

**TOP MANAGEMENT TEAM DIVERSITY AND
COMPETITIVE ADVANTAGE OF SAFARICOM
LIMITED, KENYA**

MBITI NICASIO MWANGANGI

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DECLARATION

This research project is my work and it has not been submitted in any university for an award of merit.

Signature..... Date.....

Mbiti Nicasio Mwangangi

D61/65524/2013

This research project has been submitted with my approval as the university supervisor.

Signature..... Date.....

Prof. Justus Munyoki

School of Business,

University of Nairobi

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DEDICATION

This work is dedicated to my late father, Eugenio Raphael Mbiti, and My Late Mum, Loise Mbuya Mbiti. Your words of inspiration and encouragement in pursuit of academic excellence, have inspired me up to this far. May Almighty God Rest their Souls in Eternal Peace.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
KPTC	Kenya Posts and Telecommunication Corporation
TMT	Top Management Team
TMTD	Top Management Team Diversity

ABSTRACT

TMT diversity is a concept that is recently being embraced by firms to ensure that they have a competent top management team that can set strategies and decisions to drive the firm towards achieving competitive advantage. This research was set out to establish the influence of TMT diversity on competitiveness of Safaricom Limited in Kenya. A case study design was employed to enable the researcher to conduct an in-depth investigation of Safaricom Limited through establishing the influence of TMT diversity on competitive advantage of Safaricom Limited. An interview guide was applied to collect primary data by interviewing five Heads of Departments: Finance, Customer Management, Operations Management, Marketing and Strategy and Innovation and data analysis was done using content analysis. The study concluded that the most commonly applied TMT diversity practices were functional experiences, educational qualifications, gender and age. Through TMT diversity practices the company was able to make better decisions and strategies which propelled the firm towards achieving competitive advantage. The study further established that use of TMT diversity practices enabled the firm to enhance its competitive position by producing value adding products and services that resulted to customer satisfaction which minimized customer complaints. The success of Safaricom Limited as the leading telecommunication firm was attributed to creativity and innovation which are critical drivers of TMT diversity. The study recommends the need for telecommunication firms to embrace TMT diversity so as to improve the quality of decisions and effectively implement management practices. This research was limited to scope because of resource and time constraints forcing the researcher to conduct a case study of Safaricom Limited. Thus, it would be advisable for future researchers who have an interest in this field, to do a replica of this study to include all the telecommunication firms in Kenya; findings can then be compared and a conclusion will be drawn based on facts.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Environment where organisations operate is increasingly becoming competitive this has forced organisations to look beyond outside their boundaries in an attempt to address evolving needs of customers. Organisations seek to remain competitive in the market through offering quality products and services at cheaper prices than competitors. Duren et al., (2002) defined diversity as the human attributes that are different from another person's and that are different from those of groups to which another person belongs to. Top Management Team diversity (TMTD) is the extent to which the executive team is heterogeneous with respect to gender, age, academic qualifications, tenure, professional qualifications and functional back grounds.

Theories that anchor this study include Upper Echelons Theory, Dynamic Capability Theory and Organizational Theory. Upper echelons theory asserts that top executives rely on their highly personalized lenses to view situations as they possess experience, personality, and values. Therefore, organizations serve as a reflection of the top management. Nielsen and Nielsen (2012) indicate that dynamic capabilities relates to the capacity of renewing competencies with an aim of achieving congruence with the changing business environment. This is achieved through integration, adapting as well as reconfiguring of both internal and external resources, functional competencies, and skills.

Kenya's Telecommunication industry is facing stiff competition from market players, evolving customer needs and environmental uncertainties which have forced firms to develop ways to cope with this kind of competition. TMT diversity is being considered as a strategy that telecommunication firms can use to maintain their level of competitiveness. Safaricom Limited being one of the leading telecommunication firms hires employees of different backgrounds in terms of age, experience, qualification and gender to improve the quality of input of its employees and creativity (Ongweni, 2015).

1.1.1 Top Management Team

The board of directors in a corporation serves as the most important decision making body. Additionally, the top management that serves as part of the board is equally important for the success of an organization (Otter and Schlesinger, 2010). This emanates from their role in approving major financial and strategic decisions like acquisition and mergers as well as changes in an organization's capital structure. Where firms select directors that have varied characteristics, it is possible to have access to different resources. For instance, if a firm has directors with experience in financial industry, it may prove beneficial while gaining access to investors. On the other hand, if directors have political connections, it may benefit a firm while dealing with regulators.

Nyamongo and Temesgen (2013) assert that there are a number of positions within the top management that comprise of the Chief Executive Officer (CEO), Chief Operating Officer (COO), and Chief Financial Officer (CFO). Irrespective of the position held each manager of the top management, they influence the strategic

decisions of a firm and thus the performance. However, there is a difference in the positions with some seeming more important. For example, the CEO has a responsibility of overseeing all activities of an organization.

Positions like CFO and COO are equally considered part of the top management although the two managers' report directly to the CEO. Other possible TMT positions comprise of Chief Information Officer, Chief Marketing Officer as well as Chief Technical Officer. Strategic decisions within an organization are made by the top management and their quality is reflected through the performance of an organization. According to Awino (2013), quality decisions consider all decisions important and rely on thoroughness. As demonstrated by the upper echelon theory, the top management has an imperative role in influencing the financial position of an organization. It is upon the leaders and directors of an organization to steer their organizations into the right direction through strategic management.

1.1.2 Top Management Team Diversity

According to Bidley and Burbach (2010), diversity relates to an attribute where humans tend to see others as different. Diversity in teams and groups is often perceived as a positive force that leads to effective performance of an organization. This emanates from the greater variance in idea, innovation, and creativity from a pool of diverse individuals that as a result leads to better group performance. In the modern business environment, diversity is becoming a critical factor across the globe where aspects of gender, ethnicity, race, and age among other traits are being recognized. There are threats and challenges associated with diversity in the workplace especially due to globalization. As a result of rapid globalization, there

have emerged extended markets as well as changes in demographic measures. Additionally the merit of both evaluating and managing diversity has gained significant attention. This is based on the varied work environments together with challenges that affect the diverse decision makers and the diverse workforces.

