

**INFLUENCE OF STRATEGIC LEADERSHIP ON PERFORMANCE OF
NATION MEDIA GROUP**

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DECLARATION

I wish to declare that this research project is my original work and has not been presented for a degree in this university or any other university or college.

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REG:

D61/9926/2018

Sign



Date

02/08/2021

This research project has been presented for examination with my approval as the university supervisor.



02/08/2021

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DEDICATION

This project is dedicated to my family members for their support and encouragement.

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I give thanks to God, the Creator and Provider of Knowledge. In addition, I would like to express my gratitude to my supervisor, Dr. Muya Ndambuki, without whom I would not have been able to complete this study. I owe my thanks to the University of Nairobi for providing me with the chance to study, as well as to every one of my teachers who helped me satisfy my thirst for knowledge in some manner.

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ABSTRACT

The study's goal was to look at the impact of strategic leadership methods on Nation Media Group's performance. Strategic leadership aids in the gathering, analyzing, and synthesizing of information in order to consider its strategic significance and frame possible choices along with complementary initiatives, addressing organizational challenges in effective ways now and in the future; enhancing continuous organizational learning; and creating significant and long-term public value. To meet the study's objectives, the investigators used a case study research approach. The data for the study was gathered using an interview guide. The interview guide was designed for managers in the NMG who are responsible for strategic leadership. To offer the research a qualitative approach, semi-structured open-ended questions were used. The information gathered was examined using the content analysis method. The survey also found that NMG uses current technology, which has had a favorable impact on its strategic leadership practices and performance. According to the findings of the study, strategic leadership at NMG led to more effective decision-making methods and higher levels of performance for the firm. People may make better judgments when they have a strategic leadership discipline, according to the findings of the research. Strategic leadership, according to the findings, has the benefit of improving decision-making efficiency. Participants also said that strategic leadership helps establish the organization's mission and set realistic goals in a specified time period within the organization's capability for implementation, which supports in good policy decision-making. NMG commitment and organizational culture of personnel inside the organization should be diagnosed, according to the study. This is to increase employee engagement to the organization so

that they can identify with its aims and provide services more effectively and efficiently. Other media firms that wish to flourish in the hard industry climate with the COVID 19 pandemic should replicate strategic leadership, according to the report.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The corporate world is changing at a rate that hasn't been seen since the Industrial Revolution. The environment in which modern organizations thrive has been transformed by factors such as competition, globalization, and technology (Kowo, & Akinbola, 2019). To deal with such a situation, businesses need pioneers with the necessary skills. Key authority is a capacity of firms to expect, imagine and keep up with adaptability, and enable others to make an essential possibility and a reasonable eventual fate of the association. Key pioneers look forward on schedule to set bearings for the association. Their force is expanded when they sweep and adapt to the basic areas of their current circumstance (Rahman, and Ibrahim, 2018). They define the association's objectives and methodologies, foster designs, cycles, controls and center capabilities for the association, deal with numerous voting public, pick key chiefs, groom the up-and-coming age of leaders, give guidance as for hierarchical procedures, keep a powerful authoritative culture, support an arrangement of moral qualities, and fill in as the agent of the association to government and different associations and voting demographics just as haggle with them. Such essential administration should have the option to manage equivocalness, intricacy, and data over-burden requiring flexibility and a feeling of timing (Najmi et. al. 2018). Strategic executives make and convey decisions about the future of their company.

Strategic leadership theory and the Trait Leadership Theory led the research. According to the Resource Based theory, a company's specific capabilities, assets, talents, and intangibles may be examined to uncover strategic advantages that are appropriate for a certain enterprise. The theory opinions that in strategic management, core competencies are main driver of an organization's competitive advantage and competitive performance. The dominant coalition of the company impacts the strategic process of organizational learning, according to strategic leadership theory (Yukli 2006). Effective top managers have duties and actions that are vastly different from those of intermediate managers (Vera & Crosan 2004). Most previous study has focused almost entirely on small group leadership and applied it to middle and lower management levels. Effective leaders, according to trait leadership theory, have a set of personal qualities in common that help them organize people toward a common goal. These characteristics include personality traits and motivations, skill sets and talents, and social conduct. Trait theory aids in the identification of characteristics and attributes that are necessary for effective leadership. Honesty, responsiveness, decisiveness, strong decision-making abilities, and likability are examples of such attributes. On the other hand, none of these characteristics will guarantee effective leadership.

The Nation Media Group (NMG) is Eastern and Central Africa's largest independent media house. The NMGs business scope is within the print, broadcast as well as digital media, which serves and attracts audience from Kenya, Uganda, Tanzania as well as Rwanda. The groups commitment is to generate and create informative, educative and entertaining content, for their array of consumers, across the diverse platforms (Nation Media Group, 2020). Over the past few years, the NMG has been experiencing

significant financial strain (Nation Media Group, 2018) even as the group embarks on new innovative measures aimed at gaining a foot hold on online platforms. According to the NMG website, the group's half year net profit in 2018 significantly dropped by 35.5% to SH529.2 million, in comparison to the previous year. The reason for the drop is largely due to government debt, which arose from the unpaid dues of advertising through the organization. With poor performance recorded especially in terms of the corporate financial standing, the proposed restricting, and a high turnover rate of the Chief Executive Officers at NMG it is important to find what role leadership contributes in the poor performance of NMG.

1.1.1. Strategic Leadership

Strategic leadership is a company's capacity to plan, predict problems before they arise, be flexible in the face of change, and invest in people to help the company succeed or fail. Authority can so continue reconsidering goals while backed by an association. The pioneer can zero in on the association's functional exercises and simultaneously screen the progressions that influence the association, both inside and remotely. Such changes will undoubtedly decide the presence of the association later and they are possibilities to become the firm. The exhibition of any firm is reliant upon its chiefs.

