THE INFLUENCE OF SHARED LEADERSHIP ON ORGANIZATIONAL RESILIENCE AS MODERATED BY ORGANIZATIONAL CLIMATE IN THE TELECOMMUNICATION SECTOR IN KENYA.

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DECLARATION

I confirm that this dissertation is my original work and has not been presented to any other University for a degree or any other award.

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ABSTRACT

Shared leadership is an evolving team phenomenon that rides on a framework where leadership influences and roles are distributed among group members and puts considerable emphasis on the agentic roles that the members of teams play in the leading processes. The lack of information-sharing practices in Kenyan organizations has promoted the ease with which disruptions are being replicated with the Kenyan telecoms consistently falling short of some of the Key Performance Indicators (KPIs) set by the Communication Authority of Kenya. This calls for robust organizational for better customer experience. The study examined the interplay between shared leadership and the resilience of Kenyan telecommunication firms, specifically, examining the impact of planning and organizing, problem-solving, management support and consideration, management development, and employee commitment on organizational resilience in telecommunication companies in Kenya. A quantitative descriptive approach and cross-sectional descriptive survey designs were espoused. The study was anchored on the Managerial Grid of Leadership Theory, Transformational Leadership Theory, and Socio-Exchange Theory. The study targeted a population of 9,847 from 19 registered dorminant telecommunication firms in Kenya to provide a sample of 384 participants drawn from the senior staff and support staff using a stratified sampling technique. Data was collected through validated questionnaires. Hypotheses testing was done with the aid of the SPSS version 27 package to generate the correlation coefficient. The study used descriptive statistics, correlation analysis as well as multiple and simple linear regression to analyze the data. The study found that shared leadership significantly affected organizational resilience in telecommunication companies in Kenya. The study found that shared leadership significantly influenced organizational resilience in telecommunication companies in Kenya. Moreover, the organizational climate had a significant moderating effect on the relationship between shared leadership and organizational resilience. The study recommends that the government of Kenya and the emplyers should engage a multi-stakeholder approach to develop policy requirements for telecommunication firms to improve disaster management practices, encourage sharing of information regarding the encountered disruptions, and learned lessons among the telecoms through the regulator. Also, organizations should develop suitable recovery plans by enhancing resilience through the enhancement of concerted efforts during planning, problem-solving, intentional management support to the employees, development of management capabilities, and overall employee commitment. The study recommends that this study be replicated in other industries like manufacturing which is critical in poverty alleviation in Africa. Also, other factors of shared leadership like employee empowerment, giving employees leadership positions, and team size could be considered on their affect organizational resilience. The study contributes to the body of knowledge by presenting a workable empirical model for telecommunication companies in Kenya and beyond to adopt in their quest to achieve resilience.

DEDICATION

This dissertation is dedicated to my wife, Anne, and children, Sylvia, Victoria, Hope, Hadassah, and Joshua for their emotional support throughout my studies. I am not lost to the fact that much of the time spent on my studies probably would have been their valued family time.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	: Analysis of Variance
BCMS	: Business Continuity Management System
BCP	: Business Continuity Plan
CAK	: Communication Authority of Kenya
CMT	: Crisis Management Team
COVID	: Coronavirus Disease
GSM	: Global System for Mobile communication
GSMA	: Groupe Speciale Mobile Association
IC	: Individualized Consideration
ICT	: Information Communications Technology
II	: Idealized Influence
IM	: Inspirational Motivation
IoT	: Internet of Things
IS	: Intellectual Stimulation
ISO	: International Organization for Standardization
LMX	: Leader-Member-Exchange
MNO	: Mobile Network Operator
MTN	: Mobile Telephone Network
NACOSTI	: National Commission for Science, Technology and Innovation
PLC	: Public Limited Company
PWC	: PricewaterhouseCoopers
REDM	: Resilience Enhancing Diversity Management
RTID	: Received Task Interdependence
SMEs	: Small and Medium Enterprises
SPSS	: Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Employee Commitment	A psychological state connecting an employee to a given firm (Meyer, 2010) that categorizes commitment into the Normative, Affective, and Continuance domains of commitment (Conway, and Monks, 2010) in the context of how a leader models to the followers.
Management Development	Management development is the practice aimed at improving the performance of those in leadership and equipping them with skills and knowledge to perform better in more responsibilities over time (Day (2012)
Managerial Grid of Leadership	A leadership model by Blake and Mouton in the year 1964, identified five diverse leadership styles dichotomized into the "concern for people" and the "concern for production" as critical drivers in analyzing leadership behavior (Islam, & Bhattachar, 2019).
Management support	The act and willingness of top management to promote and enhance the productivity of junior managers through courteous treatment, supporting those experiencing trouble, and encouraging the upset for them to be productive.
Management development	The act of influencing, guiding, teaching, or directing less experienced employees by a more experienced employee, often a senior employee of supervisor aimed at improving their skills (Gibbs, 2019).
Organizational	The ability to remain strong and withstand adversity and

Resilience	bounce back after difficult and disruptive events (Giustiniano, et al., 2020)
Planning and Organizing	The practices applied in the context of crisis management refer to the development of disaster programs and configuring mechanisms for engaging different players stipulating: chains of authority, clear roles, and communication channels, and aligning incident command structures that include field staff who will be facing new and potentially dangerous situations (GSMA, 2020).
Problem-Solving	Use of expertise in the identification and diagnosing of task-related problems, analyzing problems, and arriving at effective solutions (Hillmann, 2020).
Shared Leadership	A leadership phenomenon that emphasizes the sharing of leadership roles and influence among team members or organizations. It views the team members as agents for spurring team effectiveness in team-leading processes. It involves planning and organizing, problem-solving, management support and consideration, management development, and caltivating employee commitment(Jinlong, Zhenyul, Kai Chi, & Russell, 2018).

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

The first chapter of the study presents the background of the study, a statement of the problem, the objectives of the study, research hypotheses, the significance of the study, justification, limitations, scope, and delimitations of the study, study assumptions, and the chapter summary.

Background of the *S*tudy

Long-term sustainability and competitive advantage of organizations ride on quality knowledge sharing which are indices used to measure the information flow among decision-makers in an organizational setup and its effect on the decision-making course (Aghazadeh Ardebili, Ali, Padoano, and Elio, 2020). The telecommunications sector is crucial to the operations of global enterprises (Al Nauimi, 2018) and especially when information sharing is critical to advise decision-making to build resilient organizations. Modern information and telecommunication technology are valuable ingredients for supporting business exchanges and interventions. For example, Bhaskar, Bradley, Chattu, Adisesh, Nurtazina, Kyrykbayeva, and Ray (2020) noted that the telecoms have become critical in diverse disaster interventions, for example, the telemedicine concept witnessed during the Coronavirus pandemic. Arguably supporting the bouncing back of the global economy from the experienced disruption.

However, and just like any other industry, telecommunications firms are not immune to changes that emanate from abrupt changes, threats, and shocks as well, calling for entrepreneurial proactiveness to support decision-making styles, methods, and practices in the interest of the organizations (Frank, Kessler & Fink, 2010) to improve their capability to predict needs in the marketplace (Eggers, Kraus, Hughes, Laraway & Snycerski, 2013) and outsmart their competitors.

Building successful organizations call for a type of leadership which supports the spread of leadership roles among group members, giving prominence to their role as agents in the team-leading processes to increase team efficacy (Jinlong, Zhenyul, Kai Chi, & Russell, 2018) to generate a communal vision, perceptions, and good communication, toward a professional learning culture (Gibbs, 2019). The leader should provide the bigger picture of intended achievements and proposed processes to meet the broad goals of an organization (Sundnes, 2014). Such strategies should learn from past experiences and expertise, converting organizational needs into strategic action (Sundnes, 2014), especially at a time when the resilience of a firm is critical. The social learning proposition describes how people could develop resilient profiles (Everly, 2011), for example, by utilizing mentorship, to improve collective commitment to adopt the corporate mission, and learning about stress management practices, thus promoting creativity and innovation.

Shared Leadership

Shared leadership involves sharing team leadership functions (Nicolaides et al., 2014) as opposed to leadership roles being domiciled in one individual (Meuser et al., 2016). Shared leadership appreciates the leadership process as a collective activity that spurs team members to act through influence, inspiration, and motivation (Gupta, Huang, & Yayla, 2011)

Although there are various definitions of shared leadership across studies, there is a lack of great consensus on the phenomenon (D'Innocenzo, Mathieu, & Kukenberger, 2016). Nevertheless, it is appreciated as a group-level experience that rides on reciprocal dependence among team participants to achieve collective goals through shared influence (Chiu et al., 2016), endorsing leader-follower roles at diverse time horizons (Lord et al., 2017), and shifting the roles through voluntarily.

The two major approaches that operationalize shared leadership include the aggregated and the social network approaches (White, Currie, & Lockett, 2016). The social network approach specifically uses dyadic leader-follower connections to test the degree to which the connections exist, intending to merge those dyads into a larger pool of shared networks. The aggregation approach visualizes the sharing of overall leadership, anchored on a set of multiple leadership styles or functions (Drescher et al., 2014; Wang, et al., 2014)), embracing five distinctive behavior strategies that include, directive, aversive, transformational, transactional, and empowering focusing through lateral influence by peers (D'Innocenzo et al., 2016). It assumes the presence of a union of attitudes among team participants (Jinlong, Zhenyul, Kai Chi, & Russell, 2018).

Leadership is key in the growing of firms, especially to build resilient profiles noting that there are economic recessions that have rocked the global and different national markets, creating challenges for organizations looking to thrive in the long run (Kruk, et al., 2015). This includes among others, the 2008 global economic crisis according to Kruk, and the Coronavirus pandemic that has changed the rules of the game (Wodak, 2021) thus increasing interest in organizational resilience (Haldane, et al., 2017). In times of economic crises, firms confront numerous pressures, which according to Rudrajeet, Håkan, & Heikki (2014) include the threat to their profitability, growth, and subsequently to their survival in the ever-changing business environment.

Organizational Resilience

The above dynamics call for greater internal resilience both at the people, and the corporate level to better respond to the needed change (Blanchet, et al., 2017), during disruption (Kieny, et al., 2014). The term resilience is not a new notion, for example, in the physical sciences, where resilience is considered to refer to the capacity of a physical resumption of a system to normalcy after an unusual disturbance (Winderl, 2014).

However, the concept is a poorly defined construct, making it hard to operationalize in policy and management (Stein, 2013).

Further, Morales et al. (2019) expanded the operationalization of resilience by identifying 33 variables that influence organizational resilience that include leadership, proactivity, readiness to change, vision sharing, decision-making, commitment with resilience, management of change, commitment and involvement, values, and identity, network perspective among others. Understanding variables of resilience is critical, especially as the organization plays in an uncertain operating landscape.

The idea of resilience has also been subsequently utilized in ecological sciences to refer to the ability of an ecological unit to soak up shocks while ensuring that the integrity of the system is maintained (Folke, 2016). This early conceptualization of resilience was commonly referred to as *engineering resilience* based on simple cause-and-effect dynamics from a machine view of systems. Later applications of resilience to social systems referred to resilience as the transformation and adaptation of systems to enable firms to continue performing their functions irrespective of the challenges (Pike, Dawley & Tomaney, 2011).

Although interest in the idea of resilience has increased, the available evidence on how resilience can be generated, improved, or strengthened in different sectors is still wanting (Bhamra, Dani, & Burnard, 2011). Yet understanding what it takes for a system to be resilient in the real world is a step closer to developing winning strategies (Giustiniano, et al., 2020), identifying the factors influencing corporate resilience by being in touch with the external and internal forces that are catalysts to change (Besuner, 2017).

Two levels facilitate the comprehension of the organizational resilience predictor model (Martinez, et al., 2015), the organizational level, and individual-level factors (e.g.

Elwood, 2009, Starr, Newfrock, and Delurey 2003; Prayag, Chowdhury, et al., 2018; Weick, and Sutcliffe, 2006; Gunderson, 2010). Other variables affecting resilience are based on their choices about the location of the organization (de Vries and Hamilton, 2021; Chamlee-Wright, 2010; Coates et al., 2016; Chewning, Lai, and Doerfel, 2012), age and maturity of the organization (Vargo and Seville, 2011; Corey and Deitch, 2011), and the organization's access to, and mobilization of resources during a crisis (Doern, 2016), organizational performance (Burnard, Bhamra, & Tsinopoulos, 2018) and may be contingent on the management of the broader ecosystems, especially for the organization heavily depending on ecosystem service industries for their core business or adaptation purposes (Clément, & Rivera, 2016), and for organizations that depend on natural resources (Whiteman and Cooper, 2011) and slack (Duchek, 2020).

In cognizance of the observations, most of the variables are derivatives of decisions that firms make as they journey toward excellence (Hillmann, 2020) as a look into its subsystems, its linkage to other systems, how systems can overly facilitate or minimize organizational resilience (Hillmann, 2020) and the need to network with other enablers of resilience.

Notably, leadership is a pillar of the decision-making process especially concerning resource mobilization (Gladwell, 2012) for both people and other organizational resources regarding economic, political, and social matters that drive organizational change, hence the study oscillates around leadership as a central enabler to organizational resilience. Organizational resilience, anchors on Gladwell's (2012) "Law of the Few" which postulates that key leadership personnel can influence "tipping" the organization towards creating the needed resilient characteristics (Everly, 2011; Bendell, Jem, and Richard, 2015).

A key aspect of Organizational Learning Theory is that learning takes place when people interact in the process of finding and solving problems (Valamis, 2019). Critical is to create vibrant synergies through empowered teams (Keter, 2015) by promoting psychological empowerment, and self-efficacy in the development of resilient organizational profiles (Besuner, 2017) to influence organizational processes and outcomes under organizational values and beliefs (Besuner, 2017; Juan-Garcı´a, et al., 2017). Also, gaining a new advantage position after the disruption (Morales et. al, 2019). Arguably, traditional strategy tools have become insufficient or even unfit for governing the transformation processes (Balducci, Azbiya, & Mohamed, 2011) thus the calling for leadership that stimulates organizational knowledge, and emotional attachment to a shared vision among the players (Boyatzis, Rochford, & Taylor, 2015).

As opposed to traditional types of leadership, shared leadership is transient, migratory, informal, and distributed. Craig, Christina, & Manz, 2014 and Sweeney et al., 2018): calling for a participatory approach where the path that empowers followership and leadership (Ullah and Dong Soo, 2013; Northouse, 2016; Teckchandani & Schultz, 2014); to build organizational resilience exhibited in its level of adaptability and flexibility (Langeland, 2016) through intellectual stimulation (Jajčinović, and Toth, 2018).

Cognition is known to be an important role in the recoverability process (Margraf, and Zlomuzica, 2015), especially by socially constructing knowledge hinging on superior inter-group communication (Dawkins, et al., 2015) to developing team psychological capital and team efficacy. The interplay between shared leadership and organizational outcomes may therefore be moderated by distinct organizational variables (Boies, 2010), such as task interdependence (Hoch, 2013), member vicinity (Sunita and Suryakant, 2019), size of a team (Zhou, 2016), team personality diversity (Minaee, 2014), the social power distribution aspect in groups (Hakan, 2012), received Task Interdependence (RTID)

(Ullah & Dong Soo, 2013; Han, Yoon, Choi, and Hong, 2021), and that role conflict and ambiguity (Wood, and Fields, 2007).

Park (2013) proposed another perspective that stresses that high-performance work systems are important especially when riding on workers' loyalty and commitment for greater efficacy at the workplace by modeling high levels of trust, commitment, and loyalty in their followers (e.g., Gyensare, Arthur, Twumasi, Agyapong, & Ratajczak-Mrozek, 2019). Implementing new initiatives and ideas can be challenging in the absence of commitment (Meyer, 2010; Owoyemi, et al., 2011). Commitment is multi-faceted and can be conceptualized into affective commitment, continuance commitment, and normative commitment (Conway, and Monks, 2010). Besides, Loïc Plé (2013) noted that a leader should not hurt the relationships that help an organization bounce after a crisis, such a crucial time, underpinning the review of employee commitment as a component that shared leadership hosts to drive resilient individual profiles.

The fact that most studies solely focus on conceptual comprehension and theoretical grounding while ignoring the empirical path in research hurts the expanding fields of organizational resilience and shared leadership. Some bend towards either cross-sectional research designs, targeting a single firm, limited in terms of focusing on a singular calamity, concentrating mainly in the health sector, skewed towards gender, failure to consider lower cadre staff, and finally, a skewed focus on countries in the Asian and western continents; subsequently, limiting possible generalization of the empirical evidence to a great extent (Houghton et al., 2015; Bergman et al., 2012). There is a need to therefore contextualize the study in other diverse contexts such as industries (Muethel and Hoegl, 2013).

Khan, Rao-Nicholson, & Akhtar, et al. (2019) in the study of Pakistan's telecommunication industry noted that the key areas of human resource management practices such as information sharing, job design, and total reward systems are critical enablers for employees' resilience (Robertson et al., 2015; Bardoel, Pettit, De Cieri, & McMillan, 2014). Walker et al., (2014), in their study of New Zealand's Infrastructure, telecommunications, water, waste services, and roading firms observed that work engagement influences adaptive resilience, and planned resilience. Coleman and Adim (2019) and Walker et al., (2014), for example, emphasize adaptive resilience in the context of uncertainty.

In the African continent, also, studies have identified some critical challenges that companies in the telecommunication industry suffer noting that the development of the internet is at a crucial point in Africa for the acceleration of economic growth and alleviation of poverty, placing large demands on the underlying telecoms infrastructure and the leadership teams (Jensen, 2000) to implement strategies that guarantee their competitiveness. Kenya, an African country, hosts some key telecommunications companies, a sector projected to experience strong growth in the foreseeable period with the rising Internet of Things (IoT) (Global monitor, 2020). It is, therefore, critical to enhancing resilient internal structures to manage the turbulence that may ensure the predicted phenomenon growth.