According to Munjuri and Maina (2013), organizations that adopts a diverse workforce benefits from creative decision making, better products and a satisfying work environment because the involved employees feel encouraged and thus contribute towards achieving overall organizational goal. This improves employees' knowledge because of shared information and experiences that as a result improves organization's performance. In their study, Munjuri and Maina (2013) focused more on cultural diversity. The study participants were four thousand employees working in the banking sector drawn from three branches within Nairobi. Workplace diversity was found to be effective in enhancing employees' performance especially in both managerial and non-managerial positions although the impact was less for the non-managerial positions. Various researchers have examined how organizations performance is influenced by diversity in top management and realized varying findings. Darmadi (2013) found out that CEOs with degrees acquired from prestigious domestic universities recorded better performance significantly while compared to their counterparts without such qualifications. These findings are supported by a study carried out by Ujunwa (2012) who found that qualified board members performed well unlike those who were not unqualified.

1.1.3 Competitive Advantage

According to Buttle (2010), it is possible to examine competitiveness from varied dimension that comprise of industry, country, and firm level. Organization level of competitiveness is attributed as the firm' ability to design products and services that are superior to those of the competitors. It is equally possible to look at competitive advantage from lowered costs or products and services that command high prices. Critical competitive elements comprise of flexibility, speed, adaptability, agility, and capability. It is also possible to view competitiveness from a competency approach where emphasis is directed at contribution of the internal factors like competencies and strategy towards innovation that serves as a resource for competitive success. Furthermore, competitiveness may be described as a process that helps an organization in assessing the performance of its crucial processes like human resource, technology as well as operations management (Hsu, 2010). The current study will examine competitive advantage through customer satisfaction, value addition, and minimization of costs.

According to Nyamongo and Temesgen (2013), competitive advantage source in the modern world has shifted towards assimilation and creation of wealth. Modern organizations invest heavily in research and development to help in acquiring knowledge. This happens with an aim of helping an organization to make strategic moves that are associated with competitive advantage and sustainability by impacting significantly on efficiency, customer satisfaction, and efficiency. In a study conducted to understand the significance of competitive advantage to organizations, the researchers found out that as a result of cut-throat completion, organizations are willing to go an extra mile while addressing customer needs to a level where they go

beyond customer expectations by value-addition to the products and services provided. Otter and Schlesinger claim that competitive advantage to a significant level is dependent on the capacity of a firm or industry to invest in upgrades and innovation. Organizations achieve advantage alongside competitors as a result of challenge and pressure. Green and Burke (2011), equally support this notion of competitive advantage by claiming that organizations become more competitive when faced by strong rivals and an increased demand of customers together with aggressive home-based suppliers.

1.1.4 Telecommunication Industry in Kenya

The splitting of Kenya Posts and Telecommunication Corporation (KP&TC) took place in 1999; this gave an opportunity for reforms in this sector. This was intended to allow competition and growth of the sector (Okuttah, 2016). In 1994-2004, the number of mobile subscribers increased tremendously in the country. In year 2006, usage of mobile phones increased 6 million people in a population of 37 million Kenyans used mobile phones. This has a detrimental effect on the use of landlines which were previously used. In 2009, costs of mobile services rose up to 27% of monthly income in Kenya (Dholakis & Kshetri, 2005). In 2012, the country attained a mobile penetration of 75.4% which was greater than the average in Africa, which was 65%. The rise and usage of mobile phones in Kenya's economy was felt even at the lower end whereby Kenyans living on less than \$ 2.5 USD per day, 60.5% used mobile phones (Arunga & Kahora, 2007) Kenya has 37.8 million active mobile phone users consisting of internet-cum-data market. This translates to a tune of 21.6 million users (Scott, Batchelor, Ridley & Jorgensen, 2007).

Telecommunication industry consists of 3 key players. This includes Safaricom Limited, Airtel Kenya and Orange. So far, Communications Authority of Kenya has licensed four mobile phone operators, they are Safaricom Limited, Airtel Kenya and Essar (Yu) ; whereby all of them are international operators) including internet service providers such as Wananchi and Jamii Telkom. This has taken place in duration of 15 years (Omae, Langat & Ndung'u, 2015). The emergence and use of mobile phones led to liberalization of the Telecommunications sector; whose two main players were Telkom Kenya (the former state-owned monopoly) and Safaricom Limited (Toili, 2010). Telecommunication industry adopts radical and incremental innovations. Incremental innovation is interspersed when necessary with radical and transformational change. An example is Safaricom Limited that have upgraded the speed of the internet to 4G which is much faster compared to 3G and the introduction of MPESA that has enabled money transfer using a mobile phone. It has constantly recorded incredible growth in terms of increase in customer numbers and asset growth. Thus, for Safaricom Limited to survive in the market it has devised innovative strategies to effectively cope with environmental changes and remain competitive (Letangule, 2016).

1.1.5 Safaricom Limited in Kenya

Safaricom Limited commenced its Global Systems for Mobile Communications (GSM) operations on 16th of May, 2002 when it was publicly listed. The company is partly owned by the government of Kenya (35 percent), Vodafone 40% and 25% which is in the hands of a multitude of independent investors. Safaricom is a leading provider of converged communication solutions that includes voice, video and data requirements (Omae et al., 2015). According to Toili (2010), the company offers a

broadband and high-speed data to its clients through 3G network. Other products and services include Mpesa and internet. Over time, Safaricom subscribers have increased from 856,000 in 2003 to an estimated 23 million in August 2015.

The company's market share has increased from 56% in 2001 to 80% in 2015. The key factors that has led to this form of growth is innovation, a high coverage, quality network and a broader distribution channels including a competent management team and a robust brand. Safaricom Limited's network is approximately 80% with over 550 dealers whom are exclusive to the firm and an additional 36,000 sub-dealers who only deal with Safaricom products. The company's capability to understand different needs of their customers and to offer products and service that cater for their market segments is instrumental in enhancing their sales and performance (Odeon & Aligula, 2015).

1.2 Research Problem

As organisations continue to do business in the environment, the understanding of diversity in the composition of organisation is critical since it affects outcomes such as creativity, efficiency, satisfaction and overall performance of an organisation. Carson and Mosley, Boyar (2014) explain that to survive and remain competitive in the market, organisations need to become more diverse in terms of employee traits so as to effectively enhance on their creativity, innovation and quality of decisions.