Organizations fall apart if the administration suffers from flaws such as a lack of ability to persuade its representatives to follow its vision; an inability to counter or perceive dangers; a misunderstanding of their ability to deal with the business' external climate; a failure to separate individual needs from those of the company; a belief that they can handle any situation, firing any employees who disagree with them; and underestimating

obstacles that have occurred. Strategic leadership has been highlighted as a key aspect in directing and inspiring an organization's acceptance and execution of change.

Strategic leadership is defined as the capacity to persuade people to make everyday decisions that improve an organization's long-term sustainability while retaining its short-term financial viability (Rowe, 2001). Strategic leadership comprises the management of people resources as well as social capital, which are considered to be an organization's most important strategic assets. These resources add value to the company (Hitt & Ireland, 2002). Strategic leadership's main goal is to increase strategic productivity.

Another goal of strategic leadership is to create an atmosphere in which individuals can foresee the organization's needs while still being in their own job category. Employees inside the organization might be encouraged to support strategic goals if strategic leaders promote them. Apt company executives can recognize and overcome possible roadblocks that arise on a practical level. Complexity, focus, and time spans are three unique factors that may be used to characterize the leadership environment. Leaders are expected to be general, straightforward, and consistent in their approach to completing tasks.

1.1.2. Firm Performance

It's difficult to define firm performance since it encompasses both economic and operational aspects. The economic performance refers to economic and financial outcomes that deals with issues of profits and sales while operational performance deals with observational indices like customer satisfaction and social capital. According to scholars, senior managers have enough discretion and strategic choices to affect performance (Crossland & Hambrick, 2011), hence CEOs' involvement in influencing

their firms' performance through their actions and strategic decisions is crucial (Quigley & Hambrick, 2015). Some constraints, on the other hand, might prevent strategic leadership from attaining complete control and so harm performance.

There have been a lot of hypotheses proposed to explain the impact of strategic leadership on performance, and this study used three of them. The first is the resource-based view theory (RBV) proposed by Porter in 1985. RBV has become common in strategic leadership and it proposes that an organization can quickly leapfrog over their competitors by developing diversely distributed resources (Kabetu & Iravo, 2018). The other referenced theory is the Strategic leadership theory (SLT) which is traced back to 1979 and is attributed to House and Baetz. Leaders have the ability to generate and reinvent reasons for a company's existence, according to SLT.

Strategic leaders, in particular, can impact the formation of strategic intent and effective tactical activities that contribute to an organization's competitiveness. Lastly another theory adapted and used to inform this study is the Trait leadership theory that is based on the individuals' attributes of the leaders that have been adopted. It looks at some particular traits that are vital to the success of a leader and his management skills. Some of the key aspects include intelligence and the ability to communicate. The aforesaid theory assumes that leaders possess innate great qualities that place them in a better position to lead (Kabetu & Iravo, 2018).

1.1.3 Nation Media Group

The media industry in Kenya continues to grow through embracing of innovation, as a result of the increased growth of technologies and increased access to fast and reliable

internet connectivity. Moreover, the ease of accessibility of hand-held gadgets, has resulted in a major shift in the media industry, with majority of the people turning to mobile devices to access news and entertainment on the go. The Kenyan Media Council is a well-known media regulatory body (MCK). The MCK is an autonomous national entity that was founded in 2013 by the Media Council Act, No. 20 of 2013, with the aim of establishing media standards and enforcing conformity with the Kenya constitution's Article 34(5).

The council's objective is to promote and protect media freedom by promoting professionalism, establishing media standards, and guaranteeing compliance. MCK is also in charge of media establishment registration, journalist accreditation, and dealing with public-domain concerns (Media Council of Kenya, 2020). The organization also produces and publishes yearly media audit reports on Kenya's media performance. The Kenyan media industry is also dominated by a few key players, which have existed in the market for enough time. The notable Kenyan Media companies include the Kenya Broadcasting Corporation (KBC). Other notable entities include the Nation Media Group (NMG), Standard Media group (SMG) as well as Royal Media Services (RMS).

The Kenyan media industry is rich of culture, with the dominant media outlets dispensing their messages predominantly in English and Kiswahili. On the other hand, the Kenyan Media scene is also dominated by vernacular speaking stations, including radio and television (BBC News Africa, 2019). In Eastern and Central Africa, NMG, is the largest solo media house. The NMGs business scope is within the print, broadcast as well as digital media, which serves and attracts audience from Kenya, Uganda, Tanzania as well as Rwanda. The groups commitment is to generate and create informative, educative, and

entertaining content, for their array of consumers, across the diverse platforms (Nation Media Group, 2020).

The NMG was founded in 1959 with its headquarter in Nairobi Kenya. The group is publicly listed in the Nairobi Stock Exchange. The NMG is described as a leader in the media and entertaining industry. In their years of operation, the NMG has continued to provide its consumers with compelling news information, the changing trends within the industry while providing integrity and transparency in the mode of conduct and activities at the group (Nation Media Group, 2020). Its vision is to be the Media of Africa. In addition, the group's mission is aimed at creating value for stakeholders, as well as to positively influence the society through media dispensation of the groups.

The groups values include; Continuous Improvement & Innovation, Consumer Focus, Team building, Drive for performance, Trust, and integrity. The NMG group houses multiple brands under its umbrella ranging from television stations, radio stations and even print media. The brands under the print media of the group include; Daily Nation, The East African, Business Daily, Daily Monitor, M Limesheheni, Taifa Leo, MwanaSporti and Ennyanda. The broadcast brands include; NTV, Dembe FM, K FM, and Spark TV. The groups digital presence encompasses; the Swahili Hub, Nairobi News, Kenya Buzz as well as nation Mobile (Nation Media Group, 2020).

