

**EFFECT OF STRATEGIC LEADERSHIP ON PERFORMANCE OF  
TELECOMMUNICATION FIRMS IN KENYA**

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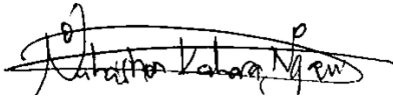
**AUGUST 2022**

**DECLARATION**

This research is my original work and has not been presented for a degree in any other university.

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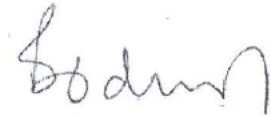
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This research has been submitted for examination with my approval as the student University Supervisor

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CAK</b>	Communications Authority of Kenya
<b>CEO</b>	Chief Executive Officer
<b>KQ</b>	Kenya Airways Limited
<b>PLC</b>	Public Limited Company
<b>SMS</b>	Short Message Service
<b>SPSS</b>	Statistical Package for Social Sciences

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Strategic leadership is multifunctional in nature. It involves managing and influencing human behaviour in such a manner that organizations objectives are met (Abdow, 2019; Ndalameta, 2020). Performance, on the other hand, is a measure of how an organization can use the resources at its disposal like financial, human and even the intangible resources to generate income or revenue to the organization (Acuna & Gonzalez, 2021). Performance of organizations can be assessed in many ways including employee and financial performance among others.

Abner, Perry, Morrison and Valdez (2019) view strategic leadership as the unique ability of leaders to capacitate the employees working under them to make deliberate choices and decisions that can benefit the organization in the short term and long term in its pursuit of performance viability. Mistarihi (2021) views strategic leaders as responsible for creating harmony and balance among these factors for effective performance. According to Doz (2020), leaders achieve more depending on whether they have a training background on the area of management, their social skills on how to handle the human resource in their organizations, the intellect, cognitive values, age, tasks involved in before, additional occupational involvements, educational qualification, background and the top management team variability. Their achievement is determined by how they perceive the organization's performance.

This research anchored on the tenets of the upper echelons theory. This is a theory that was introduced by Hambrick and Mason (1984); it is a theory that is anchored in the conception that the leaders at the apex of the organization interpret their circumstances in a very individualized way. Strategic leaders therefore make deliberate attempts to position their organizations strategically within the industry in order to tap and exploit the opportunities that the environment presents to the organization.

There are many ways of knowing whether an organization's performance is healthy, the ability to make use of the assets in the organization to generate income, the amount generated from the investments or equity and the amount paid as dividends to the holders of equity. Customer satisfaction and loyalty is another angle of looking at the



performance(Alwi, 2021). Leaders should therefore play a pivotal role in the outcomes of organizations and their continued success. Gaturu, Waiganjo, Bichang'a and Oigo (2017) argue that strategic leadership is an important factor that determines the health and overall growth of an organization. The aim of strategic leadership is sustainable competitive advantage that allows an organization to endure in the long run. The result of such an organization is that their customers and shareholders end up receiving value for whatever investments they have made in the organization.

### **1.1.1 Strategic Leadership**

The most basic understanding of leadership is doing or achieving through others. In any organization there must be a decision-making organ with authority, through which others get their assignments that help in achieving the organizational vision, mission and objectives. Gandolfi and Stone (2017) view leadership as an influence of a leader or leadership on the people they lead to enable them to make voluntary and deliberate efforts towards attaining the set targets. It is paramount to have a consensus of the goals, to enable each to have a firm commitment towards achieving them. Laub and Ballenger (2018) observe that leadership as impact and a legitimate authority attained by people on leadership to be capable of adequately changing the organization through the assignment of the employees, viewed as the most critical organizational resource, culminating in attainment of the anticipated or premeditated laid down targets and results.

Strategic leadership entails executing a strategy through others. Leaders coin a vision and a mission for their organizations and give a strategic direction and course of action to be pursued by all employees. Schoemaker, Heaton and Teece (2018) view strategic leadership in terms of the ability to foresee what the environment is likely to present or be like in the future, envisage the upcoming opportunities and threats, change according to the demands of different situations and enable employees to adapt to strategic changes essential in the organizational development. Strategic leaders have a panoramic view of where the organization is coming from, where it is and where it is going. According to Priadana et al. (2021), strategic leadership is the absorptive capacity, adaptive capacity and managerial wisdom. The role of chief executive officers and senior managers in organizations is critical as they are considered trainers and architects of an institutional

culture that permits people to exploit their exceptional talents (Alayoubi, Shobaki & Abu-Naser, 2020).

Strategic leadership focuses on organization's strategies and its future. Strategic leaders ensured that there is hierarchy within the organization that aligned the strategy in all the departments of the organization. There was one corporate strategy that represented a company's wide game plan for managing a set of business. This was followed by a business strategy that guided each business line. Each business in turn, had functional area strategies and, lastly, had operating strategies within each business (Mubarak & Yusoff, 2019). Once all the above were achieved, then a company had a strategic plan. Strategic leaders therefore focused on the entire organization given their level of authority and unique position that helps employees to have a panoramic view of the organization and the industry at large. Their viewpoint is not shared by any member of the organization in other levels, but if they have, they can only play an advisory role, this makes strategic leaders have a sense of autonomy to steer the organizations they head to a superior performance. According to Jabbar and Hussein (2017), strategic leaders help in determining strategic direction of the organization.

### **1.1.2 Performance of Firms**

Performance in an organization is the measure of the output or product out of a process that involves employment of resources through a value creation chain during a specified time of engagement (Eldor, 2020). Within service industry, four metrics including customer satisfaction, financial, market share and shareholder value are used in measuring performance. In order to remain competitive in the contemporary dynamic and unpredictable environment, companies must identify their capabilities and establish a position in the market, have clear objectives and direction. Establishment of standard measurement units in various lines of operations within an organization collectively improved the quality of a firm's productivity. Continuous evaluation and improvement of the standard measures, quality procedures and capacity building of human resources saw an organization improve its performance (Ramaswamy & Ozcan, 2018).

The performance measurement in telecommunications industry in this study focused on revenue, operational efficiency, market share and quality of service as key indicators of

performance in the industry. The performance perspective is viewed as an outcome of the finished goods or services and how it positions a firm in the market as compared to its competitors (Eldor, 2020). However, performance measurement systems should be applied in every production stage as well as processes within an organization. Integrating performance models with processes refined the quality throughout all levels and provided timely response to actions that should be taken in advance to control wastage resources towards the future of an organization (Ramaswamy & Ozcan, 2018). Therefore, there is need for companies to maximize on strategic management decisions and extend design performance systems by department or small units into operational functions (Chen & Kitsis, 2017). Goals and objectives at departmental level are easy to tackle because of quick turnaround time in decision making and familiarity by employee as it relevant to their jobs.

As per Amarachi (2021), meeting deadlines is also an essential element in determining how effective an employee is at the task, which determined organizational performance. To achieve such scheduled task, employees' performance is taken into consideration in order to ascertain how the task has been taken. Meeting deadline by employees occurs due to factors such as understanding of the task and having all the necessary equipment required in undertaking the task within the given period (Ayodotun et al., 2018). Employee competency on the other hand contributes to the performance which is taken as the outcome of delivering a specific task. This is measured by how well is the employee skilled on the task being performed. Further, where equipment are necessary, consideration of whether the employee is able to use the equipment to deliver the required results determine the level of the employees' performance (Kehinde & Bajo, 2014).