If an organization is lucky to host good leaders, such leaders can bring into play the necessary experience that goes a long way in fetching out the strengths of workers in telecommunication organizations. The workers, as a result, are motivated to voluntarily ensure efficacy in the application of the primary corporate strategies (Keter, 2015), especially for telecommunication organizations in growing economies like Kenya. Notably, the process of deploying strategy in Kenyan telecoms has faced several internal organization challenges thus stifling innovations needed for better strategy execution (Keter, 2015). This can be done by leveraging superior employee capabilities (Olafsen,

2017) to tap into more sophisticated markets through renewed business models (Ofunya, 2015). Competence should be emphasized in the company to avoid the challenge of human resources and leadership (Ndambuki, Bowen, & Karau, 2017), and to develop structures and culture that positively impact market share in Kenya telecoms (e.g., Duchek, 2020). Arguably, there is a need for organizations as well as individuals to acquire more knowledge about these soft people-oriented processes to offer the employees opportunities and invest in them because such initiatives yield higher returns (Michael, 2021), resulting in building a coalition to support the change process through adaptation (Fath, Dean, & Katzmair, 2015).

Organizational learning and cultural attributes play a vital role in enabling an organization to be resilient. According to Sağ, Sezen, & Güzel (2016), the art of efficient decision-making, rapid sharing of information internally, and capacity for fast learning place an organization at an advantage as they create an environment of learning, and this enables resilience. The Support employees receive from top management teams in a time of crisis is critical in enhancing optimism (Kelemen, Born & Ondráček, 2020), team efficacy (Dane, & Brummel, 2014), and organizational mindfulness (Sutcliffe, Vogus, & Dane, 2016) to aid the firm to navigate successfully the barriers caused by crises (Hulsheger, Alberts, Feinholdt & Lang, 2013).

Leadership should empower the sense of ownership and the role of employee accountability thus improving their long-term accomplishments (Keller, and Price, 2011).

Statement of the Problem

The telecommunications sector is crucial to the operations of global enterprises though the firms have been plagued by numerous interruptions, including business failures to the tune of 70%–86% that have resulted in significant resource wastage (Mueller-Jacobs &Tuckwell, 2012). In concurrence with Mueller- Jacobs, Al Nauimi

(2018) in their quantitative analysis study on the influence of risks on the cost overrun of ICT Network Projects in the United Arab Emirates, found that the main risk factors that hinder the success of telecommunication and ICT related firms are Planning and Development, People and Management, Operations, and Technology. The study survey involved 209 ICT professionals in technology-related firms.

Equally, large-scale telecommunications networks in Africa are susceptible to many failures, such as malicious assaults, and natural disasters. According to the study done in Nigeria, the Nigerian GSM operators Airtel, MTN, Owoade, and Glo, Osunmakinde (2016) further claimed that such difficulties expose the telecoms to occasional total failure, leading to a wide-area outage and a degraded network. The firms routinely face intermittent service delivery that leads to problems with the network's capacity, inter-network integration and calls drop rates. The study suggested an Ant Colony System Survivability model focused on capacity effectiveness and rapid recovery to address telecom network failures, as a telecommunication network survivability model for African nations.

In Kenya, the telecommunications industry is one of several that the Kenyan government has designated as a crucial enabler for promoting economic growth both within Kenya and outside (Communication Authority of Kenya (CAK), 2020), with the rising Internet of Things (IoT) (Global Monitor, 2020), that is impacting the sector. For example, Soyres, Abdel, Cerruti, and Kiwara (2018) noted the increased over-reliance of the Kenyan economy on mobile money agents and infrastructure which has overtaken mainstream banking in the making of money transfers. Arguably, the failure of telecoms that host such critical infrastructure would be disastrous.

Despite the telecom operators increasing their investment in network modernization initiatives to raise service quality, the 2015 Quality of Service Report by the Communications Authority of Kenya reveals that the telecom operators have consistently fallen short of some of the Key Performance Indicators (KPIs) used to assess how closely their services adhere to the required standard, scoring 62.8% against a target of 80%. Besides, a study by EY (2023) in Kenya cited 39% of the telecom chief information security officers surveyed mentioning that the top 10 risks in the telecommunications sector are caused by inadequately taking into account relevant interventions in strategic investments thus causing 28 percent of households to frequently experience an unreliable broadband connection as a result of inadequate telecom infrastructure resilience. Failure to make such strategic investments could be argued to be the genesis of a case in point of a loss of Ksh 3.8 Billion experienced by Bharti Airtel , a telecom firm in Kenya, in the year 2017 (Wafula, 2018).

The above combined with the fact that Kenyan telecoms encounter the challenge of cultivating their competitiveness, productivity, reliability, and achieving superior qualities of voice and data services (Wandabwa & Kilika, 2020), the leaders should develop strategies that could turn the challenges into opportunities thus improving competitiveness and long-term resilience. The Kenyan situation gets complicated due to the lack of information-sharing practices in Kenyan organizations which has promoted the ease with which disruptions are being replicated (Mathenge, 2018).

Information sharing is a critical component of shared leadership that enables organizations to create gatekeepers responsible for mitigating possible disruptions that may arise from time to time (Lewin et al., 2011). According to Maritim and Chelule (2018), better risk management practices would ensure a robust Kenyan telecommunication sector in the long-haul. Mathenge (2018) argues that wearing the crown of leadership is a responsibility to bring out the best in others to mitigate the risk of organizations having written business continuity plans without stress-testing them against emerging and evolving threats.

To alleviate the risk of organizational failure, firms should seek to realize a full business continuity management system (BCMS) (Schmid, Raju, & Jense, 2021; Bakar, Azbiya, & Mohamed, 2015; Mukabi, Marwa, & Kiragu,2019) and design superior teams capable of developing risk management practices and organizational climate that supports continuous learning to guarantee long-term resilience of telecoms (Bhamra & Dani, 2011). The Gordian knot of e-commerce in Kenya can only be untangled by overcoming limitations in the country's superior telecommunications infrastructure which Kinuthia and Akinnusi (2014) noted to suffer due to weak individual and organizational capital structures. Also, Bakker, Boonstra, and Wortmann (2012) emphasized the importance of risk identification as the most important process in terms of numbers as well as in the strength of communications effects.

The need to unlock more enriching answers to improve telecoms in Kenya in the context fuels the need for this study. The study of the diverse variables that influence organizational resilience will offer the building blocks for the leadership teams of the telecommunication firms in Kenya and beyond in the tweaking of risk management, and business continuity initiatives from an informed point of view and contribute to the body of knowledge applicable to regulators and scholars globally.

Objectives of the Study

The overall objective of the study was to explore the influence of shared leadership on the organizational resilience of telecommunication companies in Kenya. The shared leadership constructs sub-variables include planning and organizing, problem-solving, management support and consideration, management development, and employee commitment. Further, the study explored the moderating effect of organizational climate between shared leadership and organizational resilience.

Specific Objectives

a) To examine the influence of planning and organizing on the organizational resilience of telecommunication companies in Kenya.

b) To establish the influence of problem-solving on organizational resilience in telecommunication companies in Kenya.

c) To examine the influence of management support and consideration on organizational resilience in telecommunication companies in Kenya.

d) To examine the influence of management development on organizational resilience in telecommunication companies in Kenya.

e) To examine the influence of employee commitment on organizational resilience in telecommunication companies in Kenya.

f) To examine the moderating effect of organizational climate to the relationship between shared leadership practices and organizational resilience.

Research Hypotheses

To test the above proposition, the study aimed at testing a set of six null hypotheses:

a) $H0_{1:}$ There is no statistically significant influence of planning and organizing on organizational resilience in telecommunication companies in Kenya.

b) $H0_{2:}$ There is no statistically significant influence of problem-solving on organizational resilience in telecommunication companies in Kenya.

c) $H0_{3:}$ There is no statistically significant influence of management support and consideration on organizational resilience in telecommunication companies in Kenya.

d) $H0_4$: There is no statistically significant influence of management development on organizational resilience in telecommunication companies in Kenya.

e) $H0_5$: There is no statistically significant influence of employee commitment on organizational resilience in telecommunication companies in Kenya.

f) $H0_6$: There is no statistically significant moderating effect of organizational climate on the relationship between shared leadership and organizational resilience.

Significance of the *S*tudy

The Telecoms Leadership

Managers and the boards of directors, being the decision-makers of various telecoms may use the findings of this study to act as a guide to deal with important variables that influence the level of organizational resilience, and employee commitment, making it a platform for better management development strategies.

The Government

The government, through its various policy-making organs such as the Ministry of Information, Communications and Technology, and the Vision 2030 Secretariat, could gain additional awareness on the management development variables influencing organizational resilience so they can formulate and institute effective fiscal and monetary policies to drive the economy.

The Regulator

The findings of this study are hoped to provide valuable input to the Central Bank of Kenya (CBK) and the Communication Authority of Kenya in developing strategies to improve management development techniques as a way of fueling sectoral growth.

Risk Management and Disaster Management Practitioners

The findings and recommendations made in this study may provide risk management and disaster management practitioners with valuable input to the development of superior strategies to broaden their ability to design organizations that would stand the test of future disruptions. The study would present the diversity that each of the independent variables has on organizational resilience and shared leadership thus opening their choice of action when developing organizational strategies through the lenses of cost-benefit analysis.

Scholars

Future researchers in the area of organizational resilience might gain further knowledge in risk management and have a basis for identifying existing gaps for further research. The recommendations and areas for further research advance in this study may act as a platform for growing the body of knowledge in related studies in the future.

Justification /Rationale of the Study

The study recognizes that the world is fast-changing and so is the business operating environment. Disasters have caused disruptions in the operating landscape calling for the review of superior management and leadership practices that guarantee the survival of a firm in the long haul. There is a need to configure organizations that remain anchored on good leadership practices that would support the development of teams committed to combating the probable disruptions as the world metamorphosizes each day and especially so in e-commerce where telecommunication firms find relevance.

Limitations

The study envisaged the chances of getting falsified data from the participants in the fear that the information may end up in the hands of competitors. To address the aforementioned, the data collection technique entailed giving the target participants an introduction letter from Pan Africa Christian University to reassure them that the study's findings would be used for educational reasons. The research findings formed part of the submissions to be provided to the organization as part of their learning curve in developing superior management development techniques to improve employee commitment and firm productivity.

The study envisaged that the participants would have become hesitant to provide organizational data for the fear of going against confidentiality protocols put in place to protect proprietary assets. To mitigate the above challenge, the researcher issued anonymous questionnaires.

Scope of Study/Delimitations

It is critical to note that although the concept of shared leadership and organizational resilience is critical, it has been studied differently by various scholars. Drescher et al. (2014); Wang, et al. (2014); White, Currie, and Lockett (2016) discuss the conceptualization of shared leadership while Stein (2013); Eggers, Kraus, Hughes, Eggers, Kraus, Hughes, Laraway and Snycerski, (2013) discuss organizational resilience. In the lenses of the current Coronavirus pandemic dubbed COVID-19, research brings to life a 'no one shoe fits all' pattern of crisis management, hence the need to study how leadership capabilities before, during, and after a crisis could be improved hinging on the fact that what works in one context might not work elsewhere (Wodak, 2021).

Morales et al. (2019) explained the operationalization of resilience by identifying 33 variables that influence organizational resilience, the review is cognizant of the fact that most of the noted variables are derivatives of decisions that firms make as they journey towards excellence. Leadership is a pillar of the decision-making process especially concerning resource mobilization for both people and other organizational resources hence the study oscillates around the interplay of organizational resilience and shared leadership.

The construct of shared leadership and a firm's excellence could be moderated by diverse factors like member proximity and team diversity but not so for the team size

(Sunita, and Suryakant, 2019); supportive organizational culture (Hakan, 2012); the level of team personality diversity in an operating environment could catalyze the interplay between entrepreneurial team performance and shared leadership (Zhou, 2016). Minaee (2014) proposed the need for an improved model that includes team size, demographic diversity, social power distribution, and employee turnover in teams as potential moderators or mediators (Morrison-Smith, & Ruiz, 2020).

Ullah and Dong Soo (2013) argued that a work environment that supports Received Task Interdependence (RTID) moderates the effects between team effectiveness and shared leadership. The RTID explains the level of task interdependence where employees in a team receive instructions from other work teams. RTID did suppress the relationship between shared leadership and team effectiveness. Conversely, Han, Yoon, Choi, and Hong (2021) observed that a high level of shared leadership has a positive impact on a team's performance through the mediation of psychological capital at the team level. Wood and Fields (2007) concluded that role conflict and ambiguity are also possible mediators of the interplay of shared leadership and job stress.

Arguably, the moderating variables in the literature could be summarized as either an aspect of organizational culture or the nature of the operating environment and how it influences entrepreneurial behaviors and innovativeness. Also, the designing of the operating environment would dictate the level of social power distribution in teams, a critical pillar in organizational decision making especially during a crisis. Critical to note is that power resides in relationships, not in people (Beebe, & Masterson, 2015). The above informed the study to focus on organizational culture and operating environment as the moderating sub-variables of organizational climate thus ignoring the rest due to time and resources constraints.

The increase of the rising Internet of Things (IoT) according to (Global monitor, 2020) necessitates the need for an agile telecommunication sector to spur the needed economic growth in Kenya and arguably beyond as organizations fight to have a piece of the global economy.

Assumptions of the Study

The success of the study hinges on the assumption that the selected participants were honest in the provision of honest responses to research questions presented to them. There was some assurance that the data would only be used for academic purposes thanks to a carefully planned interview schedule, a research permit from the National Commission for Science, Technology & Innovation (NACOSTI), the provision of anonymous questionnaires, and an introductory letter from the university.

Further, the study also rode on the assumption that the validated questionnaires from globally renowned journals on the phenomenon of interest in the study would hold in the Kenyan context. The study questionnaires were subjected to supervisorial review by a panel of the University defense team thus providing valuable input in the context of the study.

Chapter Summary

This chapter has presented the background of the study. Along with outlining the main goals and assumptions that guided the research, it also identified the research problem, the scope, and limitations of the study, the review of related literature, the theoretical bases of the study, and the conceptual framework that shows the link among the variables focused on in the study follow in the next chapter.

CHAPTER TWO
LITERATURE REVIEW

Introduction

The section presents reviewed literature relevant to the study. First is a review of past studies which provide relevant theories related to the study. Second is a section on empirical literature review. What follows is a section on the conceptual framework of the study, and finally a section on research gaps.

The Concept of Shared Leadership and Organizational Resilience

Shared leadership is a construct that encourages the sharing of team-leader processes, distributing the leadership roles and influence among the members of a team. The team members carry the mantle of an agent of enhancing team effectiveness through sharing of responsibilities (Jinlong, Zhenyul, Kai Chi, & Russell, 2018). There has been sustained stress on the need for good leadership exemplified by the construction of shared visioning, good communication, shared understandings, and the building of a professional learning culture (Gibbs, 2019). To achieve team objectives, shared leadership invites a variety of actors to willingly share a set of interactive influence processes among internal team members (Nicolaides et al. 2014; Lord et al., 2017).

The social-learning proposition explains how individuals can develop resilient profiles (Everly, 2011). By utilizing mentorship, for example, an organization can improve the cohesion of groups, conduct training on stress management, drive staff's commitment to adopt the corporate mission, and spur the promotion of creativity and innovation (Gibbs, 2019). Based on this proposition, the study derived the employee's development as a key element of shared leadership as a determinant of organizational resilience. Psychological empowerment, self-efficacy, and leadership styles have been cited to be critical in the development of resilient organizational profiles. Supporting this proposition, Besuner (2017) argues that psychological empowerment complements transformational leadership behaviours propelling autonomous actions that influence organizational processes and outcomes under organizational values and beliefs. As a result, it is deduced that the organizational climate is needed for organizational resilience to be achieved, through the creating of the right operational environment.

Key aspects of Organizational Learning Theory, credited to, Nevis, DiBella, and Gould (1995) are that learning takes place when people interact in the process of finding and solving problems. This is done by encouraging organizations to develop a culture that embraces sharing of knowledge, looking at failure as a learning opportunity and taking time to learn, and encouraging employees of all levels to continue learning (Valamis, 2019), more so in the times of disruption, when there is the hunger for knowledge across organizations for sound decision-making.

Economic recessions have created barriers for organizations over time, contributing to disruptions that call for better organizational resilience. Organizations suffer significant risks to their performance during economic crises, which significantly reduces their chances of surviving (Rudrajeet, Hkan, & Heikki, 2014). Examples of notable disruptive shocks to the global economies over the years, including the 2008 global economic crisis (Kruk, Myers, Varpilah, & Dahn, 2015) and the COVID-19 pandemic among others (Wodak, 2021), shocks that have catalyzed increasing attention to the concept of resilience in global organizational discourse (Haldane, Ong, Chuah, & Legido-Quigley, 2017).

Building resilient organizational systems is therefore paramount to empower firms to mitigate their vulnerability to crisis, placing them at a vantage point to prepare and effectively respond to change, guaranteeing the maintenance of their core mandate through disruptions (Kieny, Evans, Schmets, & Kadandale, 2014; Blanchet, Nam, Ramalingam, & Pozo-Martin, 2017).

The concept of resilience was initially applied in ecological sciences to refer to an ecosystem's ability to maintain its core integrity through expected and unexpected shocks (Folke, 2006). However, successive applications of resilience, in particular to social configurations, acknowledged that systems are more complex and adaptive, resulting in a newer approach towards the concept of resilience, viewing the construct as the ability of a system to improve transformational and adaptational capacities and the development of new structures, policies, and organizational culture; Vital in enabling an organization to continue performing its functions even in the face of challenges (Pike, Dawley & Tomaney, 2011). Therefore, understanding the critical antecedents behind organizational resilience at different levels of an organization is of utmost importance.