1.2. Research Problem

Strategic leadership is often regarded as one of the most important supports of effective method execution, since it plays a key role in setting the tone, pace, and style of process execution (Dagnino and Tienari, 2017). Effective key authority exercises assist

organizations in effectively using critical administration methods, resulting in seriousness and substantial yields (Kitonga et. al. 2016). Employee disposition, the association's structures and cycles, and how the business responds to the environment are all considered when evaluating a company's performance. Owners and suppliers of a company's assets are always enthused about the image of the company. Execution allows asset owners to decide whether or not to keep investing in the firm. Thus, a company's long-term success depends heavily on its ability to execute (Rahman and Ibrahim 2018).

Over the past few years, the NMG has been experiencing significant financial strain (Nation Media Group, 2018) even as the group embarks on new innovative measures aimed at gaining a foot hold on online platforms. According to the NMG website, the group's half year net profit in 2018 significantly dropped by 35.5% to SH529.2 million, in comparison to the previous year. The reason for the drop is largely due to government debt, which arose from the unpaid dues of advertising through the organization. There is an apparent leadership challenge at the NMG, as evidenced by the shifting leadership over the past 5 years. During the stated time period, the corporation has undergone significant corporate restructuring, which may have influenced the corporation's performance over the past years (Wangui, 2019). With poor performance recorded especially in terms of the corporation's financial standing, the proposed restructuring, and a high turnover rate of the Chief Executive Officers at NMG it is important to find what role does leadership contribute in the poor performance of NMG.

Previous studies have been led comparable to key initiative; Obunga (2014) did an examination on essential authority and execution of investment funds and credit co-employable social orders in Kakamega County, Kenya. Masungu, (2015) set up the

impact of key authority on the exhibition of regressed government framework in Kakamega County, Kenya, Muema (2016) decided the vital. initiative and authoritative execution in not-revenue driven associations in Nairobi County in Kenya, Shuria (2016) analyzed the impact of key administration on philanthropic guide conveyance adequacy in Somalia, Abba (2016) evaluated the impact of key administration in methodology execution in business banks: a contextual analysis of Kenya Commercial Bank, Mutia (2015) did an examination on essential initiative and its effect on chapel development in Kenya, Muasya (2017) the job of vital initiative in powerful technique execution: a contextual analysis of UNICEF Somalia.

However, none of the studies looked at the impact of strategic leadership on Nation Media Group's success (NMG). This research aims to close this gap by addressing the question of what impact strategic leadership has on Nation Media Group's success (NMG).

1.3. Research Objective

To find out if strategic leadership affects Nation Media Group's success, researchers set out to conduct this study (NMG).

1.4. Value of the study

The study's main objective was to find out how strategic leadership affected the performance of the Nation Media Group. The research is unusual in that it is the first of its kind on strategic leadership challenges addressed at the Nation Media Group. Therefore, based on solid theoretical frameworks, the paper purposes to confirm or reject theories posited through such frameworks, in the Kenyan context.

Locally, the ten major media companies are struggling with ever changing dissemination of media, and most of the corporations have reported wanting performance in regards with the same. The research intends to generate information which will be vital to NMGs and management operating within the African context, and particularly in the Kenyan context. In addition, the paper will establish the effectiveness of strategic leadership in relation to NMG performance.

Nevertheless, the study intends to provide additional insights to scholars, as well as researchers in this field of study, and will assist them in the identification of research gaps. The study shall also provide policy makers with meaningful recommendations regarding the growth of the NMG, within every changing media industry

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

It's the goal of the literature review to gather relevant data from previously published studies, such as those looking at strategic leadership's effect on media house performance. Throughout this section, reviews of various ideas raised by different authors are done based on research objectives. Significant aspects addressed in the literature review include but are not limited to the theoretical framework, review of the empirical literature, and potential gaps.

2.2. Theoretical Foundations

This segment introduces and discusses the theories to be used in directing the study. The resource-based vision theory, strategic leadership theory, and trait leadership theory are among the theories. The rationale for selecting these theories is their capacity to create a comprehensive understanding of the connection of strategic leadership and NMG performance and establish vital aspects encompassed in strategic leadership.

2.2.1. Resource-Based View Theory

Resource Based View theory was first established from the works of Penrose (1959). The researcher found that firm resources were the most significant source of performance of the organization as well as competitive advantage. It is a technique used to analyze and identify strategic advantages suitable for a given firm by examining their distinct

capabilities, assets, skills, and intangibles as a firm. The theory opinions that in strategic management, core competencies are main driver of an organization's competitive advantage and competitive performance (Dagnino, King & Tienari, 2017). These are the attributes of resources and capabilities used to determine the overall performance of a firm.

Instead of focusing on the competitive environment, according to Wernerfelt (2014), organizations should assess internal systems and uncover resources that contribute to the firm's competitive edge. The resource-based perspective is based on the idea that successful businesses would build diversified and unique skills as a future competitive advantage. It also presupposes that these resources are both diverse and stationary. Barney (1991) divides resources into three categories: organizational capital, physical capital, and human capital. Plant and equipment are examples of physical capital; staff experience and training are examples of human capital; and organizational capital is all about structure, official and informal leadership, and management of the same. Resources exclusively owned by an organization forms the basis of justifiable competitive advantage. Rothaermel (2012) created the competitive power test, VRIN framework which evaluates if resources are valuable, rare, high cost when imitated or are non-sustainable (Barney, 1991).

The theory is applicable to the current study in that it states that strategic management, core competencies are main driver of an organization's competitive advantage and competitive performance. This means that the leadership at NMG should focus on

aligning the organization strategies with a view of remaining competitive. The leadership should analyze and identify strategic advantages suitable for their organization by examining their distinct capabilities, assets, skills, and intangibles as a firm. With this they are able to identify what drives the organization forward and make it competitive through offering the attractive services.

