STRATEGIC LEADERSHIP PRACTICES AND ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION FIRMS IN KENYA: A CASE OF TELKOM KENYA

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DECLARATION

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

Signed: ___________________ Date: ____________________

Arowo Millycent Akoth (MALD /11727/0/18)

This thesis has been presented with my approval as the University Supervisor.

Signed: ___________________ Date: ____________________

Dr. Wilson Odiyo, PhD Supervisor

DEDICATION

I dedicate this to my beloved husband and children who have provided immense support that has seen me through to completion.

ACKNOWLEDGEMENT

I give thanks to God, who enabled me to finish my thesis. I'm grateful that Dr. Wilson Odiyo consented to be my supervisor. I appreciate his methodical direction, helpful critique, open door policy, and most of all, his time and effort spent watching over me throughout the process. Also, I thank my husband and children for their immense support and my classmates who inspired me to complete the project we began together as well as Telkom Kenya and the study participants without whose assistance the research would have stagnated. I'm grateful.

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ABSTRACT

How well an organization implements its policies and programs and accomplishes its strategic intent is of principal concern since it forms a basis on how its performance is defined and is a derivative of the leadership model within the organization. Performance has been one of the challenges facing telecommunication firms in Kenya and globally with many shutting down and failing to break even. The knowledge of strategic leadership practices and its translation to organizational performance is important for the survival of telecommunication industries in the wake of intense and fierce competition for limited resources brought about by globalization and the exponential growth of technology. This study sought to establish how strategic leadership practices can influence performance within telecommunication firms in Kenya and effectively derive organizational success. The specific objectives of the study were: to determine the role of strategic direction, organizational capabilities, ethical practices, and strategic control on organizational performance. The study was anchored mainly on strategic leadership theory. However, there are three other related theories that were used to support namely: transformational leadership, path-goal leadership and performance goal theories. The researcher employed a pragmatic philosophy. Descriptive survey design with a mix of quantitative and qualitative methods was employed. The target population was 300 respondents obtained from top, middle, lower level managers and junior staff at Telkom Kenya headquarters based in Nairobi. Stratified random sampling was used in classifying the population to the various management levels after which a simple random sampling technique was used to arrive at the respondents in each stratum. A structured questionnaire and face-to-face in-depth interviews was adopted as data collection techniques. Quantitative data was analyzed using descriptive and inferential statistical techniques. Correlation and regression analysis was also used to provide answers to the research questions of the study. Content analysis was used in analyzing qualitative data. Results showed that strategic direction (β=0.317, p=0.000), organizational capacity (β=0.344, p=0.000), ethical practices (β=0.162 p=0.026) and strategic control (r=0.161, p=0.001) were positively and significantly related to the performance of telecommunication organization. The study concluded that practices of strategic leadership can be beneficial to telecommunication organizations by providing direction and consequently pulling all members in one direction in the pursuit of common objectives. The study recommended that the management of telecommunication organizations should adopt strategic leadership practices in order to improve their performances. Management should make plans and execute them strategically in their personal capacities and this will translate to changes in the organization performance as a whole.

ABBREVIATIONS AND ACRONYMS

CAK	Communication Authority of Kenya
CCK	Communication Commission of Kenya
KPTC	Kenya Posts and Telecommunication Company
NACOSTI	National Commission for Science, Technology, and Innovation
NIV	New International Version
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Ethical practices:	These are the company's overall moral guidelines. (Ireland & Hitt, 2005). In this study, ethical practices encompasses code of conduct, principles, and values that promotes reputation, trust, confidence, integrity, love for others, leading to organizational performance
Human capital:	The whole workforce's knowledge and abilities are meant by this. (Ireland & Hitt, 2005). This study operationalized human capital as a facet of developing organizational capability.
Leadership:	Leadership from the study context was linked to transformational leadership style in bringing about change and swaying adherents to carry out an organization's vision, purpose, goals, and objectives (Yukl, 2013).
Strategic control:	Strategic leaders utilize this method to define, sustain and change organizational operations. (Ireland & Hitt, 2005).The study looks at strategic control from premise, surveillance, and implementation context involving setting of targets, measurement, and feedback systems that are utilized in the evaluation of the strategic process
Organizational performance:	This concept refers to a company's capacity to fulfil its objectives by making effective and efficient use of the resources at its disposal. (Daft & Marcic, 2013). This was indicated by revenue growth, customer satisfaction, and customer engagements as aspects of organization performance.
Strategic direction:	This refers to the organization's long-term plan (Lear, 2012).
Strategic Leadership Practices:	Leadership techniques that provide a business a competitive edge against rivals (Ireland & Hitt, 2005). The study implores the same context and in addition looks at leadership practices as a process involving providing strategic direction, strategic controls, emphasizing on ethical practices and developing organizational capabilities to achieve the set goals and objectives for organization sustainability.

Strategic vision:	This is a remark that directs the leader towards a more appealing and desirable future (Gill, 2011).
Strategy:	This is a strategy that specifies how financial and non-financial resources will be used in order to provide the firm with a competitive edge (Daft & Marcic, 2013). In the context of this study, it is a plan to achieve organizational objectives and ultimate goals.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 Introduction

Performance has been one of the challenges to telecommunication firms in Kenya and globally, with many of them shutting down and failing to break even. The study endeavored to establish the effects of strategic leadership practices on performance of telecommunication firms in Kenya based on the case of Telkom Kenya. This chapter describes the study's background, the statement of the problem, the purpose of the study, the study objectives, the study queries, the justification, the significance, scope, and limitations

1.1 Background to the Study

Telecommunication firms are among the most globalized firms with most of them having operations in both developed and developing countries (World Bank, 2018). Performance is a big issue facing the industry due to liberalization, globalization, and changes in technology, innovation, and fierce competition, leading to failure in most of the firms. How well leadership practices are encompassed determines a firm's performance and ability to remain competitive in dynamic environments (Stowell, 2016). Some of the most globalized telecommunication firms include Orange whose parent firm is in France and has operations in 24 African countries, the Middle East, and Asian countries. Vodafone is another firm whose parent company is in Europe and it has operations in 65 countries across Europe, Asia Pacific, Sub-Saharan Africa, and America. Bharti Airtel in India has headquarters in India and operates across Asia and African countries.

The industry is witnessing exceptional growth rates and, amidst growing competition, it would be tough for mobile operators to survive, unless they strengthen their marketing and leadership strategies (Harsh & Leena, 2011).Based on a case study of Airtel India, a research on leadership in the Indian telecom industry via innovation and creativity in marketing tactics indicated that the success of the telecom service provider depends on the effective execution of its leadership and marketing strategy (Harsh & Leena, 2011). A study on economic impact of competition policy enforcement on the functioning and performance of Telecom markets in Europe measured leadership decisions through prices, investments, coverage. The study revealed that the enforcement of the leadership regulatory decisions contributed to better functioning and performance of the telecommunication markets in Europe (James et al., 2017).

In Africa, Nigeria is the biggest and fastest growing mobile market but faces lots of challenges in regard technology, innovation, and strategic decision making and directions thus affecting performance (Ndukwe, 2014). The firms account for 9.13% of Nigeria's Gross Domestic Product (Nigeria Communications Commission, 2017). A study conducted by Chijioke and Hieu (2019) within Nigeria telecom businesses said that defining short- and long-term goals as well as a vision and purpose are crucial components of any plan for the success of the company.

In Tanzania, telecommunication companies continue to conduct continuous training to enhance the skills of their employees. The availability and proper use of resources is a business strategy that has been adopted successfully to improve performance in private companies and in parastatals. The adoption of modern technologies as well as providing training on how best to use them has improved performance levels (Issara & Masele, 2021). In Ethiopia, strategic leadership styles among information and communication technology professionals has been adopted in recent years as a way of enhancing performance in the spheres of mobile money and internet solutions. However, they have yielded mixed results in organizational performance (Gemeda & Lee, 020).

Within Kenya, there are three main telecommunication companies providing communication services namely: Safaricom PLC, Telkom Kenya, and Airtel Kenya Limited. Essar Telecom closed its doors due to competition and performance issues. All firms have a crucial purpose in offering differentiated services like voice, mobile money, data, internet solutions, and many more services to the public (CAK,2017). Given the turbulent and dynamic nature of the business environment in which these companies operate, strong strategic leadership abilities and expertise are required to manage the organization (Stowell, 2016). The leaders develop strategy documents to guide and direct the business on its mission, vision, and core objectives. The leadership should analyze the external and internal factors that support the sustainable growth and competitive advantage of the business. Well thought out and proper strategy enhances and boosts the performance of the business by identifying trends and opportunities currently and in the future and helps create a vision and direction for the whole organization (Stowell, 2016).

The art of development of an organization's strategic direction, control, and capabilities that are geared towards achieving its and objectives is a strategic leadership function (Fred, 2011). Nonetheless, despite these tactics, the majority of firms continue to face challenges related to the business environment, which includes new and changing goods, increasing markets, and cutting-edge technology (Gathungu & Mwangi, 2012). A strategic leadership practice is necessary to manage the issues that result from the changing surroundings, according to research by Hambrick and Cannella (2009). Businesses require this kind of leadership to properly address performance-related issues (Pearce & Robinson, 2011). A number of scholars have noted that these practices assist in solving performance issues concerning an organization (Kirimi & Minja, 2010; Pearce & Robinson, 2011).

The study was anchored on the strategic leadership theory. According to the theory, the top leadership of the company makes important organizational decisions and strategic decisions that impact performance (Canella et al., 2008). The key objectives of strategic leadership include process simplification, greater strategic productivity, fostering innovation, and establishing an atmosphere where people feel productive, autonomous, and empowered to pursue their own ideas (Stowell, 2016). The transformational leadership, path-goal and performance goal theories were also used in the study.

Considering the results of previous research, current organizational leaders should actively manage strategic leadership practices and performance in addition to guiding their organizations through the processes of strategic planning, mission formulation, and assessment. (Ahmed, 2013). Leadership is considered to be the most crucial factor that is responsible for the success of several companies including those in the telecom industry (Daft, 2014). Therefore, in an extremely competitive environment, the future of companies is dependent on the leaders of such companies to adopt strategic leadership practices. The general objective was to explain how strategic leadership practices impact the performance of Kenyan telecom firms, based on the case of Telkom Kenya limited. The main variables in the study were: strategic leadership practices, organizational performance, and Telecom firms. These were discussed below.

1.1.1 Strategic Leadership Practices

It involves the making of decisions and implementing corrective actions that will assist in achieving an organization's goals and objectives (Bakar et al., 2014). It refers to the cumulative decisions resulting in formulation and implementation of plans meant to assist in the achievement of company objectives (Pearce & Robinson, 2012). The environment is very complex and dynamic with constantly increasing changes which often render planned strategies irrelevant (Ofunya, 2013). Strategies should hence be implemented and constantly reviewed to protect businesses from the uncertainty resulting from the dynamic environment.

Strategic leaders possess critical characteristics such as influencing others, being futuristic, holding both short term and long-term goals concurrently, cognitive ability and inclination to act and take risks (Serfontein, 2010). Strategic leadership practices involve determining strategic direction, analyzing and implementation of strategic intents, exploiting and acquiring unique competencies, developing organizational and human capacities, maintaining an effective organizational culture, placing an emphasis on ethics, and instituting strategic controls (Jooste & Fourie, 2010). In light of this, such practices have had a positive impact on performance within organizations globally and locally. Strategic leadership addresses the reasons why some companies thrive while others fail (Melchorita, 2013).

Strategic leadership practice is a requirement for organizational leaders to have the ability to counter environmental dynamics (Hitt et al., 2015). It is essential because it assists their leaders in the development of vision, mission, strategies, and culture (Gill, 2010). Serfontein (2014) discovered that leaders can better appreciate the surrounding of the organization. Through this practice, the leader has the ability to influence the organization through envisioning, affecting the organization's culture, and through resource allocation. Leaders are also able to anticipate future challenges, analyze, interpret, and align them with organizational objectives. Kirimi and Minja (2010) recommend that for strategic leaders to achieve success, they need to combine managerial, strategic, and visionary leadership. The failure of an organization stems from the lack of leadership which is the result of the leaders' inability to sell the vision of the organization to the followers, their inability to convince them to have passion for the organization, and inability to earn the loyalty of employees to the organization (Kirimi & Minja, 2013).

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According to Ireland and Hitt's (2015) definition, strategic leadership practices encompass several key elements, including defining the organization's mission, utilizing and preserving the company's unique skills and capabilities, fostering the growth and development of employees, selecting a suitable organizational culture, prioritizing ethical considerations, and implementing mechanisms for strategic monitoring and oversight. Boal and Hooijberg (2012) argue that strategic leadership practices revolve around several key aspects. These include making strategic decisions, envisioning and communicating a clear future direction, building essential competencies and capabilities, putting in place acceptable organisational controls, structures, and procedures; identifying and grooming potential leaders; maintaining a suitable corporate culture; and encouraging ethical ideals inside the firm.

According to Quinn (2014), strategic leadership practices focus on the role of the leader as an innovator, facilitator, mentor, coordinator, monitor, producer, and director. He further suggests that the leader should be able to formulate organizational goals and strategy, provide organizational direction, conceptualize and install designs and control systems, represent the organization to crucial constituencies. As such, this study focused on the critical strategic leadership practices identified as: determination of strategic direction, development of organizational capacities, emphasizing ethical practices, development of strategic controls and maintaining an organizational culture that is effective.

1.1.2 Organizational Performance

The capacity of an organization to accomplish its goals by effectively and efficiently using its resources is known as organizational performance. (Daft & Marcic, 2013). This achievement of superior performance must be assessed using strategic leaders' practices (Daft, 2011). Achieving strategic objectives and the enhancement of a firm's performance in relation to their competition are the primary reasons which organizations' leaders attempt to attain (Raduan, et al., 2009). The business world is very dynamic and the changes are indicated by issues like globalization, varying consumer and investor requirements, technological innovations, and competition.

To compete effectively, organizations constantly need to enhance performance through innovation of products and processes, and quality improvement. The way strategy is handled within an organization is dependent on the leadership practices employed and has the potential to influence organizational performance. The use of strategic leadership techniques, such as goal-setting and promoting ethical behavior, fore-thinking, aligning short-term goals with long-term goals, capacity building, and strategic control is expected of all leaders to ensure long-term success and performance in the organizations (Kate, 2010).

Armstrong (2014) indicates that key elements of performance management system within an organization from leadership roles include setting objectives, assessing performance, providing feedback on results, implementing reward system on the basis of outcomes, review, and amending objectives. Leadership practices adopted by managers influence the process of service delivery process, which improves the quality of services that are being provided to consumers (Bain, 2016). Chakravarthy (2016) posits that organizations rely on skills enhancement, enabled experience, and competent managers to pass their expertise on to others and that organizational development and culture change communicates the values, vision, and mission of the organization. Any challenge facing telecommunication organizations globally and locally requires leaders to make critical decisions on how to tackle them. Strategic leadership practices, skills, and knowledge can lead to the realization of the mission and objectives set for the organizations.

1.1.3 Telecommunication Firms in Kenya

The telecom industry is a service industry and driven by customers with its main products being the call and data services. There is intense competition and thus every firm is trying to remain competitive in order to satisfy the customers and gain competitive edge (Omondi 2012). Omondi (2012) further posits that telecommunication is an enthralling fast-growing industry that affects each and every aspect of our lives and that the firms exist in a volatile environment that experiences new challenges every day. The industry is witnessing exceptional growth rates and amidst growing competition it would be tough for mobile operators to survive unless they strengthen their marketing and leadership strategies

Telecommunication firms in Kenya date back to 1977 when the Kenya Posts and Telecommunication Company (KPTC) was established. The industry was formerly managed by East Africa Posts and Telecommunication Corporation which was disbanded after the collapse of the East Africa Community (CCK, 2012). The industry currently has three major players; namely Safaricom PLC Kenya, Telkom Kenya Limited, Airtel Kenya Limited and are regulated by the Communication Authority of Kenya (CAK), The CAK is tasked with telecommunication licensing and enforcement, industry regulation, and consumer affairs and universal service obligations (CA, 2018).

The telecoms industry in Kenya has been named as a critical enabler to support economic progress. Due to new technology and infrastructure, the industry has not only been thriving but has also continuously changed (CAK, 2020). The global outbreak of COVID-19 pandemic and its being announced in Kenya in March 2019 has continued to have a significant impact in the country in various sectors. In order to stop the pandemic from spreading, the government has promoted the use of ICTs by offering e-government services, e-health programs, e-payments, and e-education. (CAK, 2020). All the online services has been enabled by telecommunications operations through its major product of data powering the internet ICT services.

According to CA's latest statistics, the total number of mobile subscribers stands at 47.0 million with a mobile penetration rate of 92.2%. Safaricom PLC has the largest market share recording subscription rate of 64.2%, followed by Airtel Networks Limited at 26.8%, and Telkom Kenya at 6.0%, respectively. Equitel registered the least market share of 3.0 % (CAK, 2020). The telecommunication industry in Kenya has faced massive environmental changes. Liberalization, technology, innovations, and competition are the key changes observed in the industry (CCK, 2017). Given this, the study sought to find out how strategic leadership practices can be utilized to stay ahead of the competition and its effect on performance.

1.1.4 Telkom Kenya Limited

Established in 1999, Telkom Kenya is a telecommunication operator currently offering voice and data services in the telecom sector. Kenya government formerly owned 100% of Telkom Kenya until 2007 when it sold off its 51% shares to French operator Orange Telkom. A rebranding was done that saw Telkom Kenya renamed Orange Kenya in 2008. The shareholding structure was further diluted when the government converted its shareholding loan from 49% into equity thus holding a 40% share (Omondi, 2012). Omondi (2012) points out that Orange Telkom further increased its share to 70% leaving the Government of Kenya with a 30% share. Due to the dynamism in the business environment, Orange Telkom was not able to gain the expected profit margins as the business dwindled and further geared into a loss-making company. In 2016, Orange Telkom sold off their share to a London Based Private firm trading as Helios. Out of goodwill, Helios gave the Government of Kenya a 10% share diluting their share to 60% and increasing the Government share to 40% (Barack, 2017). The company then rebranded in 2017 to the New Telkom Kenya currently in operation with the company dividing its business into four strategic business units which are Mass Market focusing on GSM mobile, Carrier Division focusing on voice ,data infrastructure provision, Enterprise Division focusing on corporate and Real Estate Division, with each Division led by Managing Directors (Armer,2018). The strategy formulation is solely done by the key stakeholders and top executives of the company. These are: the CEO, The Board of Directors, the Managing directors of the various strategic divisions, and the Departmental Heads of the Business units.

Having gone through turbulent times with regards to firms' competitive advantage, Telkom Kenya has been forced to use numerous techniques to acquire a competitive edge as a result of the industry now seeing unprecedented rivalry from the many firms. The company has undergone significant changes. The company must improve essential strategic leadership practices if it wants to preserve its competitiveness in the sector (Mburu, 2019).

The organization feels the pressure of the dynamic business environment and has been adopting various strategies to remain competitive (Nyamai 2013, Githii, 2007). Telkom, through its Mobile Division, has deployed an innovative strategy that will ensure a rapid change and adaptation to environmental changes and customer preference requirement. Despite the organization having facilities and capabilities, Boal and Hooijberg (2000) point out that the leadership needs to focus on strategic leadership practices such as exploring and sustaining core competencies and capabilities. The authors also identified that leadership focus should dwell on developing human capital, determination of culture, emphasizing ethics, and establishing balanced strategic controls, implementation of strategic decisions, creation and communication of a future vision. They further added to this list, establishing organizational structures, procedures, and controls, managing various stakeholders, and cultivating future leaders. In addition, the strategic leaders of the organizations need to seriously consider and identify the gaps in the strategic leadership practice for implementation within the organization if they are pursuing improvement in the levels of performance.

1.2 Statement of the Problem

The efficiency with which a company executes its policies, plans, and achieves its objectives is of principal concern since it forms a basis on how its performance is defined and is a derivative of the leadership model within the organization (Armstrong, 2018). Performance has been one of the challenges facing telecommunication firms not only in Kenya but globally. Many telecommunication firms have shut down after failing to break even while some get into mergers, acquisitions and buyouts (Kate, 2010). The sector is the fastest growing and witnesses stiff competition, technological advancement, and changes in consumer preferences, all of which affect the performance (Shaengchart et al., 2021). These changes require strategic leaders who will be able to take the firm in a direction that helps meet the customers' needs in an efficient manner and in essence enhance firm performance regardless of the environment.