In general, the concept of resilience relates to the ability to "bounce back" after undergoing stressors (Captain & Hammer, 2014). However, no single, universally accepted definition defines resilient resources: Some ignore power relations and the dynamics that determine operating complexities (Ensor, Matin, Forrester & Davis, 2019). Resilience, however, is an essential spectacle regarding how people overcome demanding situations. In an organizational setup, it is common for teams to experience hardship beyond the individuals, thus calling for up-scale resilience without reducing their level of efficiency (Bowers, Kreutzer, Cannon-Bowers, & Lamb Jerry, 2017). A modified construct to conceptualize resilience at different levels in an organizational context; At individual, team, and structural levels remains an aspect of interest. According to Bowers et al. (2017), team resilience is a second-order emergent state hence should be prioritized by those concerned with leading organizations. A resilient organization exhibits robustness: the capability of an organization to engross and recuperate from stress without any significant negating consequences (Topp, 2016). A resilient firm could be summarized under three principal attributes: Adaptive capacity which requires a firm to be flexible in responding to needed change in times of crisis, Absorptive capacity which calls for forward flexible planning for improved learning and innovation and Transformative capacity includes process commitment to make structural changes that spur conscious decision-making during a crisis (Shannon, Tracey, Lane, Guy, Jill, 2017).

Crises such as the COVID-19 disruption that shook the entire world in the year 2019–often exaggerated by the media and politics - may cause fear, insecurity, panic, and powerlessness, causing all those involved during a crisis to expect timely instructions for action, planning, and ultimately security (Wodak, 2021). Uncertainty primarily promotes the emergence of fear (Koos, & Sebastian (2019). As a result, crisis management calls for a concerted effort of all stakeholders since no leader would have the requisite know-how to manage an unprecedented crisis single-handedly, focusing on the exchanges of a firm and external stakeholder, which according to Bundy and Pfarrer (2015), largely emanates from theories of social perception and impression management. Otherwise, as Wodak (2021) noted, such would amount to leaders engaging in a patchwork of harmful initial reactions during the disruptor like the COVID-19 pandemic, some, from denial and improper optimism to reactive acceptance when an extraordinary negative phenomenon occurs. Alive to the fact that the 'one size fits all' pattern of crisis management is a fallacy, there is a need to share our leadership capabilities before, during, and after a crisis hinging on the fact that what works in one context might not work elsewhere (Wodak, 2021). Understanding crises and crisis management, therefore, remains a work-in-progress globally (Coombs, 2015).

The resilience management processes consist of a collection of elements that include the building of awareness, self-assessment of vulnerability, selection of essential organizational components, risk identification, risk rating, and risk prioritization to increase adaptive capacity across the firm according to Hillmann and Guenther (2020).

There are three resilience stages identified in existing literature, each referring to a different time horizon according to Linnenluecke, and Griffiths (2012), Duchek, (2014) and 2019, and Williams et al. (2017). Such include; before, during, and after the occurrence of unexpected disruptive events. In particular, the resilience-building process splits into three stages namely, the planning or anticipation stage, the coping stage, and the adaptation stage with the anticipation period referring to the period before adverse situations occur.

Resilience goes beyond mere survival and it involves deliberate identification of risks and proactively taking measures that guarantee the survival of a firm to thrive in the face of adversity (Burnard & Bhamra 2011). This does not in any way mean that organizations could completely avoid risky eventualities as this would be an impossibility. Instead, it is a call for firms to work towards possessing the capability to quickly detect signs of a crisis and respond to them with a high degree of precession (Duchek, 2014). The anticipation process concerns the ability to scan internal and external environments, identify the existence and the extent of potential threats, to prepare for the unexpected (Teixeira and Werther 2013). Just like it is impossible to anticipate all relevant future events with certitude, organizations should put considerable effort to cope effectively with unexpected situations.

Duchek (2019) takes the term coping to refer to the progression and implementation of specific solutions to curb the effects of a particular problem while adaptation refers to the stage that follows the occurrence of an adverse event, going beyond the step of restoring an organizational functionality, focusing more on the advancement of new competences (Lengnick-Hall et al., 2011). Arguably, organizational resilience is the dynamic capability that allows organizations to actively reconfigure to better face new circumstances.

To develop adaptive resilience, organizations should exhibit critical attributes like the ability to maintain and manage sufficient internal resources to guarantee business-as-usual operations and provide extra measures to curb the adverse effects prevalent during crises according to Lee, Vargo, and Seville (2013). Secondly, a firm should demonstrate strong crisis leadership to provide superior decision-making, through quick and delegated authority in line with Lee, Vargo, and Seville's (2013) argument that it would enable the creation of foot-soldiers to respond at all levels with greater precision. The sharing of critical information and knowledge should be stored in many formats and locations accessible to employees to apply expert opinions when needed (Coombs, 2015). Though not least, the roles should be shared, and employees are trained so that someone will always be able to fill key roles (Coombs, 2015).

Influence of Planning and Organizing on Organizational Resilience

As noted earlier, the quest for resilient business requires skillful planning and organization of processes and activities in tandem with the goals of the firm. In pursuit of demystifying organizational resilience, Lewin et al. (2011) categorize the ability of a firm to recognize the value of external information as a meta-ingredient of absorptive capacity riding on practices such as end-user surveys, and the use of 'gatekeepers' as the first line of defense to reduce the firm's vulnerability to potential disruptions. In the same Ortiz-de-Mandojana, Aguilera-Caracuel and Morales-Raya (2016) demonstrated with great precision that sustainable business practices positively aid firms to sense and mitigate threatening situations. Additionally, the observation and identification of actual changes and upcoming crises call for body corporates to put more emphasis on potential future developments such as thinking about the unthinkable, and designing ways to tackle them effectively- to mitigate possibilities of total failure (Hillmann et al. 2018), helping the firms to see and react to changes before full crystallization of eventualities.

Consequently, the ability of the firm to plan enables the firm to come up with solutions to any anticipated challenges enabling the firm to easily absorb shocks.

The need for organizations to develop suitable recovery plans is critical and should involve incorporating learning and simulation practices that guarantee the achievement of envisioned benefits by the firms (Randeree et al., 2012). Similarly, Lengnick-Hall et al. (2011) opined that such practices support the learning of intricate procedures to develop personal and collective action repertoires. Although the developed plans and formal procedures are critical in preparing organizations for crisis preparedness, a great variety of unexpected events do not solely depend on such plans noting that more often than not, calling for greater intuitive capabilities to make ad hoc decisions by a firms' human capital (Bhamra et al. 2011). The leader should embrace reciprocal relationships hinging on the needed support by the employees through shared transactional exchanges which is a critical component for spurring employee commitment to the achievement of organizational goals (Baskoro, 2021).

Notably, employees are a vital resource that defines, to a great extent, the success or failure of their respective firms (Brow & Taylor, 2011), especially in the application of their intuition capabilities in the resilience planning and building process. The attitude and behaviours of employees in reacting to change are major determinants of the success of the organization going through the change, in this case, caused by a disruptor. Employees' behaviour and their attitude towards change and the post-change performance of the organization they worked for are linked (Olafsen, 2017). There is, therefore, a need to have employees who are thoroughly equipped with the requisite skills to deliver superior organizational performance through enhanced forecasting and planning for both anticipated and unknown threats to distinguish between organizations that have the potential to bounce back after a crisis and those that cannot (Hulsheger et al., 2013).

Organizations could scale up resilience potentials by embracing an operationalized model that includes, among others, objective-directed behaviour, answer-seeking, critical situational appreciation, and a degree of reliance on information sources as critical drivers for proactively mitigating crises beforehand (Duchek, Raetze, & Scheuch, 2019). Good planning activities are a cornerstone for building effective responses to critical situations in pursuit of building resilient organizations. Also, firms that embrace diversity at the workplace may enjoy positive effects from a dual anticipation stage under planning, that is, the observation of the environment of a firm and the identification of appropriate information, preparing the leaders to develop structures that guarantee positive future developments. Notably, shared planning that appreciates input from diverse actors in the organization is likely to benefit from well-seasoned ideas for the onward preparation of the firm to deal with disruptions (Sutcliffe et al., 2016). The human factor in a firm may tackle this challenge by developing resilience-supporting/enhancing diversity management practices (REDM) and systematically-planned commitment to diversity as a way of arriving at a better level of corporate resilience. Resilience-enhancing diversity management practices are aimed at promoting positive diversity by utilizing plausible opportune drivers for resilience-building, consequently minimizing negative effects emanating from divergency (Guillaume et al. 2017).

There is a need for organizations to have enhanced frameworks for action planning and decision-making that guarantee superior anticipation, prevention if possible, and preparation for and response to disruptive incidents. Such frameworks adopt a process approach for management systems in the telecoms, citing examples of relevant international standards of standardization (ISO) which may form a good foundation for the organizational resilience management system (Goran, Maja, Miladin, Aleksandar, Ivan, & Snezana, 2013) to inform quality development of policies to manage contextual risks (Sutcliffe et al., 2016).

Firms that invest in the preparation phase can result in significant savings but of course, weigh the cost and the benefits of preparation against the probability of a disaster and the level of risk that a telecom might face which according to (GSMA, 2020) will vary considerably from one Mobile Network Operator (MNOs) to another. This issue may be resolved by the Business Continuity Management (BCM) planning processes which provide a framework for all MNOs to prepare for and respond to disasters. Having a working business continuity plan (BCP) enables MNOs to enjoy a smooth flow of operations even during adverse conditions, as appropriate resilience strategies and recovery objectives (GSMA, 2020) can be built into existing business operating and regulatory frameworks.

The assessment of risks that face MNOs, which includes detailed identification of vulnerabilities and hazards, internal capacity appraisals, impact evaluation, and criticalness determination is a key aspect that no single person can claim to have total expertise on (GSMA, 2020). This assessment importantly helps firms raise their focus on areas that involve planning and resourcing forming the base for cementing requirements identified in the assessment stage, as the organization endeavours to create a business continuity plan to restore and maintain the business in times of crisis through the involvement of multiple stakeholders. The leader should at this stage ensure they identify and train key staff to develop processes that allow periodical simulations to test the BCPs. This should be a mix of internal and external simulations with appropriate humanitarian responders, and government authorities. According to Hong et al. (2019), a team that comprises a good blend of skills and experiences is more likely to lead to quality sharing of relevant information and communication openly when confronting critical tasks that call for intentional collaboration with other teams. The Crisis Management Team (CMT) should consequently consist of key executives, heads of departments, and supporting players to provide a cross-cutting view of the organization (GSMA, 2020).

The leader may also model resilient behaviours in the planning process or provide an atmosphere that allows reciprocity and increased social exchanges that spur joint employee commitment to the planning process. The crisis management teams should design disaster plans stipulating clear communication channels, roles, and chains of authority, in advance, aligning incident command structures that incorporate the views of the field staff who have a direct link to the situations that are potentially dangerous (GSMA, 2020) daily. Specifically, shared planning in the BCM plan development can provide a structure for the overall planning, as well as outline specific roles and responsibilities for staff.

A study by PWC (2020) in the US noted that most organizations already have business continuity plans which unfortunately are not poised to fully address the fast-moving uncertainties of an outbreak like the COVID-19 pandemic. Typical contingency plans should support operational efficacy following events like cyber incidents, and natural disasters among others. However, the postulations made in the study were based on US-based companies which operate in a significantly different context from telecommunication companies in Kenya.

Yamamoto and Şekeroğlu (2011) analyzed the Turkish industry dealing with leather concerning the existing patterns involved in crisis management and categorized ideas about crisis-management consciousness and practices that business executives recommended. Through the use of a questionnaire and descriptive research design, the study concluded that most Turkish businesses did not have widely accepted internal policies that matched the needed support for crisis management emergencies, were ignorant of the existing, and working strategies and plans, and did not consider concerns such as causing the workers to respond effectively against an unexpected situation with a view of taking tentative measures. The study further was based on leather processing companies in turkey which have different operational dynamics from telecommunication companies in Kenya. The results were based on a descriptive study while the current study also incorporates inferential analysis.

Girish, Mesbahuddin, Samuel, & Orchiston (2018) studied the interplay of financial performance and organizational resilience in eighty-four tourism firms in New Zeeland. In detail, the study investigated the relevance of the size of the firm and the sector of operation that influence this relationship. The study highlighted the importance of pre-disaster planning activities claiming that they would influence adaptive resilience, but in themselves may not be sufficient to positively impact financial performance. The two dimensions of organizational resilience informed a recommendation for organizations to have a better understanding of how to build corporate resilience in a five-year span that followed a possible disaster. Further, strong leadership was observed to be critical in enhancing disaster-preparedness, the ability of the firm’s workers to satisfy the demands of multiple roles, using knowledge in innovative ways, to sustain good performance in the ensuing state of difficulties. The size of the firm also influences a firm’s parameters for measuring financial performance with planned and adaptive resilience posting enhanced complexities in their relationship. However, disaster planning was not a significant influencer of corporate resilience according to the study. The study focused on the relationship existing between performance and organizational resilience while the current study aims at determining the relationship between shared leadership practices and organizational resilience.

Nnamdi (2020) in research assessing the effect of management approaches concerning crisis and corporate resilience in Nigerian telecoms noted that the telecoms are under internal and external pressures inviting the leadership teams to improve their planning strategies otherwise may lead to the crystallization of crisis thus reducing corporate productivity and earnings. The target population was drawn from the employees of diverse telecommunication firms in Rivers State, Nigeria which concluded that the crucial facets of crisis management, such as the strategy for mobilization reserve, changing path strategy, fragmentation of crisis to manageable fragments, teamwork strategy, and calamity containment strategy could potentially influence the resilience of telecommunication firms overall calling businesses to train their corporate leaders on how to plan and cope with crises: generating greater effort by businesses in the advancement of effective policies and practices to act as a guide in crisis management, rather than waiting for disruption without any laid down plan. In this study cross-sectional approach was used while in the current study, both a quantitative descriptive approach and cross-sectional descriptive survey were adopted to exhaustively show the relationship existing between shared leadership practices and organizational resilience with the moderating influence of organizational climate.

Okeyo and Nyaera (2020) in a Kenyan study on Telkom Kenya Limited studied how strategic planning would influence change management, anchoring the study on the Contingency Planning Theory. The descriptive research design study established a significant relationship between strategic planning and change management, calling for Telkom Kenya to consider treating strategic planning as one of the critical corporate survival drivers when implementing key organizational adjustments. Despite the key insights drawn from the study, the findings may not be generalized on the current study since it was based on descriptive research design while the current study relied on a cross-sectional descriptive survey.

Generally, pro-activeness is a critical component in telecoms as it improves organizational stability (Ayala & Manzano, 2014), models the needed behaviour for managing risks (Bernard & Barbosa, 2016), implying that organizations act for the future instead of waiting until unfavorable conditions crystalize before reacting to it. Companies need a framework to guide the action-planning processes and decision-making needed to anticipate, prevent if feasible, prepare the organizations for and respond to disruptive eventualities (Goran, Maja, Miladin, Aleksandar, Ivan & Snezana, 2013).

Arguably, good planning of crisis management teams would aid in understanding the risk, preparedness, response, security, continuity, and recovery requirements of organizations (GSMA, 2020). The risk assessment of MNOs, including vulnerabilities and exposures, internal capacity assessments, impact appraisal, and criticality determination is a critical aspect that no single person can claim to have total expertise on as far as disaster management planning is concerned (GSMA,2020). This assessment aids in the identification of key focus areas for planning and resourcing to generate requirements at the assessment stage to inform superior business continuity plans. Further, the gathered information would also guide in the restoration and maintenance of business in times of crisis through the involvement of internal and external stakeholders. The leaders, at this stage, ought to ensure they identify and train key staff to develop processes that allow periodical simulations to test the BCPs, a mix of internal and external simulations with multiple stakeholders.

Hong et al. (2019) argue that the more diverse the experiences of members of a team are, the better because they are critical in fuelling the sharing of information and communicating openly when collaboration outside the team is of the essence. The Crisis

Management Team (CMT) therefore should consist of key executives and supporting players to provide a cross-cutting perspective of an organization (Friede., Busch, & Bassen, 2015) to support a purpose-driven leadership aimed at engaging with stakeholders to get a full picture of this engagement (GSMA, 2021).

The crisis management teams should design disaster plans stipulating, clear communication channels in advance, roles, chains of authority, and aligning incident command structures that involve field staff who are more likely to face new and potentially dangerous situations on the ground (GSMA, 2020). Specifically, shared planning in the BCM plan development can provide a structure for the overall planning, as well as outline specific roles and responsibilities for staff.

Influence of Problem-Solving and Organizational Resilience.

Arguably, with the scarcity of resources, organizations are often unable to exhaustively deal with unending emerging issues. This argument was echoed by Llopis (2021) who opined that with the myriad of challenges that we all face in our life and work, there are never adequate resources for courting upcoming adversity along the way especially when the problems keep mounting so fast, prompting us to take shortcuts to momentarily alleviate the tension points as a way of moving from one problem to the next. Unfortunately, shortcuts fail to solve the core of the identified problems that come along the way causing us to incessantly get caught and trapped in cyclical patterns making the development of tangible resolutions a mirage. This calls for leaders to pursue strategies that minimize the occurrence of problems. It calls for great courage, enough to tackle the challenges head-on without allowing our hands to give up.

The disruptive events that organizations continuously face pose a challenge or problem that the organization needs to find solutions to survive the storm, and making fast and sound decisions (Olafsen, 2017). Good problem-solving skills mean an organization can survive and withstand a crisis and therefore become resilient noting that knowledgeable people are capable of organizing into ad hoc networks to provide the needed expertise for creating problem-solving synergies (Olafsen, 2017), after the disruption has been crystalized (Duchek, & Stephanie, 2019). To survive in uncertain environments and foster future success, organizations must be able to handle the myriad manifestations of the unexpected, by enhancing their resilience capacities through the enhancement of problem-solving skills for survival according to Lengnick-Hall et al. (2011).