2.2.2. Strategic Leadership Theory

Strategic leadership theory has progressed beyond Hambrick and Mason's (1984) initial upper echelon theory to a study of not just the instrumental ways in which the dominant alliance influences authoritative outcomes, but also the imagery and social growth of top leaders (Hambrick and Pettigrew, 2001). Hambrick and Pettigrew (2001) distinguish two distinctions between the terms initiative hypothesis and key management theories. According to Hambrick and Pettigrew (2001), the initiative hypothesis refers to pioneers at any level of the organization, but the critical administration hypothesis refers to the study of persons at the top of the organization from a single perspective. Authority research, on the other hand, has been studied from a variety of perspectives and focuses on the relationship between pioneers and devotees.

Key authority focuses on what the dominating alliance of the firm implies for the critical interaction of authoritative learning, rather than on the characteristics of the link between pioneers and their rapid believers (Yukli 2006). Top administrators' roles and methods are vastly different from those of center supervisors (Vera and Crosan 2004). In most previous studies, researchers only looked at minor gathering authority and assigned it to the center and lower administrative levels (Yukli, 2006). Davies and Davies (2004). track

down that powerful essential administration spins around the pressure between present moment and long haul; change and steadiness; and organization and insurgency. It is the capacity to impact others to willfully settle on everyday choices that upgrade the drawn out reasonability of the association while simultaneously keeping up with its monetary strength (Rowe, 2011).

Viable key authority incorporates change dreams with supported limit with respect to change execution. The administration, accordingly, necessities to acknowledge the change/steadiness conundrum to comprehend the intricacy of progress as a group and staggered authoritative ability (Taylor-Bianco and Schermerhorn, 2006) between the idleness of Weberian-style organization and disorder. Boal and Schultz (2007) bring up that to see the value in the manners by which vital initiative effects an association, it is helpful to examine the association as a complex versatile framework with vital authority giving the harmony between complete steadiness and unmanageable problem. This representation concentrates on the pain and general issue in the administration sciences that success is dependent on the ability of authoritative initiative to abuse its current abilities while also probing new skills on a very basic degree (Schein, 2010).

This theory is relevant to the current study because it focuses on how the dominant coalition of the company impacts the strategic process of organizational learning rather than on the peculiarities of the connection between leaders and their immediate followers. NMG is has various branches all over the country and that means it should have strategic leadership which will help unite all these branches on how they deliver their services to

the target audience. This will help steer the organization forward and this will have an overall effect on its performance. Strategic leadership impacts NMG performance and thus it is useful to ensure strategic leadership provides the balance between complete stability and unmanageable disorder which will also help stabilize and improve its performance.

2.2.3. The Trait Leadership Theory

Thomas Carlyle (1795 - 1881) and Francis Galton were proponents of trait theory (1822-1911). According to the attribute authority theory, effective pioneers provide an example of individual attributes that aid their ability to mobilize people toward a shared goal. Characteristics such as character and intents, sets of talents and capacities, and behaviour in friendly relationships are all included. Attribute hypotheses aid in discriminating between features that are important while driving others and those that aren't. Trustworthiness, responsiveness, conclusiveness, high dynamic talents, and amiability are examples of such attributes. On the other hand, none of these features will ensure that the project is successful. Characteristics are external behaviors that stem from the things that run in our subconscious mind and confer power. The degree of motivation a pioneer has on how a representative or employees perform, how satisfied they are, and how compelling they are is referred to as pioneer viability (Derue et al, 2011).

How one is formed or stable inwardly: how certain or quiet one is under an unpleasant test, how one consents to botches, how one assumes up liability for botches, sufficient social abilities: McCall and Lombardo (1983) a person might fail or succeed based on four key qualities: internal form or stability: how calm and confident you are in the face

of a difficult exam, how willing you are to accept mistakes, how you take responsibility for mistakes, and how much social ability you have: Fantastic ability to communicate and persuade in a wide range of subjects rather than just one or two. This theory's fundamental flaw is that it bases a pioneer's long-term success on unchangeable enthusiastic systems, which limits the usefulness of education in learning about individuals (Pervin, 1994). When driving, innate features are not always as rigid or crucial as the idea suggests. Because different contexts necessitate unique behavior from pioneers, the idea ignores factors that may impact the outcome.

The theory is relevant to the current research since it focuses on the qualities that leaders should possess in order to steer the company in the proper path. Trait theory aids in the identification of characteristics and attributes that are necessary for effective leadership. Honesty, responsiveness, decisiveness, strong decision-making abilities, and likability are examples of such attributes. Leaders at Nation Media Group must be honest, responsive, decisive, have solid decision-making abilities, and be likable in order to guide the company in the proper path and increase its performance. When leaders in a company fail to demonstrate any one or all these leadership attributes, the organization will fail because people will become resistant, affecting overall performance.

2.3. Empirical Review

A business is conceptualized as the planned gathering of resources with the goal of achieving an ordinary objective, according to those who study organizational performance (Carter, and Greer, 2013). The proprietors of the resources choose to promise them to a firm just in case they are content with the value that they get

subsequently, contrasted with substitute utilization of the resources. Consequently, the center of execution is the origination of significant worth. On the off chance that the higher worth is produced by the firm, the resources will be accessible to them. Along these lines, the supplier of the asset thinks about production of significant worth as the fundamental models of estimating the worth of the firm. The job of administration is of incredible worth to the acknowledgment of any firm (Özer, and Tinaztepe, 2014). It is common for a company's founder or early leader to be responsible for product movement or administration, as well as for promoting the company. As the company grows and expands, the administrator places greater emphasis on setting important goals and delegating operational tasks to lower-level employees. Management makes use of highly skilled workers to achieve operational excellence and greater business development (Serfontein, 2010). Enhanced market and item development is required for expanded expansion of deals income.