Shaw and Barrett-power (2012) argue that diversity is increasingly becoming an important factor in the life of an organisation as organisations become diverse in terms of age, gender and educational backgrounds.

Kenya's telecommunication industry is facing stiff competition, this has forced telecommunication firms to devise coping mechanism in order to confront this form of competition and survive in the environment. The quality of human capital is one of ways that Telecommunications firms are considering as an effective approach to compete with other market players. Kamau (2015) explains that TMT diversity improves employees' quality of input and this contributes towards organisational performance.

Researches have been done in the area of TMT diversity and competitive advantage: Simons, Pelled and Smith (2012) found that a significant linkage between TMT diversity and organisational performance in service sector in US. Miller, Linda and William (2010) tested the link between TMT diversity and organisational performance in the banking sector in the U.S and the findings showed that TMT diversity was positively linked to successful strategy implementation and overall bank performance. Carson, Mosley and Boyar (2014) found an insignificant relationship between TMT diversity and organisational performance.

Kilika and Oduor (2018) found a significant relationship between TMT diversity and firm performance and the findings depicted that CEO and TMT traits contributed in enhancing TMT functional expertise. Kamau (2014) found that TMT diversity was positively correlated to successfully strategy implementation among commercial banks. Awino (2013) found that TMT diversity was significantly to firm performance. While researches (Kilika & Oduor, 2018; Kamau, 2014) have been done in relation to TMT diversity and organisational performance, limited focus has been given to TMT diversity on competitive advantage of Telecommunication firms particularly

Safaricom Limited. This study sought to determine the influence of TMT diversity on competitive advantage of Safaricom Limited and was guided by the following study question: What is the influence of TMT diversity on competitive advantage of Safaricom Limited?

1.3 Research Objective

The objective of this study was to establish the influence of top management team diversity on competitive advantage of Safaricom Limited in Kenya.

1.4 Value of the Study

Scholars will find this study useful especially the theories supporting this study; they will widen their understanding on the theories proposition, constructs, prediction of the study variables and their relevance to this study. Moreover, they will understand how top management team diversity affects top management team diversity. Researchers, who are curious about this field of study, can utilize the study findings as a basis for future research.

Research findings might be beneficial to policy makers; Communication Authority of Kenya, in setting policies that encourage Telecommunication firms to look top management personnel beyond Kenyan boundaries in order to achieve diversity and boost the firms' competitive advantage. This will enable Telecommunication firms to make quality decisions and enhance their level of competitiveness and dynamism in the market.

The management of Safaricom Limited and other Telecommunication firms will find this study to be of great value. It will inform the common top management team diversity practices that an organisation can adopt to boost the quality of its input through ideas and strategic decisions. This will enable Telecommunication firms to successfully implement strategies and enhance their competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review. It gives a discussion of the theories, strategic management practices, and the effect that strategic management practices have on emergency response. This has been discussed through empirical studies conducted globally, within the region and locally. The chapter also covers research gap(s) and a summary.

2.2 Theoretical Foundation

This section provides a detailed coverage of theories guiding this study. These theories are Upper Echelon Theory theory, Dynamic Capability Theory and Organizational Theory. A proposition of these theories has been given, theoretical developments, assumptions, critics and relevance to this study. Below is the discussion:

2.2.1 The Upper Echelons Theory

The upper echelon theory was developed by Hambrick and Mason in 1984 and the theory asserts that top-level management characteristics determine strategic choices (Green and Burke, 2012). Always, strategic decisions are used in running organizations and the decisions are impacted by the traits of the top management team. The characteristics described by the upper echelon theory impact the running of organizations. According to the theory top management teams have specific characteristics that comprise of education, functional tracks, socio-economic roots, and career experiences. The theory is deeply rooted in organization's behavioral

theory. The theory's primary assumption is that the limitations of humans are influenced by the perception and evaluation as well as decisions regarding the problems of an organization that as a result influences the choices and behaviors of an organization. According to Green and Burke (2012), diversity in top management is associated with positive impact while resolving complex issues. However, there is a possibility of communication issues to lead to difficulties thus making it possible for the benefits of homogeneity and diversity to be reflected in the performance of a team.

According to the upper echelons theory, top executives perceive their situations through their lenses that are highly personalized. This personalized construal of strategic situation emanate from the values, experiences, and personalities together with other human factors possessed by the executives. Therefore, based on the theory, firms are a reflection of the top executives. According to Otter and Schlesinger (2010), top executives subjected to high level of challenges have little time to think about decisions and thus rely on mental shortcuts while at the same time relying on their individual backgrounds. Therefore, the relationship between managerial traits and a firm's outcomes improves with an increase in managerial challenges. In an environment where managers are exposed to lower level of challenges, their decision making tends to be more thorough and rarely use their personal experiences. As such, the connection between the theory's characteristics and organizational outcomes ought to be weaker.

2.2.2 Dynamic Capabilities View Theory

Prahalad and Garry developed the theory of dynamic capability through a “multinational strategy research that led to the organization’s core competence (Rosensweig, 2011). The theory puts emphasis on an organization’s capacity to purposively adapt in its resource base. Hamel (1989) refer to dynamic capability as an outgrowth of multinational strategy titled “core competencies of the corporation.” Dynamic capabilities idea is the same as those of previously existing model of operational capabilities. However, the latter relates to an organization’s current operations whereas the former relates to the capacity of an organization to change operations and also develop its resources in an efficient and responsive manner (Denrell & Powell, 2016). The primary assumption of the framework is that the basic competencies of an organization should be used in creating short-term competitive positions that are possible to develop into long-run competitive advantage. Some authors attribute dynamic capabilities as the ability to incorporate, put up, and reconfigure both internal and external competencies in addressing unstable environments. The emergence of dynamic capabilities is based on a major limitation of the resource-based view (RBV) of an organization.

Brodie et al. (2016) posit that those against RBV assert that the model ignores aspects that surround organisational resources while making non-existent assumptions. As opposed to a mechanistic structure, adoption of dynamic resources takes place efficiently and this boosts the organisation’s competitive advantage and exceeds stakeholders’ expectations. While RBV asserts that resource selection, this case is different with dynamic capabilities as more emphasis is directed to review as well as enhancement of resources. According to Rosensweig (2011), dynamic capabilities are

important for firms with a long-term goal of succeeding and become sustainable in a business environment that is unstable and ever-changing. The theory emphasizes on using core competencies in adjusting to short-run competitive position that is relied in creating long-run competitive advantages. Critics of the theory point on issues like lack of a theoretical background, inconsistency of explanations as well as logical inconsistencies (Brodie et al., 2016).