An organization cannot imagine that it could focus on anticipating all combinations and permutations of possible risks or multiple futures as it would lead to blind-spots regarding other unexpected happenings, emphasizing the need to enhance the ability to make sense as more critical than anticipation (Hillmann, Julia; Guenther, & Edeltraud, 2020). Arguably, sense-making precedes superior problem-solving capabilities to avoid corporate failures (Chan 2011). Sensemaking is an indispensable part of this process and body corporate should continuously improve its ability to recognize the changing operating landscape and relevant interpretation of the needed action going forward (Burnard & Bhamra, 2011; Mantere et al., 2012).

As presented elsewhere in this study, the diversity of employees' orientation and experiences are an important ingredient in an organization's resilience. Bui, Chau, Degl'Innocenti, Leone, and Vicentini (2019) studied the decision-making process, examining the impact of diversity attributes on internal group-working mechanisms of a firm's resilience. The study in the UK emphasized the significance of diversity in problem-solving teams arguing that, due to their different orientations and experiences, they are more likely to closely connect with the external environment, and share valuable exchanges to solve problems that affect the firm. Also, heterogeneity in teams may generate valuable resources to promote innovation, a key component of organizational resilience (Castellacci, 2015), riding on the quality of frequency of communication for both large and medium-sized teams to build resilient organizations, especially in the telecommunication industry.

Colombo (2021) noted that the process of resisting what challenges the moment, but more about consistency in the transformation of past learnings, turning it into a constructive one, to scale up the learning required in the future. Like people, body corporates also have a soul, feelings, and thirst for appropriate resources to combat crises, making it possible to emerge stronger as they interact with those pivotal experiences in the organizational sphere irrespective of the applied skills of management. Notably, closely-knit teams, are alive to the impact of what is serious versus those that are not so serious when solving critical problems when subjected to pressure. Distinct from the current study, this study was not contextualized and therefore the results thereof cannot be generalized to telecommunication companies in Kenya.

Coleman and Adim (2019) in a study of mobile telecommunication firms drawn from Nigeria, applied a quantitative, cross-sectional survey research design to explore the effect of entrepreneurial pro-activeness on organizational resilience. The study focused on or Mega Centres of the four major communication firms in the region namely: GLOBACOM, MTN, 9MOBILE, and AIRTEL, all operating in the country, revealed that entrepreneurial pro-activeness was a significant contributor to a firm’s resilience, recommending the need to enhance pro-activeness through learning and problem-solving to drive the satisfaction of multi-stakeholders. While the findings in the study provide key literature for the current study, the findings may not be inferred on the current study since they were based on telecommunication firms in Nigeria.

In the South African context, Stewart, Dayal, and Langer et al. (2019) noted that decision-making is crucial in problem-solving, to encourage the implementation of evidence-based policy, or evidence-informed decision-making drive evidence-based policy-making that has the potential to develop the necessary administrative will to energize employees with knowledge through effective analysis, thereby facilitating the knowledge economy throughout the firm. The study aimed at developing an evidence-based model for problem-solving that may be used in decision-making. However, the model does not illustrate how its application may lead to resilient firms.

Tuwei and Tully (2017) carried out a study in the Kenyan context focused on a case study of Safaricom highlighting its superior strategy that has profiled the organization as the center for commercial nationalism in the country. Safaricom, an established mobile operator in Kenya in the study, is celebrated as one provider that uses its communication strategy to reflect its ability, and commitment to sponsoring the country and its products through ‘commercial nationalism’, presenting the firm as a critical partner in driving valuable economic growth and development in Kenya. The Safaricom marketing strategy has been linked to solving the Kenyan social-economic problems, making Safaricom the standard, essentially eliminating alternatives as customers make ‘voluntary choices’. Arguably, Safaricom has enhanced its strategies to maintain its relevance in the country. However, this was a case study and therefore the results of the study may not be inferred from the current study which is a cross-sectional study covering all firms in the telecommunication industry.

Psychcentral (2021) cited ten problem-solving strategies that work, as insinuated in the Safaricom marketing strategy. The strategy notes that it is critical to prioritize what is necessary and single out the one problem to work on as a way of gaining direction. Safaricom has also practiced consistency in its focus as the company of choice to solve

Kenyan problems perfecting strategies that have worked overtime when facing a new problem; a key ingredient in problem-solving and decision-making (Psych central, 2021).

Influence of Management Support and Consideration on Organizational Resilience

The difference between how human beings react to change processes in diverse ways depends on how they receive support and the quality of 'total rewards' to build positive perceptions, especially in an organizational setting (Straatmann, Kohnke, Hattrup, & Mueller, 2016). Enhanced supervisory support spurs positive perceptions and behaviours that appreciate change as the only constant (Ferreira et al., 2018); making informed relational adjustments at the workplace based on the degree of reciprocity and the quality of dyadic connections. These patterns of reciprocity create trade-offs and, in turn, strengthen the relationships that take care of the socio-emotional needs exhibited by the employees, efforts commitment, and loyalty; Positively influenced supervisory support satisfaction, fairness perception, positive mood, favourable job conditions, and organizational rewards (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017), as well as inversely relating to work stress among other work-related challenges. As a result when employees get adequate support from their superiors, they are able to discharge their mandate confidently which leads to better-performing telecommunication firms that exhibit resilience characteristic.

In addition, leaders should as a way of support, demonstrate creativity, and innovation to team members, noting that the leadership style or the leader in person is considered a meaningful capacity for enhancing the efficacy of the workers' level of contribution and accomplishment of corporate goals (Tyssen et al., 2014; Budiyanto et al., 2014). Based on this argument, telecommunication companies can achieve resilience through training to develop competence among their employees. The Social Exchange Theory is alive to the fact that people and especially in the workplace assess and make a judgment about the quality of relational dyads that bring to light the perceived balance of exchange. The healthy perception that a firm takes up the socio-emotional burdens of the employees, through quality reward systems, improves loyalty anchoring on quality supervisory support, negatively impacting stress and other workplace encounters (Sutcliffe et al., 2016).

Perceived organizational support links directly to diverse workplace positive attitudes and behaviours, such as citizenship behaviour and commitment according to Simosi (2012). Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016). However, McKinsey (2020) notes that organizational communications from the formal leader should consistently progress once the crisis has passed to offer a realistic and optimistic outlook to encourage multiple stakeholders, inspiring them to support structural recovery in a firm, preparing them adequately for the uncertain future of a possible next large-scale challenge.

Williams et al. (2017) in a United States study on organizational response to adversity endeavored to explain how organizations and individuals anticipate responding to adversity. The study centered its focus on exploring the dynamic relationship between resilience and crisis, noting that leadership, time, complexity, and mindfulness are critical elements beyond individual organizations, and varying levels of social capital are key enablers of resilience. Also, quality community social networks among nearby firms provide possible access to valuable resources in difficult situations, among others emotional, and psychological support, and the information needed to tame the pangs of the disaster. The study highlights the need for social capital (Shepherd & Williams, 2014; Aldrich & Meyer, 2014) to support to energize recovery from adversity, especially in firms.

A study in telecommunication firms in Nigeria that focused on the interplay between organizational resilience, and ambidexterity applied cross-sectional research by Onwughalu & Amah (2017) revealed that, for survival and sustainability to happen, the leaders' primary role is that of instituting structures that are consistently flexible, and permeable, allowing for continual alignment for business to remain responsive to changes in the operating business environment. This is possible through the encouragement of individual employees to divide their resources between demands of adaption and alignment referred to as ambidexterity in the context due to their conflicting call for attention by the employees. Arguably, organizations that are ambidextrous in their leadership support their staff to exhibit dynamic capabilities to drive resilience. The arguments in this study concur with the postulations made in the current study although they were conducted in the different study contexts. However, the results may not be perfectly generalized since the study results were based on Spearman's Rank order correlation coefficient which only shows the nature relationship existing between the variables but does not show the effect that a variable has on the other as envisaged in the current study.

A study by Bavel, Baicker, Boggio, et al. (2020) in West Africa noted that leaders must pursue interests that improve the sense of collective purpose which accelerates the team members to offer the needed support to one another, especially in a crisis. Consequently, telecommunication companies can achieve better results if there is goal congruence between the organization, management, and employees. Any conflict of interest hinders the firm from achieving its goals. Barasa, Mbau, and Gilson (2018) noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa. The leaders should deploy support that enhances creativity and innovation at all levels in the organization.

Chege and Gakobu (2017) studied the impact of diverse leadership styles on performance in the Kenyan telecommunication industry, observing that transformational and transactional leadership positively influenced organizational performance more than the laissez-faire type of leadership which posted a positive relationship with corporate performance. Further, transformational leadership practices are positively related to corporate performance, emphasizing the significance of role-modeling by leaders to the subordinates; inspiring them with challenging assignments at work and providing needed stimulation to guide their efforts to innovation, and creativity. However, the focus of the study was on performance while the current study focus on resilience.

Influence of Management Development on Organizational Resilience

Van Velsor, McCauley, and Ruderman (2010) define a leadership development program as an intentional process meant to expand a person’s efficacy in executing leadership roles and processes. Management development is a concept made up of two different terms: management and development. Management refers to the art of guiding others towards getting tasks done through using available resources (Day, 2012). It entails functions such as planning, directing, organizing, staffing, coordinating, and controlling. Development, on the other hand, refers to growth, expansion, or diversification over a given period. Management development is, therefore, defined as the practice aimed at improving the performance of managers or those in leadership in their tasks and equipping them with skills and knowledge to perform better in more responsibilities over time. Day (2012) argues that management development is an attempt to improve the effectiveness of management through a learning process.

Arguably, it is the growth or expansion of management that goes above and beyond the science, theory, application, and practice in organizations to equip both managers and organizations to fulfill their responsibilities more effectively and harmoniously; and as a result, not only grow but thrive. Management development is a systematic process through which employees can enhance their abilities to manage. However, Day (2012) further notes that leadership development is more properly termed leader development, where leadership development benefits dyads, work groups, or the organization and leader development benefits individuals to become leaders through study, mentoring, and practice.

Various tools and approaches are used in leadership development, categorized into formal or informal development. The formal methods include courses, workshops, and developmental assignments; informal methods include self-study, mentoring relationships, and on-the-job experience (Khan, *et al.,* 2016). Leadership development education and experience could be achieved through courses, volunteering, 360-degree feedback, informal training, and mentoring mainly to grow employees' interpersonal skills because leadership is about people (Day, 2012). The author emphasizes that it is possible to be a leader even without a leadership position.

Arguably, the process of developing leaders encompasses the acquisition of more knowledge and improving skills necessary for organizational victory.

The organization is responsible for the establishment of programs and opportunities for management development (Khan, *et al.,* 2016). The organization will put systems in place to empower existing potential managers with relevant skills and knowledge for success in the performance of managerial tasks. Zing Ziegler (2015) asks:

‘What is worse, training your subordinates and losing them to the competition or intentionally failing to train them and keeping them?’ This quote captures the essence of management development.

The success of an organization is directly linked to its management development efforts. This is because management development helps with the discovery and enhancement of skills that employees pose and would have remained unidentified. Management development is, therefore, directly, and indirectly, beneficial to the employees, managers, and organization. For employees, management development offers an improved working environment for them to successfully perform their tasks. This in return improves the productivity of individual employees and eventually the entire organization (Khan, *et al.,* 2016).

The working environment is also improved by management development programs, productivity levels increase, employee commitment is improved, and the organization can retain the great pool of talent they have (Imran, & Tanveer, 2015). The main objectives of management development concern the growth of an employee’s ability to perform their tasks and responsibilities, meeting current and future organizational needs, improving problem-solving skills, creating an environment that enhances growth, and increasing the motivation of employees as well as managers. Also, it involves improving efficiency and performance, helping with the application of social and physical aspects of management, nurturing future managers, and preparing management to adapt to changes that may occur in the ideological, environmental, or technical aspects of the organization (Truitt, 2011).

Khan, et al. (2016) identified various management development techniques that organizations use. The techniques were divided into two categories namely the on-job techniques and off-job techniques. The on-job techniques include coaching, job rotation, and understudy through mentorship. Coaching refers to having a Coachee placed under the guidance of senior management from whom he or she learns what it takes to work efficiently. The trainee can get more knowledge and skills regarding the job. In such techniques, the senior managers are the coaches while the trainees are learners. On the other hand, a mentor, and the understudy endeavour on a broad development goal such as becoming a leader; Developing the team members in a way that furthers their career, and achieving other related goals.

Park, McLean, and Yang, (2020), in their study of the leading global technology organizations headquartered in the United States of America, investigated the interrelations between organizational commitment, and management improvement techniques among them, managerial coaching, employees' learning. The study also attempted to revise an existing instrument for measuring managers' coaching skills in organizations. Data analyses were based on a sample of 187 employees. The existing instrument for measuring coaching and mentorship skills considered revision by considering experts and pilot-tested to assess the new levels of reliability and validity.

The study demonstrated that the managerial coaching practices by the management teams directly impacted organizational learning, consequently impacting employees' levels of commitment. Future research may consider exploring studies in multiple organizations using a cross-sectional approach.

Khan (2020) in a study in hospitals from Southern Punjab studied the interplay of training and employee Commitment by adopting a quantitative approach. By collecting data from 313 nursing staff drawn from public sector hospitals through a questionnaire, the results indicated that training and development had a positive impact on both the affective and the normative commitment through the mediation of perceived organizational support. The study implied that the hospital management, especially if they wanted to provide quality customer care, had to deliberately cause their nursing staff to commit to the hospital. The study concentrated the focus on the nurse's cadre hence not providing a comprehensive generalization for all cadres of employees in a hospital.

Ndai and Makhamara (2021) in a Kenyan study hinging on the Resource-based View Theory and Allen and Meyer's Multidimensional Theory investigated the impact of employee commitment on the performance of Timaflor Limited Company. The descriptive research design targeted 340 workers as the population, randomly selecting 103 of them to participate in the study. The participants were drawn from four departments, collecting the primary data through questionnaires. The study was done at Kariki flower farm in Nakuru, a county in Kenya. The descriptive study concluded that coaching as one of the techniques of management development, compensation, and working conditions positively and significantly impacted organizational performance and provided opportunities for career advancement. Future studies may explore the effect of the variables outside flower-growing firms as in the case above.

Another way of empowering staff is through management development activities as posited by a study by Kamau, Goren, Okemwa, and Biwott (2016). The researchers analysed the influence of staff training and development techniques on commitment exhibited by the employees in the organization. The study indicated the existence of a significant positive correlation between, job rotation, management development, training interventions, and organizational productivity. The implication is that the perceived empowerment of workers by a given firm through learning is likely to positively impact employee commitment in the long haul.

Influence of Employee Commitment on Organizational Resilience

The various studies on employee commitment address the concept as a motivational process through which it affects behaviour, presenting several energizing forces for inspiring action (Chandwani et al., 2016), arguably building superior synergies that spur resilient organizations. Rewards and recognition of shared-transactional leadership encourage knowledge sharing within the organization, growing the knowledge repositories in the organization (Masa'deh et al., 2016) to enhance the obligation to sharing knowledge.

A business corporate goes beyond any formal organizational chart, the managerial span of control, or what any functional description could ever promise to explain (Alexandru et al., 2018). Further, an organization is a multi-dimensional structure riding on quality interaction of symbiotic variables that include persons, their attitudes, and motives among others, forming ongoing processes and activities that give it purpose and direction for maintaining a stable equilibrium of an evolving state. As a result, an organization should focus on spurring employee motivational attitudes to remain committed to the evolving state of the organization. The inner motives that employees harbours are critical in the building of strong organizations, creating strong bonds between employees and the organization, and driving resilient behaviours. Based on this argument the ability of leaders and managers to support and mentor their subordinates motivates them to scale greater heights. The above bonds foster the viability, and integrity of the firm supporting fusion processes that motivate peoples' adaptation to change, trust is enhanced, and their behaviour is changed too (Van Wart et al., 2017).

Although motivation and commitment share a thin line that separates them, the concepts are distinguishable (Vandenberghe, Mignonac & Manville, 2015), in that, commitment is viewed as a sub-component of the motivation processes and in an integrated study of both, we gain a better appreciation of the two and their effect on workplace behaviour. By entrenching commitment within a more wide-ranging motivation framework, it is easier to obtain a better understanding of how workplace commitments exert influence on employee tendencies; comprehending how and when multiple employee commitments complement or conflict with one another (Lapointe, Vandenberghe, Ben & Ayed, *et al.*, 2020). There are three ways of conceptualizing employee commitment through the lenses of three separable components namely, Affective Commitment, Normative Commitment, (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011), and the Continuance type of Commitment, all representing a unique underlying psychological state.

An organization is a mesh comprising a set of interdependent variables that form an ongoing fusion of processes and activities that give it purpose and direction and maintain it in an evolving state (Van Wart et al., 2017). Notably, in the fusion process, the organization, and the individuals working in the firms are motivated to change, their levels of trust are enhanced, and their behaviour is changed. This calls for organizations to deliberately focus their strategies on spurring employee motivation, causing them to remain committed to the evolving state of the organization, either at the Affective, Normative, and Continuance sub-domains of employee commitment (Owoyemi, Oyelere, Elegbede, & Gbajumo-Sheriff, 2011; Conway, and Monks, 2010), all representing unique underlying psychological states.

Affective commitment denotes an emotional attachment that an employee has towards the organization they work for. Affective commitment is negatively related to employee absenteeism, and employee turnover, and positively correlated to job performance. Strong levels of affective commitment cause an employee to continue to work with the organization as a personal choice (Wang, 2010), arguably raising the organizational internal and external profiling to attract and retain valuable talent. Continuance commitment occurs when the need to remain with the organization an individual draws motivation from their recognition of the adverse social, financial and non-monetary experiences associated with leaving the organization (Obomanu & Akintokunbo, 2019).