The Knowledge of strategic leadership practices and its translation to organizational performance is important for the survival of telecommunication industries in the wake of intense and fierce competition for limited resources brought about by globalization, the exponential growth of technology, and liberalization (World Bank, 2018). Kenya, with only one operator -Telkom Kenya in the 1990s, has seen a steady increase in the number of new entrants to the present four mobile firm operators (Safaricom, Airtel, Equitel and Telkom). Together, they had cumulative customer base of over 47 million in the year 2020 (CAK, 2020). The sector has witnessed customers being enlightened and increasing their demand for more quality services at a lower price. The regulator, CA has added more pressure to the mobile firms liberalizing the environment and focusing on quality of service delivery to the customers requiring Telcos to heavily invest in infrastructure thereby making production and operation costs heavier and consequently impacting performance.

With the advancement of technology, many consumers are utilizing less costly communication channels like the internet and messaging solutions further affecting performance of the already highly invested voice infrastructure. The performance concern is true for Telkom Kenya as well. The firm is going through turbulent times with regards to its performance which has seen it try various business options like mergers and acquisition in a bid to remain competitive and improve performance (Omondi, 2018). Due to the dynamism in the business environment, Orange and Helios mergers have not borne fruits as the performance has continued to dwindle. Further, the company, in a formulated strategy for growth has been adopting other strategies like rebranding, developing strategic business units, redefining customer segment to a youthful look and building on the corporate culture embedded on the company values but still unable to breakeven and climb the competition ladder (Omondi, 2018).

Telkom Kenya being the first telecommunication company in Kenya and being Government owned has had the opportunity for growth. The company enjoys great infrastructure and wide international connections with great image countrywide (Ndukwe, 2016). Despite the strengths, the company has been facing performance challenges and is currently third placed in market share with a market share of 4.9% (Ndirangu & Owino, 2023). It is for this reason that the researcher sought to understand the status quo and if strategic leadership practices would influence the performance through development of strategic direction, strategic controls, building organizational capacity and putting emphasis on ethical practices. Nyamai (2013) posits that strategic leadership amidst change is required to enable firms navigate through the turbulent times and remain competitive. Because of the unstable and dynamic nature of the environment in which businesses operate, managing the firm effectively requires strong strategic leadership abilities (Stowell, 2016). He further suggests that the leadership should be geared towards achieving organizational objectives.

Most previous studies on Strategic leadership have focused on other contexts and determinants and not telecommunication firms. For instance, Ogechi (2016) focused on SMEs, Kabetu and Iravo (2018) focused on UN Habitat, while Omar (2018) focused on manufacturing firms. Previous studies done on the performance have focused on other determinants such as, competitive strategies (Kyengo, Ombui, & Iravo, 2016), Business intelligence and customer relationship management (Munyoroku, 2016) and Multidimensional culture (Mulaki, 2017).

Studies such as those by Armstrong (2018), Peter and Donnelly (2018), Longenecker (2017), Stowell (2016), McDemott (2013), and Vinesh (2014) among others were conducted in a different context and therefore their findings cannot be generalized to telecommunication firms in Kenya.

On the specific variables, many scholars have focused on different contexts. On strategic directions, Ernst and Young (2018) focused on general business organizations, Waiganjo and Njeru (2017) focused on Governmental institutions, while Kwenin et al. (2013) focused on strategic direction in relation to human resource policies within Vodaphone. Other empirical studies conducted on developing organizational capabilities, ethical emphasis and strategic direction focused on different contexts. As a result, the link between strategic leadership and organizational performance in telecommunications organizations has not been clearly investigated in any of the analyzed research. The findings therefore cannot be generalized to the telecommunication industry. In an effort to close the knowledge gap, this research makes the case that the conceptual, contextual, and methodological discrepancies discovered in the empirical studies may restrict the impact of strategic leadership on performance. Thus the study sought to find out the influence of strategic leadership on organizational performance of telecommunication firms.

1.3 Purpose of the Study

To determine how strategic leadership practices influence performance within telecommunication firms in Kenya, using Telkom Kenya as a case study.

1.3.1 Objectives of the Study

i. To determine how strategic direction influences organizational performance of telecommunication firms in Kenya.
ii. To determine the influence of developing capabilities on organizational performance of telecommunication firms in Kenya.
iii. To assess how ethical practices influence organizational performance of telecommunication firms in Kenya
iv. To examine how strategic control influences organizational performance of telecommunication firms in Kenya.

1.3.2 Research Questions

i. To what degree does strategic direction influence organizational performance in Telecommunication firms in Kenya?
ii. How does developing capabilities influence organizational performance within Telecommunication firms in Kenya?
iii. To what magnitude does emphasis on ethical practices influence organizational performance in Telecommunication firms in Kenya?
iv. How does establishing strategic control influence organizational performance in Telecommunication firms in Kenya?

1.4 Justification of the Study/Rationale

This study was inspired by the changes happening in the telecommunication sector; ever-changing technology, increased competition, buyouts, mergers, increased customer awareness, and preferences among others. These changes require strategic leaders who will be able to take the firm in a direction that helps meet the customers' needs in an efficient manner and in essence enhance firm performance regardless of the environment. The study hence intended to determine how strategic leadership practices impact performance.

The performance of telecommunications companies has been the subject of numerous local and international studies most of which have considered other determinants without taking into account strategic leadership. In the global scene, Ernst and Young (2018) concluded that strategic leadership in a focus on direction provisioning notably impacts the organizational performance. Though this study was conducted in same context, it generalized all companies while the researcher is specific to Telecommunication firms.

Locally, Kyengo et al. (2016) focused on competitive strategies, Mulaki (2017) focused on multidimensional culture while Muthuri (2019) focused on competitive strategies thus leaving strategic leadership unattended. Ogechi (2016), Kabetu, and Iravo (2018) and Omar (2018) had different contexts: SMEs, humanitarian organizations, and manufacturing firms respectively, and therefore the findings cannot be generalized to the telecommunication industry. In light of this, the research aimed to provide light on the problem of organizational performance in telecommunications enterprises in the framework of strategic leadership practice. So, the purpose of this research was to determine if strategic leadership approaches may improve organizational performance in Kenyan telecommunications companies and therefore contribute to organizational success. It sought to find out if telecommunication organizations require strategic leadership practices to succeed and achieve the underpinned objectives and whether organizations that adopt strategic leadership practices stay ahead of the pack with great performance.

1.5 Significance of the Study

The study added to the increasing body of knowledge on strategic leadership practices and organizational performance in developing nations by having a perspective of the practice of strategic leadership in the telecommunication firms within Kenya. Findings may be useful to organization policymakers for decision making, on recruitment and selection of leaders. The findings have practical implications for Telkom Kenya and other organizations in the telecommunication industry. By adopting the strategic leadership practices identified in the study, organizations can improve their performance, increase their market share, and gain a competitive advantage.

The telecommunication industry plays a critical role in Kenya's economic development, and Telkom Kenya is one of the major players in this industry. The study sheds light in strategic leadership practices and performance of Telkom Kenya and by extension, the telecommunication industry as a whole. The study also identifies the strategic leadership practices that are critical to achieving high levels of organizational performance in the telecommunication industry. This information is valuable to other organizations in the industry and beyond, as they can use these practices as a blueprint for achieving their own success.

The study of strategic leadership and its application, as well as an awareness of the variables affecting strategic leadership and organizational performance, may benefit telecommunications companies. The results provide the telecom executives the chance to compare their strategic leadership methods to those of their Kenyan industry rivals, which will be helpful in evaluating the weaknesses and strengths of their methods.

Academic scholars in the field of strategic leadership may benefit from this study since it will guide them in future academic prospects in the area. The study contributes to the existing knowledge on strategic leadership practices and organizational performance, particularly in the context of the telecommunication industry in Kenya. It provides empirical evidence which can be used to inform future research.

1.6 Assumptions of the Study

The study assumed that the respondents selected for this study were available during the data collection and that they responded in good time and were truthful in their responses. The researcher assumed that during the data collection, the researcher would be granted access to the organization for research. The researcher sought permission from the senior management and explained that it was purely for academic purposes in order to gain access. In addition, by assuring the respondents that only themselves and the researcher would have access to the data, also that for further security the respondents were not to include their names on the questionnaire the researcher thus encouraged them to be truthful in their responses. For time management, the researcher provided sufficient time by giving out the study survey questions well in advance to allow respondents adequate time to respond.

1.7 Scope of the Study

The overall area encompassed strategic leadership practices and organizational performance. Explicitly, the study unpacked strategic leadership concepts such as strategic direction, strategic controls, ethical emphasis, capacity building, and their influence on organizational performance in terms of customer satisfaction, employee engagement, revenue growth, and operational effectiveness and efficiency within telecommunication firms in Kenya. The study was conducted in Telkom Kenya’s Nairobi Office and targeted 300 top, middle and lower level managers and operational/junior staff within Telkom Kenya headquarters. The reason for underpinning strategic leadership is because it is best suited for situations where direction, controls and implementations are needed. Performance concepts are underpinned because it is a contemporary and serious challenge affecting most organizations. The study focus area was Telkom Kenya Limited and was carried out in October 2022.

1.8 Limitations and Delimitations of the Study

The researcher faced several limitations in collecting data for the study area including but not limited to: the difficulty of gaining access to personal and organizational data required for the study, the respondents being targeted resisted to avail information due to the fear that the information they gave would be utilized for intimidating them or paint a negative image of them, or removed from their functions while others had fear of disclosing their identities. The researcher, therefore, sought to provide questionnaires with anonymity in an endeavor to protect the respondents. In addition, the researcher provided assurances that only they and the respondents would have access to the data.

Also, because Telkom Kenya is a listed public company, the researcher made efforts to gain data available in the public domain and only that which was not attainable were sought from the respondents. Other limitations included getting information on the performance of the organizations should the same not be available publicly due to confidentiality policies which then would limit the respondents from providing the actual financial information. The researcher made clear that the study was conducted only for academic interests.

Availability of the respondents also posed a challenge because most of them have busy schedules and the main respondents have out of office functions such as field visits and business meetings. To try to mitigate this concern, the researcher planned meeting schedules with the respondents to lock their calendar for the survey. Another limitation that was experienced is in the interpretation of the responses by the researcher. The researcher’s background and values may have compromised the generalization of the findings due to prejudiced views (Maxwell, 2013). This was mitigated by relying purely on findings from the collected data**.**

1.9 Chapter Summary

This chapter provided a comprehensive background and a statement of the problem that the researcher attempts to solve. Consequently, the objectives and the questions of the study were equally provided. Other aspects are; significance, the scope, assumptions, the limitations, and the delimitations.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The literature review of strategic leadership techniques and organizational performance is presented in this section. Concepts of the two variables are delved into. Literature on strategic leadership practices and performance are reviewed. Performance variable measurements identified in the literature are: customer satisfaction, employee engagements, operational efficiency, and revenue growth. The chapter seeks to explore and summarize studies done by scholars who have inquired into the research subject. The chapter includes the theoretical and conceptual framework.

2.1 Empirical Literature Review

The empirical literature contains literature on other studies in the same field. Ideally, research should not duplicate what other researchers have done but rather it should clearly identify a gap which it pursues to fill (Mugenda &Mugenda, 2013). Mugenda and Mugenda (2013) further opine that the gap could be contextual, conceptual or methodological in nature. This section reviews the empirical writings on the variables and is in order of the study general objectives and specific objectives where global, regional and local studies are reviewed.

2.1.1 Strategic Leadership Practices and Organization Performance

Ogechi (2016) looked at how strategic leadership affected the performance of SMEs in Kenya. Some of the strategies looked at were determining the company strategic direction, managing the corporate resource portfolio, emphasizing organizational culture, ethical standards, and organizational controls. Results indicated that the performance of SMEs in Kenya was positively impacted by strategic leadership strategies.

Kitonga et al. (2016) looked at the connection between strategic leadership methods and the efficiency of non-profit organizations. In the research, a strong correlation between organizational performance and strategic leadership factors was discovered. Results indicated that these executives would significantly boost their firms' performance if they used strategic leadership effectively. This essay looked at strategic leadership in Nairobi's nonprofit organizations.

Kabetu and Iravo (2018) focused on the impact of strategic leadership on UN-performance. According to the report, UN-success Habitat's in Kenya is significantly impacted by conveying the strategic direction, implementing core competencies, and building human capital. Also, it was shown that maintaining a strong corporate culture and organizational flexibility had a relatively negative impact on UN-performance Habitat's in Kenya.

Ndambuki et al. (2017) carried a study on the effects of business strategies on growth of market share: Telkom Kenya. The study findings revealed that strategies to gain market share positive impact Telkom’s profits. The study placed significant emphasis on strategies such as cultural transformation, product differentiation, retrenchment, product modification, and aggressive marketing campaigns. While the research was contextually mapped, the concept is different thus the researcher intends to fill the conceptual gap by conducting a study on leadership practices and performance on Telecommunication firms.

Velma (2019) conducted a study on strategic management/marketing challenges that have impacted on poor growth of Telkom Kenya. The study focused on the challenges related to customer care of Telkom Kenya that have impacted on the poor growth of the company, evaluation of the challenges of rebranding product services, evaluation of strategic human resource management challenges, and evaluation of strategic financial management challenges. The study revealed a positive relationship between the customer care challenges and poor growth, human resource management challenges and poor growth, rebranding of product and services and poor growth and financial management challenges and poor growth. Despite the study being done on the same context of telecommunication firms, the concept is different thus the researcher intended to pursue this study.

Omar (2018) investigated how strategic leadership affected Zenko Kenya Limited's case study's performance. The results show that core work processes, resource capacities, knowledge management, and ICT are important performance indicators. It was also found that strategic intent impacts performance. The study concluded that good communication of strategic direction impacts performance because the mission, core values and vision of the firms are clearly communicated to the organization.

Muriithi (2018) conducted a study that aimed to evaluate how strategic leadership impacts the ability of Gospel Celebration Church (GCC) to retain adolescents. According to the correlation data, youth retention was favorably impacted by church activities, the skill of the leader, and commitment to moral standards. The research found that youth retention is adversely impacted by church programming, leader competency, and adherence to ethical practices. The study comes to the mixed (positive and negative) conclusions that church programs, leader competence, and adherence to ethical practice have on adolescent retention.

2.1.2 Strategic Direction and Organizational Performance

Being strategic and organized as they manage their companies on a daily basis is a quality that helps leaders in organizations (Bryson, 2004). With the creation of a strategic plan, a leader may better align the activities, attitudes, and values of stakeholders, management, and workers with the corporate objective (Szpakowski, 2011; Odita & Bello, 2015). Strategic leaders must also oversee the process of putting the established strategic plans into action. Their responsibility does not stop with determining strategic direction (Okibo & Masika, 2014).

Ernst and Young (2018) conducted a study to investigate how businesses that adopted strategic direction experienced enhanced performance in Ireland. Cross sectional survey and numerical design were used. Moreover, narrative data was desired. Both management personnel and non-managerial workers were asked for their opinions for the analysis. The research concluded that organizational performance was significantly affected by strategic direction. The research revealed that lower level personnel had a smaller role in determining the strategy direction and formulation, but they were significantly responsible for ensuring that the developed strategies were implemented. Also, it was discovered that training was necessary for efficient strategic direction creation and that all employees needed to be included in defining the organization's strategic direction.

Kwenin et al. (2013) indicated that customer satisfaction and human resource polices greatly influence organizational performance. The performance measurements of customer satisfaction, employee engagements and job satisfaction were a result of good strategic leadership practices employed by organizational leaders and thus the implication on organization performance is of key importance and drives emphasis for strategic leadership practices implementation.

Within Telkom, Kimani (2016) showed a favorable correlation between strategic responses and project success. Developing organizational strategies and relevant initiatives and aligning them to various projects is a leadership role and thus the researcher intends to find out if involvement of strategic leadership practices would enhance the performance. Even though the study is within the present research context, there was a conceptual gap. Whereas the study focused on strategic responses, the researcher intended to focus on strategic leadership practices such as strategic direction and investigated its impact on Telkom performance.

Waiganjo and Njeru (2017) studied the use of government organizations in the Kenyan tourist sector. The data was collected using a cross-sectional approach. It has been shown that a company's strategic direction and performance are closely related. Also, it was shown that personnel at lower levels were more involved in the implementation stage than in the design of plans. There is a contextual gap since this research focused on government organizations that work in the tourist sector rather than the telecommunications sector.

A research on strategic direction and performance was done by Munyao et al. in 2020 on the Africa Inland Church in Kenya. Information was gathered via questionnaires. The strategic direction and performance capacity of the institution were shown to have a favourable and substantial relationship. A contextual gap exists since this investigation was carried out outside of the telecommunications sector, in a church.

Kitonga et al. (2016) emphasized the relationship between a strategic direction and a company's operational capacity among NGOs in Nairobi. It has been shown that there is a positive and substantial relationship between corporate strategy and performance. However, the study focused on NGOs and not specifically on telecommunication firms. There is a contextual gap observed in previous studies and, therefore, the present study intended to focus on determining strategic direction linkage on performance within telecommunication firms in Kenya, a case of Telkom Kenya.

2.1.3 Organizational Capabilities and Organizational Performance

Organizational capabilities are a collection of physical resources, staff competencies, business procedures, and structures assembled for the successful and efficient operation of a company (Chandler, 2016). It may also be described as the coordination of an entity's people, physical, and structural resources in support of clearly defined and established organizational goals (Grant, 2016). According to study by Gurkan et al. (2015), there is a link between organisational competencies and performance.

Cemal and Zafer (2016) on the impact of organizational capabilities on business performance in Turkey examined the organizational capabilities the firms need to develop in order to overcome competition they face and remain afloat. Capabilities explored included skills, abilities and expertise of an organization, technological, operational, marketing, human capital, and information system capabilities on performance. Between organizational capability dimensions and business performance determinants, a study model was built. In order to examine the hypotheses, data gathered from 456 owners and senior managers of 121 businesses were analysed using regression analysis. According to the study's findings, improving organizational capacities has a beneficial impact on corporate performance. There is a contextual gap since this research was carried out outside the telecommunications sector, in a general corporate setting.

Omache et al. (2016) conducted a study on Air Kenya's organisational capabilities and performance with the specific goal of determining how operational capability, marketing capability, human resource capability, and information communication technology impact the performance of Air Kenya Express Limited. Explanatory designs and cross-sectional research were used. The intended audience consisted of Air Kenya Express Ltd workers, particularly those working at the company's headquarters at Wilson Airport Nairobi and its outposts headquartered in Kenya. Stratified proportional sampling was used. The research concluded that the airline's performance significantly improved as a result of its strengths in operations, human resources, marketing, information, communication, and technology. As the research was carried out in the aircraft sector as opposed to the telecommunications sector, a contextual gap was seen.

According to research conducted by Otuoma in 2014, organizational capabilities play a crucial role in creating value, improving business performance, and achieving objectives. Omache et al. (2016) conducted a study with the specific goal of determining how Air Kenya’s operational strategic practcies impact its performance. The study discovered that KNA had developed and cultivated various organizational competencies. It's worth noting that, unlike the intended study, which focused on telecommunication firms, this research was conducted within a governmental institute.

2.1.4 Ethical Practices and Organizational Performance

Management and business leaders have long been linked to ethics in corporate effectiveness. Every company should aim to be committed in a way that is morally transparent, it is generally acknowledged. Simply said, the idea of ethics is concerned with how actions impact other individuals and the organization. Etuk (2015) claims that morality and ethics are factors that have to do with what is good, what is right, and what is wanted or preferred in terms of human behavior. Contemporary conventions or codes of behavior that direct how people interact with one another and their institutions are the subject of ethics.

Ciulla (2013) defines ethics as a system of moral ideals or principles that firms use to guide how they and their workers behave themselves in all of their business operations, both internally and publicly. He asserts that performance is dependent on ethical workplace culture. The moral reasoning of all organization members is reflected in the work environment's ethical culture. Therefore, a strong ethical environment gives workers a basis for considering moral questions. Collective moral emotion and collective ethical efficacy are two additional contextual factors that moderate the moderating effect of organizational members' ability to translate reason into action. Previous studies done by scholars have positively linked ethical practices with organizational performance.