2.2.3 Organization Theory

Organization theory seeks to understand organizations with an aim of identifying structure and patterns while solving problems, maximizing productivity and efficiency as well as meeting stakeholders expectations. The theory then applies the identified patterns in formulating normative theories relating to the best way of managing organizations. According to Kock et al. (2011), in every organization, goal setting serves as one of the crucial control systems because it is part of the appraisal process and helps in managing human resource effectively. Ayadi et al. (2010), asserts that the ability of an organization to learn faster than the consequent competition is the only sustainable competitive advantage in the long-run. To achieve effective functioning of an organization, a worker must be chosen carefully for a given specialization, trained specifically for that particular role, and placed in the hierarchy of the organization under the control of a suitable supervisor Awino (2013). A different perception by Fayol in 1949 argues that strict rules relating to the distribution and control of power is the most important in an organization (Awino, 2013).

Goal setting together with performance are believed to have a close connection as demonstrated by Anderson (1988) in his argument that integrating and coordinating activities and objectives or specialized sub-systems with a purpose of achieving the overall firm's strategic objectives is crucial (Ayadi et al., 2010). A strategic plan serves in enabling an organization achieve a sustainable edge while compared to its competitors in the best manner possible. Therefore, strategic planning relates to an attempt to improve an organization's strengths while compared to its competitors in a manner that is not only efficient, but equally effective. The focus is directed at the company's direction together with actions that are imperative in improving its overall performance. According to Awino (2013), there are a variety of factors that contributes to the growth of a firm.

One such factor refers to the fact that growth is a by-product of a successful strategy. Another factor is that growth is sought deliberately as it serves in facilitating the management goals. Thirdly, growth limits the vulnerability of an organization to the consequences associated with the environment where it operates. Kock et al. (2010) claim that one of the leading causes of learning disabilities is where individuals form a strong identification with their respective positions. This leads to a situation where individuals become a function of their positions and only consider themselves in specific roles and fail to see their roles as part of the general system.

2.3 Top Management Team Diversity and Competitive Advantage

Tine, Boone, Walter and Matthyssens (2011) tested the link TMT diversity and organisational performance of technology firms in Netherlands and Belgium. The study employed a descriptive survey using a dataset of 33 technology firms. The

moderating role of three CEO attributes (professional background, status as founder, age, and experience with other TMT members) were tested between TMT functional diversity and firm performance and the results showed that CEO and TMT traits enhanced functional competencies and overall organisational performance. Umans (2013) tested the link between top management team cultural diversity and firm and the intervening role of firm ambidextrous orientation. A descriptive survey was employed comprising of 82 CEO of Danish and Swedish listed firms.

The results depicted that TMT cultural diversity influenced firm performance negatively as a result of the declining level of ambidextrous orientation as a consequence of TMT diversity. The results further revealed a positive relationship between TMT cultural diversity and competitiveness. Mutuku, K'Obonyo and Awino (2013) tested the link between TMT diversity, quality decisions and performance of commercial banks in Kenya. A descriptive research design was employed in a population of 43 commercial banks. Both primary and secondary sources of data were used. Primary data was collected using questionnaires from Heads of Human Resources and their assistants. Secondary data was got from bank annual reports, bulletin and company repository. TMT diversity attributes that were studied included age, gender, educational background, tenure (top management) and the functional background. Balanced score card measures were employed to assess performance. It was found that quality of decisions had a significant effect on the link between TMT diversity and bank performance.

Katrin, Soren and Alexander (2011) investigated the effectiveness of TMT diversity, strategic innovation and performance of service firms. A cross-sectional survey was employed in a population of 100 companies. Data was analysed using a regression analysis and descriptive statistics. The results showed that TMT diversity (heterogeneity, functional industry and organisational background) was positively related to firm innovation orientation. A strong and proactive focus was found on emerging customer needs and novel technologies which resulted into development of a portfolio of new products that had higher market newness and technology; this resulted into an increase into overall firm performance. It was concluded that TMT traits was a critical antecedent for innovation strategy and outcomes.

Mehra, Angelmar and Kilduff (2013) examined the effect of TMT diversity and firm performance of 35 simulated firms in Europe. A descriptive survey was utilized to test the link between TMT diversity and firm performance. The study population involved 35 simulated firms consisting of a total of 159 managers that attended executive education programs. Data was analysed using panel data regression and descriptive statistics. The results showed that employees from teams that recorded better performances had different backgrounds (age, experience, education).

Cognitive diversity was significantly linked to firm performance. Homberg and Hong (2013) explored the effectiveness of TMT diversity and competitive advantage of technology firms in US and the findings showed that TMT diversity impacted positively on top executives' quality of decision making. A positive and significant relationship was found between TMT diversity and firm competitiveness.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology that was applied to realize the research objective. Research methodology is an approach that is used to identify design for research and enable the researcher to collect and analyse data with the goal of addressing the research question. The sections discussed in this chapter include research design, data collection and data analysis.

3.2 Research Design

A case study research design was adopted in this research. This design enabled the researcher to do an in-depth investigation regarding the study object. Maxwell (2007) indicates that a case study focuses on a single unity of analysis; which is Safaricom Limited in this case. It involved a problem or an event; an actual or a hypothetical situation. The researcher applied this design to establish the influence of TMT diversity on competitive advantage of Safaricom Limited.

With the help of this design, the researcher sought information from interviewees to establish a deeper understanding of how TMT diversity impacts on competitive advantage. The choice of this form of research design was because the researcher was able to get first-hand information that was considered reliable and more accurate. Yin (2005) avows that with the help of a case study, the researcher is able to get data using different methods which includes observation, interviews, video data an audio.

The main advantage of this kind of design was that it used prior development of hypothesis to guide investigations in collecting and analyzing data.