Paul, Bamel, and Garg (2016) in a study done in Uttarakhand and Himachal Pradesh, in India, studied the interplay between employee resilience and organizational citizenship behavior of workers in the manufacturing industries leading to an observation that employee outcomes in organizations can be upgraded by developing staff resilience profiles. The study noted that resilient staff exhibits positive psychological capacity relevant to the workplace. The state can be developed, measured, and effectively controlled to achieve the aspired outcomes in a firm. Arguably, the leader should model the needed psychological disposition in line with (GSMA, 2020). The study provided insights into how satisfied employees are likely to be productive helping the firm to be resilient. However, the study focused on employee resilience as opposed to organisational resilience as envisaged in the current study.

Maleka et al. (2019), in an exploratory study of South African, Namibia and Zimbabwe organizations concerning employee engagement, job satisfaction, and the three domains of employee commitment, noted that to boost the required levels of commitment and satisfaction to promote overall resilience, organizational leaders should work to improve job conditions, treat workers with equity, and invest in employee career advancement. Also, the core of resilience refers to the inherent capacity of an organization's system to uphold or regain an animatedly stable state, which allows it to endure operational efficacy in the existence of continuously changing demands, through internalized employee attachment to corporate goals and interests (Machokoto, 2019). The study provided key indicators of employment conditions which create a climate within which employees operate.

One way of building organizational resilience is by creating commitment through enhanced involvement of relevant players in the planning and decision-making processes (Sweya, Wilkinson, Chang-& Richard, 2018). In a 2017 study, Kasekende looked at the relationship between employee discretionary behavior and the psychological contract situation in Uganda. The study found a favorable correlation between the psychological contract with the employer and the condition of employee involvement in employer commitments and the required discretionary behaviors among subordinates and supervisory staff. Discretion calls for autonomy that the employer can give employees to help organizations build a sense of self-efficacy and competence among their employees, especially hinging on employee diversity (Duchek, Raetze, & Scheuch, 2020).

With Nestle Nigeria Plc. as a case study, Omotoyosi, Moruff, Benneth, and Taofeek (2019) sought to investigate the relationship between employee dedication and manufacturing enterprises' performance. The study used a survey research design and had 2300 organization employees as its target group. 396 employees of Nestle Nigeria Plc were given a questionnaire on a 5-point Likert-style scale. The results of the simple regression showed that each of the three components of commitment had a unique impact on how well a manufacturing organization performs. Affective commitment does not, however, significantly impact the performance of manufacturing enterprises when paired with other components of commitment, according to the results of the multiple regression analysis. Similar to how normative commitment significantly increased the level of performance of manufacturing organizations, continuation commitment does not have the same big impact. This study concluded that the commitment of the workforce improves the productivity of manufacturing companies in Nigeria. The outcome thus implies that the organization's success would only become a reality if the level of employee commitment increases. However, when joined with other aspects of employee commitment, affective commitment and continuation commitment have little impact on organizational performance.

Organizational Climate

Al-Shammari (1992) description of organizational climate and distinguishing it from other related concepts led to a consensus on the importance of organizational culture in explaining human behaviour and organizational function. According to Andersson, Moen, and Brett (2020) employees value a climate that fosters psychological safety in which the organizational culture influences innovative capabilities and innovative performance. It is thus deduced that an appropriate organizational environment improves employee's morale and commitment. The leaders should stress a climate that fosters organizational learning to acquire knowledge and establish knowledge management programs inside the business, as previous research has shown that specific organizational climates should be conducive to fostering innovation (Yang, 2012).

Since a leader sets the tone for an organization, it has been argued that leadership style and organizational climate should be considered interchangeable. Manning and Robertso (2016) built on McGregor's (1960) claim that the climate is more important than the type of leadership, highlighting the significance of the level of attitudes that his subordinates exhibit. This suggests that even if employees are hardworking and they are committed to delivering their mandate in the organisation, without a proper organizational climate their output would be limited and the organization may not attain resilience. Also, organizational climate is a psychological description of the employees' work environment. In addition, Manning, & Robertson (2016) proposed a three-factor model on organizational climate explaining that it does more than just explain effective follower behaviours by showing how such behaviours relate to each other.

Manning, & Robertson's (2016) three-factor model explains the importance of a supportive organizational climate that supports quality decision-making by demanding action, clarifying roles and responsibilities, and developing members' skills. Above all, behavioural changes build networks to support the vision and encourage teamwork. This model emphasizes two major dimensions or meta categories of behaviour, "task-oriented" and "relationship-oriented" organizational climate. Arguably, the leaders should configure a firm to provide an organizational climate that supports a "task-oriented" work environment and a "relationship-oriented culture" as critical ingredients to long-term success.

Tran (2017) noted that culture is a critical predictor correlated with riskiness, future orientation, assertiveness, and humane orientation among other shared predispositions and practices that impact a firm's design of managing operations (MacKay, Chia & Nair, 2021). Accordingly, organizations exhibiting a culture of high performance tend to pursue the avoidance of potential risks (Koebel, Schmitt, & Spaeter, 2016), they embrace good planning practices to handle upcoming risks, without risking their relations (Li and Zahara, 2012), creating a critical capital; social capital, human capital, and psychological capital (Aldrich 2012; and Seville, Van Opstal, and Vargo, 2015) arguing that social capital is a crucial facilitator for the process of recovery of people after a traumatic experience.

It is key to note that an organization that wants to survive the longest must embrace a culture that respects managing change, goal achievement, coordinated teamwork, customer orientation, and strengthening the already built-in culture (Sashkin, & Rosenbach, 2013). Managing Change concerns how well a firm can adapt to and deal effectively with changes in its environment. Sashkin continued to call on the employees of organizations to align with one another and with the overall aspirations of owners of the firms. These functions thrive or deteriorate depending on the quality of the shared values and beliefs that propel or degenerate organizational effectiveness or failure.

The long-term structural survival of institutions majorly depends on the quality of the intertwining of efforts that individuals and teams present to drive a winning firm, ensuring that people's work efforts fit together effectively with the internally derived and defined goals; matching them with the customers' aspirations. Studies have emphasized the role that social capital plays in building organizations' or a community's post-disaster resilience as noted by Aldrich (2012); Amore, Prayag and Hall (2018); and Doerfel, Lai, and Chewning (2010) who observed that a firm's survival might rely on the already established social and professional networks to restructure after a disruption (Leenders, 2017). Arguably, social capital is a valuable structural asset (Preston et al., 2017), especially in times of interruption of service delivery.

Structural capital refers to the overall configuration among the players in an organization and the means through which they are intertwined (Preston et al., 2017). On the other hand, cognitive capital is an aspect that develops when the firm's stakeholders among other actors embrace a culture of sharing similar visions, ambitions, and cultural values (Preston et al. 2017). Relational social capital is based on quality reciprocity, trust, respect, and friendship through a series of repeated interactions between the firms with their partners (Li, Zhang, and Zheng 2016). Arguably, it is critical for the leader o recognize the need for an operating environment that allows for the growth of such capital that would support team spirit.

However, psychological capital refers to a fairly modern concept from positive psychologists, linking their practices to the organization behaviour domain (Hodgkinson, Ford & Kevin, 2010). Positive psychology puts considerable emphasis on the strengths of people, dealing with the likelihood of personal growth and development, rather than placing more emphasis on the weaknesses. The construct encourages the positive application of human capital gifts and psychological dimensions that can be measured, and developed, in an organizational context (Taştan, Küçük, & Işiaçik, 2020) as valuable assets for building organizational citizenship behaviour (Shukla and Singh, 2014), and job satisfaction.

Psychological capital represents a positive psychological state by an individual characterized by self-efficacy, positive attribution, and resilience when beset by barriers to attaining success (Taştan, Küçük, & Işiaçik, 2020). Therefore, having an adequate number of positively-charged human resources equipped with superior shared organizational culture is critical in building organizational resilience; an enhanced capability to face disruptions through strategic team awareness and enhanced operational management.

Shared transactional leadership disposition emphasizes a culture of quality exchanges between leaders and employees, and between employees themselves (Baskoro, 2021). Leaders having transactional behaviour foster their employee commitments to a culture of sharing fresh ideas by providing real recognition or initiatives for growth so that their value is directly communicated to the firm's workers about the existing programs. Arguably, goals and achievements emerge as leaders provide employees with valuable appreciation and hope depicting their level of commitment to corporate aspirations (Baskoro, 2021)

Duchek, Raetze, and Scheuch (2020) argue that functional team variety is an antecedent to organizational sense-making capabilities, pointing to the importance of a culture of open-mindedness as an antecedent of sense-making capabilities. Hoch (2014) argues that a good supportive team climate and organizational culture promote the potential to solve problems effectively and promptly. Dianawati, Achmad, Eka, & Dodi

(2019) examined the connection between organizational culture and corporate performance, with the mediating role of organizational resilience, revealing that organizational culture significantly influences organizational performance and resilience.

In a study focusing on Uganda Parastatals on knowledge management and organizational resilience as a mediator, Mafabi et al. (2012) made note that, a culture that prioritizes knowledge management, should create, share, and store relevant knowledge to spur innovation thus influencing certain outcomes. Well-designed knowledge operational management systems are also critical components of resilience-building, hinging on cultural practices that value learning from past experiences (Mafabi, et al., 2012) to weather everyday challenges that companies face. Secondly, resilient firms support creativity and innovation, calling for leaders to develop an operating environment that spurs the willingness to offer innovative ideas because the staff believes that such actions would be highly regarded and rewarded by the firm. Additionally, resilient firms foster a culture of creativity by giving staff members the tools they need to try new things, rewarding innovation, tolerating failure, and creating an environment where everyone feels comfortable sharing novel ideas.

In general, shared leadership models leadership as a construct that embraces a set of interdependent practices that actors should enact at all organizational levels: not a collection of traits that people at the top possess (James, and John, 2015). Organizational commitment grows when workers feel supported by their leadership team that exhibits group solidity, role clarity, and goal-mindedness (Hulpia, Devos, Van Keer, 2011). Arguably, the subordinates like it when they feel engaged in setting organizational goals and clarifying their input in unity with the set organizational goals. Arguably, organizations should focus on aggregate achievement through shared obligation and collaboration. The construct of shared leadership is therefore used in the current study to illustrate how management attitude towards their employees, the atmosphere that they create in the firm and their willingness to support their subordinates influence the ability of the firm to achieve resilience.

The social relations that make up the phenomenon of shared leadership are perceived as more fluid, multidirectional, and less individualized, creating a learning organization (Daft, 2012) and a ‘safe container’ that encourages a safe learning environment (Drybrough, & Goddin, 2014). The idea is to hold "a conversation with the center, not the sides," with the focus being on what is co-created and mutual, rather than that which is separate or adversarial. This mitigates features that hinder organizational resilience, according to the argument.

Arguably, the focus is on mutual learning, greater shared knowledge, and positive action rising recognition that leadership is dependent on the capacity to learn at the individual level. Mutual learning yields clarity concerning the laid down protocols and procedures, to guide and empower the employees to step forward and take on superior leadership responsibilities. Therefore, there is a need for leadership that focuses more on implementing new initiatives and ideas through enhanced employee commitment.

Shared Leadership

Many organizations encourage a leadership approach that is configured to meet the intricacies of today’s shifting working environment. Shared leadership offers an interesting promise of leadership moving away from the traditional leader-centric and individualized type to one that offers more vigor, and collaboration at the team level (Wu, Cormican, & Chen, 2020). There have been diverse studies on the application of shared leadership to different contexts.

In a cross-sectional study by Bergman, Rentsch, Small, Davenport, and Bergman (2012), the shared leadership process in forty-five ad hoc decision-making teams was investigated, evaluating each of the participant's leadership behaviour through the use of videotapes to do behavioural coding during teams' discussions. The study concluded that team leadership improved to a full range as multiple team members shared leadership. The team also experienced greater consensus in decision-making, experienced less conflict, and superior intragroup trust and cohesion. The results of the study show the relevance of manager's skills in decision-making to improve organizational performance. At similar length, the current study sought the influence of decision-making capabilities on organizational resilience, going beyond teams which in the above study would limit generalization.

Using a case study research approach, Bvuma (2014) investigated how shared leadership affected the skill of managing corporate knowledge in South African banks. A survey and interviews were used to gather quantitative information from middle-level management, which showed that shared leadership supported knowledge management initiatives. Additionally, it sparked cooperation between the banks and the communities, resulting in the development of a rich knowledge environment essential for structural survival and the accomplishment of business objectives. Despite being a case study, the research gave significant insights into the current study's descriptive survey research approach.

Also, Nyenswah Cyrus and Peters (2016) carried out a study in Liberia in the health sector. The study found that the four phases of reacting to an epidemic—crisis awareness and early mobilization, emergency phase, declining epidemic phase, and long tail phase—all required shared leadership. The study showed the relevance of shared leadership in the health sector with an emphasis on the ability of leaders to form appropriate decisions during a crisis. A similar concept was studied in the current study to show the importance of decision-making to help the firm withstand a crisis.

Sekiwu and Kaggwa (2017) investigated the dynamics of shared leadership and how it impacted the management of public universities in Uganda, drawing data from one hundred participants through univariate analysis. The study observed that the practice of sharing leadership roles in the university though improved, had more impact at the lower and middle-line management levels as opposed to the top echelon of leadership. The relevance of shared leadership again was displayed in this study leading to motivation of the junior management staff. This provided insights into the adoption of management development at the workplace.

Theoretical Framework

To describe and interpret the influence of the construct of shared leadership and organizational climate on organizational resilience in the telecommunications sector in Kenya, the study adopted a number of theories, hence the approach is eclectic. First, the study is informed by the tenets of the Managerial Grid of Leadership Theory, then those of Transformational Leadership Theory, and, finally, the tenets of Social Exchange Theory. The three theories are the major theoretical foundations for explaining the emergence of shared leadership, the place of organizational climate in a accompany and its impact on employees to build organizational resilience, the focus of the research reported in this dissertation. Below is a description of each of these three theories.

Managerial Grid of Leadership Theory

The theory was propounded by Blake and Jane Mouton in 1964. They identified five different styles of leadership on a scale of how each had on concern for people and a concern for production. The managerial grid theory has, since then, undergone various developments and is currently considered one of the most critical theories when it comes to analysing leadership behaviour (Islam, et al., 2019). Arguably, this theory focuses more on Theory Y of motivation, blending it with an element of resilience to propel the power to change. Specifically, the theory breaks down into seven key components.

Table 1.1: Components of Managerial Grid of Leadership Theory

Element	Description
Initiative	Supporting, acting, and driving
Inquiry	Researching, questioning, verifying, and understanding
Advocacy	Championing ideas, and expressing convictions
Decision making	Evaluating resources, making choices, and anticipating consequences
Conflict resolution	Resolving disagreements, and engaging to confront conflicts
Resilience	Tackling problems, failures, and setbacks

Source: Coghlan, D., & McKee, R. K. (2000). Aligning grid organization development and interlevel dynamics for systemic change. Organization Development Journal, 18(3), 37.

Islam (2019) claims that the theory is a behavioral leadership model that initially recognized several leadership philosophies and was based on the two primary behavioral elements of leadership: the concern for people and the concern for output. The theory is shown as a grid, with the concern for people taking up the vertical axis and the concern for production taking up the X-Axis. The Y-axis measures the level of intensity with which a manager sets up a leadership strategy to satisfy the needs of the team, including the issue of personal growth. The X-axis, on the other hand, measures the degree in terms of deciding how best to achieve a given task by focusing on concrete objectives, high productivity, and organizational efficiency (Islam, et al., 2019). The model is represented graphically with the X-axis that shows a leader focus concentrating on the production, against the concern for the people, which is marked on the y-axis (Islam & Bhattachar, 2019), and this generates five possible leadership styles as detailed in fig 2.1 below.

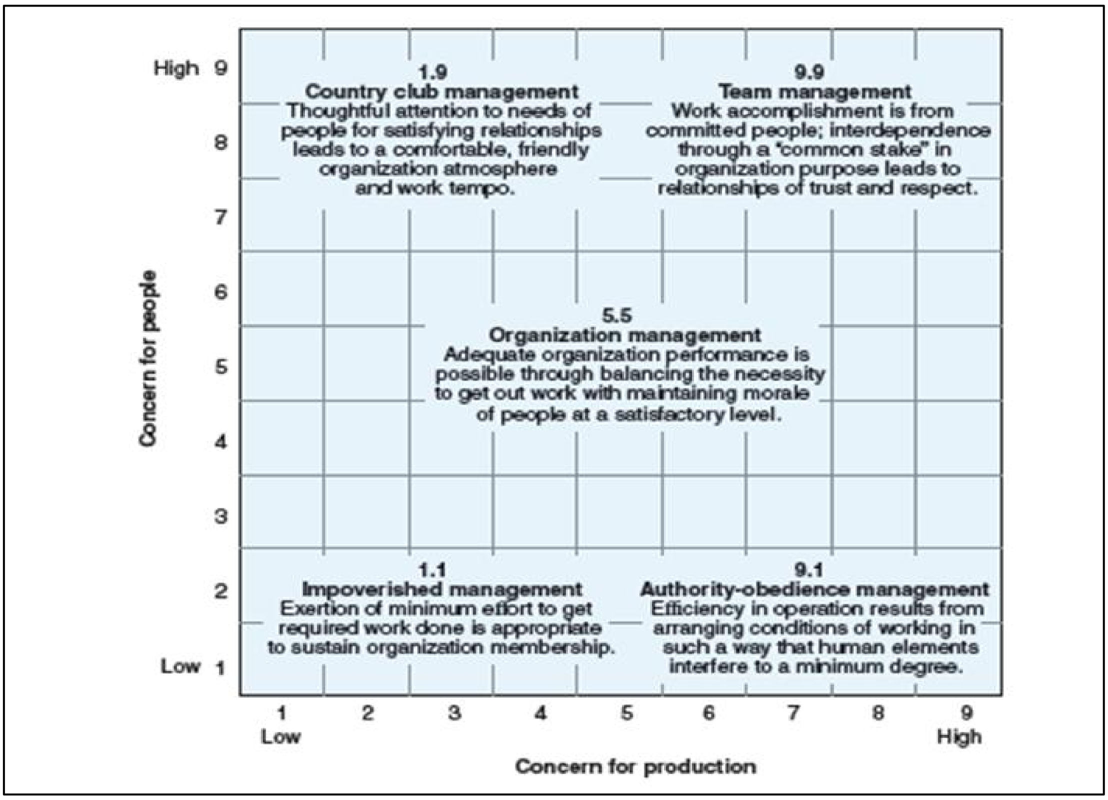

Figure 2.1: The Managerial Grid
Source: *Blake, R. & Moulton, J. (1964). The Managerial Grid: The Key to Leadership Excellence. Houston, TX: Gulf Publishing Company Country Club Style Leadership*

The quadrant represented by the coordinates (1, 9) represents the Country Club Management or Country, also known as Club Style Leadership, where the manager is more focused on relationship-orientedness to fulfill the concerns of the people. Such managers pay much consideration to the well-being of the employees, and their safety to fast-track the performance of a firm's risks thus avoiding being jeopardized. Correspondingly, the manager is essentially powerless and helpless to discipline the staff when in error even when they possess the necessary legitimate powers to act. The leaders fear that using more powers could jeopardize their relationships with their subordinates, eventually risking the aspect of productivity (Islam, et al., 2019).