The pioneer appreciates the connection among capabilities and worth creation which decides execution in firms (Lear, 2012). Formation of significant worth envelops interpreting a thought concerning client prerequisites into a splendid blend of authoritative methods and capacities that satisfy the longings for minimal price. The executives of inventiveness and ability is likewise cultivated by a pioneer through interest in preparing and initiative turn of events. A high performing society is regularly inseparable from a high performing firm. The main authority adds to further developed execution as it changes the firm and its activities to be improved as far as having long haul development and endurance and simultaneously momentary monetary wellbeing. Main players in the industry put accentuation on building the association's assets and

skills in order to accomplish intensity on the lookout (Nthini, 2013). Main players in the industry know that focusing on the current circumstances and disregarding the central points of contention that are influenced by the tempestuous climate will prompt hierarchical calamity. With this, a firm harmony between momentary achievement and long haul manageability. Main pioneers think about human resources as a vital component in development and inventiveness, and they put a great deal of exertion supporting the wellbeing of this work power. This is accomplished by supporting just as looking for new assets and developments which is used to make riches.

Associations consistently need to concentrate new data and in a similar situation, to operationalize recently developed methods of learning (Nel, 2018). Advancement and dispensing of information in a firm and simultaneously learning new data is basic to the drawn-out manageability of an element. Often, these activities are affected by an essential chief. Vital authority empowers production of a culture that envelops authoritative learning and sharing of information (Jaleha, and Machuki, 2018). Because it ensures a company is exceptionally competitive in its search, this provides long-term benefits. There is a link between a company's procedures and its functional brilliance and its pioneers' claims. A company's presentation organically expands when the owners and senior management are involved in selecting the company's course. The capacity of the administration to manage the association's assets while considering present and future ecological circumstances is a critical piece of essential administration and authoritative performance (Ireland and Hitt, 2015). A company's long-term viability and greatness are determined by its ability to weather market storms and gain an advantage in the

marketplace. This is accomplished if the administration utilizes key authority abilities in its activities.

Kitonga et. al. (2016) did an examination on essential authority and hierarchical execution in not-revenue driven associations in Nairobi County, Kenya, to be precise. Administrators in Nairobi County, Kenya, dealing with 328 not-for-profit organizations, completed a study evaluating important administrative practice and hierarchical implementation. According to the findings, there is a strong link between key administrative parameters and effective implementation. In the end, a R value of 0.730 was found, as well as a R² value of 0.532, corresponding to a 53.2% change in the Organizational Performance of NFPs for each indicator component modification. In spite of benefit pioneers' good use of necessary administration, research shows that they are likely to extend their overall hierarchical presentation further.

Ogechi, (2016) did an examination of the impact of key Kenyan government administration on the display of small and medium-sized enterprises. It was necessary to use a unique configuration for the overview. The target population in Kenya consisted of 3,001 enrolled SMEs. A specified testing technique was used on 301 SMEs as an example. The associations' owners and directors were surveyed. An organized poll was used to gather important data. The test's response time was 56% influenced by 170 out of the test's 301 participants. The research made use of a variety of metrics (including standard deviations, rates, and the mean). To determine the degree of interconnection between essential management and execution in Kenya's SMEs, a Pearson connection test was also conducted. Authority rehearses such as: deciding on the company important path, properly overseeing the corporate asset portfolio, emphasizing hierarchical culture,

moral practices and modified authoritative controls have all been studied in this inquiry. Proportions of hierarchical execution like consumer loyalty, net revenue, high yearly income and low yearly representative turnover were additionally contemplated. The two factors' degree of relationship was tried utilizing a connection investigation and it affirmed that essential authority impacts authoritative execution.

Kitonga, (2016) did an examination on the job of deciding key heading on not-for-benefit authoritative execution in Nairobi County in Kenya. An installed blended strategy research evaluating the effect of key administration variable deciding key heading and hierarchical execution was finished by directors addressing 328 not-revenue driven associations Nairobi County, Kenya, to be precise. The study found a strong link between making important decisions and executing them with authority. When examining the results, the indicator factors revealed a r value of 0.676 and a r² value of 0.457, which is 45.7% of the comparing change in the hierarchical execution of not-for-benefits. Despite benefit pioneers clearly deciding the associations' major direction, the findings show that they are likely to radically develop their hierarchical presentation in the future.

Kabetu, & Iravo, (2018) on international humanitarian organizations' performance in Kenya is influenced by strategic leadership. The research was carried out using a descriptive research method. As a result, there were 197 members of UN Habitat's high-level, mid-level, and lower-level management teams within the target population. The objective population of 197 was calculated with a 95 percent confidence level and a 0.05 error to show up at a population of 130 as an example. Using self-regulatory questionnaires, we were able to gather vital information. There are open-ended and closed-ended questions in the poll. The Statistical Package for Social Sciences (SPSS)

was used to analyze the data (SPSS Version 21.0). Different relapse examinations were used to set up the relationships between the free and ward elements, while connection was used to dissect the amount of relationship between the two. Tables, pie outlines, and diagrams were used to display the data. There were several interesting findings in this study, including: imparting the essential heading has a huge impact on UN Habitat's Kenyan implementation, appropriateness of center capabilities has a significant impact on UN Habitat's Kenyan implementation, creation of human resources has a huge impact on Kenyan implementation, support for successful corporate culture has a moderate impact on UN Habitat's Kenyan presentation, and hierarchical adaptability has a significant impact.