3.3 Data Collection

An interview guide was applied for data collection. The data was collected through interviews with five heads of departments. These included the Head of Strategy and Innovation, Head of Finance, Head of Customer Management, Head of Operations Management and the Head of Marketing. This group of interviewees was believed to be knowledgeable and experience on matters relating to TMT diversity and competitive advantage since they were involved in key decisions regarding strategic formulation and implementation for corporate and departments.

Interview guide questions and their formulation was guided by research objective which was determining the effect that top management team diversity has on competitive advantage of Safaricom Limited. Interviews were conducted on a one-on-one basis with the aforementioned departmental heads. All the necessary arrangements about interviews was made to ensure that interviews were conducted at a convenient time so as to create sufficient time for carrying out interviews and to respond to all the questions asked by the interviewer. Secondary data sources was derived from Safaricom Limited repository and weekly bulletins and annual handbooks.

3.4 Validity and Reliability

3.4.1 Validity

The researcher conducted validity testing to detect whether there are traces of contrary evidence and divergent cases. The researcher paid much attention on key counterarguments and limited attention to debatable issues, key issues were identified and elaborated and weak areas were highly considered. However, the researcher might opt to look at these matters shallowly to avoid demeaning supporting examples and evidence. The researcher carried out a continuous comparison of findings from all interviewees and then a conclusion was drawn based on the consistency of responses and similarity of thoughts.

3.4.2 Reliability

Unlike other approaches of data collection, interviews are regarded as unreliable due to their subjective nature. Like any other approach, interviews are expected to collect the right information. This implied that data collected from an interview was reliable to enable the researcher to realize the study objective (Canger & Kelman, 1994). The researcher observed reliability by ensuring that interview questions were effectively designed, questions utilized in the interviews were consistent and all interviews had similar structure and clear requirements.

3.5 Data Analysis

The study employed content analysis. Creswell (1994) notes that content analysis involves an empirical scientific method which is applied to draw a conclusion about content in different forms of communication for instance observation protocols. Content analysis is also referred to as text analysis approach used in qualitative social

researches. Willig (2008) puts emphasis that reading of texts is qualitative even when an individual decides to convert any content into numbers by the way of counting. Textual data was presented in an essay form, different responses from secondary sources and raw information was discussed in line with study objectives.

Presentation of data analysis was achieved by making inference to the literature review in order to address the research questions by finding out whether the findings contradict or collaborate with the literature. The researcher achieved this by identifying patterns and themes. Important questions might be raised to find out if the findings realized conform to the empirical findings and the theories. Examination was done based on analysis frequency.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter gives a summary of findings that have been achieved using content analysis. The underlying objective of this study was to establish the effect that TMT diversity have on competitive advantage of Safaricom Limited. The sections that have been discussed in this chapter include, background information, TMT diversity applied by Safaricom Limited and how TMT diversity leads to competitive advantage of Safaricom Limited.

4.2 Demographic Information

The interviewees worked in Finance, Operations, Marketing, Customer Management and Strategy and Innovation departments. These departments were appropriate to give information on TMT diversity and competitive advantage.

Interviewees' held the following positions in the company; Marketing Manager, Finance Manager, Operations Manager, Strategy and Innovation Manager and Customer Management Manager. These categories of respondents were directly involved in key decisions concerning TMT diversity and competitive advantage thus they understand the effect that TMT diversity had on competitive advantage.

Two of the interviewees' were holders of first degree while the other two were Master's graduate and one of them held a PhD degree. This was an indication that the interviewees were in a better position to understand the questions and provide accurate and reliable responses.

Majority of the interviewees had worked for a period of more than 5 years at Safaricom Limited, meaning that they had relevant experience in top management leadership and cultural setting and how this impacted on the company's competitive advantage.

With regard to the present position of the interviewees, the study found that most of the interviewees had worked in their current positions for a period exceeding 3 years; these implied that they had acquired experience concerning TMT diversity and competitive advantage.

4.3 TMT Diversity in Safaricom Limited

Regarding the most popularly used TMT diversity practices by Safaricom Limited, the interviewees universally concurred that functional experiences, age of TMT, educational background and gender were commonly used TMT diversity practices. The interviewees pointed out that through functional experience, Safaricom Limited gained from technical skills and innovation. A few interviewees indicated that age diversity enabled the company to avoid the risk of narrow group thinking. These findings are consistent to the observations by Haro et al. (2011), who found that functional and educational diversity of TMT were essential components in realizing organisational strategic goals. He highlighted that TMT consisted of executives with

specialized skills, and experiences in different sectors with vast experience in professional areas. He argued that TMT diversity created an environment for tapping expertise and knowledge and driving strategic goals of the firm.

Interviewees agreed that the best TMT diversity practices employed by Safaricom Limited were functional experience, educational background, age of TMT and gender differences. Some of the interviewees pointed out that through functional experience and age, the TMT were able to approach problems using different approaches, and to make decisions when faced by different situations. The other two interviewees note that that the success of the company was primarily dependent on the quality of decisions made by the top management team. While emphasizing the importance of gender diversity in TMT, the interviewees agreed that gender representation was a critical component that demonstrated compliance with the gender rule. These findings are harmony with a study by Homberg and Hong (2013), who opined that functional diversity and educational diversity were essential components in enhancing overall cognitive ability of TMT. The study further established that top management team of service firms in the U.S, who were educational and functional diverse made quality decisions. Gender diversity at the top management was associated to organisational performance since employees of different gender felt adequately represented at the top management level and thus were part of the organization. In another study by Zahoor (2016), it was concluded that gender diversity was essential as firms whose TMT had more female than males' attained competitive advantage.

The interviewees unanimously agreed that gender was the least TMT diversity practice adopted by Safaricom Limited. Although gender was highly regarded as an

important TMT diversity practice, it had minimal long-term gains on corporate governance of the organisation. These findings are consistent to the observations of Talke et al. (2017) who found that gender had limited potential gains on corporate governance. Another study by Hambrick and Mason (1984) established that female CEOs recorded negative or no contribution on organisational performance.

On whether the TMT of Safaricom Limited was drawn from diverse ethnic groupings, the interviewees unanimously agreed that the top management team in Safaricom Limited is drawn from different ethnic groups. Additionally, interviewees claimed that looking at the various ethnic groups in Kenya where the company primarily operates; the top management is partly balanced to serve as a representation of the society that the company serves. The interviewees further pointed that the fact that chief executive officer (CEO) was an expatriate and there are also other expatriates working in top management positions was evident that Safaricom Limited embraced diverse cultural groupings. As explained by the respondents, this was seen as a means of ensuring expertise and societal representation however, racial ethnic diversity in the executive management was positively related to organisational performance. These findings contradict a study by Umas (2013) who concluded that there cultural diversity was negatively related to firm performance because of decline in the level of ambidextrous orientation.