The managerial grid of leadership theory has been also used to underpin its applicability in supporting a good organizational climate that hosts innovation, adaptability as well as accountability (Coman, and Ardelean, 2021). The ability to impact team performance, improve current connections, and forge new ones between people, groups and other entities should be possessed by balanced leaders. The theory is therefore relevant in measuring how leader considers and supports their followers to build relationships through a shared commitment to drive resilient organizations. The theory would therefore support the shared leadership construct regarding management support and consideration, management development, modeling employee commitment, and organizational culture (Rafiq and Mahmood, 2010).

Produce or Perish Leadership

In this type of leadership style taking the coordinates (9,1), the concern for production is the only goal where the manager engages more in task-oriented strategies combined with a low concern for people. The manager provides the needed directions to perform but rarely gets concerned about the needs of employees to solve them. The leader also allows little or no allowance for collaboration and cooperation, considering the workers as replaceable resources as acknowledged in the autocratic style by the McGregor X theory, mainly applicable during crisis management when the essence of survival is at stake. This approach, therefore, is likely to lead to dissatisfaction among employees, and low self-esteem and they may delineate themselves from the organization and only work for pay or lack of an alternative. Consequently, the organization may not achieve the desired resilience.

Impoverished Leadership

The (1,1) leadership style is a type that delegates and disappears, which is a “lazy” approach concerning minimal concern for both people and production. Generally, the managers apply this style focusing more on preserving their job and seniority, avoiding any conflict situation. Such leaders are mostly ineffectual for the reason that they have less impetus for crafting systems and a favorable atmosphere for both production and meeting employees' aspirations. An operating environment is a place of disharmony, dissatisfaction, and disorganization (Islam, et al., 2019). Based on this argument, this type of leadership may hinder the firm from achieving the desired resilience owing to the lack of guidance from the absentee leader.

Team Leadership

The team leadership is at level (9,9) which is a contribute-and-commit type of leadership where the manager gives high interest to both individuals and production consequently spurring high levels of motivation. The manager promotes teamwork at the workplace and has a high concern about strategies that would achieve high levels of employee commitment, making them feel valued as they get involved in realizing the corporate purpose and aspirations thus empowering the team leaders intentionally (Islam, et al., 2019). This type of leadership is likely to lead to a highly motivated labour force as a result of the recognition and support from the leader. This study thus assumes that a good leader is a team leader and the voice of each team member is given a chance. Since the leader is concerned with employee commitment this approach would yield resilience.

Middle of the Road

The Middle of the Road (5, 5) is a type that rests in the middle of the grid by striking a balance between concern for people and production but without ambition. Such managers try to balance the aspirations and the needs of the employees and competing corporate goals, hoping to achieve acceptable performance. The leader is convinced that this is the most anyone can do and likes to relax and build a friendly relationship with the subordinates (Islam, et al., 2019). This approach calls for a comprise of individual aspirations and those of the organization aimed at striking a balance between personal goals and organizational goals. Since the employees willingly pursue organizational goals optimal performance and resilience are likely to be achieved.

A study by Darshani (2016) that intended to review the mechanisms of conflict resolution in management and the managerial grid theory of leadership was one of several studies that used the Managerial Grid of Leadership Theory. The finding of the study showed that there was a relationship between each leadership style and their practicing style of conflict management. Another study is by Cho, et al., (2018) concerning the correlation between the types of leadership and an organization's level of performance in South Korea. The study concluded that significant effects on academic achievement emanated from authority-obedience management and team management.

A study by Yücel, Karataş, and Aydın (2013) applied the managerial grid theory to investigate the interplay of the level of the school principal's leadership roles and organizational culture according to perceptions by teachers about the principals. The sample of 290 teachers was drawn from a population of 1001 Teachers in Turkey by applying a stratified sampling technique. The study observed that although the subordinates failed to separate the supervisors' leadership roles as human, they viewed that both job and human-oriented leaders are preferable in an organization. This finding is consistent with previous research on Blake and Mouton's managerial grid.

Table 2.1: The impact of the Managerial grid model on Employees

Grid coordinates	Leadership Style	Impact on Subordinates	Impact on Organization
(1,9)	Country club	Happy, and team harmony	Minimal productivity
(9.1)	Task	Conflict, and high levels of dissatisfaction	Employee turnover is high and short-peak performance
(1,1)	Impoverished	Confusion and dissatisfaction	Insufficient operations, and High turnover

(9,9)	Team	Satisfied, motivated teams and cohesion	Employee turnover is low and the firm is efficient
(5,5)	Middle of the Road	No feelings	Standard performance

Source: Islam, et al., (2019)

Islam (2019) focuses on the team-leadership aspect where the leaders or managers are encouraged to pay considerable attention to production needs and those of the employees. This approach then builds high motivation among the people in the organization and they all feel supported (Bennet, & Lewis, 2015). The manager helps the staff to be successful in the organization. Further, the managers are aware that a firm will only thrive if people felt trusted, and in return will reciprocate by trusting back and will be more productive. Sethuraman (2017) insinuates that the key to success is anchored on executing intentional support mechanisms to elevate the degree of motivation experienced by the subordinates. The leader should aim at identifying the problem that the followers face as an essential entry point for guiding the development of supporting strategies.

The leader fosters a culture of cooperation and dedication among the team members, giving them a sense of inclusion of all employees in the company as a whole: Enhancing their comprehension of the rationale behind organizational objectives and output. The team leader makes an effort to set up a healthy work atmosphere that takes the respect, sentiments, and feelings of the subordinates into account. (Tylor, 2018). Tylor observes that the Managerial Grid helps to consider a leadership style that empowers the team's productivity and motivation. The outcomes are great, and both employee engagement and productivity are probably very high.

Arguably, the epitome of the managerial grid framework team leadership style (9,9) relates to the shared leadership phenomenon in that both the managers and the subordinates embrace team spirit highlighting the agentic role of team members in team-leading processes to increase team effectiveness (Jinlong, Zhenyul, Kai Chi, & Russell, 2018). Shared leadership focuses on developing group cohesion through the tweaking of the work environment that increases task interdependence (Ullah and Dong Soo, 2013) and employees get the needed support from other both group members and the official leader. The leaders reduce role conflict and ambiguity to set expectations for the team members thereby increasing job satisfaction (Wood, and Fields, 2007). The shared leadership construct focuses on enhancing employee cognition and commitment to work (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011) thus leading to a more motivated workforce as envisaged by the managerial grid model. Further, the leader involves the followers in planning and visioning to deliver superior planned and adaptive resilience capabilities and providing the extra synergies required during crises as observed by Lee, Vargo, and Seville (2013). This leads to better decision-making through delegated authority to enable employees to respond with efficiency, providing the necessary support through quality dyadic exchanges thus sharing overall leadership through multiple leadership functions or styles (Drescher et al.,2014) and finally grows the employees in their capacities through mentoring among other interventions (Nnamdi, 2020).

Along with putting people first, executives should concentrate on strengthening the management process's resilience, which entails a variety of activities like raising awareness, conducting a self-evaluation of vulnerability, prioritizing major risks, and boosting a company's adaptability (Hillmann, and Guenther, 2020). The other critical duty of a leader regards the firm’s transformative capacity which includes process commitment, quality data to inform structural change, and conscious decision-making (McManus., Seville, Brunsdon & Vargo, 2007), not forgetting the firm’s absorptive capacity that comprises: Forward flexible planning, accountable governing, organizational stability in performance, and learning and innovation, and transformative capacity that includes process commitment, quality data to inform structural change, and conscious decision-making (McManus., Seville, Brunsdon & Vargo, 2007). Arguably, the leader should have a balanced excellence approach that puts emphasis both on people and resilience as part of productivity as it were.

According to Islam, et al. (2019), the theory's strengths include managers being able to use the grid to analyse their leadership. It is easy to determine how much attention a manager is giving to people or production. The model makes the various leadership styles measurable to a great extent, allowing more than two contending propositions, the X versus Y. It is important to accurately measure the levels of leadership efficacy in a firm using such a model to mitigate against the tendency by managers to self-deceive, exaggerating their leadership capabilities. Further, the model makes it easier to openly discuss behaviour and agree on the needed improvement actions (Islam, et al., 2019).

However, the managerial grid theory is analogical to the proverbial double-edged sword, hence having some limitations which include. The model, for example, does not look at the internal and external context, constraints, and circumstances and more dimensions of leadership can be relevant (Islam, et al., 2019).

Since the theory has been successfully adopted in other related studies, this study relied on managerial grid theory of leadership to anchor shared leadership in demonstrating how management action in relation to planning, problem-solving, management support and consideration, management development as well as commitment impact on organizational resilience.

Transformational Leadership Theory

In his descriptive analysis of political leaders, James MacGregor Burns as cited by Uhl-Bien, Riggio, Lowe, and Carsten (2014) was the first to develop the idea of

Transformative Leadership. The process through which leaders and followers assist one another in rising to a greater level of motivation and morale is referred to as leadership transformation. Burns emphasized the difficulty in separating management from leadership, contending that the distinction is found in traits and behavior. When leaders collaborate with groups of followers to identify essential changes, they can influence, incite, and put those changes into action with the help of the group's managers. To raise followers' maturity, ideals, and interest in performance, transformational leadership theory develops a vision that spurs change and feeds self-interest (Odumeru & Ogbonna, 2013). Transformative leadership emphasizes the need for leaders to influence followers and inspire them to work beyond their perceived abilities.

By building on the Transformational Leadership Theory to the domain of organizational resilience, one way to boost and sustain employees' commitment to building a long-term organizational horizon through joint visioning by building up the needed psychological resources that enhance long-term adaptability. When a leader's behavior encourages followers to carry out their mission beyond their anticipated capabilities and motivates them to produce unexpected or spectacular results, it fosters positive change in their attitudes and the attitudes of the organization as a whole (Smirl, 2018). The study thus found the theory very critical in anchoring shared leadership practices aimed at enhancing organizational resilience.

Smirls (2018) argument is based on the four pillars that underpin the Transformational Leadership Theory, which is as follows: Idealized Influence (II), in which the leader acts as the ideal role model for followers and is respected for doing so; inspirational motivation (IM), in which the leader inspires and motivates the team by clearly articulating their vision; Individualized Consideration (IC), in which leaders try to promote followers' self-actualization and show genuine concern for their needs and feelings. Thus, the operationalization of shared leadership into crisis planning, problem-solving, management support as well as management development are well anchored on the theory.

According to Al-Syaidh (2016), this individualized care for each follower fosters trust between the team members and their official leader; Intellectual Stimulation (IS), in which the leader challenges the followers to embrace innovative and creative thinking to promote change rather than preserving the status quo. Other strengths of transformational leadership theory include; the ability to encourage a company's willingness to innovate arguing that organizational innovation can be sustained and continued under transformational leadership (e.g, Lee, 2014; Asbari, and Prasetya, 2020).

Although the Transformational Leadership Theory lists the aforementioned advantages, it is frequently misunderstood or criticized as being "soft," when in reality, transformational leaders constantly push their followers to perform at a higher level. The challenge of falsifiability emphasizes the need to take a practical approach and several corrective actions in future research (Berkovich, 2016). Alatawi (2017) also argued that It concludes that the effects of the four Is taken together do not equal the effects of transformational leadership. It contends that the four I's do not have an additive effect and that the additive effect of transformational leadership is a fallacy.

Jyoti & Bhau (2016) investigated the effects of variable relaxation and mediation between transformational leadership and related outcomes in higher education. The study concluded that association periods alleviate transformational leadership and Leader-Member-Exchange (LMX) relationships, and ultimately alleviate the mediated effects of transformational leadership on relationship identification.

South African Bezuidenhout, and Schultz (2013) studied the South African mining industry characterized by complex labor-management relations, often characterized by violence and anxiety. The purpose of this article was to determine if there is a link between transformative leadership in North West mines and employee involvement. The methodology included the design of a quantitative cross-sectional survey. The main findings were that transformational leadership styles and employee involvement were interrelated and needed to be viewed overall. Aondo, Ngui, & Okeyo (2020) surveyed the interventional role of employee loyalty concerning the relationship between the style of transformative leadership and the performance of 49 accredited universities in Kenya. They concluded that loyalty plays an important intervening role for employees. They observed that loyalty in relationships lies between the leadership style and performance of Kenya's accredited universities.

The Transformational Leadership Theory arguably fits to analyze the Shared leadership construct and organizational resilience in regards to planning and organizing where the leader places considerable emphasis on joint visioning to prepare the firm and individuals therein to become resilient through improved adaptive proposition (Madi, Jaradat, Masa'deh, and Alshurideh, 2021)

Socio-Exchange Theory

George Homans, a sociologist, initially advocated the Social Exchange Theory in his 1958 essay "Social Behaviour as Exchange." The idea highlights the significance of initially examining a person's behavior rather than the social structures they build (Cook, Cheshire, Rice, and Nakagawa, 2013), particularly in situations where two or more people are dedicated to an end and consider each other in attaining this outcome (Savarimuthu & Rachael, 2017). It may be argued that the leader should deliberately consider what incentives will inspire their team members to contribute significantly to the development of the company (Ahmad, 2013; Gamage & Wickramaratne, 2019)

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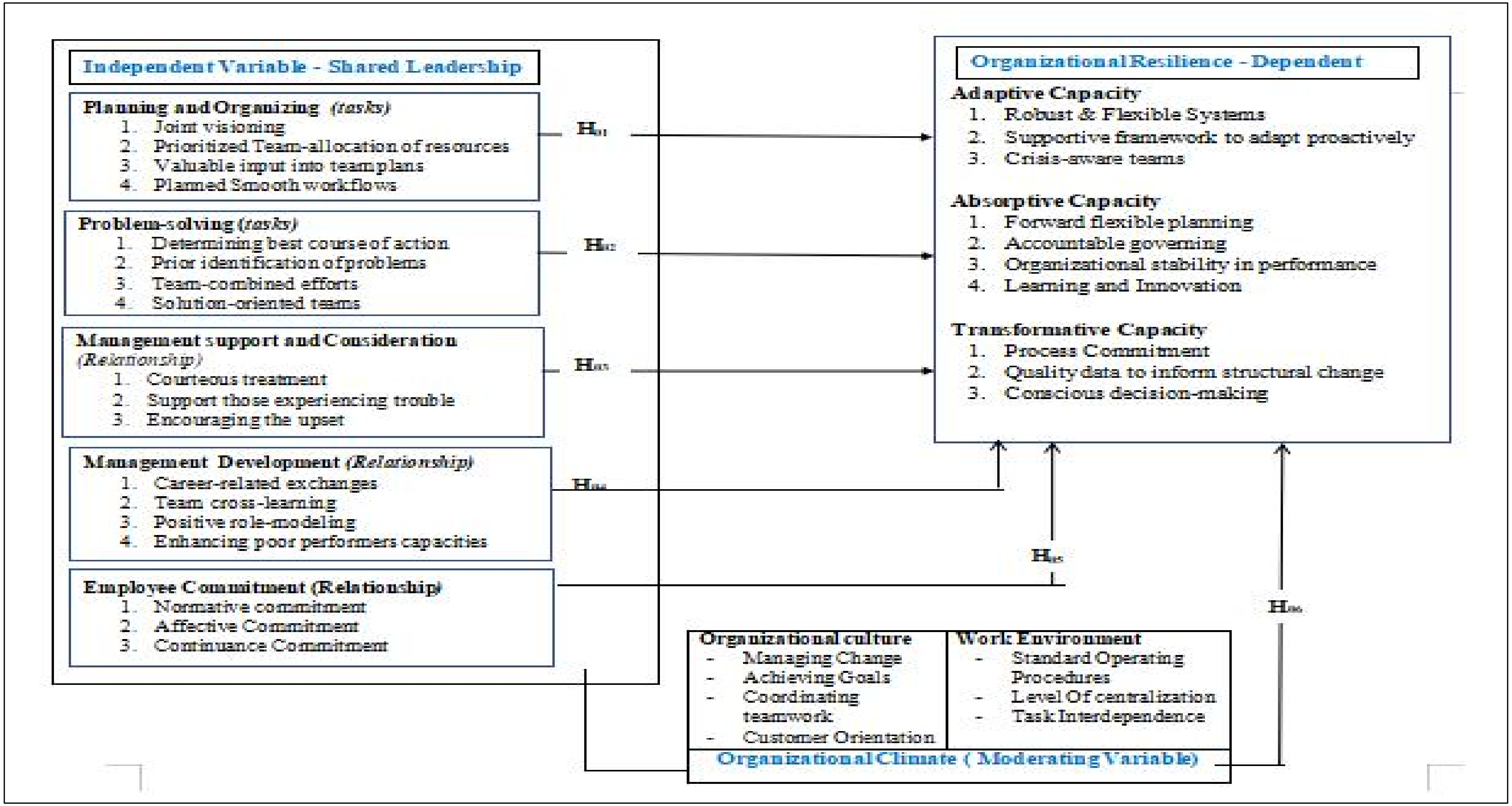
Rachael, 2017). It may be argued that the leader should deliberately consider what incentives will inspire their team members to contribute significantly to the development of the company (Ahmad, 2013; Gamage & Wickramaratne, 2019)

Some studies based on Social Exchange Theory have promoted constructive differences in organizations that rely on a quality exchange between internal and external workers to address the differences in reduction organizations (Pratt & Mishra, 2013). The underlying constructive deviations were essential motivation, perceived obligations, and psychological empowerment. A study investigating the association between branded product satisfaction, engagement, and repurchase intent from the perspective of customers in Gauteng, South Africa, by Mbago (2018), reported that calculated engagement had a greater impact on customer repurchase intent. Wanyoike and Kithae (2019), used a quantitative approach to determine where SMEs are more likely to use social media platforms to create opportunities for organizational growth, increased profits, and delivery; Noting that for organizations to grow, they should tap opportunities from Kenyan employees by investing in building strong people relationships. Despite the limitations associated with the generalization and applicability of the theory, the study still finds the theory relevant in anchoring employee support and consideration, management development as well as employee commitment as determinants of organizational resilience. The posit by the theory that employee performance is a result of quality exchange between internal and external workers suggests that the theory is also relevant in anchoring organisation climate as an attribute affecting the relationship between shared leadership and organizational resilience.