A study was done by Bulog and Gracic (2017) on the advantages of business ethics, concentrating on the moral conduct of those who make decisions in the Republic of Croatia. Examining the managers' ethical behaviour at a big Croatian firm was the study’s aim. The results showed that business ethics have a huge impact on performance while a lack of ethics causes issues for a corporation. Through staff loyalty and morale, the reputation of the firm in the surrounding environment, and a favorable public image, leaders' ethical conduct is strongly tied to corporate productivity and profitability. Hence, company managers and leaders must understand and value business ethics, honesty, and integrity, and make judgements that are ethically consistent as it is of strategic importance for successful business. While the study clearly maps on the importance of ethical behavior in leadership and that strategic leaders should embrace ethics in business to harness productivity, the study context is generalized to decision makers in a global business environment. The focus was on the evaluation of ethical practices employed by leaders within Telkom firms in Kenya.

Ebitu and Ezekiel (2015) centered on the need of an ethical code and ethical behavior in directing the performance of the service sector. The research design for the study was descriptive quantitative. The findings demonstrated that a code of ethics is necessary for the service sector to operate effectively, and that there was high compliance with the code of ethics that had been developed.

Kiptum and Musebe (2017) indicated a direct correlation between ethical practices and performance and that ethical behaviors if not practiced, reduce organizational performance. While the study is on ethical behavior and performance, the context is different hence the researcher sought to dive into the contextual gap to study how emphasis on ethical practices within Telkom firms influence performance.

2.1.5 Strategic Controls and Organizational Performance

According to Leconte (2016), strategic control is a manner in which a strategic plan can be executed. It is a strategic practice built by leadership in handling ambiguity since it tracks its implementation and the findings. It is mainly concerned with finding and assisting organizations to adapt to internal or external factors affecting the business strategy. Several researchers have noted that strategic control involves setting targets, measurement, and feedback systems that are utilized in the evaluation of the process involving the implementation of the organizations' strategic plan. The process involves establishment of targets and standards, creation, measurement and monitoring of systems, comparison of actual performance against set targets, evaluating results and taking actions when required.

A study done by Ndegwa (2018) sought to provide in-depth insight into Bamburi Cement Limited's strategic control systems in implementation of its competitive strategic thrusts. It was shown that the choice of strategic control systems relies on the types of tactics used, and that both internal and external influences have an impact on how intensely they are used. A substantial and favorable correlation exists between financial success and the level of SCS implementation. Nevertheless, since the study was done in a distinct setting, the author plans to examine how strategic controls affect performance inside Telecommunication businesses.

Kamau (2014) did a research on the influence of strategic change management strategies on performance in Telkom Kenya as a case study. Factors explored included implementing technology adoption, strategic relationships, learning culture, and product reengineering. The goal was to determine how Telkom Kenya Ltd.'s performance was impacted by technology adoption, strategic partnerships, a learning culture, and product reengineering. The study's conclusions showed that an organization may develop a creative vision for where the company needs to go by managing strategic transformation and a creative strategy for achieving excellence in operations. They also showed that technological advancements, strategic alliances, learning cultures, and product reengineering have an impact on performance and are significant predictors of organizational performance. Though the study was in the same context as the intended study, the concept and study area is different as the researcher the current research explored strategic leadership practices and organizational performance.

2.2 Theoretical Framework

A discussion of theories that inspire a study is crucial in an academic study. Kombo and Tromp (2006) stated that it gives indications and examples of the contents of a framework which are used to guide the study and in interpret the results. Several theories were identified and discussed in relation to the subject of research. The theories covered in this study were; strategic leadership theory being the anchor theory supported by transformational leadership theory, path-goal leadership theory, and performance goal theory.

2.2.1 Strategic Leadership Theory

Strategic leadership theory as researched by Canella et al. (2008) involves executives utilizing diverse management techniques to create a strategic plan for their organization that can enable it to thrive in a dynamic economic and technological environment. Such leaders can leverage this plan to inspire their employees and departments, cultivating a shared purpose and focus, and drive change within their organization. They further posit that strategic leadership is a study of top executives and their influence on organizational outcome. It focuses on the executives who have overall responsibility for an organization, their characteristics, what they do, how they do it, and particularly how they affect organizational outcomes and how they interpret situations.

According to the theory, the top leadership of the company makes important organizational decisions and strategic decisions that impact performance (Canella et al., 2008). Stowell (2016) in his study posits that the key objectives of strategic leadership include process simplification, greater strategic productivity, fostering innovation, and establishing an atmosphere where people feel productive, autonomous, and empowered to pursue their own ideas.

Sydney et al. (2008) suggest that a strategic leadership process involve leaders understanding their organizational missions; they must fully grasp why the company exist, who its customers are and how fully they can provide value to them. Also, the strategic leaders must develop a vision for the mission's future state and a plan of action to carry it out as part of their strategic leadership practices. The plan should outline the actions a business must take or the adjustments it must make to get from its present situation to its ideal one. The purpose of the present research was to analyze how strategic leadership affects organizational performance and to include the theoretical contribution into the study.

This theory involves the making of decisions and implementing corrective actions that will assist in achieving an organization’s goals and objectives. It describes the series of choices that led to the creation and execution of strategies intended to help the organization reach its goals (Bakar et al., 2014). The environment is very complex and dynamic with constant changes which often render pre-strategies irrelevant (Ofunya, 2013). Strategies should hence be implemented and constantly reviewed to protect businesses from the uncertainty resulting from the dynamic environment.

The theory is relevant since it provides a clear definition of what strategic leaders do, which helped the study to identify and evaluate the specific leadership practices that are most important for driving performance in Telkom Kenya. The theory also helped to identify the specific behaviors of effective strategic leadership, such as setting a clear vision, aligning resources with goals, and adapting to changing circumstances. Moreover, it provides a theoretical explanation for why effective leadership is important for organizational performance. For example, the theory suggests that leaders who are able to develop and implement effective strategies can create a competitive advantage for their organizations.

2.2.2 Transformational Leadership Theory

The theory was founded by James V. Downton in 1974. The concept was further developed by MacGregor Burns. Burns (1978) stated that this leadership can be witnessed in instances where leaders and followers motivate each other to exhibit higher levels of morality and motivation. Such leaders have a great personality and through this, they can influence followers in carrying their expectations, perceptions, motivations, and aim towards goal achievement. Transforming leaders provide moral exemplar in the sense that they work for the team's benefit, organization, and society at large.

In progression, Bass (1985) explored Burns' original ideas and further developed them. They strive to create an ethical environment and inspire followers to eschew self-interest in favor of the greater good, foster unity and collaboration via the use of compelling arguments, one-on-one coaching, and mentoring of followers. This is a great aspect of strategic leaders as it encompass emphasis on ethical values and principles required as a practice by organizational leaders. Bass further established that transformational leader are considerate, are intellectually stimulated, inspirational, have inspired motivation, and desired influence.

Transformational leaders strive to promote a consistent vision, purpose, and values to their followers (Kotter 2014). The researcher intended to explore attributes of transformational leadership theory such as promoting consistent vision, mission and values and what they portended for organizational performance. Innovative and creative thinking are encouraged by transformational leaders in their teams. In these circumstances, new ideas are welcomed, corrections are not given publicly, and the emphasis is on the cause of the issue rather than assigning blame (Barine & Minja, 2011). These leaders believe in the viewpoint that for one to influence followers, they must be role models and practice what they say. The leaders are role models that followers emulate. They win the followers' confidence using their actions. They characteristically prioritize followers' requirements above their own, sacrifice their benefits for the team, and show high ethical conduct.

Transformational leaders behave as mentors and reward followers for creativity and innovation. Each member is rewarded separately according to their talents and knowledge. The leader's role is to empower the members to make decisions and provide them with the necessary support to implement the decisions (Daft, 2013). Cannell et al. (2008) poses that strategic leadership practices involve transformational leaders being able to make decisions and guide members to achieve organizational sustainability.

The theory is concerned with leadership that encourages followers to have a positive change and takes care of each other's interests while acting for common benefit (Warri, 2012). Such leaders create a substantial change in the people's and organizations' lives. The theory relates to the aim of strategic leadership which is anticipating, envisioning, maintaining flexibility, empowering, motivation, engagement, moral values enforcement and directing others to engage in the creation of strategic change which is required for the organization. It is important to comprehend transformational leadership in leadership studies since it is responsible for instilling confidence and commitment among followers, stimulates them intellectually, inspires new methods of understanding issues, employs contingent rewards in stimulating positive performances, and commits individuals to action while converting followers to leaders (Northouse, 2013).According to empirical studies on the relationship between leadership and organizations, transformational leadership affects performance, which is the focus of the present research. Daft (2013) noted that this leadership improves performance.

With regards to this study, the theory suggests that leaders can create a more engaged and committed workforce. This can lead to higher levels of job satisfaction and performance, which can in turn contribute to organizational success. In addition, the theory emphasizes the importance of creating a shared vision among employees. This can help to align individual goals with the organization's strategic objectives, and can facilitate collaboration and teamwork. Moreover, the theory emphasizes the importance of effective communication in creating a shared vision and inspiring followers. Leaders who are able to communicate their vision and goals clearly and effectively are more likely to be successful in inspiring their followers to achieve high levels of performance. By leveraging this theory, the study identifies the most important leadership practices for Telkom Kenya and provides guidance for improving performance through transformational leadership development.

2.2.3 Path-Goal Leadership Theory

This theory is based on determining a leader's style that best suits a team's needs and the workplace (House, 1974). It is based on Vroom's (1964) expectation theory, according to which a person acts under the presumption that doing so would produce a certain outcome that they find appealing. Evans (1970) established the hypothesis, and House later extended it (1974). The process by which leaders choose certain actions well-suited to satisfy the demands of workers is best explained by path-goal theory. In addition, the working environment is to provide the employees with the best guidance as they work towards meeting their daily tasks.

(Northouse, 2015). Makes emphasis on the theory and that the leader’s role in the theory is that they are a motivation to followers since they reward performance and assist in accomplishing goals. Northouse (2013) noted that effective leadership takes place when the leader makes an accurate diagnosis of followers’ development in a situation and thereafter emulates the desired leadership style matching the situation.

Dixon and Hart (2012) argued that leaders that utilize path-goal leadership motivate their followers to achieve their goals. The theory facilitates identification of the suitable path that can benefit both the employees and the organization. Path-goal theory and strategic leadership practices are interconnected as they share a common emphasis on setting an example and inspiring followers. Malik (2012) stated that it has a role in predicting the behavior of the leader which motivates followers and has a linkage to improved organizational performance. This theory is pertinent to this study as it emphasizes the leader's responsibility and capacity to motivate followers towards attaining the organization's objectives. The leader adapts to different behavioral characteristic he intends the followers to exhibit for task achievement. He models and shapes the followers into a desired path to follow for goal completion which is a strategic leadership practice aspect of directing. By adapting into different behavioral characteristic required by followers, the leader is simply exhibiting directing role to the organizational followers. Through modelling, the leaders will exhibit key values and ethics required for success which is a key attribute of strategic leadership practice. The study sought to investigate the organizational performance outcomes of strategic leadership.

The theory is relevant since it supports the concept that strategic leadership practice influences organizational performance through behavioral changes, adaptation, motivation and role modelling. It emphasizes the importance of leaders clarifying the goals of their followers, and providing guidance and support to help them achieve those goals. This can help to ensure that individual goals are aligned with organizational objectives, which can contribute to improved organizational performance. The theory suggests that leaders can help their followers achieve their goals by providing the support and resources needed to be successful. This can include coaching, training, and access to information and expertise.

In addition, the theory also highlights the importance of leaders adapting their leadership styles. In general, the theory is useful in understanding the role of leadership in organizational success in the telecommunication industry in Kenya. By leveraging this theory, the study identifies the most important leadership practices for Telkom Kenya and provides guidance for improving performance through Path-Goal Leadership development.

2.2.4 Performance Goal Theory

Performance goal theory was developed by Lathan and Locke (1979) and highlights certain factors linking goals to performance. The mechanisms include direct attention to priorities, effort stimulation, and challenging people to enhance their knowledge and skills hence increasing their ability to succeed. According to this theory, more individuals use their whole skill set to achieve a task that is more difficult. The approach is focused on placing an emphasis on performance management and establishing objectives for performance measurement and evaluation.

Robertson et al. (1992) suggests that the theory motivates individuals in the achievement of certain performance levels to enable them evaluate their actions while performance feedback allows individuals to determine how well goals have been achieved so that if required, adjustments can be made. The task direction is a strategic leadership role thus the leader is tasked to set a strategic direction for the employees with a clear vision and direction for goal achievement.

According to Locke and Latham (2016), a goal is the result that an individual desires to attain. Goal setting entails the continuous process of benchmarking the desired performance levels which lead to attainment of desirable outcomes. The performance goal theory basically argues that motivation is initiated by the intention and desire to attain a goal (Chemjor2015). Stakeholders are in constant look as to whether the goals are being attained and if this is not the case, they modify the goals to make them attainable or exert more effort. Performance improvement results in the attainment of the goals in performance management system. Goal setting approach drives an organization towards the attainment of operational targets

The theory of performance is applicable in describing how the leadership of telecommunication companies can establish both short-term and long-term objectives and identify effective strategies for achieving those objectives. Reliable, specific and clear goals can improve performance (Shahin & Mahbod, 2012). With strategic leaders in place, the telecommunication firms should be able to work under precise operational plans that provide clear strategic parameters to achieve the desired results. The plans include short-, medium-, and long-term goals. Every telecommunications company is well-positioned to use the performance goal theory as the primary instrument in developing short- and long-term plans that may make it easier to achieve desired levels of operational competitiveness in an attempt to achieve the objective of improving performance.

The Performance goal theory is relevant to the study because it provides a framework for understanding how goal-setting and motivation by leaders can impact individual and organizational performance. This can be applied to Telkom Kenya by examining how leadership practices influence the goal-setting process, and how these goals are communicated to employees. Additionally, the theory emphasizes the importance of providing feedback to individuals regarding their progress toward their goals. Leaders who are able to provide feedback that is specific, timely, and actionable can help to keep employees motivated and on track toward achieving their goals. Finally, the theory provides guidance for developing performance management systems that are aligned with organizational goals. This can be particularly important for Telkom Kenya and other organizations that are seeking to improve their performance through better goal-setting and performance management practices.

2.3 Knowledge Gaps

The empirical literature as observed presented mixed findings. Based on this study's empirical review, it is apparent that most studies focused on other contexts and not telecommunication firms. For instance, Ogechi (2016) focused on SMEs, Kabetu and Iravo (2018) focused on UN Habitat, while Omar (2018) focused on manufacturing firms.

Further, most of the previous studies conducted locally have been quantitative in nature and therefore might not have captured the qualitative aspects on how strategic leadership practices and performance relates. Although, Muriithi (2018) utilized both qualitative and quantitative data, there exist conceptual gaps as the focus of that study was on strategic leadership practices and retention of adolescents while the current study focuses on leadership practices and performance.

In the international scene, studies have been conducted Studies such as Armstrong (2018), Peter and Donnelly (2018), Longenecker (2017), Stowell (2016), McDemott (2013), and Vinesh (2014) among others. These studies were however conducted in a different context and therefore their findings cannot be used to generalize to telecommunication firms in Kenya. Therefore, not many studies have been conducted on telecommunication firms; more specifically on strategic leadership practices and performance and this is the gap the current study sought to fill.

On the specific variables, many scholars have focused on different contexts. On strategic directions, Ernst and Young (2018) focused on general business organizations, Waiganjo and Njeru (2017) focused on Governmental institutions, while Kwenin et al. (2013) focused on strategic direction in relation to human resource policies within Vodaphone. Other empirical studies conducted on developing organizational capabilities, ethical emphasis and strategic direction focused on different contexts. As a result, the link between strategic leadership and organizational performance in telecommunications organizations has not been clearly investigated in any of the analyzed research. In an effort to close the knowledge gap, this research makes the case that the conceptual, contextual, and methodological discrepancies discovered in the empirical studies may restrict the impact of strategic leadership on performance. A synopsis of many studies and the gaps that the current study fills was offered.

Table 2.1 Knowledge Gaps

Researcher	Focus	Findings	Knowledge Gap Areas
Ongechi (2016)	Strategic leadership and performance on SMEs with a focus on determining strategic direction, managing resource portfolio, organizational culture and controls	The analysis and results showed that strategic leadership influence performance of SMEs and recommended that more emphasis should be put by leaders to achieve desired results	The study did not investigate the effect of strategic leadership on performance within Telecommunication firms but rather SMEs. This opens a contextual gap that this research intended to bridge.
Kitonga et al. (2016)	Strategic leadership and performance in Nonprofit organizations	Their findings demonstrated the positive impact of strategic leadership on performance and concluded practices of strategic leadership aid performance of Nonprofit organizations	The study was carried out in a different contextual environment. It also utilized quantitative study while the researcher intend to use mix method of both quantitative and qualitative to explore the leadership variables effects on performance.
Kamau (2014)	Effects of strategic change management on performance in the telecommunication industry in Kenya: A case of Telkom Kenya with a focus on strategic changes required to increase efficiency	Adoption of change through technological adoption, strategic alliances, learning culture and product reengineering have positive influence on performance of Telkom Kenya Ltd	Though same context, different variable concepts were analyzed creating a conceptual gap. The study did not determine influence on performance through strategic direction, control, ethical emphasis and capacity development.
Velma (2019)	Strategic management/ marketing challenges on poor growth of companies: a case of Telkom Kenya,	There is a significant positive relationship between the customer care challenges, human resource management challenges, rebranding of product and services challenges financial management challenges and poor growth of the company performance	Since these are aspects of leadership, the researcher intends to find if employing strategic leadership practices would evert the experience and improve performance. Despite the study being done on the same context of the concept is from management perspective with different measuring variables.

Researcher	Focus	Findings	Knowledge Gap Areas
Omar(2018)	The influence of strategic Leadership on performance in manufacturing companies in Kenya a case study of Zenko	The analysis and results support the Proposition that strategic leadership practices influence performance. The study concluded that good communication of strategic direction impacts performance because the mission, core values and vision of the firms are clearly communicated to the organization.	The study focused on the influence of leadership on performance from a manufacturing perspective and not the Telecommunication level perspective of strategic leadership and how it could influence performance through the strategic direction, control and capacity development
Muriithi (2018)	Effects of strategic leadership on the retention of adolescents in the church focusing on Gospel Celebration Church (GCC)	Correlation results based on adolescents pose that church programs, leader's competence and ethical practice adherence positively influenced adolescent's retention while correlation results on Leader's church programs, Leader's competence, and ethical practice negatively affect adolescent retention thus the focus should be on Adolescents	While a measure of concept is similar being in strategic leadership area, the context is different since the focus was on adolescents and in a Christian based organization.
Ernst &Young (2018)	Extent to which companies that adopted strategic direction achieved better performance	Strategic direction notably impacts the organizational Performance. He recommends that Senior and middle level staffs are involved in the mission, vision and objective creation.	While the study concept is similar to the intended study, the context is different since it is a study on the global level and not Kenyan region. Also the context cannot be generalized for all organization hence the researcher intended to perform the study in Telecommunication firms.
Kimani (2016)	Influence of strategic responses on project performance of the telecommunication sector with a focus on developing strategic	There is positive and significant relationship of strategic responses and project performance though	The study focused on developing strategic responses with a different concept on the measuring variables. The study did not incorporate strategic direction attributes of Mission,

Researcher	Focus	Findings	Knowledge Gap Areas
	responses, pricing and lobbying	development of organizational strategies and relevant initiatives	vision and values as guiding principles to effecting strategic responses.
Waiganjo & Njeru (2017)	Strategic direction and its influence on performance using government agencies operating in the tourism industry in Kenyan context	Strategic direction and firm performance are significantly linked with each other and He recommends that higher cadre in the organization should be involved in the formulation of strategies.	Study focused on government agencies that operate in the tourism industry and not in the Telecommunication industries thus a contextual gap. Also, the research design adopted being cross sectional causes a methodological gap as the researcher intended to use mixed descriptive survey method.
Cemal and Zafer (2016)	Impact of developing organizational capabilities on business performance in Turkey	Developing capabilities such as skills, technological, human capital, and information system creates effectiveness and efficiency in the firms' operations thus positively affecting performance.	This study was however conducted in a general business environment and not within the telecommunication industry, thus a contextual gap.
Omache et al. (2016)	Organization capabilities and performance on Air Kenya with specific objectives to investigate the effects of operational, marketing, human resource and ITC capabilities on the performance of AirKenya Express Limited, Nairobi City County	The study deduced that the operational, human resource, marketing and information, communication and technology capabilities possess a significant gain to the airline's performance	The study being undertaken in Air Kenya and not within Telecommunication industries creates a contextual gap which the researcher intended to fill
Otuoma (2014)	Influence of organizational capabilities in the realization of organizational objectives at Kenya National Assembly (KNA)	The study results indicated that organizational capabilities form an important role to create value and improve business performance and the realization of objectives and performance	In this study, even though a case study research design was employed as in the case of the intended study, the context was within a governmental institute being Kenya National Assembly and not within telecommunication firms

Researcher	Focus	Findings	Knowledge Gap Areas
Bulog & Gracic (2017)	Benefits of business ethics - ethical behaviour of decision makers in the Republic of Croatia.	The study findings indicated that benefits of business ethics are extremely high on performance. Ethical behaviors of leaders is directly related to productivity and profitability , image and organization reputation while lack of ethics leads to a wealth of business problems	While the study clearly maps on leadership ethical behavior importance on organization performance, the study context is generalized to decision makers in a global business environment. The focus of this study was to evaluate ethical practices employed by leaders and junior staff within Telkom firms in Kenya.
Ebitu & Ezekiel (2015)	Business ethics and performance of service firms in Calabar, Cross River State, Nigeria a focus on relevance of code of ethics and compliance on performance.	Effective performance of service industry is dependent on code of ethics and that the compliance level of established code of ethics for service industry has high impact on organizational performance	The study is generalized to service industry and quantitative methods employed .The researcher intended to use mixed method to though investigate the variable relations for a more comprehensive finding also focus to be specific on Telecommunication firms.
Kiptum & Musebe (2017)	Assessment of ethical behavior on organizational performance in Kenyan public health sector	The results indicated a linear correlation between ethical practices and performance and lack of ethical behavior causes disagreements, lawsuits, client dissatisfaction and, poor service delivery.	While the study is on ethical behavior and performance, the context is different hence the researcher focused on ethical practices and performance within Telkom.
Ndambuki, Bowen and Karau (2017)	Effects of business strategies on growth of market share in the telecommunications industry in Kenya: a case study of Telkom Kenya with a focus on culture change, retrenchment, products developments and aggressive marketing	The study findings revealed that strategies to gain market share have appositive impact on the Telkom Profits and thus performance	While the research is contextually mapped, the concept is different thus the researcher intended to fill the conceptual gap by conducting a study on leadership practices and performance on Telecommunication firms with a focus on strategic direction, control, capacity building and ethical emphasis attributes .