Although the interviewees pointed out of an existence of age gaps in the TMT as a diversity practice, they were less supportive of the practice, as less important to the performance of the organization. These views are partly associated with the findings from a study conducted by Talke (2011) where the researchers pointed out of an

existence of positive and negative effects on organisational performance. The connection between age of TMT and positive-negative organizational performance is associated with the issue of tenure and functionality. It is not always the case that aged people are functionally the best compared to the young generation and thus there is a negative correlation between this practice and overall organization outcomes.

When asked whether their TMT comprise of members who had diverse technical abilities, four of the interviewees reported that the top management of Safaricom Limited comprised of individuals with vast technical capabilities. The respondents claimed that while professional skills were key among members of the top management, technical capabilities were equally deemed essential as their consideration led to a rich pool of talent. From the response of the study participants, some of the individual members of top management in Safaricom Limited possess both professional skills and technical abilities in certain fields. For instance, they pointed at a case example of persons with both abilities in accounting and also in computer science. These findings are in line with the observations of Gomez-Haro *et al.* (2011) who insisted on the importance of TMT possessing different technical abilities. From the study findings, the researchers revealed that a TMT comprising of members with diverse technical abilities is positively associated with success. This is influenced by the fact that these individuals possess actual capabilities essential in driving innovation and creativity.

In respect to the issue of accommodation of team diversity among team, the interviewees supported the view that the TMT of Safaricom Limited employs strategies to ensure geographic diversity. The interviewees claimed that the fact that

the TMT comprises of individuals from diverse geographical background is a clear indication that the firm has a clear set structure where geographical background is a critical consideration while hiring or promoting individuals to top management positions. The interviewees reported that individual's documents that capture their geographical backgrounds together with other skills and capabilities were considered when recruiting individuals to top management in Safaricom Limited.

According to the respondents, this trend is equally replicated in other teams formed within the organization tasked with specific roles. In line with these, Munjuri and Maina (2013), posit that use of a diverse workforce that comprises of persons from varied geographical backgrounds has vast benefits. These benefits comprise of creative decision making, satisfying work environment, and better products. Munjuri and Maina (2013) further claim that in the modern globalized world, companies that intend to succeed and remain sustainable have no option but to ensure they observe geographical diversity in their teams. With Safaricom Limited already recognizing geographical diversity as a critical component in their teams, it serves as an indication that the firm appreciates geographic diversity.

4.4 TMT Diversity and Competitive Advantage of Safaricom Limited

As to whether the adoption of TMT diversity improved to the company products and services, all the interviewees were in agreement that the perceived adoption of TMT diversity to have played a major role in adding value to the products and services of Safaricom Limited. The interviewees further argued that Safaricom Limited continuously evolved since its establishment due to better decision making by the top management, they claimed that TMT diversity within the company encouraged

innovation and creativity, which as a consequence added value to products and services offered by the company. The positive connection between TMT diversity and value addition to products and services is supported by the study conducted by Tine et al. (2011). In their study, Tine et al. (2011) evaluated the connection between TMT diversity and the performance of organizations in technology firms drawn from Belgium and Netherlands. Some of the TMT diversity aspects tested by the researchers comprised of age, professional background, and experience.

From the study findings, it was revealed that TMT traits enhanced overall organizational performance. Safaricom Limited TMT diversity encompasses these tested traits by Tine et al. (2011), an indication that this has led to increased value of products and services offered by the company.

The interviewees unanimously agreed that TMT diversity contributed positively towards improving the firm's competitive position by producing quality products and services at competitive rates than competitors. The interviewees indicated that through TMT diversity Safaricom Limited was able to maintain its competitiveness as a market leader in the Kenyan telecommunication industry. Other than having more than 28 million active subscribers, the respondent pointed to other products and services like mobile money and data services. With competitors far from closing the gap between them and Safaricom, the interviewees attributed this competitive edge maintained by their company to the adoption of TMT diversity, which they associated with quality decision making, thus setting the firm a step further from its competitors. Previous researchers on this subject have demonstrated a positive relationship between TMT diversity and competitive advantage. In a study conducted by Katrin et

al. (2011) in a population of 100 companies, the researchers found that TMT diversity was associated with competitive advantage. The researchers found competitive advantage associated with TMT diversity to emerge from the associated strategic innovation. A pool of diverse TMT is associated with improved skills with as a result is associated with innovation orientation in a firm.

In a global market environment where competition is very, for a firm to maintain a competitive advantage, innovation orientation is deemed critical. On the issue of TMT diversity in improving the quality of decision making within Safaricom Limited, the interviewees completely agreed that there was a positive connection between these aspects. The respondents were quick to point out that the diverse individuals in top management within the firm bring vast wealth of ideas and experiences from their past backgrounds help in improving the quality of decision making. To the study participants, if the top management in Safaricom Limited was not making quality decisions, the firm would not have remained a market leader for close to two decades since it was established.

The connection between TMT diversity and improved quality of decision making within organizations is supported by Awino (2013). According to Awino (2013), TMT diversity improves decision quality because it empowers the cognitive ability of a group thus leading to effective decisions. To succeed and remain in the competitive environment, there is need for the management to effectively equip them with adequate information and consequently transform that information into action. Towards coming up with effective as well as innovative solution, decision comprehensiveness is deemed imperative. For a diverse TMT, it is easier to arrive at

quality decisions as opposed to a situation where TMT comprises of persons with similar backgrounds.

The interviewees also agreed unanimously that TMT diversity enabled them to minimize customer complaints within Safaricom Limited. Interviewees reported that customer complaints in the telecommunications industry was still rampant despite huge efforts by the company to invest in innovation and modern technologies.

However, the interviewees largely attributed the decline in customer complaints to TMT diversity due to quality of decisions; continuous investment in technology and research and development which contributed to improved quality of services leading to reduced customer complaints. These findings are consistent to a study by Katrin *et al.* (2011), who found that TMT diversity was associated with better decision making, this resulted into minimized customer complaints since TMT easily identified and addressed the issues leading to customer complaints through quality decisions and use of strategies.