Further, the social interactions that take place during the process of social exchange reframe what it means to go through difficult times while also offering resources on how managers can go through difficulty. By demonstrating the significance of stakeholder social exchange interactions in promoting and supporting organizational resilience, the theory would likely challenge the current conceptualization of organizational resilience (Hernandez, Baker, Hess, and Harris, J. (2020). Arguably, the theory is fit to analyze the construct of organizational resilience and shared leadership regarding employee commitment.

Conceptual Framework

The conceptual framework presents the relationship existing between the study variables. In this study organizational resilience was evaluated as the dependent variable while planning, problem-solving, management support and consideration, management development and employee commitment were the independent variables of the study. In addition, the study tested the moderating effect of organizational climate on the relationship between shared leadership and organizational resilience. The conceptual framework shows that a direct relationship exists between planning, problem-solving, management support and consideration, management development and employee commitment. This was correlated with the results obtained in the study which showed that a favorable link between the independent variables and the dependent variable. Further, organizational climate has a moderating effect on the relationship between shared leadership and organizational resilience as shown in Figure 2.2.


Independent Variable - Shared Leadership
Planning and Organizing (tasks)
1. Joint visioning
2. Prioritized Team-allocation of resources
3. Valuable input into team plans
4. Planned Smooth workflows
Problem-solving (tasks)
1. Determining best course of action
2. Prior identification of problems
3. Team-combined efforts
4. Solution-oriented teams
Management support and Consideration (Relationship)
1. Courteous treatment
2. Support those experiencing trouble
3. Encouraging the upset
Management Development (Relationship)
1. Career-related exchanges
2. Team cross-learning
3. Positive role-modeling
4. Enhancing poor performers capacities
Employee Commitment (Relationship)
1. Normative commitment
2. Affective Commitment
3. Continuance Commitment
H01
H02
H03
H04
H05
H06
Organizational Resilience - Dependent
Adaptive Capacity
1. Robust & Flexible Systems
2. Supportive framework to adapt proactively
3. Crisis-aware teams
Absorptive Capacity
1. Forward flexible planning
2. Accountable governing
3. Organizational stability in performance
4. Learning and Innovation
Transformative Capacity
1. Process Commitment
2. Quality data to inform structural change
3. Conscious decision-making
Organizational culture
- Managing Change
- Achieving Goals
- Coordinating teamwork
- Customer Orientation
Work Environment
- Standard Operating Procedures
- Level Of centralization
- Task Interdependence
Organizational Climate (Moderating Variable)

Synthesis of Research Gaps

The research has identified various studies that form congruence and divergent positions regarding the reviewed literature. Numerous studies have delved on the concept of resilience (Captain & Hammer, 2014; Giustiniano, et al., 2020; Pike, Dawley & Tomaney, 2011; Loïc Plé, 2013, etc.) calling for leaders to develop sufficient internal resources to guarantee superior planned and adaptive resilience capabilities, and providing the extra synergies required during crises (Lee, Vargo, & Seville, 2013). However, many scholars such as Walker et al., (2014) emphasized more on adaptive capacity on resilience leaving out absorptive and transformative capacity. Therefore, there exist conceptual gaps in the body of knowledge. This study filled this gap by considering the three elements of resilience namely; adaptive, absorptive and transformative capacity.

The study noted that the few empirical studies on the studied sub-variables of shared leadership on organizational resilience have been skewed either having been conducted within a single organization, concentrating more on the health sector or generally outside the telecommunication sector (e.g., Maleka et al., 2019; Paul, Bamel, & Garg, 2016) or one category of staff in an organization (e.g., Khan, 2020), outside the Kenyan context (e.g., Nnamdi, 2020; Bui, Chau, Degl'Innocenti, Leone, & Vicentini, 2019; Coleman, & Adim, 2019). This implied the existence of contextual gaps thus limiting the generalization of the empirical evidence to a great extent.

The aggregated approach and the social network approach were identified as two primary techniques for operationalizing the concept of shared leadership in the literature review (White, Currie, & Lockett, 2016). The social network model posits that a team's overall leadership structure is made up of dyadic leader-follower interactions. This method examines dyadic leader-follower interactions, determining whether they exist and to what extent they do, and then merging those dyads into a broader collective web of ties.

The aggregation strategy entails sharing general leadership responsibilities, as well as diverse leadership functions or styles (Drescher et al., 2014). However, these concepts have not been empirically tested in the telecommunication industry indicating the existence of empirical gaps. the study fills the gap by showing the applicability of the models in the telecommunication sector.

Even though employee commitment is seen as a key factor in determining corporate performance (Omotoyosi, Moruff, Benneth, & Taofeek's, 2019), multiple regression results showed that affective commitment does not significantly affect organizational performance when combined with other aspects of employee commitment. Similar to how normative commitment greatly impacted the success of manufacturing firms, continuation commitment does not equally have a big impact on a firm's performance. The study will review whether the performance of a firm may be altered by deploying shared leadership that promises affective, normative, and, continuance of employee commitment especially so in the context of telecommunication firms. A summary of the identified gaps that fuel the current study are summarized below.

Table 2.2: The Summary of Research gaps

Article	Area of Focus	Methodology	Results	Limitations/gap
Walker et al., (2014)	Promoting Organizational Resilience through Sustaining Engagement in a Disruptive Environment:	Cross-sectional	- Adaptive capacity was a critical measure of a firm's ability to remain flexible to enable them to bounce back after a crisis.	- Did not consider absorptive and transformative capacity contextualized in the current study. - The study used face-to-face interviews with 160 senior managers in these organizations while the current study used questionnaires sent to the organizations
Mafabi et al. (2012)	Knowledge Management and Organisational Resilience.	Cross-sectional	- Well-designed knowledge operational management systems are also critical components of resilience-building,	- The study was in Uganda while the current study is in Kenya
Nnamdi (2020)	Crisis Management and Organizational Resilience	Cross-sectional	- Organizations should empower their employees and build their capacities through mentoring among other management development interventions	- The study used a cross-sectional approach while in the current study both a quantitative descriptive approach and a cross-sectional descriptive survey - The study was in Nigeria while the current study

				is in Kenya.
Paul, Bamel & Garg, 2016	Employee resilience and organizational citizenship behavior (OCB) with organizational commitment as the mediating variable	Cross-sectional study design	- There is a positive relationship between resilience and organizational citizenship behavior - Resilience influences organizational commitment. - Resilience directly influences OCB and also influences it indirectly through organizational commitment	- The study purely relied on cross-sectional data. - A majority of the respondents were male making generalisability difficult - Causation among the variable was not examined.
Nyenswah Cyrus and Peters (2016)	Leadership in times of crisis	Cross-sectional	- Shared leadership improved appropriate decisions during a crisis.	- The study was in the health sector in Liberia while the current study was on the Kenyan telecommunication sector.
Bergman et al. (2012).	Shared leadership and decision-making	Cross-sectional design	- Teams with shared leadership reported fewer conflicts, there was greater consensus and intra-group trust and cohesion were higher in teams with shared leadership in comparison to those without shared leadership - The team also experienced greater consensus in decision-making, experienced less conflict, and superior intragroup trust and	- Focused on ad-hoc groups to measure leadership in teams hence may not be used to generalize shared leadership in an entire organization. - Used videotapes of the teams' as opposed to the current study that used questionnaires as the tools of data collection.

			cohesion. - Shared leadership positively contributes to the overall functioning of a team.	-
Chege and Gakobu (2017)	The impact of diverse leadership styles on performance in the Kenyan telecommunication industry	Descriptive research design	- Transformational and transactional leadership positively influenced organizational performance more than the laissez-faire type of leadership - - Role-modeling by leaders to the subordinates; inspiring them with challenging assignments at work	- The focus of the study was on performance while the current study focuses on resilience - Focused on one telecommunication firm while the current study was on 19 telecommunication firms.
Khan (2020)	The interplay of training and employee Commitment	Quantitative approach	- Management development had a positive impact on both the affective and the normative commitment through the mediation of perceived organizational support.	- The study leaned toward the health sector outside Kenya while the current study focused on the Telecom sector.
Yamamoto and Şekeroğlu (2011)	Crisis management and categorized ideas about crisis-management consciousness and practices that business executives recommended.	Descriptive research design	- Turkish businesses did not have widely accepted internal policies that matched the needed support for crisis management emergencies.	- Turkish industry - The study did not incorporate inferential analysis.

Onwughalu & Amah (2017)	Cross-sectional	The interplay between organizational resilience, and ambidexterity	- For survival and sustainability to happen, the leader's primary role is that of instituting structures that are consistently flexible, and permeable, allowing for continual alignment for business to remain responsive to changes in the operating business environment	- The study was in Nigeria hence the current study context is in Kenya - The study applied the Spearman's Rank order correlation coefficient which only shows the nature relationship existing between the variables but does not show the effect that a variable has on the other as envisaged in the current study.
Williams et al. (2017)	Organizational response to adversity endeavored to explain how organizations and individuals anticipate responding to adversity	Systematic literature review	- There is a need for social capital to support to energize recovery from adversity, especially in firms	- The study was in the United States hence the current study context is in Kenya
Okeyo and Nyaera (2020)	Strategic Planning and Change Management in Telecommunication Industry in Kenya	Case-Study	- Firms that embrace diversity at the workplace may enjoy positive effects from a dual of the anticipation stage under planning, that is, the observation of the environment of a firm and the	- Studied one firm. The current study was cross-sectional.

			identification of appropriate information, preparing the leaders to develop structures that guarantee positive future developments.	
Ndai and Makhamara (2021)	Management development, commitment and firm’s performance	Descriptive research design	- Management development, compensation, and working conditions positively and significantly impacted organizational performance and enhanced career development	- Organizational commitment was tested in a non-telecom firm which was the focus of the current study.
Park, McLean, and Yang, (2020)	The interrelations between organizational commitment, and management improvement techniques	Cross-sectional	- Managerial development practices on employees by the management teams directly impacted organizational learning, consequently impacting employees’ levels of commitment	- The study was in the United States on global firms while the current study focused on Kenyan telecoms.
Devos, G., Tuytens, M., and Hulpia, H. (2014)	Relationship between leadership and organizational commitment	Cross-sectional study	- The type of leadership affected organizational commitment. - Cooperation at the top level of leadership and participative decision-making was directly related to organizational commitment	- Same source bias due to the use of self-reported questionnaires - Organizational commitment was used as a dependent variable as opposed to an indicator of shared leadership.

Chapter Summary

The chapter has presented a review of the literature related to this study. What literature says about the factors that influence organizational resilience such as planning and organizing, problem-solving, employee support, and employee commitment have been presented. The interplay between these factors and organizational resilience is critical in the research reported in this study hence the critical focus on the studies that have focused on the interplay between these factors and organizational resilience. Studies on organizational climate have also been reviewed as this too is a variable that informs this study. The chapter has also delved into studies on shared leadership since this is a key aspect of the research.

The theoretical bases of the study and the conceptual framework have been presented and discussed. While the theoretical framework explains the important tenets of the theories that have been adopted in the study and how they were applied in the analysis, description, and interpretation of the emerging data results patterns, the conceptual framework illustrates how the independent and dependent variables inter-relate.

CHAPTER THREE
RESEARCH METHODOLOGY

Introduction

This chapter presents the methodology adopted in the study. The first section highlights the research design applied in the study, which is followed by a description of the population of the study, the sample selected and sampling procedures that were adopted in the study, data collection methods, and instruments that were used in the study, reliability and validity tests adopted, instruments pre-testing details, data analysis methods applied in the study and the information on data presentation. Last but not least is a section on ethical considerations.

Research Philosophy

The research hinges on the positivism philosophy which states that only factual knowledge obtained through observation is dependable. The positivism philosophy limits the researcher to data collection and interpretation objectively (Collins, 2010) to aid in providing answers to the questions in the study. Collins claims that quantified observations that result in statistical analysis are the foundation of positivism. In the disciplines of economics and business administration, it has long dominated research. The philosophy of positivism is in line with the empirical approach that claims knowledge is derived from human experience (Levers (2013). It has an ontological perspective on the world because it is made up of distinct, observable objects and events that interact in predictable, well-defined ways regularly. In line with this argument, the researcher was objective and remained independent of the subjects and used statistical tests to study the relationship between the study variables proving the applicability of positivism research philosophy.

Research Design

A crucial step in the research process is research design. Research design, according to (Bougie, and Sekaran, 2019), refers to the strategy used in data collecting and analysis to successfully and impartially address the research objectives. The study design must be able to strike a balance between the ability to accomplish the research objectives and the need to be efficient with time and resources.

To answer the above proposal, the research adopted a quantitative descriptive approach and cross-sectional descriptive survey of telecommunication industry players in Kenya.

On the other hand, McCombes (2019) explains that a descriptive design aims to explain the population of interest, a situation, or a phenomenon accurately and systematically: Regarding the when, where, and how about a phenomenon of interest. McCombes further notes that the design is an appropriate choice when the research's main focus is that of identifying frequencies, characteristics, trends, and categorization of happenings. This type of research design helps the researcher to present the problem statement (Jovancic, 2020). Additionally, the descriptive analysis style is analytical and thus simple to quantitatively analyze the obtained information and confirm the relationship existing between shared leadership and organizational resilience. Since the study aimed at describing the phenomena as it existed at the time of study as well as the relationship between the study and variables, it was noted that the descriptive research design was most appropriate to the study. Additionally, the study aimed at studying all telecommunication companies in Kenya, and therefore the choice of the cross-sectional survey was preferred.

Target Population

The study's target population refers to a set of items or persons of interest to the researcher and for whom the researcher will generalize the research findings (Pappas, and Woodside, 2021). The target population for the study was drawn from the telecommunication sector. According to the Communication Authority of Kenya (2021), Communication Authority of Kenya Statistical Report (2020), Businesswire (2019) and Kenya Telecommunications Industry Report (2019), there are 19 registered telecommunication companies in Kenya that dominate the market.

The unit of observation was the employees working in all the departments within the 19 registered telecoms, both at the senior level and at subordinate level, working in all the counties in Kenya. The study categorized the staff into the subordinate level and the management level for the arguable fact that the two cadres had different viewpoints about the firm: operational and strategic viewpoints (Sloan, 2019) and may respond to the research questionnaire from the two viewpoints. The subordinate level was categorized into lower-level supervisors and the other staff while the management category was categorized into Top-level supervisors and Middle-level supervisors.

The targeted 9,847 staff was big and not fit for the census (Holborn and Langley, 2015). The study deployed stratified sampling to allow drawing participants from various segments of the population (Bornstein, Jager, & Putnick, 2013). According to Glassdoor (2021), there were 9,847 employees in the 19 telecommunication companies in Kenya.

Table 3.1: Total Population

Firm	Total Employees	Total Subordinates	Total Senior Team
Airtel Networks Kenya	1,100	1,054	46
East African Marines Systems	21	17	4
Eaton Towers Ltd	90	86	4

Ericsson Kenya Ltd	605	598	7
Finserve Africa Ltd	30	24	6
Huawei Investment & Holding Co Ltd	21	20	1
Jamii Telecommunication	287	273	14
Liquid Telecom Kenya Ltd	320	315	5
MTN Business Kenya Ltd	81	78	3
NewTelco South Africa (Pty) Ltd	13	10	3
Safaricom PLC	5,500	5,448	52
Sea Submarine Communications	21	19	2
Space Engineering	20	17	3
Telkom Kenya Ltd	1,400	1,362	38
Vodacom Group Ltd	7	4	3
Wananchi Group Kenya Ltd	276	270	6
ZTE (Kenya) Ltd	19	17	2
iWay Africa Kenya	16	14	2
DT One Fixed and Mobile Pte Ltd	20	17	3
Total	9,847	9,643	204

Source: Glassdoor (2021)

Sampling Method

The stratified random selection method was used to select participants from Kenyan telecommunications. The stratified random sampling technique was used because the study population was divided according to the companies they worked for. This aimed at achieving equitable representation in the sample. From each of the strata, the study used simple random sampling to select participants to be included in the final sample.