2.4 Conceptual Framework

A conceptual model is developed to conceptualize the numerous relationships that exist between the variables. The model hypothesize that strategic leadership practices influence organizational performance. According to Mugenda and Mugenda (2013), this is an illustration of the expected relation between the predictor and response variables. In the current study, concepts of the two variables were delved into. Strategic leadership practices were viewed from four variable measurements: strategic direction, development of organizational capabilities, emphasis on ethical practices, and strategic controls. The concepts are contributors to understanding strategic leadership practices and performance. Performance variable measurements identified were: customer satisfaction, employee engagements, operational efficiency and revenue growth. The assumed association amongst the variables is shown below.

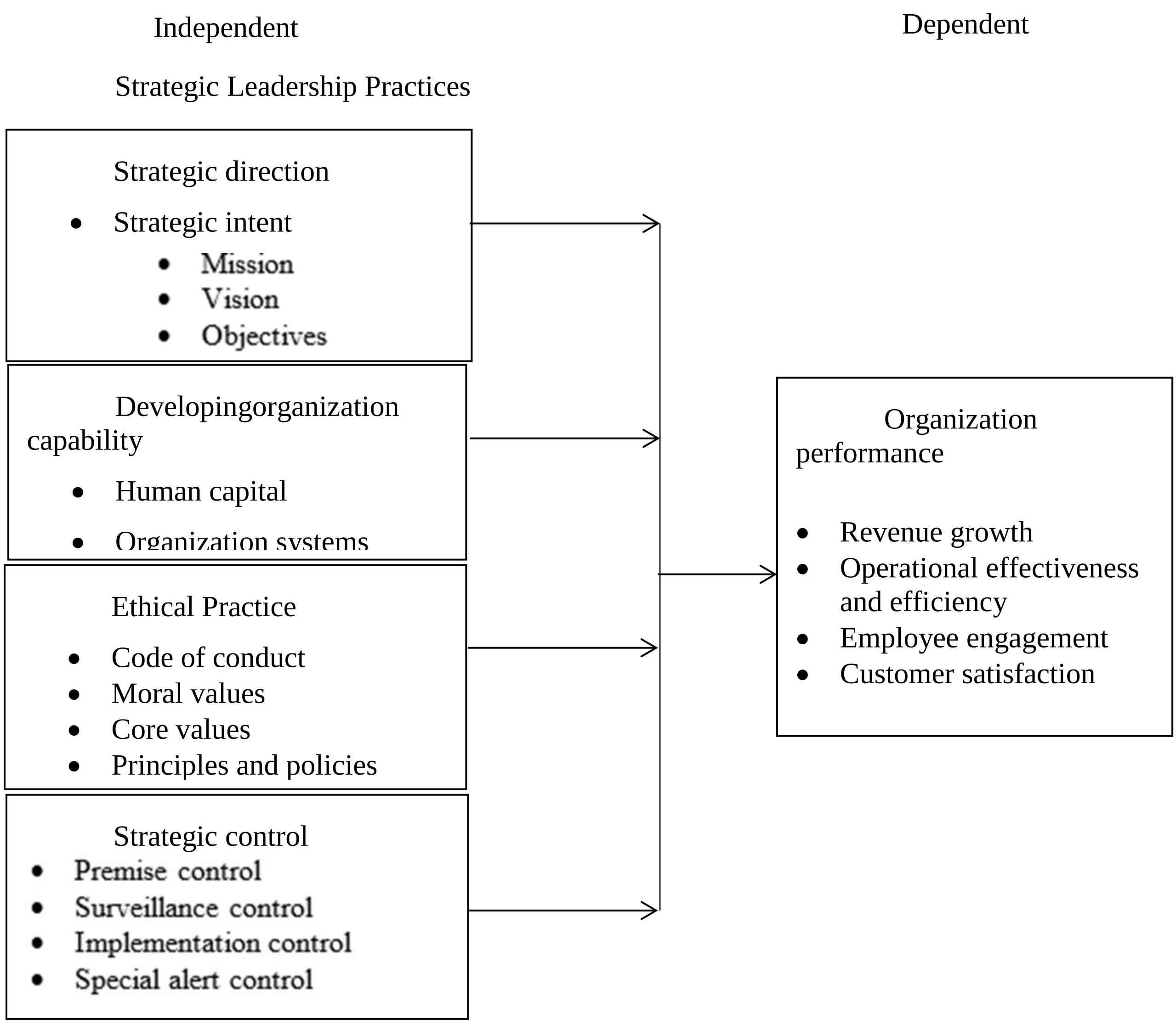

Figure 2.1: The Conceptual Framework

Strategic Leadership

This is a practice whereby leaders develop a vision for their organization to help it adapt and compete in a changing economic and technological environment. In other words, strategic leadership is positioning an organization for a competitive advantage (Stowel 2016). Leaders are tasked with developing and articulating what the company is planning to accomplish. The primary goal for a strategy is to create value for shareholders, stakeholders and customers. Organizational performance improves value a firm creates for its customers (Steve, 2016).

According to Armstrong (2018), good leadership practice requires leaders to first understand the mission and vision in order to be strategic, developing organizational capability in terms of human capital and organization systems, nurturing ethical practice in regards to code of conduct, moral values, core values, principles and policies and taking strategic control in terms of premise, surveillance, implementation and special alert control. These strategic leadership practices are theoretically hypothesized to enhance firm performance.

Strategic leaders possess critical characteristics such as influencing others, being futuristic, holding both short term and long-term goals concurrently, cognitive ability, ability to see the big picture, interpersonal relations, inclination to act and take risks. Strategic leadership practices involve determining strategic direction, analyzing and implementation of strategic intents, exploiting and acquiring unique competencies, developing organizational and human capacities, maintaining an effective organizational culture, placing an emphasis on ethics, and instituting strategic controls (Jooste & Fourie, 2016).

Strategic leadership techniques are essential because they are utilized to develop a strategic goal that directly affects the effective strategic practices used by a corporation (Karimi & Minja, 2013). The failure of an organization stems from the leaders' inability to sell the vision of the organization to the followers and their inability of convincing them to have passion for the organization and inability of earning loyalty of the employees to the organization (Kirimi & Minja, 2013).He further recommends that for strategic leaders to achieve success, they need to combine managerial, strategic, and visionary leadership.

Strategic Direction

Mutia (2015) stated that, the process of determining direction involves the articulation of the organization's mission and vision. This opinion was shared by Ireland and Hitt (2010) who stated that the determination of the firm's strategic direction is made by the strategic leader. The present investigation has defined strategic direction in terms of four measurable components, namely strategic intent, vision statement, mission statement, and objectives.

According to Surbhi (2019), strategic intent is a philosophical base of strategic management process. It shows the reason that an organization endeavours to attain. It gives a view of the manner in which the organization will achieve its vision. He further opines that strategic intent shows the objective the organization intends to fulfil in the long term. It also provides answers to the questions that the organization supports while showing the long-term market position that the organization intends to take and opportunities for exploring new avenues.

Kotter (2012) defines a vision as an illustration of the future which gives reasons why people should make an effort to create that feature. He further states that a good vision serves to clarify the direction for the business, and simplifies a number of detailed decisions. It gives people the motivation to undertake the right decisions while assisting in the coordination of actions of several people in a quick and efficient manner.

Organizational mission is the purpose of an organization, it describes the existence of an organization and what it does in achieving its vision (Korter, 2012). According to Peter and Donnelly (2018), a mission is the long term purpose of what the institution seeks to be, the unique characteristics differentiating the organization. Mission statements reflect an organization effort in guiding behavior, creating a culture and inspiring commitments amongst the individual organizational members. The mission statement should be practical with ease of identification and remembrance so that it can give direction and significance to all organizational members in spite of their level (Peter & Donnelly, 2018). Peter and Donnelly (2018) further opine that while defining the mission, the top leadership should seek to examine the business, the clients and customer values. Also, very important consideration in mission definition is the company history, distinctive competencies and the environment in which the business operates. Businesses fail due to shortcomings in mission statements with leaders defining incomplete, vague, non-motivational, and non-distinctive and being too broad.

According to Armstrong (2018), performance objectives define what an organization has to accomplish and are agreeable as specific performance targets defining the quantifiable findings to be met or qualitative results which define a condition that exist when work is well done. Target behavioral and learning objectives are set for employees as strategic leadership practice and timeframe defined in which the objectives are to be achieved. Setting objectives is a key performance management function as objectives describe the direction one should take while providing a criteria that is required in assessing performance. Objectives form the means by which the strategies of an organization can be relayed to its employees.

Developing Organizational Capabilities

Organizational capabilities are a group of physical resources, and personnel skills are essentially those of an organization's middle and senior management (Chandler, 2016). It may also be described as the coordination of an entity's people, physical, and structural resources in support of clearly defined and established organisational goals (Grant 2016).

According to Armstrong (2018), enhancing organizational capabilities is a strategic role of executive leadership that seeks to enhance the effectiveness and performance of the organization by creating strong teams, developing human resources, and refining organizational processes such as designing and executing strategies that can enhance customer satisfaction and quality.The leadership creates a high-performance environment through values that support achievements, growth and learning (Vinesh 2014). The researcher empirically examined the need of and stressed on development of organizational resources in two aspects, development of human capital and development of organizational systems.

Ethical Practice

Stowell (2016) noted that ethical practices are concerned with the ability of leaders to exercise humility, be concerned with the common good, ensure fairness, be responsible and show respect for every individual. Hale (2013), stated that ethical practices in an organization is related to increased reputation, trust, confidence, integrity, love for others, and above all, organizational performance. Thulani (2015) records that the success of firms are attributed to the healthy ethical practices which significantly improve organizational performance.

Burns (2012) argued that many businesses collapse because of the failure to implement strategic leadership practices. Encouraging ethics in leadership is a crucial leadership practice that improves performance. Piccolo et al (2010) argued that sound ethical practices are required in motivating employees in companies to uphold ethics which encourages them to improve performance.

Cuilla (2014) state that ethical leadership practices motivates the employees of an organization to have ethical practices in the implementation of organizational strategies. Mutia

(2015) additionally indicated that effective strategic leaders have to be honest, trustworthy, and have integrity when leading their organizations in a dynamic environment. Lear (2013) opines that integrity in leadership is crucial in the achievement of goals. The biblical approach to ethics is simply a true reflection of Jesus Christ actions. Jesus' teachings focus on integrity, righteousness, justice, love and service for all with great help to the needy and less fortunate in the society (NIV Bible, Psalms 25:72). Good ethics form the basis of governance within the organizations and it describes how organizations conduct their affairs and manage resources. Within the organizations set ups, good governance implies a set of organizational requirements conforming to its agenda, major component being the decision-making structure and procedures. For the basis of this study, ethics was viewed in four perspectives; moral values, core values, code of conduct and principles employed by strategic leaders in directing organizational agenda.

Strategic Control

According to Leconte (2016), strategic control is a manner in which a strategic plan can be executed. It's a strategic practice built by leadership in handling ambiguity since it tracks its implementation and the findings. It is mainly concerned with finding and assisting organizations to adapt to internal or external factors affecting the business strategy. Several researchers have noted that strategic control involves setting targets, measurement, and feedback systems that are utilized in the evaluation of the process involving the implementation of the organizations' strategic plan. The process involves establishment of targets and standards, creation, measurement and monitoring of systems, comparison of actual performance against set targets, evaluating results and taking actions when required.

According to Stowell (2016), strategic control details tracking strategy implementation and is involves identifying problems or variations in implementing strategic plans by monitoring and evaluating. Similarly, Ndegwa (2013) mentioned that strategic control is a crucial aspect of the strategic management process involving the tracking, monitoring and evaluation of strategy effectiveness and making the required adjustments and tweaks to the strategy.

According to Paul and Donnelly (2018) a strategic control system is an instrument used in implementing strategy for directing an organization through uncertainties occurring in its external and internal environment and for giving feedback on the process. In this study, the researcher delved into strategic control activities as premise control, surveillance control, implementation control and special alert control.

Organizational Performance

This is the ability of an organization to achieve its goals by utilizing resources efficiently (Daft, 2013).Achieving superior organizational performance is determined through practices of leaders. Challenges that face telecommunication organizations globally and locally require strategic leaders to make critical decisions on how to tackle them. These skills and knowledge can lead to the realization of the mission and objectives set for the organizations (Daft, 2013).

Achieving strategic objectives and enhancing firm performance relative to challengers are the key objectives that business organizations leaders struggle to reach (Raduan, et al., 2009). The business world is very dynamic and the changes are characterized by trends like globalization, varying consumer and investor needs, technological innovations and competition.

To compete successfully, institutions are required to improve their performance. The way strategy is handled within an organization is dependent on the leadership practices employed and has the potential to influence performance of the organization. Kate (2010) indicates that less than 10% of leaders exhibit strategic leadership skills to run the organizations. Leaders are required to employ strategic leadership practices such as direction setting, emphasizing on ethical practices, fore-thinking, aligning short-term goals with long-term goals, capacity building and strategic control to ensure long-term success in the organizations. Key elements of performance management system within an organization from leadership roles include setting objectives, measuring performance, obtaining feedback, implementing rewards based on outcomes, reviewing amendments to objectives. Leadership practices adopted by managers influence how effective the service delivery process is, resulting in increased quality service levels being provided to consumers (Zeithaml & Bitner, 2009).

Performance is a key concern for scholars, practitioners, and companies. In view of this, Armstrong (2018) stated that in understanding the performance of the organization, one should take into consideration the characteristics and functioning of its members but a key factor to consider is the top leadership and management team calls the shot. Ban (2007) observed that the performance is a reflection of strategic leadership practices on functions. In this study, Telecommunication organizations' performance was viewed on the level of revenue growth, operational effectiveness and efficiency, employee engagement and customer satisfaction.

According to Naceur and Goaied (2011) revenue growth is a strategy used by firms to improve their performance through sale of products or income derived from providing services. Revenue growth can be achieved through increase in sales, the expansion of a firm by way of merging or acquiring other firms, development of products and services, diversification and increased number of a firm's employees.

The efficiency of an organization's operations is intimately related to its effectiveness. In order to assess performance, it is crucial to have an understanding of the organization's objectives and strategies, and how well they are being executed. Effectiveness refers to how successfully an organization is progressing towards its goals and mission. Indicators of effectiveness include a well-defined strategy with a clear vision, mission, strategic objectives, and a system for gathering feedback to evaluate progress (Darrab & Khan, 2014).

Efficiency is a measure of the ability to give the best services at minimal costs. Indicators are human capital, financial resources, and organizational capital including structures, Policies and procedures. Efficiency refers to the cost of each unit of output, describing how goods and services produced using a program relate to resources utilized in producing them (Rao & Lakew, 2013).For effectiveness and efficiency to be experienced, leadership must take responsibility to align every linked indicator within the organization.

According to Khan (2010) employee satisfaction is a psychological state that employees experience related to their work and with connected behavior. Daniels (2011) depicts that the key factors that affect engagement include job autonomy, support, coaching, feedback and learning opportunities. Success (2014) stated that the key engagement enablers include visible empowering leadership, offering a good strategic narrative of the company, engaging managers who concentrate workers on their scope and organizational integrity.

Employee engagement is a strategic leadership function in which leaders must develop the employees by providing them with a sense of purpose, providing them with high level of feedback on what they are doing regularly (Kuvaas, 2010). Macey and Schneider (2008) contended that when leaders recognize performance it will have a positive effect on employee engagement by offering them a sense of attachment to the job as the employees feel valued by the company.

Customer satisfaction pertains to the sense of satisfaction a customer experiences after comparing their perceived performance with their expectations (Kotler & Keller, 2012). Kotler and Keller (2012) contend that it is a choice based on a unique service interaction. A happy client is one whose requirements are promptly fulfilled by a product, manufacturer, or business, or by the service provided. The consumer will feel satisfied once the business is able to meet and surpass their expectations. The degree of consumer satisfaction is taken into account while analyzing and predicting customer behavior in the present, claim Karau et al. (2015). Often, it is assumed that devoted consumers would always purchase a certain product after being happy with it (Kipkirong & Rabach, 2013).

2.5 Chapter Summary

This chapter presented a thorough examination of the link between strategic leadership and organizational performance. The literature review investigates strategic leadership practices and their various components, analyzing how each factor impacts performance. The chapter also offers a theoretical, empirical framework and a conceptual framework, to document the relationships among the variables. Furthermore, a table summarizes the knowledge gaps that this study aimed to address.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The contents of this chapter details the methodologies that were adopted in completing the study including the research philosophy, design, population, sampling method, procedure, size, study tools, reliability and validity of tools as well as data processing, analysis and ethical requirements.

3.2 Research Philosophy

The research philosophy under study was based on pragmatism since it dealt with both quantitative and qualitative studies on the study context. The researcher intended to adopt more than one research approach by combining both qualitative research questions and quantitative research questions as detailed in Appendix ii of questionnaire. The approach was advised by its in-depth methodology of advancing a specific research topic to attain comprehensive findings. Collis and Hussey (2014) indicated that the pragmatic philosophy only recognizes ideas as significant if they facilitate action and are useful. Pragmatic approach enabled the researcher to compensate for the shortcomings of the quantitative and qualitative approaches through integration of both deductive and inductive approaches (Creswell & Plano-Clark, 2015). The researcher intended to be very objective in finding quantifiable data for analysis on the research topic as well as subjective data obtained through interviews for a more enhanced practicality and real experience with the subjects concerned.

3.3 Research Design

A research design is a strategy for data collection and analysis (Bryman & Bell, 2015). The researcher intended to use mixed descriptive method to explore and describe the study variable relations. A mixed methods research design is grounded in pragmatic philosophical assumptions that steer the process of gathering and analyzing data by utilizing a combination of both qualitative and quantitative methodologies (Bryman, 2015;Zikmund, 2013).

As indicated by Cooper and Schindler (2013), a descriptive design aims on figuring out the how, where and what of a scenario. Qualitative approach was employed in identifying the factors which affect the condition being studied and the information utilized in coming up with quantitative methods that assess how the factors would affect the study results.