Omar, (2018) studied the impact of key administration on execution of assembling organizations in Kenya. The objective populace under investigation contains Zenko Kenya Limited and has 82 employees working there. In this inquiry, an irregular inspection approach was used to define areas of concern. The investigation gathered essential information utilizing surveys. The surveys for this investigation were self-managed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

With this chapter's descriptions of key procedures and approaches, we want to help you fulfill your research goals. The methodology was defined by the research design, data collection and analysis. It describes how the researcher employed an appropriate research design to meet the study objectives. The chapter also provides research approaches for seeking the best data that will respond to the research objective. The study further discussed methods to be used in analyzing the collected data. It aided the researcher in planning on how to test the empirical and theoretical interventions set for the study.

3.2. Research Design

Kothari (2004) According to this definition, research design is the blueprint outlining exactly how the researcher gathered the data necessary to achieve the study's goal. A research plan makes certain that the information gathered answers the research questions as clearly as feasible (Mugenda, 2003). A case study research design will be used in this investigation. An in-depth examination of a company, person, or feature is referred to as this (Mugenda & Mugenda, 2003). Using case studies as a research method allows for a more methodical approach to examining occurrences, gathering data, interpreting the outcomes, and reporting them.

A case study helped researchers better understand how strategic leadership impacts Nation Media Group's success (NMG). It provided a comprehensive analysis of the subject matter while also narrowing in on different points of view. As emphasized by Kothari (2004), a case study is an effective method for qualitative research since it incorporates in-depth observations of social units, regardless of how they are classified.

3.3. Data Collection

The principal method of collecting data was used in the study. The secretariat of the Nation Media Group was interviewed using an interview guide and open-ended questions. This made it possible for face-to-face meetings to have questions asked orally. There were depth conversations between the researcher and the personnel. Where unstructured questions were involved, the respondents provided feedback based on their insight, background to the issue, motivation, interests or resolve. Copper and Schindler (2006), emphasizes on the value of personal interview since it enables detailed information to be obtained.

The interviewees comprised of the Chief Executive Officer, the head of Programs, Human Resource manager, Finance officer, Communication officer and Accreditation officer, since they are instrumental in the formulation and adoption of strategies. Which means that they were more conversant with the practices and challenges facing the organization and to avoid an independent source bias. An interview guide was used to this end, to ensure that data so obtained focused on strategic leadership adopted by each unit and the organization.

3.4 Data Analysis

The researcher used content analysis to examine the data, which is a methodical, objective explanation of the study's variables. Content analysis provided a detailed description on items that constitute object of the study (Carely 2003). Due to its versatility in offering an objective and quantitative description of communication content, this method of analysis was critical to the study's success. We found that content analysis was the ideal method for assessing our open-ended questions since it is adaptable while yet allowing objective, quantitative, and systematic description of the variables under consideration (Cooper & Schindler, 2006). The data was analyzed in accordance to the study objective.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

It's in this chapter that the data analysis and interpretation come together to provide a complete picture. It is here that the information gathered from all the NMG participants is analysed and the findings are clearly explained. An interview guide with open-ended questions was used to collect data about Nation Media Group's strategic leadership practices and performance. The study's goal was to acquire as much data as possible.

4.2. Demographic Information

Five NMG strategic leadership managers were surveyed as part of the research. They all had over six years of experience in the NMG and were therefore well-versed in the strategic leadership actions carried out in their organization, despite their varying work durations. Their varied roles in several departments gave them a unique perspective on the strategic leadership techniques of Nation Media Group and how those practices are implemented throughout the company.

4.3 Strategic leadership Practices

For this study, researchers grilled NMG executives on their strategic leadership methods and received a wide range of replies. This was supposed to demonstrate how strategic leadership approaches may be successfully implemented in the face of enormously diverse circumstances.

4.3.1 Modern Technology

Respondents were asked how contemporary technology has influenced their business and if strategic leadership techniques had changed as a result. Respondents agreed that NMG was affected by modern technology. Respondents stated that the organization adopted and implemented new technologies which eased management at NMG. They indicated that modern technology facilitated employee's freedom of working with ease and empowered the leaders to manage from a distance. In addition, they indicated that it had brought change in communication between the leaders and employees. Modern technology has taken NMG to greater heights in popularity hence it was an effective strategic leadership practice on the NMG.

4.3.2 Strategic leadership Practices at NMG

NMG's strategic leadership techniques were solicited from the survey participants. At NMG, researchers looked at how strategic leadership affects the company's success. NMG has a leadership deficit as a result of the frequent changes at the company's top, according to the report. When a leadership vacancy occurs for any cause, it has far-reaching consequences for the organization and its customers. According to them, effective standards promotion and responsible enforcement are achieved by strategic leadership techniques implemented by highly motivated and professional employees. Also included in their list of Nation Media Group strategic leadership practices were the following: market research, investment analysis, customer service, operational process efficiency, and an evaluation of financial strengths and weaknesses.

4.3.3. Respondents Involvement in the formulation of the strategic leadership

The study's goal was to find out if participants were active in the strategic leadership formulation. Most of the respondents felt participated in the Strategy leadership process, that their opinions were solicited and taken into consideration in the leadership process and that they are familiar with the organization's possibilities and threats in the plan, according to the results of the study.

