	3	3.324	3.414	.024 ^b
	Residual	51.606	53	.974		
	Total	61.579	56			

a. dependent variable: organizational performance

b. predictors: (constant), strategic marketing response , technological response, social competitive response

Table 4 showed that the calculated $F= 3.414$, with $P=0.024^b$ less than ≤ 0.05 , thus, there was a positive relationship between competitive environment responses and organizational performance statistically significant; hence the model was fit in predicting the relationships between variables. This concurred with Hult (2015) who concluded that competitive environment responses had a significant influence on organizational performance. The study also indicated that employees use of technology for value maximization. Further organization follows customer responses to technology strategy create customer value difficult to response; it can be sustainable source of organizational performance which allows organizations to enhance less customer oriented idea. Despite, the idea of technology has gained considerable awareness of technology in the organization can enhance greater competitive response which had gained little attention to technology responses.

5. Conclusion And Recommendation

The study concluded that the majority of the respondents were encouraged to use brand image value for social competitive response in improving performance. Kenya Power Company was a monopolistic organization that supplied and connected electricity in the country and it haddone sufficient advertisement that gave it a competitive advantage. Based on correlation analysis, the study concluded that social competitive response had a negative correlation to organizational performance. From regression analysis, the study concluded that social competitive response had a negative regression to organizational performance.

The study concluded that the majority of the respondents were encouraged to use technology to enable adequate customer accessibility in case of powerdisruptions. Kenya Power Company usedtokens on prepaid meters and had a wide power connection network in the country, power bills were sent to mobile phones and KPC used hotline for customers for reporting cases of power disruptions. Based on correlation analysis, the study concluded that technological response had a positive correlation to organizational performance. From regression analysis, the study concluded that technological response had a positive regression to organizational performance.

Engaging customers in Kenya Power Company in Kisii and Nyamira Counties could not enable more uptake of using electricity. Therefore, the study recommended that Kenya Power Company should sensitize and create awareness on the cost and requirements for power connectivity, loan on power connectivity. The study recommended that KPC should lower tariffs they charge customers and do away with standing charges. The study also recommended Kenya Power Company should read postpaid meters accurately on time. Finally the study recommended that Kenya Power Company should sell and supply subsidized power connection electricity materials to its customers at low prices.

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