### **1.1.3 Kenyan Telecommunication Firms**

Telecommunication industry falls under Information and communication Technology sector in Kenya. The regulator, Communications Authority of Kenya (CAK) licenses telecommunication firms under unified licensing framework in 13 broad market segments, among them; telecommunications contractors, telecommunications technical personnel, telecommunication equipment providers and public communication access

centres. Mobile and fixed network providers are the most publicly notable firms and command majority share of subscribers in Kenya. The major mobile services providers in terms of market share are: Safaricom PLC with 63.3%, Airtel Networks Limited with 23.4%; Telkom Kenya Limited with 9%; Finserve Africa Limited with 4.2%; and Mobile pay limited with 0.2%. In fixed data market, 10 firms dominate in terms of market share: Wananchi companies (Kenya) Limited (38%), Safaricom Public Limited Company (PLC) (29.6%), Jamii Telecommunications Limited (13.8%), Poa internet Kenya Limited (7.5%), Internet Solutions Kenya limited (4.1%), Mawingu Networks Limited (2.9%), Liquid Telecommunications Kenya Limited (2.2%), Telkom Kenya (1.0%), Mobile Telephone Business Kenya limited (0.2%), and Frontier Optical Networks limited - 0.1% (Kimaru, 2019).

Safaricom PLC, Telkom Kenya and Airtel Networks are therefore the major communication network players in Kenya. Telkom though is under the brand names Equitel and Orange. Of all the four, Safaricom has the lead with over 18 million subscribers; Equitel owned by Equity bank is the youngest telecommunication firm. After Safaricom, Airtel has the second largest subscriber and then orange (Rukumba, 2021).

Historically, it was under the companies Act in 1999 that Telkom Kenya was established. The company suffered from its monopolistic hold on land line operations when Kenyans swapped fixed line phones for mobiles from other operators (Rukumba, 2021). As competitors rose Telkom Kenya swayed almost to bankruptcy, it from selling its 60 percent share to Safaricom that saw its restructuring and freed from government debts and pension deficit. Telkom then used its stake which later saw the Orange Brand in Kenya. This saw Orange mobile subscribers shoot from 2.5 million in 2014 to more than 3.8 (Kimaru, 2019). Yu mobile in 2014, was bought by Safaricom and Airtel, they retained roughly about 130 employees in the technical department. By taking over the mobile prefixes, Airtel acquired the 2.7 million subscribers and enabled them to transit to their network without necessarily changing their numbers.

The performance of the telecommunication firms has therefore been mixed. In March 2014, Safaricom's revenue increased by 16% to Kshs. 144.7 billion as well as an increase of client by 11% to 21.6 million. In March 2015, Safaricom revenue again

increased by 11.44% to 163.36 billion and an increase in customer base of 8% to 23.3 million. The number of employees has also increased from 4,037 in 2014 to 4251 in 2015, as contained in Safaricom's Annual Report of 2015. Airtel has seen a lot of changes in its branding, when it was launched in 2000, it assumed the name Kencell, to Celtel in 2005 and finally as time progressed to Airtel in 2010. The network has been a successful story in Kenya with the many varying services that are not limited to directory enquiries, prepaid and post-paid plans, Short Message Service (SMS) information services, mobile top up and me 2U, local and international text messaging, one network and Blackberry. Airtel has had tremendous customer coverage with their services quality. However, Rukumba (2021) reported the Airtel customer base declined from 7.8 million to 7 million in 2014 to 2015. It is therefore important in studying strategic leadership in these organizations.

## **1.2 Research Problem**

According to the Global Mobile Operators Report of 2020, the communications sector has emerged as a market leader in driving economies in various regions in the world and has created massive competition in mobile virtual network operators. A study on global telecommunications conducted by Wimmo (2020) found that the telecom sectors rapidly changing and the change is driven by customer satisfaction which takes large share in the strategic decisions. Mobile operators heavily rely on customers spending, not the regular way but in larger numbers in order to meet operating costs followed perpetual sustainability. Service quality has not been left out of ranking of strategic priorities. The efficiency in operating processes, expertise tapping, innovations and marketing strategies and monitoring of competitors play a key role.

Regionally, Africa has observed the highest growth in telecommunications industry. A growth of 22 percent was recorded between 2013 and 2015 and an increase of 16 percent was obtained in 2018 (Kimaru, 2019). In Kenya, the telecommunication industry is deemed to be one of the economic growth drivers that transforms the country to achieve vision 2030. However, according to a study by Rukumba (2021), some firms in the telecommunication industries are faced by shortage of employees, for example Safaricom and Airtel, this is a low hit on these small telecommunication industries as they cannot

outmatch bigger firms adopted competitive strategy, thus diminishing their overall performance. The institutions therefore require strategic leadership practices such as strategic direction, resource management, organizational culture and ethical practices, to compete in the market (Priadana et al., 2021).

A study by Alharbi (2017) observed that inflexibility of the leadership styles by organizational managers is a problem that impact negatively on the performance of the employees in the health sector. The study established that there was no system in place that enabled the staff to participate or interact with the managers. Staff members were less involved even in matters that affected their welfare and that there was no training programme for them. Kumar and Sharma (2018) argue that managers fail to adjust their leadership styles with the emerging situation or environment consequently affecting entire organization in India. These studies show that a failed leadership style affects performance in an organization. However, local studies focusing on the telecommunication industry are missing. Based on this gap, this study aimed to determine the effect of strategic leadership on performance of telecommunication firms in Kenya.

### **1.3 Research Objective**

To determine the effect of strategic leadership on performance of telecommunication firms in Kenya.

### **1.4 Value of the Study**

This research was of significant to various stakeholders including policy makers, telecommunication firms and scholars. To the policy makers in the telecommunication industry; they study aided them get more information on the various aspects of strategic leadership and how they can be used to improve the efficiency of the telecommunication companies. The policy and decision-makers therefore used the research results to formulate measures within the telecommunications area that helped foster performance of the firms.

The findings of this study helped to boost strategic leadership styles that enhance firm performance; which in turn increased organization performance in delivery of services to their clients. The study provided the management of the telecommunication companies with an idea of how strategic leadership styles affect performance either

negatively or positively. The study contributed towards making the telecommunication companies' top management to consider their strategic leadership styles that make the organizations to perform better and enhance organization reputation. Of importance, the study findings enabled managers to consider choices of leadership styles that fit with the day-to-day operations.

Further, the findings also were important to the practice of management and practitioners. Through a keen study of the findings, unanswered questions on strategic leadership were answered. To the scholars, the study added more to the existing literature; this helped scholars to get more light on the practice of strategic leadership in Kenya. Moreover, besides acting as reference point for students and scholars, the findings extended the prevailing literature by informing future scholars. This built on the current strategic leadership practices literature.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents the various theoretical foundations that guided the study, in addition to the literature review that is relevant to the study. The chapter is organized into theoretical foundations, strategic leadership, strategic leadership and performance of multicultural automobile companies and ends with a diagrammatical representation of the conceptual framework.

### **2.2 Theoretical Foundation**

The study adopted the upper echelons theory by Hambrick and Mason (1984) and the contingency theory by Fiedler (1964). The theories are discussed under this section. This study further linked the theories' relevance to this study.

#### **2.2.1 Upper Echelons Theory**

This is a theory that was introduced by Hambrick and Mason (1984); it is a theory that is anchored in the conception that the leaders at the apex of the organization interpret their circumstances in a very individualized way (Mymoona, 2018). Therefore, strategic leaders capitalize on their organizations potential to optimize on their capacity with the main aim of performance boosting in their organizations. In addition, strategic leadership should entail the capability to knit together the long-term strategies, short term strategies and aspirations of the organization (Kallenberg, 2020). Burgelman et al. (2018) identified three key roles of strategic leaders, to oversee and organize the entire strategic course, dealing with interrelationships between the workers, stakeholders and their environment and handling management skill development. These roles emphasize on the critical nature of leadership in organizations by focusing on strategic direction, resource management, organizational culture and ethical practice.