Creswell (2018) recommends mixed methods in situations where only one approach will not help answer the research question.(Teddlie & Tashakkori,2012) Mixed method enables the researcher to offset the weaknesses inherent in both quantitative and qualitative research methods .As Cooper and Schindler (2013) state, mixed method helps the researcher in choosing the required techniques for an investigation. The study design assisted the researcher in describing the relevant study aspects from respondents (Creswell, 2018). In this case study, strategic leadership practices and performance variables were put to examination through quantitative and qualitative approach with specific objectives of the study taking center course in the questionnaire and interview guide design. According to the study's design, the researcher was able to characterize the pertinent study-related elements from the respondents. Descriptive and inferential statistical analysis was performed using both the qualitative and quantitative data sets.

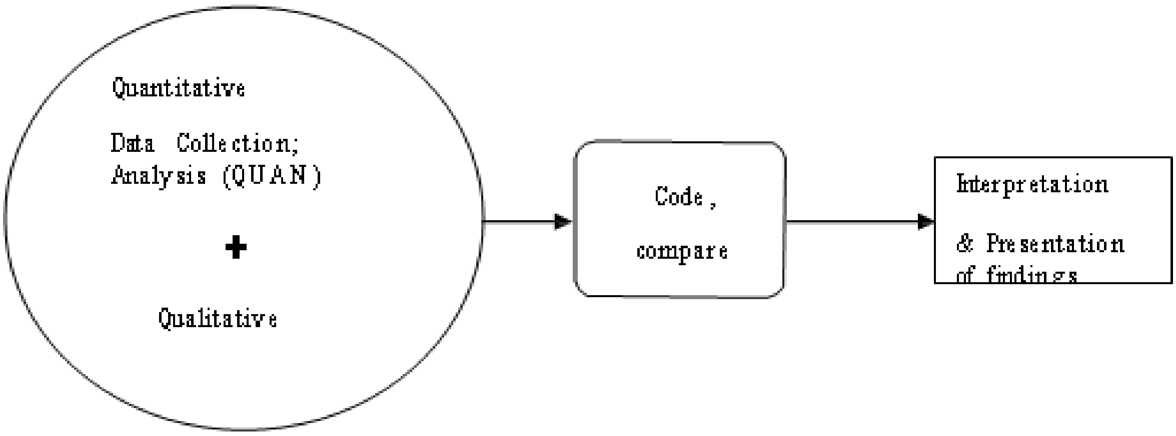

Figure 3.1: Study design model

Source: Creswell (2014).

3.4 Target Population

Target Population is the total collection of elements considered by a researcher for the specific study (Creswell, 2018). The target population is the particular population from whom a sample is properly selected (Banerjee and Chaudhury, 2010). Before beginning research, the population needed to be identified. In this study the population was the workers in Telkom Kenya Limited headquarters based in Nairobi. The target of the study was 300 top level managers, middle level managers, lower level managers and operational/junior staff within Telkom Kenya headquarters drawn from Telkom Kenya Human capacity across the country standing at 1400 as at August 2021 (Telkom Kenya Human resource data (Telkom, 2022). The target population had the potential of providing the relevant information regarding strategic leadership and firm performance. Telkom Headquarters was chosen as a target since it hosts most executive level managers tasked with decision making and strategy formulation.

Table 3.2 Target Population

Category	Population	Proportion
Top level managers	35	11.7%
Middle level managers	50	16.7%
Lower level managers	100	33.4%
Junior employees /Operational staff	115	38.4%
Total	300	100.0%

Source: Telkom Kenya, Human Resource Department (2022)

3.5 Sampling

Sampling refers to any technique where judgements about the complete population may be made by choosing a subset of its components (Cooper & Schindler, 2014). Before choosing which sample to utilize, decisions on several phases of the selection process should be taken. Sampling is choosing a sub-group from study population (Mugenda & Mugenda, 2013). It involves selecting individuals for the study who then represent the population. It is important to understand the stages involved in selecting appropriate samples in order to draw study conclusion. In this study, the researcher employed sampling stages as defined by Cooper and Schindler (2014). Cooper and Schindler (2014) posited the following summarized sampling stages as shown in figure 3.2.

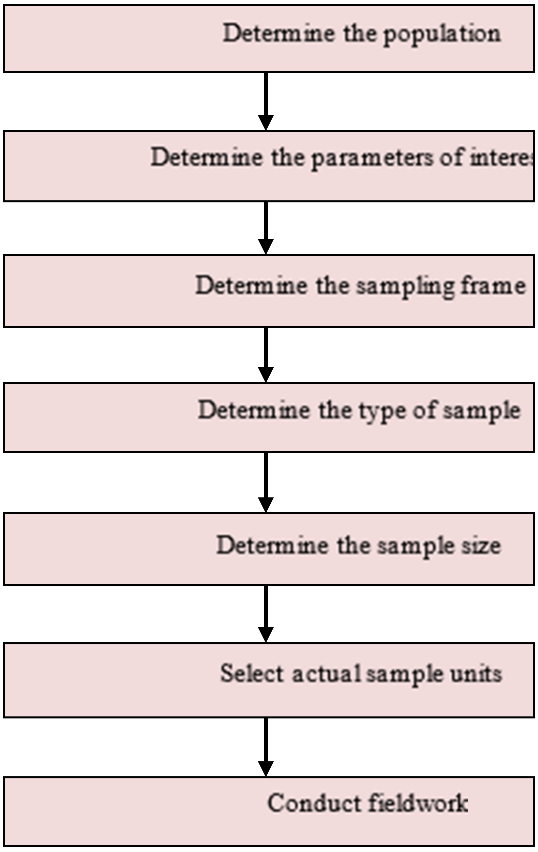

Figure 3.2: Stages in the Selection of a Sample
Source: Cooper and Schindler (2014)

3.6 Sampling Procedure

Choosing the sample or subset from which the research will be conducted is known as the sampling method (Payne & Payne, 2004). Defining the population, establishing the sampling frame, choosing a sampling technique, calculating the sample size, choosing the sample units, and collecting data from the sampled units were all steps in this procedure (Kothari & Gaurav, 2014). Although most qualitative research use non-probability (non-random) methodologies, most quantitative studies utilize probability (random) sampling (Cohen et al., 2007; Creswell & Plano-Clark, 2007). Since the study focused on strategic leadership practices, a target population of top level, middle level, lower level management and junior level staffs operating at the headquarters was of great interest and helped in responding to the study variables.

The study used stratified random sampling and additional basic random sampling to determine the sample size in the next phase. With a stratified random sample approach, the target population was separated into four groups based on their organizational level. Senior management, middle management, lower management, and operational workers were all used in this situation. The selection of a representative sample was then done using a straightforward simple random sampling process.

Kombo and Tromp (2016) assert that simple random sampling gives every member of a population an equal and independent chance of inclusion in the study's sample size. Since it produces research data that may be used to a wide range of situations and also allows for the use of inferential statistics, the simple random sampling approach was selected (Kombo & Tromp, 2016). Also, a straightforward simple random selection technique helps the researcher to reduce biases (Cohen et al., 2011). Simple random sampling helped to avoid biased selection and thereby meeting the statistical regularity principle, which states that a randomly selected sample will possess similar attributes that could be generalized (Creswell, 2018).

3.7 Sample Size

According to Cottrell (2013), the number of components selected from the population is referred to as the sample size. Creswell (2018) stated that sample size is dependent on the study purpose, the population being studied, accuracy level required, the expected response rate, the research variables, the risk factor, and the time available to fully attend to them all. Considering all the elements involved in the sample size, the researcher sampled 211 respondents out of a target population of 300 constituting 70% of population representative. The sampled respondents were assumed to be knowledgeable on the subject and hence, they were better placed to give appropriate information. Statistically, in order to generalize, Cooper and Schindler (2014) recommends a sample size of at least 10%. Therefore, the sample size of 211 respondents was adequate for generalization. The study used stratified random sampling and a quota of 70% was drawn from each stratum. The study chose 70% as the sampling quota since it was deemed to be large enough to provide a representative sample of the population (Rahi, 2017). The sample of 70% also allows for some flexibility in the sample selection process. This flexibility was necessary to allow the researcher to proceed even in the absence of some respondents who were either busy or away from the Telkom Kenya headquarters during the process of data collection.

Table 3.3: Sample Size

Category	Population	Sampling ratio	Sample size
Top level	35	0.7	25
Middle level	50	0.7	35
Lower level	100	0.7	70
Operational Staff	115	0.7	81
Total	300		211

3.8 Data Collection Instruments

There are a variety of devices that may be employed for data gathering, according to a study of the literature. Nevertheless, in this study, information was gathered utilizing questionnaires created by researchers and an interview guide. The questionnaire was divided into three pieces. Section A aimed to collect descriptive information on the respondents' socio-demographic traits. The questionnaire's Part B had questions intended to gauge respondents' opinions on setting strategic direction within Telkom enterprises. The questionnaire's Section

C included specific questions to gauge respondents' opinions on how strategic leaders at Telkom enterprises build their human resources. The questionnaire's Section D included questions intended to gauge respondents' opinions on the moral behavior of strategic leaders. The questionnaire's Section E included questions to gauge respondents' opinions on how Telkom Kenya's strategic executives maintain balanced strategic control. The questionnaire's last portion, Section F, asked respondents to provide their opinions on the organizational performance dependent variable. The top level managers in this research provided a variety of opinions on the subject via the use of qualitative interviews.

3.9 Data Collection Method

Primary data was collected using questionnaires and an interview guide. The questionnaire captured key variables of interest. The questionnaire was issued to 35 middle level managers, 70 lower level managers and 81 junior operational staff members’ within Telkom. The questionnaires were used due to their potential to reach many respondents who at times work at field sites away from the office. They also offered respondents adequate time to respond to the questions. As a data collection method, it offered a sense of security and confidentiality to the respondent. It is an objective method of data collection since it has no bias like the interview method (Mugenda & Mugenda, 2013). In addition, interview guides were used for the study. Interviews were conducted on 35 top level managers who were not issued with the questionnaires as they were deemed to be more knowledgeable about the organization and therefore best placed to provide more varied information regarding the research variables.

3.10 Data Collection Procedure

This is the process of gathering information to support or disapprove study facts (Kombo, 2015). Data was collected after obtaining an introduction letter from Pan Africa Christian University and a permit from the National Council of Science, Technology, and

Innovation (NACOSTI). These two were used to facilitate the data collection process. They served as authorization that the study has been approved and it is purely academic. Data collection was divided into three phases: pre-field work phase, pilot testing phase and questionnaire administration phase. The questionnaire was divided into various categories capturing all the variables.

A questionnaire was used because it is a discreet and less costly data collection method (Mugenda & Mugenda, 2013). The questionnaires were issued using a drop-and-pick strategy and emailing to 186 middle, lower level managers and junior operational staffs members based on the sampling quota of 70% of the population. The questionnaires were used since they allow for standardized data collection across participants, reducing variability in responses. This can help ensure the data is reliable and valid. In addition, questionnaires can be administered to a large number of participants at once, making them an efficient data collection tool. Finally, data collected from questionnaires can be easily analyzed, allowing for quick and efficient data analysis.

Additionally, face-to-face interviews were also conducted on the 25 Telkom Kenya top-level managers from a population of 35 top-level managers based on the sampling quota of 70%. The interview guides were structured to allow the researcher to ask follow-up questions and explore topics in more depth based on the participant's responses. Interviews allow for human interaction, which can help build rapport between the researcher and participant and as such can lead to more honest and open responses.

3.11 Instrument Pre-testing

The questionnaire was tested before the study was rolled out in three phases. The pilot survey was done by participants from Telkom Kenya to test effectiveness of tools developed for this survey and to fine tune operational aspects of the actual data collection. The pilot study respondents were different from the main study sample. The questionnaire administration was characterized by distribution of questionnaires to participants in collecting data. The purpose of the pre-test was to simulate the main study and to find out if the questions had some clarity that needs to be made before main study was conducted. Pretesting improves reliability, relevance and effectiveness of the questionnaires.

Pilot Testing

The primary data collecting tool, the questionnaire, was put to the test in a pilot study before the real research to make sure it was manageable, pertinent, and efficient. A pilot study was carried out to identify research study design and equipment flaws and to offer selection proxy data (Cooper & Schindler, 2013). According to Mugenda & Mugenda (2013), the sample size (or number of cases) for a pilot research may be anything between 1% and 10% of the total sample size. For a pilot research, Kothari (2009) and Sekaran (2011) advise a sample size of 10%.

Ten respondents were utilized in the pilot test based on these recommendations. The pilot test's sample size, which was 5%, was adequate and within the suggested range, according to Mugenda & Mugenda's (2013) guidelines. While they were from the same target group and had similar characteristics as the main research sample, the pilot study participants were purposefully chosen. The Google form was used to deliver the pilot research surveys to the participants since it is efficient and dependable. The questionnaire was enhanced using analysis of the data from the pilot research. Comprehension, relevance, interpretability, and usefulness in light of the research goals were factors taken into account while developing the questionnaire. Conclusions about the instrument's structure and content were made using the data from the pilot research.

Validity of Instruments

Creswell (2018) explains that validity refers to the extent to which a test accurately measures what it is intended to. Validity is determined based on the nature of the test, its objectives, and its intended use. Face validity was employed in this study to assess the validity. According to Sekaran and Bougie (2013), to determine face validity, leadership experts evaluated all the questionnaire statements and eliminated any that were deemed invalid.

Reliability relates to the extent to which a measure produces consistent outcomes, as noted by Diamantopoulos and Schlegelmilch (2016). A measure that lacks reliability cannot be valid, whereas a reliable measure may or may not be valid (Leedy & Ormrod, 2010). In the view of Mugenda and Mugenda (2013), the reliability of a data instrument reflects the consistency of responses from participants across different constructs. Essentially, this means that the methods used for data collection and analysis should produce consistent results, regardless of the information sources. In this study, internal consistency served as a gauge of reliability, where the scores on items assessing similar constructs were analyzed for consistency. To assess internal consistency, Cronbach's Alpha test was employed to determine the alpha value of the measuring instrument, which was the questionnaire.

Researchers most typically employ the Cronbach alpha () to assess the dependability of a measurement device. A computed alpha coefficient will vary between 1 (denoting perfect internal reliability) and 0 (denoting no internal reliability). As a general rule, a value of 0.80 is used to indicate an acceptable level of internal reliability. According to Eiselen et al. (2015), the scale's internal consistency (reliability) increases when the alpha value () gets closer to 1. According to Cooper and Schindler (2016), standardizing measuring settings and reducing external sources of variance may increase dependability.

The test-retest method—which involves giving the same scale or measure to the same set of responders at two different times was used after a week. The relationship between the two tests in the study was calculated using the Pearson's correlation coefficient (r) to determine the relationship scores. For this study, the researcher advocated for a correlation of more than 0.75 of which the research tools deemed appropriate.

3.12 Data Analysis Plan

In mixed methods research, data collection and analysis occur concurrently (Creswell, 2014). This study employed mixed data analysis, as described by Creswell and Plano-Clark (2009), which involves conducting an initial analysis of both qualitative and quantitative data, followed by merging the datasets to support or contradict the findings. The data was analyzed and interpreted to extract meaningful information (Creswell, 2014). Descriptive and inferential analysis was used for quantitative analysis, while qualitative analysis involved description and thematic analysis.

Data processing was done using SPSS version 23. Data entry into an SPSS database and data coding using a prepared code sheet comprised data processing. Every step of the data coding and input process included checking and validating the data quality. Before data analysis began, more cleaning was done. To check the relationship between the variables, a variety of analytical techniques were applied to the combined data using SPSS. Pie charts, graphs, tables, and charts are essential tools for presenting the data that was used. Statistical techniques for descriptive analysis and presentation were used to examine the data. Descriptive statistics, as stated by Kothari (2011), is concerned with the creation of specific indices from the raw data.

3.12.1 Qualitative Data Analysis

Content analysis was employed to analyze the qualitative data gathered from field notes and data, in order to identify important patterns and themes (Leady & Ormrod, 2015; Mugenda & Mugenda, 2013). Specifically, the researcher collected interview notes from top-level managers at Telkom Kenya to obtain qualitative data for analysis. The qualitative data triangulated the quantitative data collected from other respondents to address the research questions. Tashakkori and Teddlie (2012) note that when inferences drawn from both qualitative and quantitative data are consistent, the quality of the meta-inference is likely to be improved.

3.12.2 Quantitative Data Analysis

The numerical depiction of data with the goal of elucidating the phenomena those observations reflect is known as quantitative analysis (Babbie, 2013). Data from the closed and open-ended questionnaires were subjected to various statistical tests. For simple, statistical, and multivariate analysis, a statistical programme for social sciences allows the entry of raw data, alteration, and reorganization of data (Pickard, 2017).

The findings were analyzed using SPSS to generate frequency and percentage data. The study also employed inferential statistics, specifically the analysis of variance (ANOVA), to determine the level of significance of the model. Also, a Pearson Correlation Coefficient test was run to look at the connection between Telkom's organizational performance and its strategic leadership approaches. Regression analysis was used to examine the research questions and see how well the variables fit together overall. Many significance tests are part of the inferential analysis, which is used to evaluate and establish the veracity of data before drawing conclusions. The collection of inferential statistics was created using regression analysis and correlations.

The p-value was used to test the study questions using regression results. The results was rejected if the p-value was less than 0.05, but if it is greater than 0.05, the results was not rejected. The regression model for testing was as follows:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$$

Where Y represents Organizational Performance, X1 represents Strategic Direction, X2 represents Organizational Capabilities, X3 represents Ethical Practices, X4 represents Strategic Control, $\beta 0$ represents the constant term or the value of Y when Strategic Direction, Organizational Capabilities, Ethical Practices, and Strategic Control are not considered, $\beta 1$, $\beta 2$, $\beta 3$, and $\beta 4$ represent the beta coefficients, and ε represents the error term.

3.13 Diagnostic Tests

When trying to estimate a regression equation, it is crucial to make sure that the assumptions of the classical linear regression model are not being violated. When the linear regression assumptions are broken, there is a chance that the parameter estimates will be inaccurate, ineffective, and inconsistent (Verma & Abdel-Salam, 2019).

3.13.1 Test for Multicollinearity

Multicollinearity is the test of existence of correlation between study variables , independent variables are subjected to multicollinearity test to find the level of relation to each other which might if in significant portion is subject to interfere with the study results Myres (2015). If perfect multicollinearity is ignored, the regression coefficients and standard errors become infinite. However, if imperfect multicollinearity is present, the standard errors remain significant (Daoud, 2017).Multicollinearity in estimate is problematic, but not because it exists, but because of how severe it is. The variance inflation factor (VIF), which has a cutoff of 10 to indicate the existence of multicollinearity, was used to test for multicollinearity (Alin, 2010).

3.13.2 Normality Test

To assess the normality, Shapiro-Wilk Test for normality was used. This assessment is typically employed to ascertain if a sample is both continuous and normally distributed. A p-value less than 0.05 suggests that the data conforms to a normal distribution, while a p-value above 0.05 indicates otherwise (Yap & Sim, 2011).

3.14 Ethical Considerations

The researcher obtained consent from NACOSTI following the Pan Africa Christian University's procedures. The researcher then held meetings with the management of Telkom Limited who were selected for the study and explained the study's purpose in detail before beginning the study. The participants were provided with an informed consent form which explained the study's essence and their participation in detail. It was emphasized that participation was voluntary and not compulsory. Participants who did not give their consent were excluded from the study.

The researcher ensured confidentiality by handling sensitive information with discretion and privacy. The identities and positions of the participants were not revealed in the research. The researcher guaranteed that the information obtained was only intended for research purposes and was stored in a secure location accessible to the researcher and supervisors. Personal bias was avoided by having the respondents fill the questionnaires, thereby preventing the researcher from influencing responses in the questionnaire.

3.15 Chapter Summary

This chapter covered the methodology to be adopted. Particularly, the study adopted a mixed method descriptive research design, target population was drawn from 300 top level, middle level, and low level managers and junior operational staff at Telkom Kenya Limited within Nairobi. Both stratified random sampling and simple random sampling was applied in arriving at the sample. The chapter has articulated the ethical considerations made.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on analysis and interpretation. The data is arranged under themes in line with the objectives.

4.2 Response Rate

The researcher distributed 186 questionnaires. 175 of these were filled out and returned. This equates to a 94% response rate. According to Kothari, descriptive statistics are suitable when the response rate is more than 50%. Based on these findings, a 94% response rate is good enough to conduct the study. As for the interview guides, 16 of the 25 top level managers were available to take part. This represents 64% of the total sample size. 64% is adequate according to Babbie (2004). The response rate was therefore adequate to conduct a study and make conclusions based on the findings.