4.3.4 Criteria for Selecting the Strategic Leadership Practices

According to the findings, strategic leadership practices are chosen if the company's strategic plan reflects its objectives and goals, the mission and vision of the company are clearly stated and understood by employees, and the company's liabilities and assets were taken into account prior to the development of the current strategic plan, flexibility, and analysis of the internal and external environments, as well as the strengths, weaknesses, opportunities, and threats of the company were all taken into consideration. The managers indicated that at NMG the Vision and mission of the organization was not well articulated and staff lacked the incentives to motivate them. However, strategic leadership is commonly affiliated with the following actions: provision of a vision, incentives, and making sure that employees are acquainted with the right skills. If one of these actions is overlooked, the organization experiences a significant number of challenges including frustration, confusion, and anxiety, which results in poor performance (Plifka, 2016). This is the case with NMG. The vision acts as the road map, which provides the route an organization should take to improve its business. Whereas the vision energizes employees by connecting them to the organization main objective

and see how their efforts lead to a bigger picture, this is the opposite at NMG. NMG goes contrary to its vision, which focuses on becoming the media of Africa. Instead of increasing its locations within Africa, the NMG sells some of its outlets. The action indicates a lack of strategic leadership in the NMG.

The managers reported that there was job redundancy and salary cut due to the COVID 19 pandemic. Comparatively, incentives as part of the strategic action are viewed as opportunities for strategic leadership within any Organization and NMG is not an exception. Strategic leadership ensures that the NMG has an effective plan through which employees' efforts are rewarded to boost their working morale. Therefore, it is evident that the present leadership technique where employees are subjected to pay cuts and possible layoffs within the NMG impacts the performance negatively. The respondents indicated that training had substantially reduced due to lack of funds. The media industry is a competitive environment that requires quality products.

Provided that employees are the NMG's backbone, strategic leadership in NMG should view workers' training as opportunities. Some of the factors contributing to financial strains in NMG include a decline in print circulation of its critical newspapers such as Business Daily, Daily Nation, Citizen, East Africa, and Mwananchi. With the NMG's instant editorial changes, it was blatant that editors were not performing satisfactorily (Wangui, 2019). NMG ought to have introduced training programs to improve the skills of its editors instead of layoffs.

4.3.5 Strategic leadership Practices Assistance in Achieving the Set Objectives of NMG

They were also questioned whether the NMG's strategic leadership techniques help achieve the organization's goals. According to respondents, the strategy makes it clear what Vision and Mission are. All the respondents believed that the strategy had clearly stated objectives and outlined the organization's strengths and limitations.

4.3.6 Respondents involvement in the Choice of the Strategic Leadership Practices

A survey was conducted to find out if respondents had a say in the strategic leadership approaches presently in use at NMG. According to the respondents, strategic leadership practices incorporate every concerned employee/manager, with clearly defined leadership and scope, regardless of their position or level of responsibility.

4.4 Strategic leadership Practices and Organization Performance

A variety of questions about strategic leadership practices and organization performance were posed to the participants in the research, and they provided a wide range of replies. This was done to demonstrate the impact of strategic leadership techniques on the organization's ability to reinvent itself. As a result, future planning managers at the organization will have an advantage, as will other firms in Kenya and around the region.

4.4.1. Improved of value addition for products and services offered

Strategic leadership techniques should be examined to see if they have enhanced the value added to the products and services provided, according to the report. There was a correlation between a company's ability to enter new markets and its overall

competitiveness, according to the study's findings. They also indicated that adoption of strategic leadership practices helped the NMG maintain clear identity to all the stakeholders.

4.4.2. Performance Benefits Attained by the Strategic leadership

The study's goal was to figure out what the strategic leadership was able to accomplish. There was no doubt in the findings of this study about how crucial a strategic plan is to an organization's overall effectiveness. All managers should give it their full support. Strategic leadership aids decision making and clarifies objectives, according to the research. According to the findings of the research, good strategic leadership increases profitability.

4.4.3. Strategic leadership and Efficient and Effective Decision-Making Policies

It was asked of the respondents if strategic leadership in the company resulted in efficient and effective decision-making policies that contributed to the performance of the organization; According to the findings of the research, having a strategic leadership discipline helps with decision making, tactical option selection, and teamwork. Strategic leadership also aids in defining the organization's mission and setting realistic goals and objectives that are consistent with that mission within a specified time frame while working within the organization's capacity for implementation, as indicated by respondents. This, in turn, aids in making effective policy decisions. Strategic leadership, according to the COO, boosts productivity. He claimed that just a small number of processes are required for effective strategic leadership. Respondents claimed that

strategic leadership produces more effectiveness and efficiency by keeping things in perspective. According to them, strong teams on the board and in the workforce boost the efficacy of strategic leadership. A third respondent mentioned that strategic leadership helps maintain the board together. The respondents also said that strategic leadership enhances productivity and helps resolve important issues inside the firm.

4.5. Discussion of findings

The findings indicate that NMG adoption of modern technology on strategic leadership had eased management in the organization and improved leaders and employee's communication. The quality of the internal environment produces and is generated by the organization's culture. The level of cooperation, devotion, and strategic thinking inside a company are all influenced by culture. Because of global advances in business management and the need for faster transformation in developing nations' economy, the public sector in such countries can no longer address developmental concerns the same way it used to. Today's technological advancements have resolved to strategically plan and implement a comprehensive strategy to harness their business potential as a pivot for growth (Bryson, 2004).

Strategic leadership, according to some of the survey's participants, produces more efficacy and efficiency. Bryson (2004) also found that the best description of strategic leadership includes eight well-known steps: an initial agreement or plan for planning; identification and clarification of mandates; formulation of missions; evaluation of the external environment; evaluation of internal resources; identification of strategic issues; development of strategies; and a description of the future success of the organization.

There is evidence to suggest that having a strategic leadership discipline helps people make better decisions and chose more effective tactical alternatives while also improving collaboration among other things. Participants also said that strategic leadership aids in establishing realistic objectives that are consistent with the organization's mission within a specified time frame while also taking into account the organization's ability to put those objectives into action, which aids in the formulation of sound policy decisions. According to Ryals & Rogers, (2007), a strategic leadership discipline has the advantage of facilitating effective decision making, better selection of tactical choices, and a greater likelihood of attaining the goals and objectives of owners or stakeholders.