There are various types of leadership styles that exist and which affect organizational performance at work place in different ways. Such includes autocratic style of leadership, laissez-faire style, democratic leadership style, bureaucratic leadership style which originate from transactional theory and participative leadership style which is based on transformative leadership. Based on this theory, leadership offers direction and purpose towards achieving goals of an organization. It also determines social relationship of a



group at work and shape group behavior where individual employee feeling of commitment towards achieving organization goal is based (Gachugu, 2019).

### **2.2.2Contingency Theory**

The theory was developed by Fiedler (1964) and the key concept of the theory is fit. Linton (2016) notes that organizational performance improved if there was a proper alignment of internal and external organization factors. Contingency theory stemmed from researchers' criticism that challenged the idea of "one best way" and therefore, to efficiently organize and structure an organization, there are contingencies that needed to be taken care of (Linton, 2016). Contingency theory is based on the assumption that organizations are unique and therefore no single type of organization structure that is effectively and equally applicable to all organizations.

For an organization's effectiveness, Wu, Wu, Chen and Goh (2014) propose that its structure and strategic processes must fit its context (environment, organization culture, technology, size, or task). Larson and Foropon (2018) highlight mechanistic and organic organizations as an example of break away from "one best way". Linton (2016) suggests that mechanistic structures are appropriate for stable conditions and are characterized by hierarchic structure of control (bureaucracy), centralization, differentiation and task specialization. On the other hand, organic structures promote flexibility and shared responsibility between tasks (Wu et al., 2014). Therefore, organic structure is the appropriate form for organizations faced with changing environment that constantly spawn new challenges (problems) and unpredicted requirements for actions that could not be decomposed or distributed within a hierarchic structure, such as telecommunication firms. Organizations operating in stable environments and technologies would gain from mechanistic structure where tasks remain the same over time; decision making and instructions are centralized and issued by superiors (Linton, 2016).

The contingency theory informs the study in that, first, organization's effectiveness depends on the fit between its structure and processes, and its context (environment, organization culture, technology, size, or task). Secondly, the theory informs this research that strategy structure favours organizations faced with dynamic environments and unpredicted requirements (similar in telecommunication firms) and whereas mechanistic

structure favours organizations in stable environments. Therefore, organizations are required to select effective strategies and processes to ensure firm performance.

### **2.3 Strategic Leadership**

Strategic leadership is a very important practice for telecommunication firms. Strategic leaders must lead their organizations in the strategy making process and work out an organizational structure that ensure that the strategy is well implemented. According to Hambrick and Lovelace (2018), the executives of a company have strategic roles. The chief executive officer must wear the mantle of the chief strategy maker. This is because the ultimate responsibility for leading the strategy making and execution process and its full alignment to the mission and vision of the organization rests with the chief executive officer. Even though others may and should assist in the strategy making process, it is the ultimate responsibility of the Chief Executive Officer (CEO) to ensure that a working strategy is available for the organization.

As observed by Bakker and Leiter (2017), strategic leaders made the work of management easier when they helped in crafting a good strategy. A good strategy that is well aligned to the organizational goals and well executed is a sign of good organizational management. As discussed by Aula and Mantere (2020), the process of making a strategy begins with an agreement on the vision, mission and values of the organization. The study clearly articulated the importance of strategic leaders. They must ensure that there is a consensus on the identity of the firm among the key leaders in the organization, if they are to identify with the output, which is the strategy document.

After agreeing on the identity, strategic leaders helped the organization in setting up the objectives. This argument is corroborated by Grant and Baden-Fuller (2018) who elaborated that objectives fall into two main categories: financial and strategic. Financial objectives define the expected profits, annual dividends for stakeholders, strong bond and credit ratings, and stable earnings during recession periods among others. Strategic objectives include gaining a certain percentage of market shares, achieving lower overall costs than rivals, achieving technological leadership, and employing better solutions than rivals among others, things that all telecommunication firms need to ensure improved firm performance.

Rohrbeck and Kum (2018) argued that strategic leaders ensured that there is hierarchy within the organization that aligns the strategy in all the departments of the organization. There was always one corporate strategy that represented a company's wide game plan for managing a set of business. This was followed by a business strategy that guided each business line. Each business had functional area strategies and, lastly had operating strategies within each business. Once all the above were achieved, then a company got a strategic plan.

Jabbar and Hussein (2017) noted that leadership starts with having a vision. If a leader does not have a vision, then it follows that the future of the company is not guaranteed. When the top executives are crafting the vision, they are basically making a decision on what path to commit a company against other paths that could be there. To be able to do this, they have to assess both the external and internal environment so that they can address all the factors, which can impact on achieving the vision of the business. The study also posited that mission is required, which is the description of the company's present business purpose. The study suggested that a mission provides a code of how a company's employees behaved as they seek to fulfil the vision of the organization. It explains the core purpose of the company, which sets it apart from other companies, some of which are involved in similar businesses. It is normally captured in a few words in the form of a mission statement.

During the strategic planning process, strategic leaders ensured that they adopted vision and mission concepts because they carried with them the philosophy of the organization (Bourgoin, Marchessaux & Bencherki, 2018). It is from this that the organization began developing its objectives that fulfilled in line with the guiding principles that help set a culture in the organization that is helpful in achieving the set goals. Mutole (2019) established that leadership plays a pivotal role in creating the most essential connection between different elements, units, and departments in an organization to craft unanimity of resolve and a singularity of focus, which are all essential for the success of the organization. When a strategic leader uses specific practices and in cooperate them in governance, then most likely the organization meets its strategic goals. Enhancing good strategic leadership practices is, therefore, a critical success factor in performance.

Strategic leadership also entails resource management. As per Han *et al.* (2019), a good indicator should cover both the resource base of the institutions, the processes involved in turning resources into tangible output until its disposal to the market. Beyond this point, market acceptability measures should be developed to ensure the products from these institutions are well accepted and integrated in the global economic systems.

#### **2.4 Strategic Leadership and Performance**

According to Wangmo (2021), organizations are moving away from the classical authoritative leaderships where decisions are made solely on a top-down basis to a new participative approach. This paradigm shift has taken root in most organizations where the management has entrenched a culture of making strategic moves aimed at repositioning the firm. In the findings, the study further argues that the supportive and inclusive interactions by democratic leaders create an intimate relationship with the firm personnel which is essential to creating a high-performing enterprise. However, the study did not investigate whether this could lead to improved performance in terms of enterprise growth.

Lukorito (2015) revealed that respect accorded to the employees by leadership was important to the organization's strategic performance; and that employee involvement in strategy-making process was important for Kenya Airways Limited (KQ) to achieve its strategic goals. The study further revealed that by listening and acting on the employee's contribution KQ was able to achieve employee commitment to the organization. Further, the study revealed that communication was key to achieving positive strategic performance of the organization. However, the study did not reveal whether the findings could be adopted by other industries, such as the telecommunication firms in Kenya.