Table 4.1 Response Rate

Response	Frequency	Percent
Returned	175	94%
Unreturned	11	6%
Total	186	100%

4.2 Demographic Characteristics

The information in this part provides the respondent's basic attributes, including their age and gender and the experience in terms of years worked in the telecommunication industry.

4.2.1 Gender

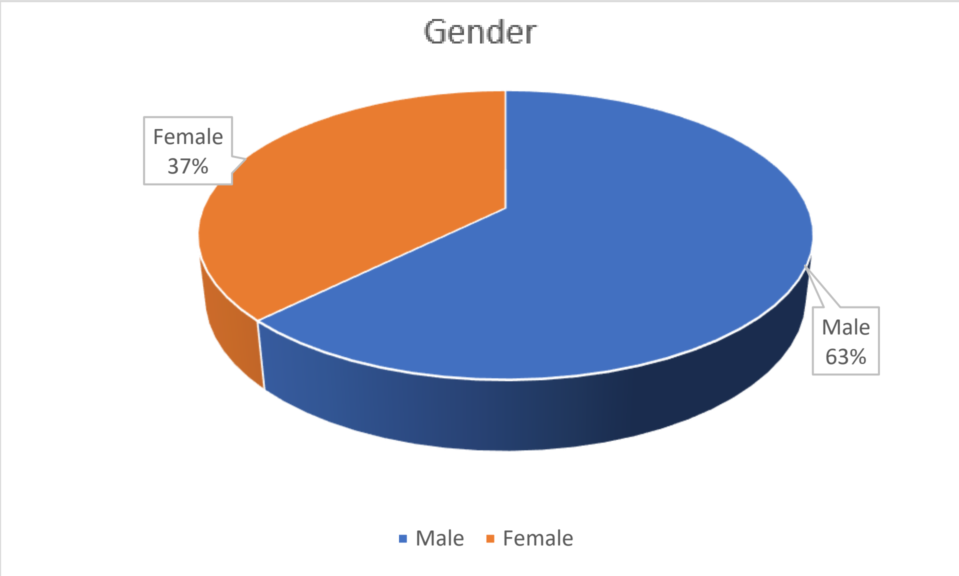

Figure 4.1: Gender

The figure above shows that a majority (63%) of the respondents were male. This indicates that the telecommunication industry and specifically Telkom Kenya is still male dominated and as such efforts must be put in place to make it more gender balanced.

4.2.2 Age

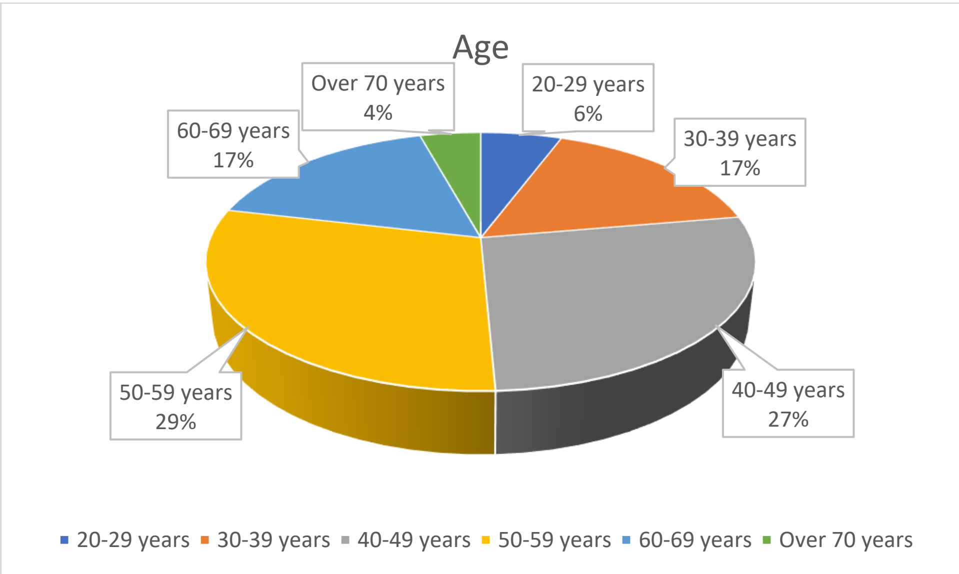

Figure 4.2: Age

The age of 56% of managers in Telkom Kenya lie between 40 and 69 years. In addition, 40% of the respondents are aged 39 and below indicating that a significant percentage of management positions is held by young people. This shows that the management at Telkom Kenya has a healthy mixture of age and as such decisions can be from different age groups' points of view.

4.2.3 Experience in the Telecommunication Industry

The amount of experience in the telecommunication industry that the managers who were involved in the study had was also investigated.

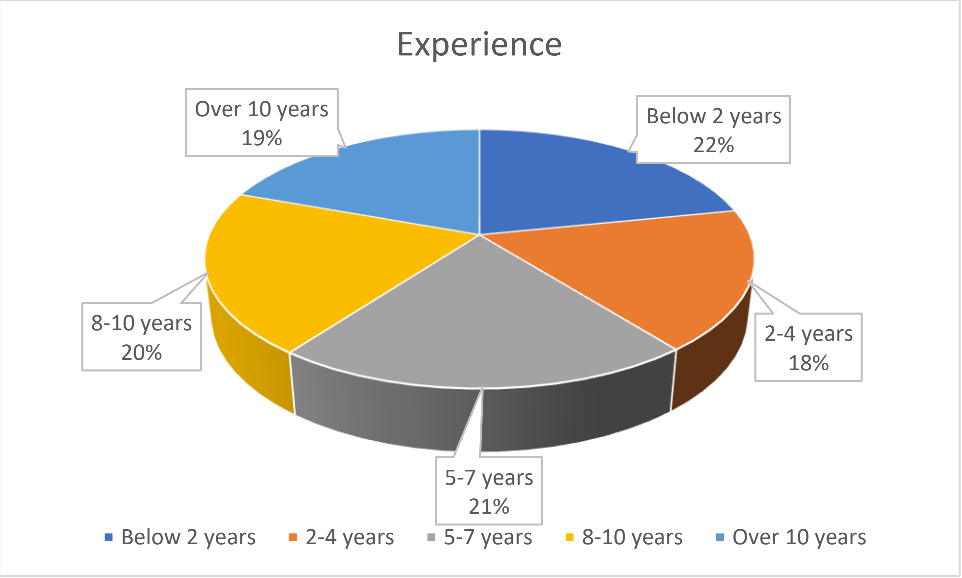

Figure 4.3: Work Experience

Figure 4.3 shows that 22% of the management had below 2 years' experience in the industry. In addition, 21% of the managers had between 5 and 7 years of experience. Moreover, 20% had experience of between 8 and 10 years. 19% had more than 10 years' experience while 18% had 2-4 years of experience in the telecommunication sector. This indicates that 60% had experience in the industry of at least 5 years and as such were well placed to answer questions regarding strategic leadership practices and the performance of telecommunication organizations.

4.3 Descriptive Statistics

The descriptive findings on the strategic control, organizational capacities, ethical standards, strategic control, and operational performance of Kenyan telecommunications companies are presented in this part.

4.3.1 Strategic Direction

The study sought to determine the effect of strategic direction on the performance of telecommunication organizations.

Table 4.2: Strategic Direction

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
The vision is clear, compelling and realistic	6.60%	5.20%	9.50%	29.90%	48.80%	4.090	1.178
The direction the organization intends to take is clear and can be understood	4.30%	6.60%	5.20%	43.60%	40.30%	4.109	1.049
The mission statement is clear, meaningful and reflects the purpose, values and clients served	6.20%	5.20%	5.20%	50.70%	32.70%	3.986	1.071
A review of the mission and vision statements is conducted regularly.	3.30%	4.30%	4.70%	38.90%	48.80%	4.256	0.971
Leadership and higher-level staff whose functions are affected are included in objective and goal setting and take formal responsibility in the strategic planning	1.90%	5.20%	2.80%	47.90%	42.20%	4.232	0.883
Our decisions are insightful, clear and bold in all organization levels.	4.30%	3.80%	5.20%	43.60%	43.10%	4.175	0.996
Strategic objectives are developed by observing external trends (political, economic, societal, technological, markets, etc.) and looking for opportunities and threats that face the organization	0.90%	0.00%	0.90%	45.50%	52.60%	4.488	0.620
The organization is adequately organized to constantly improve strategic objectives with the passage of time.	0.90%	0.90%	2.40%	43.10%	52.60%	4.455	0.684
There stable and formal process of setting directions (e.g. strategic	2.40%	0.90%	1.40%	49.80%	45.50%	4.351	0.775

planning) that provides a clear direction							
The organization is involved in analyzing competition to identify competitive advantages and disadvantages and areas that require improvements	1.90%	3.30%	3.80%	46.40%	44.50%	4.284	0.842

Based on Table 4.2, 78.7% of the respondents felt that the vision of the organization is clear compelling and realistic (Mean=4.090, SD=1.178). Additionally, 83.9% of the respondents felt that the direction the organization intends to take is clear and can be understood (Mean=4.109, SD=1.049). 83.4% of respondents agreed that the mission statement is clear, meaningful and reflects the purpose, values and clients served at the organization (Mean=3.986, SD=1.071). 87.7% agreed that a review of the mission and vision statements is conducted regularly (Mean=4.256, SD=0.971). A majority (90.1%) of respondents agreed that leadership and higher-level staff whose functions are affected are included in objective and goal setting and take formal responsibility in the strategic planning (Mean=4.232, SD=0.883).

Most (86.7%) of respondents agreed that their decisions are insightful, clear and bold in all organization levels (Mean=4175, SD=0.996). In addition, a majority (98.1%) agreed that the strategic objectives are developed by observing external trends (political, economic, societal, technological, markets, etc.) and looking for opportunities and threats that face the organization (Mean=4.488, SD=0.620). A majority (95.7%) felt that the organization is adequately organized to constantly improve strategic objectives with the passage of time (Mean=4.455, SD=0.684). Additionally, most respondents (95.3%) felt that there are stable and formal processes of setting direction (e.g. strategic planning) that provides a clear direction (Mean=4.351, SD=0.775). Finally, most (90.9%) felt that the organization is involved in analyzing competition to identify competitive advantages and disadvantages and areas that require improvements (Mean=4.284, SD=0.842). An overall mean and standard deviation of 4.2426 and 0.9069 respectively indicate that most of the respondents were in agreement with the constructs of strategic direction at Telkom Kenya. This implies that there is a general consensus among the participants regarding the strategic direction of the organization. This can be a positive indication for Telkom Kenya as it suggests that the company has a clear direction and vision that is widely understood and accepted by its employees.

The managers were asked to state the type of leadership exhibited at Telkom Kenya and give examples. Manager 4 stated that, "*Telkom Kenya as an organization has adopted strategic leadership in the running of the organization. Managers are well aware of the objectives and goals of the organization both in the short term and the long run. As such, it is easy for managers to translate these objectives to their juniors and ensure that everyone in the organization is working towards achieving the collective goals of Telkom Kenya*". Manager 12 responded that, "*The leaders here like to lead by example and set the tone for everyone else to follow*". Manager 7 stated that*, "Strategic management practices have been adopted by the leadership at Telkom Kenya, this has improved how things are ran in this organization*". This implies that the management at Telkom Kenya has a vision that is clear to the employees and staff of the organization and provides a set of objectives that the organization can collectively aspire to achieve and has adopted strategic leadership practices to enable them to achieve their objectives

In addition, the interview guide asked how managers encourage their followers to follow certain direction. To this, manager 5 responded, *"It is easy to motivate followers and workers by offering incentives. When the best performers are rewarded, everyone is encouraged to raise their performance levels in line with the general direction of the organization and this benefits the organization as a whole".* Manager 16 stated that, *"When everyone in the organization knows their role and is made aware of the role they play in achieving the overall goals of the organization, they are encouraged to perform at their best levels because their importance is highlighted and makes them feel like integral parts of the* *organization, which, let's face it, they are."* Manager 11 stated that, "*When the company conducts our end year review, the best performers are always most likely to get promoted. The organization offers staff the chance to progress in their careers and this makes followers follow the general direction of the organization*." This means that Telkom Kenya management motivates employees and followers to follow certain laid out directions by providing incentives and rewarding the best performers in terms of driving the organization closer to their laid out and goals.

4.3.2 Organizational Capabilities

The second objective was to determine the effect of organizational capability on the performance of telecommunication organizations. The results are in Table 4.3.

Table 4.3: Organizational Capability

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
We conduct a strict evaluation of the programs requirements, services and activities	7.10%	9.00%	9.00%	37.00%	37.90%	4.090	1.178
There exists a formal training and development program	4.30%	4.70%	5.20%	44.50%	41.20%	4.090	1.049
Development of human capital is essential for the efficient running organizational objectives.	10.00%	9.50%	10.00%	33.20%	37.40%	3.986	1.071
Employees are informed about what needs to be done and how it needs to be done	6.20%	0.90%	3.30%	43.60%	46.00%	4.256	0.971
The organization has developed an organized system for functional processes and human capital management	3.80%	4.30%	1.40%	46.00%	44.50%	4.232	0.883
There is a continuous on-the-job training to improve efficiency in delivery of services.	3.30%	1.40%	4.70%	49.80%	40.80%	4.175	0.996
Organizational recruitment is guided using knowledge, skills and competencies.	4.30%	5.20%	0.50%	39.80%	50.20%	4.488	0.620
The Organization assess its internal core system to develop its key competencies in the market	12.80%	7.60%	6.60%	38.40%	34.60%	4.455	0.684
The organization rewards outstanding employee for good performance	10.90%	13.30%	13.30%	35.10%	27.50%	4.351	0.775

There is a constant encouragement of employees including volunteers to be creative in delivering services	16.60%	13.70%	14.70%	23.70%	31.30%	4.284	0.842

Majority (74.9%) of the respondents felt that Telkom Kenya conducts a strict evaluation of the programs requirements, services and activities (Mean=4.09, SD=1.178). Additionally, 85.7% agreed that there exists a formal training and development program (Mean=4.09, SD=1.049). A majority (70.6%) of respondents agreed that development of human capital is essential for the efficient running of organizational objectives (Mean=3.986, SD=1.071). In addition, most (89.6%) of the respondents agreed that employees are informed about what needs to be done and how it needs to be done (Mean=3.839 SD=1.232). A vast majority (90.5%) agreed that the organization has developed an organized system for functional processes and human capital management (Mean=4.232, SD=0.883).

In addition, majority (90.6%) of respondents agreed that there is a continuous on-the-job training to improve efficiency in delivery of services (Mean=4.175, SD=0.996). A large majority (90%) of the respondents agreed organizational recruitment is guided using knowledge, skills and competencies (Mean=4.488, SD=0.620). The table also reveals 73% of the respondents felt that the organization assesses its internal core system to develop its key competencies in the market (Mean=4.455, SD=0.684). Additionally, 62.6% felt that the organization rewards outstanding employee for good performance (Mean=4.351, SD=0.775). Most (55%) of the respondents also felt that there is a constant encouragement of employees including volunteers to be creative in delivering services (Mean=4.284, SD=0.842). Overall, the results had a mean of 4.2407 and a standard deviation of 0.9069. This implies that most of the respondents involved in the study agreed with the statements regarding organizational capability with regards to organizational performance in Telkom Kenya. This may indicate that the respondents believe that having strong organizational capabilities, such as effective leadership, skilled employees, and efficient processes, can lead to better organizational performance.

4.3.3 Ethical Practices

The next objective of the study was to determine the effect of ethical practices on the performance of telecommunication organizations.

Table 4.4: Ethical Practices

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
Compliance with ethics is crucial in this organization	13.70%	16.10%	12.30%	30.80%	27.00%	3.412	1.392
I speak out against unfair practices	11.40%	13.70%	10.00%	32.20%	32.70%	3.611	1.363
I support staff and volunteers in upholding ethical standards and principles.	13.70%	12.30%	9.00%	35.50%	29.40%	3.545	1.384
I make emphasis on the organizational core values by creating a value culture in the organization	10.00%	13.30%	15.20%	32.20%	29.40%	3.578	1.305
I remind those below me of the ethical requirements they need to know to perform their functions	9.50%	12.80%	13.70%	37.00%	27.00%	3.592	1.270
Adherence to ethics cultivates corrects values for this institution	13.70%	9.00%	13.30%	35.10%	28.90%	3.564	1.356
I encourage every organization members, staff and volunteers to follow the required ethical principles.	10.90%	9.50%	15.60%	28.40%	35.50%	3.682	1.334
When I need to solve an ethical dilemma I confirm applicable legal and regulatory clauses	12.30%	8.10%	10.00%	33.60%	36.00%	3.730	1.352
When I need to solve an ethical dilemma I confirm my organization's unwritten rules	11.80%	16.60%	11.80%	28.00%	31.80%	3.512	1.392
When I need to solve an ethical dilemma I undertake an investigation	11.40%	11.40%	8.10%	36.50%	32.70%	3.678	1.338
When I need to solve an ethical dilemma I sanction mistakes based on their seriousness	7.60%	10.90%	9.50%	33.20%	38.90%	3.848	1.260
When I need to solve an ethical dilemma I take time to listen to the people within a situation	10.90%	7.60%	6.60%	41.70%	33.20%	3.787	1.282

When I need to solve an ethical dilemma I avoid hurting the feelings of others by maintaining their dignity	9.50%	9.50%	12.30%	35.10%	33.60%	3.739	1.277
I promote dialogue about contentious issues	8.10%	8.50%	11.80%	38.40%	33.20%	3.801	1.218
The structures for communicating ethical goals have been clarified.	15.20%	11.40%	12.30%	30.30%	30.80%	3.502	1.419
The organizations' leadership understand the policies that govern relationships with stakeholders	16.60%	13.30%	15.60%	27.00%	27.50%	3.355	1.432
The organization's leadership understand policies on utilization of resources.	21.30%	18.50%	18.50%	22.70%	19.00%	2.995	1.426

Most (57.80%) of the respondents felt that compliance with ethics is crucial in this organization (Mean=3.412, SD=1.392). In Addition, most (64.9%) of the respondents stated that they speak out against unfair practices (Mean=3.611, SD=1.363). A majority (67.6%) of the respondents stated that they support staff and volunteers in upholding ethical standards and principles (Mean=3.545, SD=1.384). Most (61.6%) of the respondents agreed that they make emphasis on the organizational core values by creating a value culture in the organization (Mean=3.578, SD=1.305). Moreover, the results show that a majority (64%) stated that they remind those below them of the ethical requirements they need to know to perform their functions (Mean=3.592, SD=1.270).

In addition, most (64%) of the respondents felt that Adherence to ethics cultivates corrects values for this institution (Mean=3.564, SD=1.356). Additionally, a majority (63.9%) of the respondents stated that they encourage every organization members, staff and volunteers to follow the required ethical principles (Mean=3.682, SD=1.334). A majority (69.6%) of respondents stated that when they need to solve an ethical dilemma they confirm applicable legal and regulatory clauses (Mean=3.730, SD=1.352). In addition, a majority (59.8%) of the respondents stated that when they need to solve an ethical dilemma they confirm my organization's unwritten rules (Mean=3.512, SD=1.392). A majority (69.20%) of respondents stated that when they need to solve an ethical dilemma they undertake an investigation (Mean=3.678, SD=1.338). The results also show that most (72.1%) of respondents stated that they sanction mistakes based on their seriousness (Mean=3.848 SD=1.360). In addition, 74.9% of the respondents indicated that they take time to listen to the people within a situation (Mean=3.787, SD=1.282). 68.7% of the respondents indicated that they avoid hurting the feelings of others by maintaining their dignity (Mean=3.739, SD=1.277). Additionally 71.6% indicated that they promote dialogue about contentious issues (Mean=3.801, SD=1.218). Most (61.1%) of the respondents also felt that the structures for communicating ethical goals have been clarified (Mean=3.502, SD=1.149). Most (54.5%) of the respondents felt that the organizations' leadership understand the policies that govern relationships with stakeholders (Mean=3.355, SD=1.432). Finally, 41.7% of the respondents agreed that the organization's leadership understand policies on utilization of resources (Mean=2.995, SD=1.426. Overall, the results had a mean of 3.584 and a standard deviation of 1.341. This may indicate that the respondents believe that ethical practices, such as honesty, transparency, and fairness, can lead to better organizational performance. If the respondents are employees within the organization, their perception of the importance of ethical practices may influence their behavior and work practices. They may be more likely to act ethically and make decisions that align with the organization's ethical standards, which could ultimately benefit the organization's performance.