All the five interviewees agreed that TMT diversity enabled Safaricom Limited products and services to compete in high-priced markets. Interviewees were in agreement that despite Safaricom charging higher costs on voice calls, data services, and mobile money transfers than its competitors, it still remained competitive. To the interviewees, TMT diversity enabled the firm to be proactive as opposed to reacting to emerging customer needs and thus always remains a leader. Due to better decision making practices associated with a diverse team in top management, the respondents believe that Safaricom Limited will continue to serve as the leader in the

telecommunication industry in the Kenyan market and ensure sustainability. This view is supported in the work of Awino (2013) where the author attributes diversity with decision quality based on its ability to enhance cognitive ability that results into effective decisions. Quality decision is characterized by high prices; quality of services delivered plays a critical role in determining a firm's position as opposed to price. Therefore, where TMT diversity leads to quality decision making, it translates to better services, which as a result lead to a competitive edge as direct substitutes fail to effectively meet the intended purpose.

Lastly, the interviewees generally pointed to market growth and continuous profitability as the greatest achievements of Safaricom Limited since it was established close to two decades ago. From the interviewees' point of view, quality of decisions was associated with TMT diversity has made Safaricom to achieve significant market growth where the number of subscribers continued to increase annually. According to the interviewees, TMT diversity had largely enabled Safaricom Limited to maintain its commanding market share and growth. The interviewees also pointed out that profitability was one of the greatest achievement made by Safaricom Limited; this was largely attributed to quality of decisions and strategies put in place by the TMT.

Safaricom Limited was able to develop survival strategies by continuously investing in innovation and research and development, and this enabled the firm to maintain its competitive position over its rivals. These findings are supported by Katrin *et al.* (2011), who found firms that had diversified their TMTs were able to make effective decisions and as such, they were able to address the changing needs of the consumer

through adopting swiftly in the environment by investing in modern technologies and research and development. Such firms recorded profitability and rapid growth.

4.5 Discussion of Findings

The most popularly used TMT diversity practices within Safaricom Limited, the interviewees were in agreement that educational background, age, gender, and functional experiences were the most applied TMT diversity practices. These practices were associated with innovation and technical skills development.

A previous study by Haro *et al.* (2011) supports these findings as it revealed that educational background and functional diversity of TMT were critical towards realization of strategic goals of an organization. Two of the interviewees pointed to quality of decisions at TMT as crucial to the success of Safaricom Limited while the others pointed to age, gender, educational, and functional experience. These findings are consistent with those of Homberg and Hong (2013), who found educational and functional diversity as essential in improving the cognitive ability of TMT.

Interviewees claimed that Safaricom Limited's least important TMT diversity practice was gender. Talke *et al.* (2017), supports the position that gender is the least important TMT diversity practice because the researchers associated this practice with limited potential benefits on corporate governance. The interviewees concurred that the TMT of Safaricom Limited was drawn from diverse ethnic backgrounds. To the interviewees, this is aimed at ensuring societal representation and has a positive connection to organizational performance. However, these findings are against those of Umas (2013) as he established a negative connection between cultural diversity and

organizational performance. All the interviewees agreed that members of TMT at Safaricom Limited possessed diverse technical abilities, which they associated with a rich pool of talent. Previous findings from Gomez-Haro et al. (2011) support the importance of TMT to possess diverse technical abilities. On the issue of team diversity, the interviewees were on the view that TMT of Safaricom Limited has put in place strategies towards ensuring geographic diversity, which they deemed crucial for the success of the organization. These findings are supported by a study conducted by Munjuri and Maina (2013) where the researchers found that observing geographical diversity in modern organizations is a recipe for success.

The interviewees concurred that TMT diversity improved the organization's products and services through value addition. These findings are supported by a previous study by conducted by Tine *et al.* (2011) where the researchers found a positive relationship between TMT diversity and value addition. The interviewees agreed that TMT diversity was positively associated with competitiveness of Safaricom Limited products and services than its competitors. These findings concur with those of Katrin *et al.* (2011) where TMT diversity was found to be a source of competitive advantage. TMT diversity and improved decision making within Safaricom Limited, the interviewees concurred that a positive correlation between the two aspects. This was associated with vast wealth of ideas possessed by members of the TMT. A positive relationship between TMT diversity and quality decisions is supported by a study by Awino (2013), where the researcher found diversity to empower cognitive ability thus translating to quality decisions.

The interviewees agreed that TMT diversity with minimized customer complaints within Safaricom Limited. Regarding the connection between TMT diversity and enabling Safaricom Limited to compete in high-priced markets for products and services, the interviewees unanimously drew a correlation between the two aspects noting that the firm remains competitive. These findings are in line with those of Awino (2013), where the researcher connects TMT diversity with quality decisions, which as a result translate to better products and services. Market growth together with profitability was noted as the greatest achievements of Safaricom Limited by the interviewees. To the interviewees, quality decisions as a result of TMT diversity has made the company continue to be the market leader.

These findings are consistent with those of Katrin *et al.* (2011), where the researchers revealed a positive relationship between TMT diversity and growth and profitability of a firm.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study findings which have been conducted in line with the objective of the study which was establishing the influence of TMT diversity on competitive advantage of Safaricom Limited in Kenya. Sections discussed under this chapter include summary of findings, conclusion, study recommendations, limitations and suggestions for further research.

5.2 Summary of Findings

The interviewees claimed that age, functional experiences, gender and educational background were the most applied TMT diversity practices within Safaricom Limited. As a result of these practices, the interviewees pointed to development of both technical and innovation skills within the firm. These findings are supported by a study conducted by Haro *et al.* (2011) where functional diversity and educational background were positively associated with realization of a firm's strategic goals. Three of the interviewees were on the view that gender, education background, functional experience and age as critical to the success of Safaricom Limited, whereas the others pointed to quality decision making. These views are supported by previous findings from a study conducted by Homberg and Hong (2013) that attributed cognitive ability of TMT to increase as a result of functional diversity and educational background.