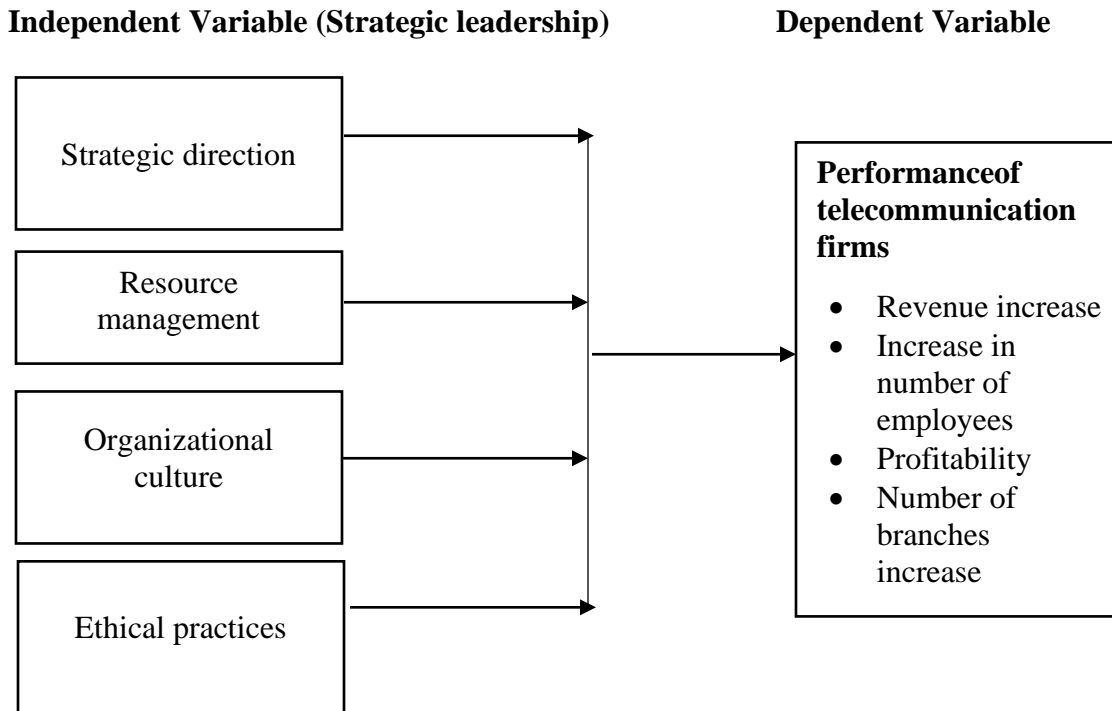
Nthini (2013) and Burgelman *et al.* (2018) noted that organizations practice strategic leadership as they had adopted different strategies at different levels of management. This study however, did not consider the most appropriate strategic leadership dimensions to enhance the operation of the strategy adopted. It was therefore important for the current study to effectively fill this gap by exploring and providing empirical evidence on the

effectiveness of strategic leadership adopted by the telecommunication firms in Kenya to enhance organizational performance in the light of the continuous change.

Masungu, Marangu, Obunga and Lilungu (2015) found relevant in bridging the gap on strategic leadership dimensions in institutions of higher learning. However, there is need for a study to specifically consider strategic leadership in the light of organizational performance in telecommunication firms in Kenya, hence the need for the current study. This raises validity of generalization of findings in the presence of change in developing countries such as Kenya.

## 2.4 Conceptual Framework

This is a representation created by researcher which he/she believes provides the best explanation to the phenomenon under study. It is further described as a logical visual presentation of how the ideas being studied relate to one another (Figure 2.1).



**Figure 2.1 Conceptual Model**

**Source: Researcher (2021)**

Ho: There is no relationship between strategic leadership and performance of telecommunication firms in Kenya.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter looks at the methodologies that were used by the research, comprising of the research design, study population, the method of data collection and methods for analysis of data.

### **3.1 Research Design**

This study used a descriptive survey design. According to Creswell and Clark (2017), a descriptive survey design is a procedure of collecting information by administering questions to the sample individuals, and does not control and/or manipulate any of the variables, but only observes and measures them. This design is preferred as data collected was used to determine the effect of strategic leadership on performance of telecommunication firms in Kenya. The study also adopted quantitative approaches to data collection, which supported the use of a descriptive survey design.

### **3.2 Population of Study**

Target population is the actual population to which the researcher would like to generalize the results of the study (Kumar, 2018). The target population for this study comprised the 13 telecommunication firms in Kenya, as shown in Appendix III. Since the population is small, a census is proposed.

### **3.4 Data Collection**

The study used primary data, which was collected from the respondents using questionnaires. The study also used closed-ended questions based on the need to guide the respondents in filling the questionnaire. The questionnaire was structured into three sections; the first section collecting data on the demographic characteristics of the respondents while the second section addressing the independent variable of the study (strategic leadership). The third and final section asked questions on the dependent variable of the study (performance). As postulated by Kumar (2018), questionnaires were delivered in the same language, structure and phrasing to sample respondents.

The research instruments were administered with the aid of two research assistants. The researcher subsequently trained two research assistants for purposes of data collection.

The research assistants were instructed on how to approach the respondents, distribute as well as collect the questionnaires. This made sure that the quality of the data collected was accurate in answering the specific objectives of the study.

### **3.5 Data Analysis**

The study conducted descriptive statistics using the measures of central tendency and dispersion. Here, the researcher analysed the data using means and standard deviations to measure central tendencies and dispersion of the data. The researcher also used other techniques such as frequencies and percentages. For presentation, tables were used. The analysis was aided by the use of statistical software, the Statistical Package for Social Sciences (SPSS) version 27.

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1 Introduction

This chapter presents the findings of the study. The findings are organized in a manner which describes the study themes based on the overall objective of the study.

### 4.2 Response Rate

The study targeted 13 telecommunication firms in Kenya of which all the questionnaires were filled and returned. A response rate of 100% was therefore attained.

### 4.3 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents sought in the study comprised of the gender, age bracket, academic background and the length the respondents had served in their organizations. The findings on the demographic characteristics of the respondents are presented in the sub-sections below.

#### 4.3.1 Gender of the Respondents

The respondents were asked to indicate their gender. The findings indicated that 61.5% of the respondents were male whereas 38.5% were female. The findings indicate that most telecommunication firms comprise of male staff than their female counterparts, as shown in Table 4.1.

**Table 4.1 Gender of the Respondents**

Gender	Frequency	Percent
Male	8	61.5
Female	5	38.5
Total	13	100.0

#### 4.3.2 Age of the Respondents

The participants were asked to indicate their age. From the findings, 46.2% of the respondents were aged 36-45 years. Further, 23.1% of the respondents were aged above 46 years, 15.4% were aged between 26-35 years and 15.4% of the respondents were aged 25 years and below. The findings imply that telecommunication firms prefer employing



young individuals, showing that technology firms are mainly dominated by young populations in Kenya, as shown in the Table 4.2.

**Table 4.2 Age Bracket of the Respondents**

Age Bracket	Frequency	Percent
25 years and below	2	15.4
26-35 years	2	15.4
36-45 years	6	46.2
Above 46 years	3	23.1
Total	13	100.0

#### **4.3.3 Academic Background of the Respondents**

The respondents were requested to indicate their highest education level attained. This was done to indicate whether the respondents were in a position to answer the questionnaires given to them to answer. The findings illustrated that most respondents (61.5%) had attained university education level followed by 23.1% of the respondents who had attained college education level and finally 15.4% of the respondents said they had attained professional education level. The results are shown in Table 4.3.