Another finding of the research was that effective and efficient decision-making policies emerged from strategic leadership in the business. According to the findings of the research, having a strategic leadership discipline helps with decision making, tactical option selection, and teamwork. Respondents also said that strategic leadership aids in defining the organization's purpose and setting attainable goals and objectives that are in line with the mission's requirements. According to the COO, only a few procedures are required for effective strategic leadership. That is to say, begin by committing yourself fully. Everything has a purpose. Decide on strategies, evaluate plan implementation, and analyse the organization in light of those strategies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

Chapter four of the research is summarized in this part, along with the study's overall results and recommendations. In addition, it makes suggestions for more research.

5.2 Summary

A study looked at the relationship between a media conglomerate's strategic leadership methods and its financial success. Previously conducted research have shown that strategic management methods help firms comprehend their market position strategically and indicate how strategic decisions should be made (Johnson et al, 2008). Study results suggest repeated changes in leadership have harmed Nation Media Group Limited's performance, which has resulted in a negative impact as a result, the respondents agreed that despite NMG's use of cutting-edge technology, it fails to communicate its goal and vision to all levels of the organization, which undermines employee trust and makes it difficult for them to fully participate in the workplace. According to Hesterly (2006)'s research, strategic management approaches aid in the achievement of certain organizational needs. The aforementioned results corroborate this finding. Included in this report are the NMG's purpose and vision, as well as environmental study used to identify goals and all strategic analysis conducted by (Porter, 2008).

5.3. Conclusion

NMG has studied contemporary technology and implemented it with ease, which has shown the effectiveness and efficiency of modern technology on NMG's strategic leadership. Management and communication have been facilitated. According to the findings of the research, strategic leadership disciplines help leaders make better decisions. Strategic leadership also aids in defining the organization's mission and setting attainable goals, according to survey respondents.

A major finding of this research is how much success a complete business has dependent on the implementation of its strategic plan. This is why it is so critical to have the support of every management in the organization. The research also found that strategic leadership aided in making good decisions and establishing a clear goal. Effective strategic leadership increases profitability. A strategic leadership discipline, according to the findings, helps organizations make better decisions, pick better tactical alternatives, and work together as a team. Furthermore, strategic leadership was found to assist in defining the organization's mission and setting realistic goals and objectives that are in line with that mission within a specified time frame and the organization's ability to put those goals into action, all of which aid in the implementation of sound decision-making policies.

5.4. Recommendations

The following suggestions were made as a result of the investigation:

- NMG need to create stability at the top of the organization. The frequent changes at the helm of the Organization have a ripple effect on the entire organization and affects its performance
- Leaders need to clearly think and plan for disasters and epidemics. Covid 19 has greatly affected the performance of NMG
- Employee trust and commitment to the organization's basic values and objectives should be built, as should a strategic plan process to guarantee proper attention on both pre-and post-implementation difficulties.
- According to the findings, organizational commitment and organizational culture should be assessed among company personnel. Increasing commitment inside the company can help employees identify with and better offer services by helping them identify with the organization and its aims.

5.5. Limitations of the Study

The study was hampered by a lack of funds and the usage of additional research tools, as well as by time restrictions imposed by the project's short timeline. Due to time constraints, the research was limited to a small number of participants, but it employed a comprehensive research instrument to gather as much data as possible about the NMG's strategic leadership practices.

Some interviewees were unwilling to cooperate in filling out the interview guide, hence collaboration was lacking. While the NMG was skeptical about the study's objective, they were persuaded that the material was for academic reasons only and would be treated with strict secrecy as a result.

5.6. Recommendations for Further Research

To get a more general conclusion on Kenyan firms' strategic leadership practices, a study should be done or completed for the other organizations, according to the researcher, who only looked at NMG in his research. Repeated surveys will also be beneficial since they allow us to see how the net effect has changed over time. It is possible to readily compare data collected by conducting the survey at a different time and asking basically comparable questions.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

I am a student at the University of Nairobi pursuing a degree of Masters of Business Administration. Pursuant to the pre-requisite course work, I would like to conduct research to find out the influence of strategic leadership on performance of Nation Media Group (NMG). I kindly seek your authority to conduct the research at your company through research interviews and use of relevant documents. I have enclosed an introductory letter from the University. Your assistance is highly valued. Thank you in advance.

Yours faithfully,

PATRICK KAMAU

APPENDIX II: INTERVIEW GUIDE

SECTION A: BACKGROUND INFORMATION

1. Name of the Sector/Department.

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2. What managerial position/Designation do you hold?

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3. How long have you been working for the NMG?

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4. How long have you been working in your present capacity?

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SECTION B: STRATEGIC LEADERSHIP

5. In your view, what are some of the most popular strategic leadership practices adopted by your organization?

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6. In your view, what is the best strategic leadership practice adopted by your organization?

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7. In your view which is the least effective strategic leadership practice adopted by your organization? Please explain in details.

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8. Please explain how modern technology has been utilized to improve strategic leadership practices by your organization?

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9. In your opinion, explain how the adoption of strategic leadership practices has enabled employees to achieve their set targets?

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SECTION C: STRATEGIC LEADERSHIP AND PERFORMANCE

10. Please explain to me how the adoption of strategic leadership has improved your relationship with your fellow employees?

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11. Please explain whether the adoption of strategic leadership by your organization has improved value addition for products and services offered?

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12. Kindly tell me whether the adoption of strategic leadership practices has minimized customer complaints? Yes, or No b). If yes, please in details

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13. In your view, has the adoption of strategic leadership practices by your organization improved customer satisfaction?

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THE END

THANK YOU FOR YOUR PARTICIPATION