The interviewees claimed that gender was the least important TMT diversity practice adopted by Safaricom Limited. This view was shared by a previous study conducted by Talke *et al.* (2017) where the researcher revealed that gender as a TMT diversity practice has minimal potential advantages on corporate governance.

There was a general agreement between the interviewees that ethnic diversity was observed at the TMT of Safaricom Limited. This was considered a means of ensuring representation of the society, which is positively associated with organization's performance. These findings are against the study of Umas (2013), which revealed an adverse connection between organization's performance and ethnic diversity. Interviewees concurred that there were diverse technical abilities possessed by Safaricom Limited TMT, which was consequently associated with a wealthy pool of talent. These findings are consistent with those of Gomez-Haro *et al.* (2011), which associates diverse technical abilities among TMT to better organizational performance. The interviewees unanimously agreed that there were strategies within Safaricom Limited that ensure geographic diversity, which they positively associated with the firm's success. Munjuri and Maina (2013) support these findings where the researchers found out that to succeed in modern global environment; firms must take into account geographical diversity. There was a general agreement that Safaricom Limited's products and services were improved by TMT diversity as a result of value addition. A previous study by Tine *et al.* (2011) supports these findings by establishing a positive relationship between value addition and TMT diversity. The interviewees associated TMT diversity with Safaricom Limited competitiveness in its products and services. Katrin *et al.* (2012) equally found a positive relationship between TMT diversity and competitiveness.

The interviewees reported there was a positive relationship between TMT diversity as well as improved decision making. This was connected with a rich pool of ideas that TMT possesses. These findings are consistent with those of a study conducted by Awino (2013) that revealed TMT diversity to empower cognitive ability, which leads to quality decisions. The interviewees indicated that TMT diversity led to minimal customer complaints in Safaricom Limited. The interviewees further argued that TMT diversity within Safaricom Limited enabled the firm to compete in high-priced markets. These were largely attributed to TMT diversity. These findings are supported by Awino (2013), who found that firm growth and profitability was positively linked to TMT diversity.

5.3 Conclusion

The study concludes that the most popular TMT diversity practices included functional experiences, educational background, age and gender. TMT diversity enabled Safaricom Limited to make quality decisions and creativity from a pool of diversified team members. It also contributed to high-levels of critical analysis of decisions and avoidance of group-think attitude which derails critical thinking. TMT diversity created a pool of talents, technical skills and experiences to deal with company problems.

TMT diversity contributed to firm's competitive advantage. Through TMT diversity, the firm was able to make quality decisions, and to set survival strategies that enabled the company to produce superior products and services than its competitors leading to improved customer satisfaction and reduced customer complaints. Being the leading telecommunication firm with a commanding a market share of 65%, the interviewees

largely attributed this achievement to TMT diversity which resulted to quality of decisions and strategies that led to the success of the company.

5.4 Recommendations

Communication Authority of Kenya needs to set policies that encourage telecommunication firms to embrace TMT diversity. This will encourage professionals to work in different cultural settings in Kenya, within the region and internationally and thus promote cultural diversity and disintegration. It will also lead to sharing of ideas, innovation and creativity and impact positively on firm competitiveness and overall performance.

Indigenous firms should embrace TMT diversity in their workforce in order to allow cohesiveness and sharing of experiences. This will enable the firm to build sustainable competitive advantage.

5.5 Limitations for the Study

Constraints of time and resources limited the scope of this study to a single organisation: Safaricom Limited. Hence, the findings realized in this study are unique and not applicable to any other telecommunication firm.

The researcher adopted a case study type of research design. This design cannot be utilized to establish a relationship between TMT diversity and competitive advantage of Safaricom Limited since it is qualitative in nature and uses open-ended form of research questions. A descriptive design is appropriate in establishing relationships between variables.

The study utilized open-ended kind of questions on data collection tool. A blend of structured and unstructured questions might have enabled the researcher to collect correct more accurate and reliable information and thus enhance the quality of the findings.

5.6 Areas of Further Research

A replica of this study needs to be conducted in the whole telecommunication industry in Kenya. This will enable researchers to do a comparison of TMT diversity practices and establish the most popularly used in the industry. Additionally, the researchers will be able to establish the least used TMT diversity practices as well as the effectiveness of these TMT diversity practices on the competitive advantage of the firm.

A similar study should be executed using a descriptive form of research design to establish the existing relationship between TMT diversity and competitive advantage. This way, the researcher will be able to establish the TMT diversity practices that impact on competitive advantage and those practices that have no effect. Thus, the findings can be utilized to guide firms on what needs to be done to improve the effectiveness of TMT diversity.

Researchers should do a replica of this study in other sectors that face stiff competition for example the banking sector. This will give a detailed review regarding the nature of the relationship established in a study. Thus, a comparison of findings may be done upon which a plausible will be drawn.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE: 17/10/2018

TO WHOM IT MAY CONCERN

The bearer of this letter ... NICASO MWANGANGI, MBTI.

Registration No. ... DG1/65524/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

- The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PROF. JAMES M. NJIHIA
DEAN, SCHOOL OF BUSINESS



APPENDIX II: INTERVIEW GUIDE

Section A. Demographic Information

- i. Which department do you belong to?
- ii. Which position are you in?
- iii. How long have you worked for this company?
- iv. How long have you worked in your current position?

Section B. TMT diversity in Safaricom Limited

- i. In your view, what are some of the most popular TMT diversity practices adopted by your firm?
- ii. In your view, what is the best TMT diversity practice adopted by your company?
- iii. In your view, which is the least effective TMT diversity practice adopted by your company? Please explain in details.
- iv. In your view, is the top management team in your company drawn from different ethnic groups

- v. Please explain, does your TMT comprise of members with diverse technical abilities?

- vi. In what ways does your TMT accommodate geographic diversity among team?

Section C. TMT Diversity and Competitive Advantage of Safaricom Limited

- i. In your view how has the adoption of TMT diversity added value to your products and services?

- ii. Kindly explain to me how the adoption of TMT diversity has made our products and services more competitors than our competitors?

- iii. Please tell me how the use of TMT diversity has improved the quality of decision making in your company?

- iv. Would you kindly explain to me how the use of TMT diversity has minimized customer complaints?

- v. In your view, how has the use of TMT diversity enabled your company's products and services to compete in high-priced markets?

- vi. In your view, what are the greatest achievements that TMT diversity has made to your company?