The managers were asked in the interview guide to give examples of ethical practices that they require their followers to adhere to. To this manager 2 responded that, "*At Telkom Kenya, we expect all our employees to maintain a strict code of conduct. We demand these high standards of them and from ourselves because it ensures professionalism and integrity."* Manager 3 stated that, *"The ethical practices we advocate for in the company include adhering to the company's code of conduct, the moral values and core values that are envisioned in the Telkom Kenya mission and vision as well as adopting principles and policies that protect the* *privacy and security of customer information and represent the company and the entire telecom industry in a positive light."* Moreover, manager 13 stated that, "*We expect all our employees to be honest and not to be involved in any illegal activity whatsoever given the sensitivity of the information that we have at our disposal."* This means that Telkom Kenya has a clear way in which the organization expects it staff and employees to conduct themselves as part of strategic leadership. By adhering to this laid out ethical guidelines, the company expects to improve performance.

4.3.4 Strategic Control

The study sought to establish the effect of strategic control on the performance of telecommunication organizations. The results were as depicted below.

Table 4.5: Strategic Control

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
The company evaluate strategies deployed	18.00%	15.20%	9.50%	29.40%	28.00%	3.341	1.476
Systems are in place for evaluating and controlling strategy implementation	16.10%	14.70%	14.70%	28.40%	26.10%	3.367	1.419
The strategic plan shows the annual operational plans, guides activities which are reviewed every quarter	14.70%	14.70%	11.40%	27.00%	32.20%	3.474	1.442
Employees are engaged in the development of the strategic control systems	16.10%	9.50%	16.60%	25.60%	32.20%	3.483	1.435
We observe trends influencing organizational objectives	17.50%	13.30%	11.80%	33.60%	23.70%	3.327	1.426
We engage in the development of actions that manage risks and issues within the organization	9.50%	13.30%	20.90%	25.10%	31.30%	4.555	1.310
We monitor the strategy environment identifying events that may highly impact new strategies	15.20%	16.60%	13.30%	25.60%	29.40%	3.374	1.440
We have a crisis management team that assists in the development of required plans, actions, tools, and techniques that will enable a response to critical situations evaluating strategic objectives	14.20%	18.50%	10.40%	28.90%	28.00%	3.379	1.424

A majority (57.4%) of the respondents agreed that the company evaluates strategies deployed (Mean=3.341, SD=1.476). Additionally, most (54.5%) agreed that systems are in place for evaluating and controlling strategy implementation (Mean=3.367, SD=1.149). Further, a majority (59.2%) of the respondents agreed that the strategic plan shows the annual operational plans, guides activities which are reviewed every quarter (Mean=3.474, SD=1.442). Most (57.8%) respondents agreed with the statement that employees are engaged in the development of the strategic control systems (Mean=3.483, SD=1.435). Most (57.3%) respondents in the study also indicated that they observe trends influencing organizational objectives (Mean=3.327, SD=1.426).

56.4% of all respondents agreed that they engage in the development of actions that manage risks and issues within the organization (Mean=4.555 and SD=1.31). In addition, 55% of respondents agreed that they monitor the strategy environment identifying events that may highly impact new strategies (Mean=3.374, SD=1.440). Finally, a majority (56.9%) of respondents indicated that they have a crisis management team that assists in the development of required plans, actions, tools, and techniques that will enable a response to critical situations evaluating strategic objectives (Mean=3.379, SD=1.440). The overall mean of 3.5375 and standard deviation of 1.4215 implies that most of the respondents in the study agreed with strategic control with regards to the organizational performance of Telkom Kenya. This implies that strategic control was welcomed and positively received by the employees at Telkom Kenya. Furthermore, a perception of strategic control as important for organizational performance can also enhance the organization's ability to adapt and respond to changing external conditions. By having effective control mechanisms in place, organizations may be better able to identify and respond to emerging trends and opportunities, which could lead to a competitive advantage.

The interview guides ought to find out the changes that strategic leadership has led to and the managers responded that: Manager 1 replied, "*Strategic leadership and in particular strategic direction has galvanized the organization and made operations smoother since everyone works towards a common idea and objective."* Manager 4 stated that, *"Strategic controls have benefited the organization since every stage of the organization's operations is analyzed so as to determine what can be changed in order to improve performance. As such, the performance levels have increased significantly in the organization."* Manager 14 responded that, "*By adopting and maintaining high ethical standards as an organization the reputation and public image of the company's brand has improved significantly and customers are more confident that they are protected from fraud and other such instances*". This implies that the adoption of strategic leadership practices by Telkom Kenya has resulted in a positive effect on the performance of the organizations. As such, management should continue to do so and seek to make improvements that will lead to better performance.

4.3.5 Organizational Performance

Lastly, responses to the performance-related statements are shown in Table 4.6.

Table 4.6: Organizational Performance

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
We constantly check our performance measures to make sure they generate meaningful information.	14.20%	15.20%	16.10%	27.50%	27.00%	3.379	1.393
We constantly analyze the environment and utilize the information in determining activities.	15.20%	18.00%	16.10%	28.00%	22.70%	3.251	1.386
Our goals for the organization are specific, measurable and manageable.	14.70%	12.80%	12.30%	28.90%	31.30%	3.493	1.422
Measurement of employee performance is made through regular review.	10.90%	8.50%	7.60%	42.70%	30.30%	3.730	1.279
We have developed a balance score card detailing the perspectives /pillars of the	9.00%	6.20%	11.80%	37.40%	35.50%	3.844	1.230

strategic objectives of the company							
The employee performance reviews are related to annual strategic objectives	4.30%	1.40%	3.80%	45.00%	45.50%	4.261	0.933
We take immediate corrective action when responding to performance information	4.30%	3.30%	6.20%	37.40%	48.80%	4.232	1.009
The performance appraisal system is automated and linked to the user KPIS, activities and initiatives	3.80%	3.30%	3.80%	53.60%	35.50%	4.137	0.923
We undertake evaluation of efficiency in program delivery in relation to the financial and human costs of delivery	2.80%	2.80%	5.20%	45.00%	44.10%	4.246	0.898
For employee engagement we evaluate the employee development needs and plan for training programs suited with the strategy of the organization.	6.60%	1.40%	3.80%	42.70%	45.50%	4.190	1.057
Customer feedback are evaluated and taken as inputs to products and service improvements	13.30%	10.40%	15.60%	30.30%	30.30%	3.540	1.367
Customer support management system is in place and every customer is valued without prejudice	16.60%	17.50%	17.50%	20.90%	27.50%	3.251	1.447

Descriptive summary results reveal that most (54.5%) respondents agree that the organization constantly checks their performance measures to make sure they generate meaningful information (Mean=3.379, SD=1.393). In addition, 50.7% agreed with the statement that the organization constantly analyzes the environment and utilize the information in determining activities (Mean=3.251 and SD=1.386). Further, the study showed that most (60.2%) respondents agreed that their goals for the organization are specific, measurable and manageable (Mean=3.493, SD=1.422). A majority (73%) of respondents in the study agree that measurement of employee performance is made through regular review (Mean=3.730 and SD= 1.279). Most (72.9%) respondents agree that the organization have developed a balanced score card detailing the perspectives /pillars of the strategic objectives of the company (Mean=3.844 SD=1.230). 90.5% of the respondents agreed that the employee performance reviews are related to annual strategic objectives (Mean=4.261 and SD=0.933).

Additionally, most (86.2%) of the respondents agreed that the organization takes immediate corrective action when responding to performance information (Mean=4.232 and SD=1.009). Further, a majority (89.1%) of the respondents agree that the performance appraisal system is automated and linked to the user KPIS, activities and initiatives (Mean=4.137 and SD=0.923). Finally, most (89.1%) respondents agreed that they undertake evaluation of efficiency in program delivery in relation to the financial and human costs of delivery (Mean=4.246, SD=0.898).

88.2% of respondents agreed that for employee engagement they evaluate the employee development needs and plan for training programs suited with the strategy of the organization (Mean=4.190, SD=1.057). Most (60.6%) of the respondents also agreed that customer feedback are evaluated and taken as inputs to products and service improvements (Mean=3.540 and SD=1.367). In addition, the results also established that a slight majority (48.4%) of the respondents agree that customer support management system is in place and every customer is valued without prejudice (Mean=3.251, SD=1.447). An overall mean and standard deviation of 3.796 and 1.195 respectively indicate that most respondents agreed with the constructs of organizational performance at Telkom Kenya.

The interview guide asked which incentives exist at the organization to motivate employees and to this manager 6 responded that: "*The employees who perform best are rewarded at the end of fever year with bonus payments as well as the chance to be promoted into better roles".* Manager 10 stated that, *"Awards such as employee of the month and of the year exist to appreciate the efforts of the employees whose activities have led to better performance for their departments and the organization as a whole, such awards come with cash prices as well as hampers from some of the company's partners".* This implies that management at Telkom Kenya motivate employees to adopt strategic leadership practices in order to improve the performance levels of the organization in the long run.

In addition, the managers were also asked to give additional views on the telecom industry and add on what may not have been captured by the interview guide. The manager 9 responded that "*Since the telecom industry is among the most innovative, the adoption of strategic leadership practices is welcome because it will enable the stakeholders to remain competitive and survive in this dynamic environment in which it operates*." Manager 15 stated that, "*There are other factors that influence the performance of the organization. This include government policy, macroeconomic factors such as the cost of capital, interest rates and the population's purchasing power*". This implies that while strategic management practices have a significant effect on the performance of telecommunication organizations such as Telkom Kenya, there are other external factors that influence their performance.

4.4 Diagnostic Test Results

When conducting linear regression, an assumption is made that the data used must fulfill certain conditions. The data should be normally distributed and should have no multicollinearity (Dawoud, 2023). In the event that the aforementioned conditions are not met, the data used in the analysis may give incorrect regression results which may result into errors. Moreover, the statistical significance of the model may be over or underestimated (Osborne and Waters, 2002). The output form the normality and multicollinearity test are as discussed in the section below.

4.4.1 Normality Test

For parametric correlation tests and multiple regression analysis to be conducted, data must be normal. Data that is not widely disseminated gives distorted results and prevents the data from being used to conduct regression analysis. As such, preliminary analysis must therefore be conducted to assess whether the data follows a normal distribution. According to Tabachnik and Fidell (2012), the assessment of normality of the distribution of data was conducted using Shapiro-Wilk test. When a data set gives insignificant results ($p>0.05$) then it shows that the data is a normal distribution. The findings from the Shapiro-Wilk Test were as presented in Table 4.7.

Table 4.7: Results of Shapiro-Wilk Test for Normality

	Shapiro-Wilk		
Variables	**Statistic**	**df**	**Sig.**
Organizational Capabilities	0.894	175	0.185
Strategic Direction Influences	0.981	175	0.199
Developing Capabilities	0.974	175	0.073
Ethical Practices	0.973	175	0.059
Strategic Control Influences	0.98	175	0.191

Source: Primary Data (2022)

Output depicted in Table 4.7 shows normal distribution among the variables. The p value for all tests was greater than 0.05 which implies that data is normal in distribution.

4.4.2 Multicollinearity

These tests were conducted since the occurrence of multicollinearity in a dataset between the independent variables can result in the inability to provide unique least squares results to a regression study as a result of high correlation of independent variables (Field & Golubitsky, 2009). Multicollinearity exaggerates the standard errors and the confidence levels therefore leading to unstable outcomes of the coefficients for specific predictors. In the study, multicollinearity was computed through the use of Variance Inflation Factor (VIF). The standard procedure for the multicollinearity test is that, the VIF should be less than 10 for the data to be considered to be without multicollinearity then the VIF should be less than 10 for non-collinearity. The output of the multicollinearity test are as depicted in Table 4.8.

Table 4.8: Multicollinearity Test

	Collinearity Statistics	
(Constant)	**Tolerance**	**VIF**
Strategic Direction	0.340	2.944
Organizational Capabilities	0.292	3.429
Ethical Practices	0.305	3.281
Strategic Control	0.407	2.459

From the findings above, the variables had VIF values below 10 and tolerance values above 0.2). VIF values above 10 suggest the existence of multicollinearity, according to Myres (2015). As such, the researcher came to the conclusion that the independent variables had no multicollinearity.

4.5 Inferential Statistics

An analysis was carried out using inferential methods to produce correlations, a fitness model, and examine the variance and regression coefficients. The correlation results are presented in Table 4.9 below.

4.5.1 Correlation Analysis

To assess the degree of association between numerical variables, a correlation analysis is performed. If the correlation is high, it suggests that there is a strong connection between two or more variables, whereas a low correlation implies that the variables do not have a strong association. After conducting a correlation analysis, a correlation coefficient is obtained, which ranges from -1 to +1. The perfect linear connection between the two variables is shown by a value of +1, whereas the ideal linear relationship is indicated by a value of -1. In the event that the correlation coefficient is equal to zero, this indicates that there is no linear connection between the variables that are being investigated (Gogtay & Thatte, 2017).

The researchers conducted a correlation analysis in their investigation to determine the connection between various study variables, such as strategic direction, organizational capabilities, ethical practices, strategic control, and performance. They computed the correlation coefficient and utilized it to examine if there was interdependence between the independent variables and if they were associated with the dependent variable.

Table 4.9: Correlation Matrix

		Performance	**Direction**	**Capabilities**	**Ethical**	**Control**
Performance	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Direction	Pearson Correlation	.517**	1.000			
	Sig. (2-tailed)	0.000				
Capabilities	Pearson Correlation	.628**	.339**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Ethical	Pearson Correlation	.510**	.316**	.578**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Control	Pearson Correlation	.503**	.280**	.497**	.360**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

**. Correlation is significant at the 0.01 level (2-tailed).

The findings showed a positive and significant relationship between Telkom Kenya's strategic direction and performance (r=0.517, p=0.000). This is consistent with Kimani's (2016) research, which showed a positive and significant connection between organizational performance and strategic responses. The table also showed a positive and significant relationship between Telkom Kenya's organizational capability and performance (r=0.628, p=0.000). This is consistent with Otuoma's (2014) results, which showed that organizational competencies affect how well companies operate and achieve their goals.

Similar findings indicated a favorable and substantial relationship between Telkom Kenya's performance and its ethical practices (r=0.510, p=0.000). The research by Kiptum and Musebe (2017), which found a linear association between ethical behaviour and organizational performance, supports these findings. Moreover, Telkom Kenya's organisational performance and strategic control have a positive and significant relationship (r=0.503, p=0.000). This is consistent with Kamau's (2014) research, which found that strategic control procedures had a beneficial impact on telecommunication businesses' performance. These results imply that an increase in strategic direction, organizational capability, ethical practices and strategic control led to an increase in the performance of telecommunication organizations.

4.5.2 Regression Analysis

Regression analysis is performed so that a determination may be made about the relationship that exists between a dependent variable and one or more independent variables. In this study, the researchers performed regression analysis to determine the statistical significance and correlation between the independent variables and Telkom Kenya's performance. This sub-section provides regression results for the individual variables as presented as well as the joint regression results.

Strategic Direction and Organizational Performance

Table 4.10 show the model summary for the effect of strategic direction on organizational performance.

Table 4.10: Strategic Direction Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360a	0.150	0.145	0.421

a Predictors: (Constant), Ethical Practices

Strategic direction was found to be satisfactory in explaining the performance of Telkom Kenya. This is supported by coefficient of determination also known as the R square of 0.150. This means that strategic direction was found to cause 15% of the variations in the performance of Telkom Kenya which is the dependent variable.

The Individual regression model was shown below.

Table 4.11: Strategic Direction Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.732	0.291		5.953	0.000
	Strategic Direction	0.317	0.060	0.299	5.323	0.000

a Dependent Variable: Performance

The regression model was therefore

$Y = \beta0+ \beta1X$

$Y = 1.732 + 0.317X$

Where Y represents Organizational Performance,

X represents Strategic Direction,

$\beta0$ (1.732) represents the constant term or the value of Y when Strategic Direction (Independent Variables) are not considered, $\beta1$ (0.317) represent the beta coefficients, the results indicate that the value of organization performance when strategic direction is withheld is 1.732. In addition, the results show that a unitary improvement in strategic direction leads to an improvement of performance of organizational performance by 0.317 units holding other factors constant.

Organizational Capacity and Organizational Performance

Table 4.12 shows the model summary for the effect of organizational capacity on the organizational performance.

Table 4.12: Organizational Capacity Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433a	0.187	0.182	0.407

a Predictors: (Constant), Organizational Capacity

Based in the findings, organizational capacity was found to be satisfactory in explaining the performance of Telkom Kenya. This is supported by the R square of 0187. This means that organizational capacity was found to cause 18.7% of the variations in the performance of Telkom Kenya. The regression coefficient for the effect of organizational capacity on organizational performance is in Table 4.13.

Table 4.13: Organizational Capacity Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.433	0.246		5.82	0.000
	Organizational Capacity	0.344	0.069	0.346	7.987	0.000

.000a Dependent Variable: Performance

As such, the individual regression model was:

Y = β0+ β1X

Y = 1.433 + 0.344X

Where Y represents Organizational Performance,

X represents Organizational Capability,

β0 (1.433) represents the constant term or the value of Y when Organizational capability is not considered, β1 (0.344) represent the regression beta coefficients,

This indicates that the value of organization performance when organizational capacity is withheld is 1.433. In addition, the results show that a unitary improvement in organization capacity leads to an improvement of performance of organizational performance by 0.344 units holding other factors constant.

Ethical Practices and Organizational Performance

The model summary for the third independent variable, ethical practices was as presented in Table 4.14 below.

Table 4.14: Ethical Practices Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323a	0.104	0.099	0.427

a Predictors: (Constant), Strategic Direction

Ethical practices as an independent variable was found to be satisfactory in explaining the performance of Telkom Kenya. This is supported by the R square of 0.104. This means that ethical practices were found to cause 10.4% of the variations in the performance of Telkom Kenya. This result further indicates that the model applied to link the relationship of the variables was satisfactory

Table 4.15 below presents the regression coefficient for ethical practices against organizational performance at Telkom Kenya.

Table 4.15: Ethical Practices Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.729	0.297		5.827	0.000
				0.145		
	Ethical Practices	0.162	0.072		7.799	0.000

.000a Dependent Variable: Performance

The regression model was therefore

$Y = β0+ β1X$

$Y = 1.729 + 0.162X$

Where Y represents Organizational Performance, X represents Ethical practices,

β0 (1.729) represents the constant term or the value of Y when ethical practices (Independent Variables) are not considered, β1 (0.344) represent the beta coefficients, the results show that the value of organization performance when ethical practices are withheld is 1.729. In addition, the results show that a unitary improvement in ethical practices leads to an improvement of performance of organizational performance by 0.162 units holding other factors constant.

Strategic Control and Organizational Performance

The final independent variable was strategic control and the model summary for the relationship between strategic control and organizational performance.

Table 4.16: Strategic Control Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315a	0.099	0.094	0.429

a Predictors: (Constant), Control

Strategic control as an independent variable was found to be satisfactory in explaining the performance of Telkom Kenya. This is supported by the R square of 0.099. This means that strategic control was found to cause 9.9% of the variations in the performance of Telkom Kenya which is the dependent variable. This result further indicates that the model applied to link the relationship of the variables was satisfactory

The regression coefficient of strategic control against organizational performance is as shown below.

Table 4.17: Strategic Control Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.352	0.221		10.618	0.000
	Strategic Control	0.161	0.054	0.315	7.651	0.000

.000a Dependent Variable: Performance

The regression model was therefore

$Y = \beta 0 + \beta 1X$

$Y = 2.352 + 0.161X$

Where Y represents Organizational Performance,

X represents Strategic control,

$\beta 0$ (2.352) represents the constant term or the value of Y when Strategic control (Independent Variables) are not considered, $\beta 1$ (0.161) represent the beta coefficients,

The results indicate that the value of organization performance when strategic control is withheld is 2.352. In addition, the results show that a unitary improvement in strategic control leads to an improvement of performance of organizational performance by 0.161 units holding other factors constant.

Joint Model summary

The joint model summary shows the strength of the relationship between the independent and the dependent variables. The multiple correlation coefficient, R, shows the linear correlation that exists between the observed model-predicted values of the dependent variable. A high r value shows a strong relationship. The joint model summary is as presented in the table below

Table 4.18: Joint Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738a	0.544	0.533	0.307

a Predictors: (Constant), Strategic Control, Ethical Practices, Organizational Capabilities, Strategic Direction

Table 4.18 shows how well the regression model used is suited to explain the phenomena under investigation. Strategic direction, Organizational capabilities, Ethical

Practices and Strategic Control were found to be satisfactory variables in explaining the performance of Telkom Kenya.