**Table 4.3 Highest Education Levels of the Respondents**

Academic Background	Frequency	Percent
College Level	3	23.1
University Level	8	61.5
Professional Level	2	15.4
Total	13	100.0

#### **4.3.4 Experience of Respondents in their Areas of Work**

The participants were asked to indicate the length they had worked in their areas of work. From the findings, 53.8% of the respondents had worked for a duration of 6-10 years. In addition, 30.8% of the respondents had worked between 2-5 years, 7.7% had worked for above 15 years and 7.7% of the respondents worked for less than one year. This indicated

that most respondents had worked in the organizations for at least 2 years which made them familiar with what they had been asked about their organization. The findings are shown in Table 4.4.

**Table 4.4 Length Served by the Respondents in the Organizations**

Length worked	Frequency	Percent
Less than 1 Year	1	7.7
2-5 Years	4	30.8
6-10 Years	7	53.8
Above 15 Years	1	7.7
Total	13	100.0

#### **4.4 Descriptive Statistics**

##### **4.4.1 Strategic Direction**

The study sought to determine the influence of strategic direction on strategic leadership within the organizations in Kenya. To this end, the respondents were asked to respond to statements on strategic direction and the findings are represented in Table 4.5. The study found that 30.8% (n= 4) of the respondents agreed that the top management gave a clear strategic direction to boost the operations of the organization, 15.4% (n=2) disagreed whereas 23.1% (n=3) of the respondents neither agreed nor disagreed. On whether the management provided the context in which the organization operated to determine the areas where improvement was needed, 53.8% (n=7) of the respondents agreed, 15.4% (n=2) were in disagreement while 7.7% (n=1) of the respondents neither agreed nor disagreed.

The study findings revealed that 38.5% (n=5) of the respondents strongly agreed that the top management gave a clear short-term plan to boost the operations of the organization, 7.7% (n=1) of the respondents disagreed and 23.1% (n=3) neither agreed nor disagreed. On whether the top management provided a clear long-term plan to boost the operations of the organization, 53.8% (n=7) of the respondents strongly agreed, 7.7% (n=1) strongly disagreed whereas 7.7% (n=1) neither agreed nor disagreed. The research finally indicated that 46.2%(n=6) of the respondents agreed that the top management gave a

clear implementation plan to boost the operations of the organization, 23.1% (n=3) strongly agreed and 30.8% (n=4) of the respondents neither agreed nor disagreed.

**Table 4.5 Strategic Direction**

Statement		SD	D	N	A	SA
The top management gives a clear strategic direction to boost the operations of the organization	f	0	2	3	4	4
	%	0.0%	15.4%	23.1%	30.8%	30.8%
The management provides the context in which the organization is operating to determine the areas where improvement is needed	f	0	2	1	7	3
	%	0.0%	15.4%	7.7%	53.8%	23.1%
The top management gives a clear short-term plan to boost the operations of the organization	f	0	1	3	4	5
	%	0.0%	7.7%	23.1%	30.8%	38.5%
The top management provides a clear long-term plan to boost the operations of the organization	f	1	0	1	4	7
	%	7.7%	0.0%	7.7%	30.8%	53.8%
The top management gives a clear implementation plan to boost the operations of the organization	f	0	0	4	6	3
	%	0.0%	0.0%	30.8%	46.2%	23.1%

A table of means and standard deviations was also obtained to present the results on strategic direction. The mean results are given on a scale interval where a mean value of up to 1 is an indication of a strong disagreement by the respondents; 1.1 – 2.0 is an indication of a disagreement by the respondents; 2.1 – 3.0 is an indication of the respondents being neutral, 3.1 – 4.0 is an indication of an agreement by the respondents and a mean value of 4.1 and above is an indication of a strong agreement by the respondents. The standard deviations obtained in the study were small indicating minimal variations in the responses given.

On average, the study found that the respondents agreed to all statements, that the top management gave a clear strategic direction to boost the operations of the organization ( $M=3.77, SD=1.092$ ); the management provided the context in which the organization operated to determine the areas where improvement was needed ( $M=3.85, SD=0.987$ ) and the top management gave a clear short-term plan to boost the operations of the organization ( $M=4.00, SD=1.000$ ). The respondents also agreed that the top management provided a clear long-term plan to boost the operations of the organization ( $M=4.23,$

$SD=1.166$ ) and finally the top management gave a clear implementation plan to boost the operations of the organization ( $M =3.92$ ,  $SD =0.760$ ). The results are presented in Table 4.6.

**Table 4.6 Means and Standard Deviations for Strategic Direction**

	Mean	Std. Deviation
The top management gives a clear strategic direction to boost the operations of the organization	3.77	1.092
The management provides the context in which the organization is operating to determine the areas where improvement is needed	3.85	.987
The top management gives a clear short-term plan to boost the operations of the organization	4.00	1.000
The top management provides a clear long-term plan to boost the operations of the organization	4.23	1.166
The top management gives a clear implementation plan to boost the operations of the organization	3.92	.760
<b>Composite Mean and SD</b>	<b>3.9538</b>	<b>.53637</b>

#### 4.4.2 Resource Management

The study sought to determine the influence of resource management on strategic leadership within the organizations in Kenya. To this end, the respondents were asked to respond to statements on resource management and the findings are represented in Table 4.7. The study found out that a slight majority of the respondents, 61.5% (n=8) strongly agreed that employee compensation, benefits and appraisals were carried out in a transparent and unbiased manner whereas 38.5% (n=5) of the respondents agreed. In addition, 69.2% (n=9) of the respondents strongly agreed that there were new functional processes to improve operational efficiency in the organization and 30.8% (n=4) of the respondents also agreed. On whether there were new functional structures to enhance operations in the organization, 53.8% (n=7) of the respondents agreed, 7.7% (n=1) disagreed whereas 30.8% (n=4) neither agreed nor disagreed.

To add on, 76.9% (n=10) of the respondents agreed that the senior management team had a clear focus on the resource management processes, 7.7% (n=1) disagreed whereas 7.7% (n=1) of the respondents neither agreed nor disagreed. On whether the top management

team had ensured organizational resources those were responsively used by all level of management, 53.8% (n=7) of the respondents agreed, 15.4% (n=2) disagreed while 23.1% (n=3) neither agreed nor disagreed. Finally, 61.5% (n=8) of the respondents agreed that the organization considered employees as the most important resource of the firm, 15.4% (n=2) disagreed whereas 23.1% (n=2) had neither agreed nor disagreed.

**Table 4.7 Resource Management**

Statements		SD	D	N	A	SA
Employee compensation, benefits and appraisals are carried out in a transparent and unbiased manner	f	0	0	0	5	8
	%	0.0%	0.0%	0.0%	38.5%	61.5%
There are new functional processes to improve operational efficiency in the organization	f	0	0	0	4	9
	%	0.0%	0.0%	0.0%	30.8%	69.2%
There are new functional structures to enhance operations in the organization	f	1	1	4	7	0
	%	7.7%	7.7%	30.8%	53.8%	0.0%
The senior management team has a clear focus on the resource management processes	f	1	1	1	10	0
	%	7.7%	7.7%	7.7%	76.9%	0.0%
The top management team has ensured organizational resources are responsively used by all level of management	f	1	2	3	7	0
	%	7.7%	15.4%	23.1%	53.8%	0.0%
The organization considers employees as the most important resource of the firm	f	0	2	3	8	0
	%	0.0%	15.4%	23.1%	61.5%	0.0%

On average, the study found that the respondents agreed to all statements, that employee compensation, benefits and appraisals were carried out in a transparent and unbiased manner ( $M = 4.62$ ,  $SD = 0.506$ ); there were new functional processes to improve operational efficiency in the organization ( $M = 4.69$ ,  $SD = 0.480$ ) and there were new functional structures to enhance operations in the organization ( $M = 3.31$ ,  $SD = 0.967$ ). Moreover, the respondents also agreed that the senior management team had a clear focus on the resource management processes ( $M = 3.54$ ,  $SD = 0.967$ ); the top management team had ensured organizational resources were responsively used by all level of management ( $M = 3.23$ ,  $SD = 1.013$ ) and also the organization considered employees as the most important resource of the firm ( $M = 3.46$ ,  $SD = 0.776$ ). The results are presented in Table 4.8.

**Table 4.8 Means and Standard Deviations for Resource Management**

	Mean	Std. Deviation
Employee compensation, benefits and appraisals are carried out in a transparent and unbiased manner	4.62	.506
There are new functional processes to improve operational efficiency in the organization	4.69	.480
There are new functional structures to enhance operations in the organization	3.31	.947
The senior management team has a clear focus on the resource management processes	3.54	.967
The top management team has ensured organizational resources are responsively used by all level of management	3.23	1.013
The organization considers employees as the most important resource of the firm	3.46	.776
<b>Composite Mean and SD</b>	<b>3.8077</b>	<b>.47554</b>

#### 4.4.3 Organizational Culture

The study sought to determine the influence of organizational culture on strategic leadership within the organizations in Kenya. To this end, the respondents were asked to respond to statements on organizational culture and the findings are represented in Table 4.9. The study found that 61.5% (n=8) of the respondents agreed that there was a well stipulated human resource development program in the organization, 23.1% (n=3) disagreed whereas 15.4% (n=2) of the respondents neither agreed nor disagreed. On the other hand, the results showed that those who agreed that the organization culture was that of hard work which yielded high performance were 38.5% (n=5), 15.4% (n=2) disagreed while 15.4% (n=2) of the respondents neither agreed nor disagreed. The findings also showed that 46.2% (n=6) of the respondents agreed that most employees in the organization were encouraged to advance their job-related skills whereas 15.4% (n=2) of the respondents disagreed to the statement.

The findings of the study also indicated that 46.2% (n=6) of the respondents agreed that there were training programs for employees who did not clearly understand the strategic direction of the organization, 30.8% (n=4) of the respondents strongly agreed whereas

15.4% (n=2) strongly agreed. Furthermore, 53.8% (n=7) of the respondents agreed that there was encouragement of team members to adopt new approaches in planning and innovative processes, 30.8% (n=4) of the respondents strongly agreed while 15.4% (n=2) of the respondents neither agreed nor disagreed. On whether there was effective communication from top management to lower management and vice versa in the firm, 46.2% (n=6) of the respondents agreed while 23.1% (n=3) neither agreed nor disagreed.

**Table 4.9 Organizational Culture**

Statements		SD	D	N	A	SA
There is a well stipulated human resource development program in the organization	f	0	3	2	8	0
	%	0.0%	23.1%	15.4%	61.5%	0.0%
The organization culture is that of hard work which yields high performance	f	0	2	2	5	4
	%	0.0%	15.4%	15.4%	38.5%	30.8%
Most employees in the organization are encouraged to advance their job-related skills	f	2	1	0	6	4
	%	15.4%	7.7%	0.0%	46.2%	30.8%
There is training programs for employees who do not clearly understand the strategic direction of the organization	f	2	1	0	6	4
	%	15.4%	7.7%	0.0%	46.2%	30.8%
There is encouragement of team members to adopt new approaches in planning and innovative processes	f	0	0	2	7	4
	%	0.0%	0.0%	15.4%	53.8%	30.8%
There is effective communication from top management to lower management and vice versa in the firm	f	0	0	3	6	4
	%	0.0%	0.0%	23.1%	46.2%	30.8%

On average, the study found that the respondents agreed to all statements, that there was a well stipulated human resource development program in the organization ( $M = 3.38$ ,  $SD = 0.870$ ); the organization culture was that of hard work which yielded high performance ( $M = 3.85$ ,  $SD = 1.068$ ) and most employees in the organization were encouraged to advance their job-related skills ( $M = 3.69$ ,  $SD = 1.437$ ). In addition, the respondents also agreed that there were training programs for employees who did not clearly understand the strategic direction of the organization ( $M = 3.69$ ,  $SD = 1.437$ ); there was encouragement of team members to adopt new approaches in planning and innovative processes ( $M = 4.15$ ,  $SD = 0.689$ ) and there was effective communication from top

management to lower management and vice versa in the firm ( $M = 4.08$ ,  $SD = 0.760$ ). The results are presented in Table 4.10.

**Table 4.10 Means and Standard Deviations for Organizational Culture**

	Mean	Std. Deviation
There is a well stipulated human resource development program in the organization	3.38	.870
The organization culture is that of hard work which yields high performance	3.85	1.068
Most employees in the organization are encouraged to advance their job-related skills	3.69	1.437
There is training programs for employees who do not clearly understand the strategic direction of the organization	3.69	1.437
There is encouragement of team members to adopt new approaches in planning and innovative processes	4.15	.689
There is effective communication from top management to lower management and vice versa in the firm	4.08	.760
<b>Composite Mean and SD</b>	<b>3.8077</b>	<b>.69671</b>

#### 4.4.4 Ethical Practices

The aim of the study was to determine the influence ethical practices on strategic leadership within the organizations in Kenya. To this end, the respondents were asked to respond to some statements on ethical practices and the findings are represented in Table 4.11. The research indicated that 38.5% (n=5) of the respondents strongly agreed that the organization took into considerations the values of employees, 7.7% (n=1) disagreed while 15.4% (n=2) neither agreed nor disagreed. Also, 69.2% (n=9) of the respondents were on agreement that the organization valued the views of every employee, and 30.8% (n=4) of the respondents strongly agreed. The study found that 46.2% (n=6) of the respondents agreed that there were training programs for employees who did not clearly understand some aspects in the organization, 30.8% (n=4) strongly agreed whereas 23.1% (n=3) neither agreed nor disagreed. On the other hand, the results showed that all the respondents agreed that there were interpreter programs for employees who found it difficult to communicate to other employees. Finally, 23.1% (n=3) of the respondents agreed that they had strong work ethics which translated to solid performance record, and



7.7% (n=1) of the respondents disagreed while 23.1% (n=3) of the respondents neither agreed nor disagreed.

**Table 4.11 Ethical Practices**

Statements		SD	D	N	A	SA
The organization takes into considerations the values of employees	f	1	1	2	4	5
	%	7.7%	7.7%	15.4%	30.8%	38.5%
The organization values the views of every employee	f	0	0	0	9	4
	%	0.0%	0.0%	0.0%	69.2%	30.8%
There is training programs for employees who do not clearly understand some aspects in the organization	f	0	0	3	6	4
	%	0.0%	0.0%	23.1%	46.2%	30.8%
There are interpreter programs for employees who might find it difficult to communicate to other employees	f	0	0	0	0	13
	%	0.0%	0.0%	0.0%	0.0%	100.0%
I have strong work ethics which translates to solid performance record	f	0	1	3	3	6
	%	0.0%	7.7%	23.1%	23.1%	46.2%

On average, the study found that the respondents agreed to all statements, that the organization took into considerations the values of employees ( $M = 3.85$ ,  $SD = 1.281$ ); the organization valued the views of every employee ( $M = 4.31$ ,  $SD = 0.480$ ); there were training programs for employees who did not clearly understand some aspects in the organization ( $M = 4.08$ ,  $SD = 0.760$ ); there were interpreter programs for employees who found it difficult to communicate to other employees ( $M = 5.00$ ,  $SD = 0.00$ ) and finally the respondents had strong work ethics which translated to solid performance record ( $M = 4.08$ ,  $SD = 1.038$ ). The results are presented in Table 4.12.