The R-squared value of 0.544 supports the notion that strategic direction, organizational capabilities, ethical practices, and strategic control were responsible for 54.4% of the changes observed in Telkom Kenya's performance, which is the dependent variable. This indicates that the model utilized to establish the relationship between the variables was satisfactory. These findings are consistent with Ndambuki, Bowen, and Karau's (2017) research, which found that strategic leadership and management practices positively influenced the profits and performances of organizations.

Analysis of Variance

The ANOVA table presented below is utilized to determine the significance of the overall model.

Table 4.19 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.208	4	4.802	50.689	.000b
	Residual	16.105	170	0.095		
	Total	35.312	174			

a Dependent Variable: Organizational Performance
b Predictors: (Constant), Strategic Control, Ethical Practices, Organizational Capabilities, Strategic Direction

The findings from the investigation of the difference are shown (ANOVA). The results demonstrate the statistical significance of the generic model. The outcomes show that the general model was statistically significant. Further, the outcomes suggest that the independent variables are good indicators of performance. An F statistic of 50.689 and a p value (0.000), which was lower than the usual significance threshold of 0.05, corroborated this.

Regression Coefficients

The table of regression of coefficients shows the nature and significance of the relationship that exists between dependent and independent variables .When the coefficient is positive, it indicates that the value of the dependent variable rises when the value of the independent variable rises while when the coefficient is negative, it indicates that the value of the dependent variable falls when the value of the independent variable rises and vice versa.

Table 4.20: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.037	0.298		-0.123	0.234
	Strategic Direction	0.317	0.060	0.299	5.323	0.000
	Organizational Capabilities	0.344	0.069	0.346	4.987	0.000
	Ethical Practices	0.162	0.072	0.145	2.253	0.026
	Strategic Control	0.161	0.050	0.195	3.228	0.001

a Dependent Variable: Organizational Performance

Regression coefficients results in Table 4.20 shows that strategic direction and organizational performance of Telkom Kenya are positively and significantly related (β=0.317, p=0.000).The table further indicated that Organizational capabilities and performance of Telkom Kenya are positively and significantly related (β=0.344, p=0.000). Similarly, ethical practices and performance of telecommunication organizations were positively and significantly related (β=0.162, p=0.026). In addition, strategic control and performance of Telkom Kenya were positively and significantly related (β=0.161, p=0.001). This implies that an increase in strategic direction, organizational capabilities, ethical practices and strategic control led to an improvement in the organizational performance of telecommunication organizations and Telkom Kenya in particular.

As a result, the multiple regression model was:

$$Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \varepsilon$$

$$Y= \beta0+ 0.317X_1+ 0.344X_2+ 0.162X_3+ 0.161X4 + e$$

Where:

Y = Performance of Telkom Kenya

X_1 = Strategic Direction

X_2 = Organizational Capabilities

X_3 = Ethical Practices

X_4 = Strategic Control

β0= constant (performance without the variables)

β1, β2, β3, β4 = (Beta) coefficients of the independent variables

e = error

4.6 Discussions of the Findings

A fitness of model was used in the regression model in explaining the study phenomena. Strategic direction, Organizational capabilities, Ethical Practices and Strategic Control were found to be satisfactory variables in explaining the performance of Telkom Kenya. This is supported by coefficient of determination also known as the R square of 0.544.

The first objective of the study was to determine the influence of strategic direction on the performance of Telkom Kenya. The average mean of the questionnaire responses on strategic direction was of 4.2426 which means that majority of the respondents were in agreement with most of the statements; however, the answers were varied as shown by a standard deviation of 0.9069. Regression results revealed that strategic direction and performance of Telkom Kenya are positively and significant related ($\beta=0.317$, $p=0.000$). This was supported by a calculated t-statistic of 5.323 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in strategic direction leads to an improvement of performance of organizational performance by 0.317 units holding other factors constant. This is in line with the findings of Obiwuru et al. (2011), who established that strategic direction positively affects the ability of an organization to accomplish their goals and objectives.

The second objective of the study was to determine the influence of organizational capabilities on performance of Telkom Kenya. The average mean of the questionnaire responses on organizational capabilities was 4.2407 which means that majority of the respondents were in agreement with most of the statements. The answers were varied as shown by a standard deviation of 0.9069. Regression results revealed that organizational capabilities and performance of Telkom Kenya are positively and significantly related ($\beta=0.344$, $p=0.000$). This was supported by a calculated t-statistic of 4.987 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organizational capabilities leads to an improvement in the organizational performance by 0.344 units when all other factors are held constant. The results back the findings of Jonyo, Ouma and Mosoti (2015) who conducted a study on private universities and established that developing organizational capabilities improves the performance of an organization and those of Cemal and Zafer (2016) who established that increasing of the level of organizational capabilities has positive effect on business performance.

The third objective of the study was to assess how ethical practices influence performance of Telkom Kenya. The average mean of the questionnaire responses on ethical practices was 3.584 which means that majority of the respondents were in agreement with most of the statements; however, the answers were varied as shown by a standard deviation of 1.341. Regression results revealed that ethical practices and performance of Telkom Kenya are positively and significantly related (r=0.162, p=0.026). This was supported by a calculated t-statistic of 2.253 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in ethical practices leads to an improvement of performance of Telkom Kenya by 0.162 units holding other factors constant. These findings are in agreement with Kiptum and Musebe (2017) who indicated that there exists a positive linear correlation between ethical practices and performance and that ethical behaviors if not practiced, has the ability of reducing organization performance.

The fourth objective of the study was to determine the influence of strategic control on the performance of Telkom Kenya. The average mean of the questionnaire responses on strategic control was 3.796 which means that majority of the respondents were agreeing with most of the statements; however, the answers were varied as shown by a standard deviation of 1.195. Regression results revealed that strategic control and performance of Telkom Kenya are positively and significantly related (r=0.161, p=0.001). This was supported by a calculated t-statistic of 3.228 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in ethical practices leads to an improvement of performance of Telkom Kenya by 0.161 units holding other factors constant. The findings are in line with those of Ndegwa (2018) who investigated Strategic control systems in strategy implementation and financial performance within Bamburi Cement Limited and established that there is a significant and positive relationship between the intensity of strategic control systems application and financial performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter addressed the summary of the findings, the conclusions as well as the recommendations. This was done according to the objectives of the study.

5.1 Summary of the Findings

This section provides a summary of the findings from the analysis. This was done according to the objectives of the study where analysis was conducted on the collected data. The primary objective of the study was to establish the influence of strategic leadership practices on the performance of the telecommunication firms in Kenya, using Telkom Kenya as a case study.

In particular, the specific objectives of the study was to determine the influence of strategic direction on performance of telecommunication firms, to determine the influence of developing organizational capabilities on performance of telecommunication firms, to assess how ethical practices influence performance of telecommunication firms and to determine the influence of strategic control the organizational performance of telecommunication firms in Kenya using a case of Telkom Kenya. The findings are discussed in line with the objectives below.

5.1.1 Strategic Direction

The first objective of the study was to determine how strategic direction influences organizational performance of telecommunication firms in Kenya. The results showed that strategic direction is a good indicator of the performance of telecommunication firms and Telkom Kenya in particular. Correlation analysis revealed that strategic direction was positively and significantly associated with the performance of telecommunication organizations. Furthermore, regression results revealed that strategic direction and performance of Telkom Kenya are positively and significantly related. This indicates that a unitary improvement in strategic direction results in an improvement in the performance of Telecommunication organizations. These findings concur with Young (2018) who established that strategic direction notably impacts the organizational performance.

5.1.2 Organizational Capability

The second objective of the study was to determine the influence of developing capabilities on organizational performance of telecommunication firms in Kenya and Telkom Kenya in particular. Organizational capability was found to be satisfactory in explaining the performance of telecommunication organizations. Further results revealed that organizational capability is a good predictor of the performance of telecommunication organizations. The study found that there is a strong and positive connection between organizational capability and the performance of telecommunication companies. Specifically, when looking at Telkom Kenya, the research showed that when organizational capability improves, there is a corresponding improvement in the company's performance. This suggests that enhancing organizational capability can lead to better performance outcomes for Telkom Kenya. These findings are in line with Omache, Seth and Ongesa (2016) who found that organizational capability leads to a significant gain to the performance of an organization.

5.1.3 Ethical Practices

The third objective was to assess how ethical practices influence organizational performance of telecommunication firms in Kenya. Ethical practices was found to be satisfactory in explaining the performance of telecommunication organizations. The results showed that ethical practices can be used as a good indicator of the performance of telecommunication organizations. The study showed that there is a strong and positive connection between ethical practices and the performance of telecommunication companies. Correlation analysis revealed that ethical practices was positively and significantly associated with the performance of telecommunication organizations. The regression analysis also confirmed that there is a significant and positive relationship between ethical practices and the performance of these organizations. Therefore, if ethical practices are improved, it can lead to an overall improvement in the performance of telecommunication organizations. These findings confirm those of Ebitu and Ezekiel (2015), who found that the performance of an industry may be significantly impacted by the adherence to a certain code of ethics.

5.1.4 Strategic Control

The final objective was to examine how strategic control influences organizational performance of telecommunication firms in Kenya and in particular Telkom Kenya. According to the study finding strategic control can be used as a good indicator of the performance of telecommunication firms. Strategic control was found to satisfactorily explain the performance of telecommunication organizations and Telkom Kenya specifically. Correlation analysis revealed that strategic control was positively and significantly associated with the performance of telecommunication organizations. In addition, regression results show that strategic control and the performance of telecommunication organizations are positively and significantly related. This indicates that a single, cohesive enhancement in strategic control, results in an improvement in the performance of telecommunication organizations. The results align with the conclusions of Kamau (2014), who established that strategic control is an important factor in predicting the performance of organizations.

5.2 Conclusions

The study concluded that practices of strategic leadership can be beneficial to telecommunication organizations by providing direction and consequently pulling all members in one direction in the pursuit of common objectives. In addition, building the capacity and capability of the organization is crucial in ensuring its success. In doing so, members of the organization should have integrity and maintain high moral and ethical standards.

The study concluded that strategic direction is positively and significantly related to the performance of telecommunication organizations. By adopting strategic direction, management can align the objectives of the organization and ensure everyone in the organization is working to achieve similar goals as outlined by the vision and mission of the organization. The study further concluded that organizational capability is positively and significantly related with the performance of telecommunication organizations. As such, telecommunication organizations should strive to optimize their human capital as well as organizational systems in order to maximize their performance.

In addition, the study concluded that the adoption of ethical practices positively and significantly affects the performance of telecommunication organizations. Ethical practices in an organization such as sticking to a certain code of conduct, having strong moral values as well as ethical principles and policies as an organization positively influence the performance of telecommunication organizations. Finally, the study concluded that strategic control positively influences performance of telecommunication organizations. By constantly monitoring the progress and implementation of existing strategic plans, the organization can make continuous changes to the process and improve the success of the strategic plans and the overall performance of the organization.

5.3 Recommendations

Management of telecommunication organizations should adopt practices of strategic leadership in order to improve their performances. Management should make plans and execute them strategically in their personal capacities and this will translate to changes in the organization as a whole. Given strategic direction was responsible for 15% of variations on organization performance, it follows that it is an area that organizations should focus on as a way of enhancing their performance levels.

The study recommends that management adopt strategic direction in order to have every department and staff of the organization working to achieve a common, mission, goals and objectives. This can be done by having a clear outline and objectives to which the organization strives to achieve and constantly working towards achieving them. In addition, the study recommends that telecommunication firms should improve their human capacity through training of staff and hiring of new staff in order to build personnel capacity. Furthermore, organizational systems should be optimized so as to optimize performance levels in the organization. Based on the R squared coefficient of 18.7%, the study therefore recommends that organizations should seek to improve their organizational capacity as it was the variable with the biggest impact on organizational performance.

Moreover, the study recommends that telecommunication firms should adhere to strict ethical practices and codes of conduct in their operation. This not only improves the organization's brand image but also prevents any cases of fraud within the organization leading to an improvement in performance. Based on the R coefficient of 10.4%, the study recommends that organizations should adhere to ethical practices since it significantly influences their performance levels. Finally, strategic control should be adopted by telecommunication firms in order to streamline or optimize existing systems and processes. This can be done on the plans of the organization and during the implementation of these plans. This was further confirmed by the R squared coefficient that showed strategic control led to a variation of 9.9% in the organizational performance. Collectively, the strategic leadership practices adopted in the study was responsible for a variation in performance by 54%.

5.4 Implications and Suggestions for Further Research

The study explored strategic leadership practices in telecommunication organizations. This will add to the existing body of literature and provide a deeper understanding as well as inspire further research in the similar and other areas. Since the study was conducted on strategic direction, organizational capability, ethical practices and strategic control on the performance of Telkom Kenya, future studies can be conducted on other variables of strategic leadership and in other telecommunication firms. In addition, further research can be undertaken on the performance in different industries away from the telecommunication sector. This would be crucial for comparing the findings and identifying further research needs for future investigations. Research may also be conducted to determine the impact of other strategic management techniques and elements affecting performance utilizing various variables and over a wider time frame.

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APPENDICES

Appendix I: Research Authorization Letters

Dear Respondent,

I am carrying out an important research on "*Strategic Leadership Practices and Organizational Performance in Telecommunication Firms in Kenya: A Case of Telkom Kenya*". For the award of a Master of Arts degree in Leadership from the Pan African University, this is a requirement in the School of Leadership that must be partially satisfied.

Please complete the questionnaire that is attached, indicating your own genuine agreement to each question. Each of these statements may be answered in any way that is appropriate. Only the information provided in the questionnaire will be used for this research, and it will be handled with strict confidentiality.

Thank you for taking your time to fill in the questionnaire.

Yours sincerely,

Arowo Millycent Akoth

REG NO: MALD /11727/0/18

Appendix II: Research Questionnaire for Mid-Level Managers, Low-Level Managers and Operational Staff

INSTRUCTIONS:

Please answer these questions as honest as possible. Indicate your answers in the provided spaces. Use a tick in responding to the question

SECTION A

Demographic Information

1. Please Indicate your

Gender Male Female

2. Age bracket:

20-29

30- 39

40-49

50- 59

60-69

Over 70

3. Working Experience in Telecommunication Industry

Number of	Below 2 years	2-4 yea	5-7 yea	8-10 ye	Over 10
Tick					

4. Position in the organization--

SECTION B

Strategic Direction

The statements below indicate how your organization establishes strategic direction. Kindly utilize the scale below to show the degree to which you are in agreement or disagreement

Key: 5=Strongly Disagree, 4=Disagree, 3=Not sure, 2=Agree, 1=StronglyAgree

Statement	5	4	3	2	1
1. The vision is clear, compelling and realistic					
2. The direction the organization intends to take is clear and can be understood					
3. The mission statement is clear, meaningful and reflects the purpose, values and clients served.					
4. A review of the mission and vision statements is conducted regularly.					
5. Leadership and higher-level staff whose functions are affected are included in objective and goal setting and take formal responsibility in the strategic planning.					
6. Our decisions are insightful, clear and bold in all organization levels.					
7. Strategic objectives are developed by observing external trends (political, economic, societal, technological, markets, etc.) and looking for opportunities and threats that face the organization.					
8. The organization is adequately organized to constantly improve					

strategic objectives with the passage of time.					
9. There stable and formal process of setting directions (e.g. strategic planning) that provides a clear direction.					
10. The organization is involved in analyzing competition to identify competitive advantages and disadvantages and areas that require improvements					

SECTION C: ORGANISATIONAL CAPACITY

The statements below indicate the process your organization follows in developing human capital. Kindly utilize the scale to show the degree to which you agree or disagree.

Key: 5=Strongly Disagree 4=Disagree 3=Not sure 2=Agree 1=Strongly Agree

Statement					
1. We conduct a strict evaluation of the programs requirements, services and activities.					
2. There exists a formal training and development p					
3. Development of human capital is essential for the efficient running organizational objectives.					
4. Employees are informed about what needs to be done and how it needs to be done.					
5. The organization has developed an organized system for functional processes and human capital management					
6. There is a continuous on-the-job trainin efficiency in delivery of services.					
7. Organizational recruitment is guided using knowledge, skills and competencies.					
8. The Organization assess its internal core system to develop its key competencies in the market					

9. The organization rewards outstanding employee for good performance					
10. There is a constant encouragement of employees including volunteers to be creative in delivering services.					

SECTION D: EMPHASIZING ETHICAL PRACTICES

The statements below show how different ethics are used in conducting operations. Please indicate your agreement or disagreement with the statement using the scale.

Key: 5=Strongly Disagree 4=Disagree 3=Not sure 2=Agree 1=Strongly Agree

Statement	**5**	**4**	**3**	**2**	**1**
1. Compliance with ethics is crucial in this organization.					
2. I speak out against unfair practices					
3. I support staff and volunteers in upholding ethical standards and principles.					
4. I make emphasis on the organizational core values by creating a value culture in the organization					
5. I remind those below me of the ethical requirements they need to know to perform their functions.					
6. Adherence to ethics cultivates corrects values for this institution.					
7. I encourage every organization members, staff and volunteers to follow the required ethical principles.					

8. When I need to solve an ethical dilemma I					
• I confirm applicable legal and regulatory clauses					
• I confirm my organization's unwritten rules					
• I undertake an investigation					
• I sanction mistakes based on their seriousness					
• I take time to listen to the people within a situation					
• I avoid hurting the feelings of others by maintaining their dignity					
• I promote dialogue about contentious issues					
9. The structures for communicating ethical goals have been clarified.					
10. The organizations' leadership understand the policies that govern relationships with stakeholders					
11. The organization's leadership understand policies on utilization of resources.					

SCTION E: MAINTAINING STRATEGIC CONTROL

The questions that follow demonstrate how your company employs several strategic control facets. Kindly utilize the scale to show the degree by which you agree or disagree.

Key: 5=Strongly Disagree 4=Disagree 3=Not sure 2=Agree 1=Strongly Agree

Statement					
1. The company evaluate strategies deployed					
2. Systems are in place for evaluating and controlling strategy implementation.					
3. The strategic plan shows the annual o guides activities which are reviewed every (					

4. Employees are engaged in the developm strategic control systems					
5. We observe trends influencing organizational objectives.					
6. We engage in the development of actions risks and issues within the organization.					
7. We monitor the strategy environment identifying events that may highly impact new strategies.					
8. We have a crisis management team that assists in the development of required plans, actions, tools, and techniques that will enable a response to critical situations evaluating strategic objectives					

SECTION F ORGANIZATIONAL PERFORMANCE

The statements that follow describe how your company uses various strategic leadership techniques to enhance performance.

Please indicate how much you agree or disagree with the statement below using the scale.

Key: 5=Strongly Disagree 4=Disagree 3=Not sure 2=Agree 1=Strongly Agree

Statement	**5**	**4**	**3**	**2**	**1**
1. We constantly check our performance measures to make sure they generate meaningful information.					
2. We constantly analyze the environment and utilize the information in determining activities.					

3. Our goals for the organization are specific, measurable and manageable.					
4. Measurement of employee performance is made through regular review.					
5. We have developed a balance score card detailing the perspectives /pillars of the strategic objectives of the company					
6. The employee performance reviews are related to annual strategic objectives					
7. We take immediate corrective action when responding to performance information.					
8. The performance appraisal system is automated and linked to the user KPIS, activities and initiatives					
9. We undertake evaluation of efficiency in program delivery in relation to the financial and human costs of delivery					
10. For employee engagement we evaluate the employee development needs and plan for training programs suited with the strategy of the organization.					
11. Customer feedback are evaluated and taken as inputs to products and service improvements					
12. Customer support management system is in place and every customer is valued without prejudice					

Appendix III: Interview Guide

1. Considering the importance of strategic leadership practices on performance of an organization, name the type of leadership exhibited in your organization? Give examples to support your response.

2. Strategic leaders must place an emphasis on ethical practices. Show examples of the ethical practices that are required of your followers.

3. Name a situation(s) where a leader may fail to offer strategic leadership. Give examples

4. A strategic leader encourages followers to follow certain directions. Give examples of when and how you have accomplished this.

5. Which substantial change has your strategic leadership practice accomplished?

6. What incentive programs are there in your organization to motivate employees?

7. Are there any important questions I have not covered?

8. Are there any specific questions that you choose to add information?

9. Are there any other comments you would like to make about Telecommunication industries in Kenya.

Thank you for your participation in this process. The data you provided is useful data and I appreciate your time. In case of clarifications or follow-up questions, I contact you using a phone call?