**Table 4.12 Means and Standard Deviations for Ethical Practices**

	Mean	Std. Deviation
The organization takes into considerations the values of employees	3.85	1.281
The organization values the views of every employee	4.31	.480
There is training programs for employees who do not clearly understand some aspects in the organization	4.08	.760
There are interpreter programs for employees who might find it difficult to communicate to other employees	5.00	.000
I have strong work ethics which translates to solid performance record	4.08	1.038
<b>Composite Mean and SD</b>	<b>4.2615</b>	<b>.36864</b>

#### 4.4.5 Performance of Telecommunication Firms

Performance of telecommunication firms in Kenya was assessed. The findings indicated that 46.2% (n=6) of the respondents agreed that the profit of the organization had been on the increase over the past few years, 30.8% (n=4) of the respondents strongly agreed while 23.1% (n=3) neither agreed nor disagreed. On whether the revenue of the organization had improved significantly in the last five years, 46.2% (n=6) of the respondents agreed, 30.8% (n=4) strongly agreed whereas 23.1% (n=3) of the respondents neither agreed nor disagreed. The study also found that 61.5% (n=8) of the respondents agreed that the number of employees of the organization had been on a continuous rise over the past few years, 15.4% (n=2) strongly disagreed while 23.1% (n=3) neither agreed nor disagreed. To sum up, 69.2% (n=9) of the respondents agreed that the number of operating branches had been increasing in the firm whereas 30.8% (n=4) of the respondents neither agreed nor disagreed. The findings are presented in Table 4.13.

**Table 4.13 Performance of Telecommunication Firms**

Statements		SD	D	N	A	SA
The profit of the organization has been on the increase over the past few years	f	0	0	3	6	4
	%	0.0%	0.0%	23.1%	46.2%	30.8%
The revenue of the organization has improved significantly in the last five years	f	0	0	3	6	4
	%	0.0%	0.0%	23.1%	46.2%	30.8%
The number of employees of the organization have been on a continuous rise over the past few years	f	2	0	3	8	0
	%	15.4%	0.0%	23.1%	61.5%	0.0%
The number of operating branches has been increasing in the firm	f	0	0	4	9	0
	%	0.0%	0.0%	30.8%	69.2%	0.0%

On average, the study found that the respondents agreed to all statements, that the profit of the organization had been on the increase over the past few years ( $M = 4.08$ ,  $SD = 0.760$ ); the revenue of the organization had improved significantly in the last five years ( $M = 4.08$ ,  $SD = 0.760$ ); the number of employees of the organization had been on a continuous rise over the past few years ( $M = 3.31$ ,  $SD = 1.109$ ) and the number of operating branches had been increasing in the firm ( $M = 3.69$ ,  $SD = 0.480$ ). The results are presented in Table 4.14.

**Table 4.14 Means and Standard Deviations for Performance of Firms**

	Mean	Std. Deviation
The profit of the organization has been on the increase over the past few years	4.08	.760
The revenue of the organization has improved significantly in the last five years	4.08	.760
The number of employees of the organization have been on a continuous rise over the past few years	3.31	1.109
The number of operating branches has been increasing in the firm	3.69	.480
<b>Composite Mean and SD</b>	<b>3.7885</b>	<b>.47704</b>

#### 4.5 Discussion of Results

This section discusses the findings of the study with other existing studies in line with the objective of the study. The study findings indicated that strategic direction influenced

strategic leadership within the organizations since the top management gave a clear strategic direction to boost the operations of the organization. In line with the findings of the study, Doz (2020) illustrates that leaders achieve more depending on whether they have a training background on the area of management, their social skills on how to handle the human resource in their organizations, the intellect, cognitive values, age, tasks involved in before, additional occupational involvements, educational qualification, background and the top management team variability. The study also found out that the management provided the context in which the organization operated to determine the areas where improvement was needed. Wu et al. (2014) agree with the current study findings by indicating that for an organization's effectiveness, its structure and strategic processes must fit its context (environment, organization culture, technology, size, or task).

The research indicated that the top management gave a clear short- and long-term plan to boost the operations of the organization. Abner, et al. (2019) view strategic leadership as the unique ability of leaders to capacitate the employees working under them to make deliberate choices and decisions that can benefit the organization in the short term and long term in its pursuit of performance viability. In addition, Kallenberg (2020) indicates that strategic leadership should entail the capability to knit together the long-term strategies, short term strategies and aspirations of the organization. This short-term plan acts as the booster to the most of the operations in the firms.

The study established that the top management gave a clear implementation plan to boost the operations of the organization. The findings are in line with that of Hambrick and Lovelace (2018) who found that strategic leadership is a very important practice for telecommunication firms. Hambrick and Lovelace added that strategic leaders must lead their organizations in the strategy making process and work out an organizational structure that will ensure that the strategy is well implemented. These roles are given to each and every person in a firm so as to ensure that they implement their roles effectively.

The study also determined the influence of resource management on strategic leadership within the organizations. The findings of the study showed that for firms to initiate proper

and strategic leadership, the resources should be managed properly in different organizations. It was also found that there were new functional processes to improve operational efficiency in the organization. In line with the findings of the study, Mubarak and Yusoff (2019) indicated that a business strategy will guide each business line which will be initiated after a corporate strategy that represents a company's wide game plan for managing a set of business. Each business in turn, have functional area strategies and, lastly, have operating strategies within each business.

The study also found that there were new functional structures to enhance operations in the organization. Ramaswamy and Ozcan, (2018) indicates that performance measurement systems should be applied in every production stage as well as processes within an organization. In line with the findings of the study, Chen and Kitsis (2017) indicates that there is need for companies to maximize on strategic management decisions and extend design performance systems by department or small units into operational functions. Rohrbeck and Kum (2018) also argued that strategic leaders will ensure that there is hierarchy within the organization that aligns the strategy in all the departments of the organization. In addition, Rohrbeck and Kum (2018) indicates that there will always be one corporate strategy that represents a company's wide game plan for managing a set of business. They illustrated that this is followed by a business strategy that will guide each business line.

The findings indicated that there was a well stipulated human resource development program in the organization. Acuna and Gonzalez (2021) agreed with the current study findings by establishing that performance is a measure of how an organization can use the resources at its disposal like financial, human and even the intangible resources to generate income or revenue to the organization. Furthermore, Ramaswamy and Ozcan (2018) also supported these findings that continuous evaluation and improvement of the standard measures, quality procedures and capacity building of human resources made an organization improve its performance.

The study found that the organization culture was that of hard work which yielded high performance. Alayoubi, et al. (2020) agrees with the current study findings by indicating the roles of chief executive officers and senior managers in organizations where they are

considered as trainers and architects of an institutional culture that permits people to exploit their exceptional talents. Bourgoin, et al. (2018) also indicated that organizations usually develop its objectives that will be fulfilled in line with the guiding principles that help set a culture in the organization that is helpful in achieving the set goals.

The findings of the study indicated that the organizations took into considerations the values of employees. As it was indicated from Aula and Mantere (2020), the process of making a strategy begins with an agreement on the vision, mission and values of the organization. The study found that there was training programs for employees who did not clearly understand some aspects in the organization. Kumar and Sharma (2018) disagreed with the current study findings that there was no system in place that enabled the staff to participate or interact with the managers. Staff members were less involved even in matters that affected their welfare and that there was no training programme for them.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the study findings, conclusions and recommendations given to various stakeholders based on the objective of the study.

### **5.2 Summary of Findings**

The study findings indicated that strategic direction influenced strategic leadership within the organizations since the top management gave a clear strategic direction to boost the operations of the organization. The study also found out that the management provided the context in which the organization operated to determine the areas where improvement was needed. The research indicated that the top management gave a clear short- and long-term plan to boost the operations of the organization.

The findings of the study showed that for firms to initiate proper and strategic leadership, the resources needed to be managed properly in different organizations in the country. It was also found that there were new functional processes to improve operational efficiency in the organization. The study found that there were new functional structures to enhance operations in the organization.

The findings also indicated that there was a well stipulated human resource development program in the organization. The study found that the organization culture was that of hard work which yielded high performance. The research also determined that the organizations took into considerations the values of employees. The study found that there were training programs for employees who did not clearly understand some aspects in the organization.

### **5.3 Conclusions**

Based on the study findings, the study concluded that strategic direction influenced strategic leadership within the telecommunication organizations since the top management gave a clear strategic direction to boost the operations of the organization. In addition, the operations of the organizations were efficient since the managements provided the context in which the organization operated and also gave a clear short- and

long-term plan together with a clear implementation plan to boost the operations of the organization.

The study concluded that resource management influenced the strategic leadership within the organizations since there was proper management of resources in different telecommunication organizations studied. Also, the new functional structures in the organization enhanced operations initiating a clear focus on the resource management processes.

The study also concluded that organizational culture played a key role on performance within the telecommunication organizations in different ways. There was a well stipulated human resource development program in the organization which made the organizations culture to be that of hard work yielding high performance. The training of employees also made them understand the strategic direction of the organization since there was encouragement of team members to adopt new approaches in planning and innovative processes.

Finally, the research concluded that ethical consideration influenced performance of telecommunication organizations. This was facilitated by employee's values and views since the organizations trained the employees who did not understand the aspects of the organizations clearly.

#### **5.4 Recommendations for Practice**

The study recommends that as far as determination of strategic direction on strategic leadership within the telecommunication organizations is concerned, the organizations should make ways on how to make rules, norms and regulations understandable to the employees through strategic leadership.

Resources also need to be used effectively by all staff, as they were found to influence performance of the firms. This will make the organization grow effectively and be able to meet their objectives both in the short term and long term.

The study recommends that once a new approach in planning and innovative processes is established, programs such as rallies should be put in place to educate the employees on how to implement the processes. In addition, the firms should employ people who are



trained enough to reduce incidences of failure to understand the strategic directions of the organization.

Finally, the study recommends that the organization should first of all educate/train the employees on the aspects of ethics within the organization to make them catch up with the organizations' system completely.

### **5.5 Suggestions for Further Research**

Since most of the African nations practice telecommunication, the scope of the research was limited. Therefore, a study can be conducted on the effect of strategic leadership on performance of telecommunication firms in Africa.

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## **APPENDICES**

### **Appendix I: Letter of Introduction**

Dear Sir/Madam,

#### **RE: DATA COLLECTION**

My name is **NAHASHON NG'ARI**, a student at UoN studying "***EFFECT OF STRATEGIC LEADERSHIP ON PERFORMANCE OF TELECOMMUNICATION FIRMS IN KENYA***". Your response to the questionnaire will be appreciated.

Regards

**NAHASHON NG'ARI**

## **Appendix II: Questionnaire**

### **SECTION A: Demographic information**

#### **Gender?**

- a) Male
- b) Female

#### **Age bracket?**

- a) 25 Years and below
- b) 26-35 Years
- c) 26-45 Years
- d) Above 46 Years

#### **Academic/professional background level?**

- a) Secondary Level
- b) College Level
- c) University Level
- d) Professional Level
- e) Other [Specify].....

#### **Length served in the organization?**

- a) Less than 1 Year
- b) 2-5 Years
- c) 6-10 Years
- d) Above 15 Years

## SECTION B: STRATEGIC LEADERSHIP

In the scale of 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree, to what extent has strategic leadership affected performance in your company?

<b>Strategic direction</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1. The top management gives a clear strategic direction to boost the operations of the organization					
2. The management provides the context in which the organization is operating to determine the areas where improvement is needed					
3. The top management gives a clear short term plan to boost the operations of the organization					
4. The top management provides a clear long term plan to boost the operations of the organization					
5. The top management gives a clear implementation plan to boost the operations of the organization					
<b>Resource management</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
6. Employee compensation, benefits and appraisals are carried out in a transparent and unbiased manner					
7. There are new functional processes to improve operational efficiency in the organization					
8. There are new functional structures to enhance operations in the organization					
9. The senior management team has a clear focus on the resource management processes					
10. The top management team has ensured organizational resources are responsibly used by all level of management					
11. The organization considers employees as the most important resource of the firm					
<b>Organizational culture</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
12. There is a well stipulated human resource development program in the organization					
13. The organisation culture is that of hard work which yields high performance					
14. Most employees in the organization are encouraged to advance their job-related skills					



15. There is training programs for employees who do not clearly understand the strategic direction of the organization					
16. There is encouragement of team members to adopt new approaches in planning and innovative processes					
17. There is effective communication from top management to lower management and vice versa in the firm					
<b>Ethical practices</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
18. The organization takes into considerations the values of employees					
19. The organization values the views of every employee					
20. There is training programs for employees who do not clearly understand some aspects in the organization					
21. There are interpreter programs for employees who might find it difficult to communicate to other employees					
22. I have strong work ethics which translates to solid performance record					

### SECTION C: PERFORMANCE OF TELECOMMUNICATION FIRMS

In the scale of 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree, to what extent do you agree with the following on performance in your company?

<b>Performance</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
The profit of the organization has been on the increase over the past few years					
The revenue of the organization has improved significantly in the last five years					
The number of employees of the organization have been on a continuous rise over the past few years					
The number of operating branches has been increasing in the firm					

### **Appendix III: Telecommunication Firms in Kenya**

1. Safaricom PLC
2. Airtel Networks Limited
3. Telkom Kenya Limited
4. Finserve Africa Limited
5. Mobile Pay Limited
6. Wananchi companies (Kenya) Limited
7. Jamii Telecommunications Limited
8. Poa internet Kenya Limited
9. Internet Solutions Kenya Limited
10. Mawingu Networks Limited
11. Liquid Telecommunications Kenya Limited
12. Mobile Telephone Business Kenya Limited
13. Frontier Optical Networks Limited

## Appendix IV: University of Nairobi Introduction Letter



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

Telegrams: "Varsity",  
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Our Ref: **D61/67201/2011**

May 11, 2022

National Commission for Science, Technology and Innovation  
NACOSTI Headquarters  
Upper Kabete, Off Waiyaki Way  
P. O. Box 30623- 00100  
**NAIROBI**

**RE: INTRODUCTION LETTER: NAHASON KAHARA NGARI**

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on "*Effects of strategic Leadership on Performance of Telecommunication Firms in Kenya*"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.


The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.


Your co-operation will be highly appreciated.

**PHILIP MUKOLA (MR.)**  
**FOR: ASSOCIATE DEAN,**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

PM/mi


**Appendix V: NACOSTI Permit**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **914675** Date of Issue: **25/May/2022**


**RESEARCH LICENSE**




**This is to Certify that Mr.. NAHASHON KAHARA NGARI of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: EFFECTS OF STRATEGIC LEADERSHIP ON PERFORMANCE OF TELECOMMUNICATION FIRMS IN KENYA for the period ending : 25/May/2023.**

License No: **NACOSTI/P/22/17666**

**914675**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

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