Samples Selected

Using the Krejcie and Morgan (1970) formula for sample size determination, a sample size of 384 respondents was selected to meet the goals of this study. The sample size comprised employees of telecommunication organizations in Kenya. The employees provided relevant internal organizational data relating to how leadership is practiced in the organization, the culture, the internal operating environment, and the variables on organizational resilience.

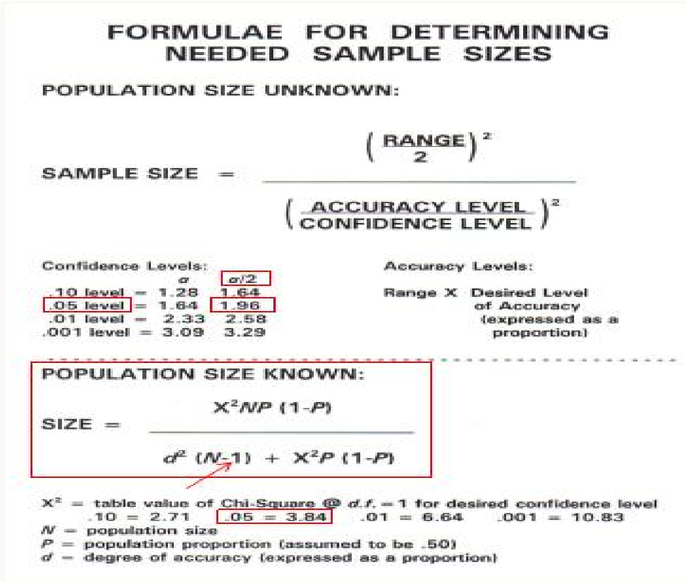


Figure 3.1: The Krejcie & Morgan sample determination formula
Source: *Abdulrahaman, M. D., Faruk, N., Oloyede, A. A., Surajudeen-Bakinde, N. T., Olawoyin, L. A., Mejabi, O. V., ... & Azeez, A. L. (2020). Multimedia tools in the teaching and learning processes: A systematic review. Heliyon, 6(11), e05312.*

The study appreciates that the senior management is in most cases involved in the strategic meetings among other time-consuming assignments in the firms, an aspect that may affect their availability to respond to the questionnaires. In line with Kothari’s (2014) view which indicates that 50% of a population is adequate for a descriptive study, the sampling frame for the study was all the 9,847 employees of the telecommunication companies comprising of 9,643 subordinates and 204 senior management team. Unit of analysis in the study was telecommunication companies while the unit of observation was the employees in the companies.

Table 3.2: Sample Size Distribution

Firm	Total Employees	Total Subordinates	Total Senior Team	Sample Subordinates	Sample Senior Team	Total Sample
Airtel Networks Kenya	1,100	1,054	46	33	18	51
East African Marines Systems	21	17	4	1	2	3
Eaton Towers Ltd	90	86	4	2	2	4
Ericsson Kenya Ltd	605	598	7	15	2	17
Finserve Africa Ltd	30	24	6	1	2	3
Huawei Investment & Holding Co Ltd	21	20	1	1	1	2
Jamii Telecommunication	287	273	14	9	6	15
Liquid Telecom Kenya Ltd	320	315	5	9	1	10
MTN Business Kenya Ltd	81	78	3	2	1	3
NewTelco South Africa (Pty) Ltd	13	10	3	1	1	2
Safaricom PLC	5,500	5,448	52	172	20	192
Sea Submarine Communications	21	19	2	1	1	2
Space Engineering	20	17	3	1	1	2
Telkom Kenya Ltd	1,400	1,362	38	43	15	58
Vodacom Group Ltd	7	4	3	1	1	2
Wananchi Group	276	270	6	9	2	11

Kenya Ltd						
ZTE (Kenya) Ltd	19	17	2	1	1	2
iWay Africa Kenya	16	14	2	1	2	3
DT One Fixed and Mobile Pte Ltd	20	17	3	1	2	3
Total	9,847	9,643	204	304	80	384

Source : (Author's Own, 2022).

Data Collection Tools

To provide data fortest of hypotheses and assess results, data collection involved acquiring and measuring information on relevant variables in a systematic and defined manner in line with recommendations of Cooper and Schindler (2014). The study made use of primary data by using a blend of various validated research questionnaires. The shared leadership construct was measured by referring to the shared leadership scale established and validated by Hiller et al. (2006), and applied by Bang (2013), and Brussow (2013). The questionnaire includes the following sub-factors; planning, and organizing, problem-solving, management support, and consideration, management development, and employee commitment. Organizational resilience was measured using a three-factor dimension. The adaptive capacity of the firm was measured by examining the level of robustness and flexibility of systems, policy frameworks that support the ability to adapt proactively, and Crisis-aware Teams. The absorptive capacity comprises forward flexible planning, accountable governing, organizational stability in performance, and learning and innovation. The transformative capacity includes process commitment, quality data that informs structural change, and conscious decision-making (McManus., Seville, Brunsdon & Vargo, 2007). The questionnaire adapted Béné et al. (2012) instruments of measuring resilience as the result of absorptive, adaptive, and transformative capacities.

The Organizational Culture Assessment Questionnaire (OCAQ) provided a framework for assessing the nature and power of organizational culture, which supports four essential organizational functions: managing change, achieving goals, coordinating teamwork, creating a strong culture, and customer orientation (Sashkin, & Rosenbach, 2013). The survey measured respondents' perceptions of the organization's success in adjusting to and managing disruptive change, the efficacy with which the organization achieved its goals, the extent to which there were articulate and shared goals that aligned with the primary goals. Further, the instrument assessed the degree to which the players in an organization had shared values that supported the continual improvement of processes that disrupted the lethargy that goes with the status quo, and the efficacy of group coordination practices towards the meeting of the needs of the customers.

The organizational structure and organizational resources, along with the operating environment, have a crucial role in an organization's performance by influencing the nature of organizational compliance, which is then reflected in employee behavior (Sanjuq, 2013). The degree of centralization and organizational complexity are two elements of the organizational structure: Workflow is influenced by an organization's number of supervisory levels, branches, or departments, and administrative levels. The degree of task arrangements enabling decision-making is measured by the level of centralization (Sanjuq, 2013).

According to Majid (2018), a questionnaire is a research tool and should include several thoughtfully crafted questions and other prompts designed to elicit accurate information from the intended respondents. The researcher is in a position to gather data particular to their study by distributing a questionnaire, providing insights that might not otherwise be available (O'Leary, 2014).

Data Collection Procedure

Data collection was conducted through both online and physical questionnaires, especially to increase efficiency and abide by the COVID-19 pandemic protocols on social distancing. The data collection method is critical in the management of time and other resources for research in line with Ainsworth, (2021). An introduction letter from the university was availed for easing the identification of the research respondents. Additionally, approval to collect the data was obtained via a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). The participants were sent surveys by their Human Resources or Research departments via internal web channels like emails after obtaining their consent. The surveys were kept confidential and even anonymous, and the researcher endeavored to collect data from as many respondents as is practical to reflect a wider population that facilitates comparisons and produces standardized, quantitative, empirical data.

Reliability of the Research Instrument

The concept of reliability concerns how consistently a method measures a given phenomenon time and again under the same considerations (Middleton, 2020). According to Taherdoost (2016), the testing for reliability tests the level of consistency across the parts of a measuring instrument. This study undertook a reliability test using Cronbach's alpha to establish the average of all correlations in every blend of split-halves consequently accepting a reliability score of is 0.7 and above (Heale & Twycross, 2015). The reliability results were as shown in Table 3.3

Table 3.3: Reliability Results

Variable	Cronbach Alpha	Decision
Planning, and Organizing	0.793	Reliable
Problem-solving	0.783	Reliable
Management Support and consideration	0.764	Reliable

Management development	0.751	Reliable
Employee Commitment	0.779	Reliable
Organizational climate	0.756	Reliable
Organizational resilience	0.804	Reliable
Overall	0.776	Reliable

The results in table 3.3 showed that planning and organizing had an alpha of 0.793, problem-solving an alpha of 0.783, management support and consideration alpha of 0.764, management development alpha of 0.751, employee commitment alpha of 0.779, organizational climate alpha of 0.756 and organizational resilience alpha of 0.804. This implies that all the were variables met the 0.7 threshold and te instrument was therefore reliable.

Validity of the Research Instrument

The concept of validity concerns how data collected accurately measures the phenomenon of interest, preferring instruments or methods posting high validity levels. High validity implies that the study generates results that correspond to real properties in the physical or social world (Moore & Liompart 2017). How closely the results match up with accepted theories and other measures of the same topic can be used to determine a study's validity. A content validity test was conducted for the study. The measurement's coverage of all features of the phenomenon being assessed is determined by the content validity test (Newman, Gulati, Wainwright, Middleton, Bahadori, 2019). According to O'Leary (2014), content validity examines if the instrument adequately covers all the information that should be included about the variable. A study's content validity is crucial because it involves evaluating a new survey instrument to make sure it contains all the necessary questions and omits any that aren't relevant to a particular construct domain (Bell, 2014). This was verified using the reliability test findings. The review of the research instrument indicated that the instrument had both face and content validity.

Data Analysis and Presentation

The shared leadership scale developed and utilized by Bang (2013), which contains sub-factors made up of planning, organizing, problem-solving, management support, consideration, management development, and commitment was used in the study to measure shared leadership. Planning and organizing encompass sharing in setting objectives through participation in the decision-making process, goal setting, and determining strategies that guarantee the effective application of employees and other resources. Problem-solving involves the use of the combined expertise of the team in the identification and diagnosing of task-related problems, analyzing problems, and arriving at effective solutions. Management Support and consideration embrace the provision of needed support to team members, patiently fostering a collective team atmosphere, and encouraging other team members to tackle tasks robustly. Management development involves continuous team exchanges about careers, and positive role models to new and existing team members, skills that increase team efficacy. Employee commitment was measured through, affective, continuance, and normative domains of commitment.

Organizational resilience was measured using a three-factor dimension. These dimensions include the adaptive capacity of the firm through robust/ flexible systems, policy frameworks that support the ability to adapt proactively, and crisis-aware teams; an absorptive capacity that comprises forward flexible planning, accountable governing, organizational stability in performance, and learning and innovation, and transformative capacity that includes process commitment, quality data to inform structural change, and conscious decision-making (McManus., Seville, Brunsdon & Vargo, 2007).

Obtained data was analysed using descriptive statistics including frequencies, percentages, mean score and standard deviation. The study used descriptive statistics to summarize, describe, summarize, organize and present data for ease of making sense of the data in terms of means, and standard deviations (Phillips, et al, 2021). Mean score was used to indicate the averge response based on respondents aggrement with the statements presented on the attributes of study variables. The standard deviation examined the average deviation of the individual responses relative to the central mean as a means of measuring consensus or lack of it among the respondents (Geerinck et al, 2019) with a standard deviation of less than 0.5 implying a consensus amongst the respondents, a standard deviation of between 0.5 and 1 implying moderate consensus while that above 1 to mean lack of consensus.Inferential analysis was conducted using correlation analysis and regression analysis.

Correlational Analysis

Correlation analysis was conducted to determine the relationship existing between the indicators of shared leadership and organizational resilience (Calzon, 2021). Product-moment correlation coefficient was used to determine the relationship between the study variables (Obilor, and Amadi , 2018). The strength of the relationship was based on the recommendations of Dancey and Reidy (2004). The coefficient varies from -1 to +1 indicating there is a perfect positive correlation or perfect negative correlation. If correlation coefficient is greater than 0.5, there is a strong correlation however, if correlation is less than 0.5 there is a weak correlation. However, if correlation equals 0 (zero), there is no correlation.

Regression Analysis

Multiple linear regression was used to determine the influence of planning and organizing, problem-solving, management support and consideration, management development and employee commitment on organizational resilience in telecommunication companies in Kenya as recommended by Pavan (2020). The regression model was stated as follows:

$$y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Y = Organizational Resilience.

$\beta_o, \beta_1 \ldots \beta_5$ = Coefficients associated with study variables

X_1 = Planning and Organizing

X_2 = Problem-solving

X_3 = Management Support and consideration

X_4 = Management Development

X_5 = Employee Commitment

ε = error term

In testing the significance of the model, the study followed the recommendations of Blumberg, Cooper and Schindler (2014) by using the adjusted coefficient of determination (adjusted R-squared (R^2)) to show the extent to which variations in planning and organizing, problem-solving, management support and consideration, management development and employee commitment explained changes in organizational resilience of telecommunication companies in Kenya. F-statistic was used to test the fitness of the model at a confidence level of 95%. The significance of the study variables in predicting organizational resilience was tested using student T-test at 0.05 significant level where a p-value of less than 0.05 was considered significant while a P-value of 0.05 or more was considered insignificant (Calzon, 2021).

Hypotheses Testing

Hypothesis testing was based on simple linear regression analysis. The significance of the variables was based on p-values at 0.05 significance level. In line with Ireland (2010), the study tested the null hypothesis H_{01}, H_{02}, H_{03}, H_{04} and H_{05}, to test the existence of a significant influence of planning and organizing, problem-solving, management support and consideration, management development and employee commitment on organizational resilience of telecommunication companies in Kenya at 5% significance level.

To test the moderating influence of organizational climate on the relationship between shared leadership practices and organizational resilience in telecommunication companies in Kenya (H_{06}), the study adopted Fairchild and MacKinnon (2009) two step model. In the first step the study established that a significant relationship exists between shared leadership practices and organizational resilience as shown in model 1 and the value or $R^2 1$ observed. In the second step, organizational climate and the interactive terms between the independent variables and organizational climate were introduced and the new $R^2 2$ observed. The decision on the moderating effect was based on the difference in the R square (R^2_1 - R^2_2) and significance of the overall model and the iteractive terms. The change in R square represents the moderating influence of the moderator while the significance of the the overall model and the iteractive terms represented the significance of the moderation influence. Test of hypotheses was as summarised in table 3.4.

Table 3.4: Test of hypotheses

Objective	Hypothesis	Statistical Test	Interpretation
To examine the influenceimpact of planning and organizing on the organizational resilience of telecommunication companies in Kenya. To establish the influence of problem-solving on organizational resilience in telecommunication companies in Kenya. To examine the influence of management support and consideration on organizational resilience in telecommunication companies in Kenya.	H_{01}: There is no statistically significant influence of planning and organizing on organizational resilience in telecommunication companies in Kenya H_{02}: There is no statistically significant influence of problem-solving on organizational resilience in telecommunication companies in Kenya. $H_{03:}$ There is no statistically significant influence of management support and consideration on organizational resilience in telecommunication companies in Kenya. H_{04}: There is no statistically	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \acute{\varepsilon}$……. model 1 Where; Y= Organizational Resilience. $\beta_0, \beta_1, \beta_2 \ldots \beta_5$= Variable coefficients. X_1 = Planning, and Organizing. X_2 = Problem-solving. X_3= Management support and consideration. X_4= Management Development X_5= Employee Commitment ε = error term.	Value of Adj R^2, which estimates the fitness of the model If p<0.5, Reject H_{01} Value of Adj R^2 for the model If p <0.5, Reject H_{02} Value of Adj R^2 for the model If p <0.5, Reject H_{03}

To examine the influence of management development on organizational resilience in telecommunication companies in Kenya.	significant influence of management development on organizational resilience in telecommunication companies in Kenya.		Value of Adj R^2 for the model If p <0.5, Reject H_{04}
To examine the influenceImpact of employee commitment on organizational resilience in telecommunication companies in Kenya.	H_{05}: There is no statistically significant influenceImpact of employee commitment on organizational resilience in telecommunication companies in Kenya.		Value of Adj R^2 for the model If p <0.5, Reject H_{05}
To examine the influenceimpact of the moderating effect of organizational climate on the relationship between shared leadership practices and organizational resilience in telecommunication companies in Kenya.	H_{06}: There is no statistically significant moderating effect of organizational climate on the relationship between shared leadership and organizational resilience.	Three Regression Models: $Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \acute{\varepsilon}$ ....*Model 1* $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6M + \beta_7X_7{*}M + \beta_8X_8{*}M + \beta_9X_9{*}M + \beta_{10}X_{10}{*}M + \beta_{11}X_{11}{*}M$ ......*Model 2* Where; Y= Organizational resilience X = independent variables practices M= Organizational Climate (X*M)= Interaction Term β_1, β_3 ……β_{11}= coefficients for the regression models	Change in Adj R^2 presense of moderating effect. If for the overall model model 2 $p<0.05$, and for (X*M) $p<0.05$, there is a significant moderating influence. Reject H_{06}

Diagnostic Tests

Diagnostic tests were run to test if the gathered data met the requirements for an ordinary least squares regression analysis. The data's linearity, normality, multicollinearity, and heteroscedasticity were investigated. The data's linearity was determined using product-moment correlation coefficients in line with (Schober, Boer, and Schwarte, 2018)Test for Multicollinearity

Multicollinearity was conducted to determine if the independent variables predicted each other. Variance Inflation Factor (VIF) ws used to test for multicollinearity. According to Daoud (2017), a VIF of 2 or less indicates the absence of multicollinearity, a VIF of between 2 and 10 indicates the possibility of multicollinearity while a VIF of greater than 10 indicates a multicollinearity problem.

Normality

Hair, Page, and Brunsveld (2019) advise the importance of testing the normality test to see if the data on the regressed and regressor variables were distributed normally. The Shapiro-Wilk test was employed to determine whether the data were normal if the P-value of the test statistic is higher than the 0.05 significance level.

Test for Heteroskedasticity

The study was deployed to test whether the error term had a constant variance in the model as recommended by Mann and Warner (2017). The Breush-Pagan test, was used at P-value at a 0.05 level of significance.

Operationalization of Variables

The study variables were operationalized as shown in table 3.5. The table specifies the variable, variable type, its indicators and measurement in the questionnaire.

Table 3.5:Operationalization of Variables

Variable	Variable type	Operationalization	Indicators	Measurement in the questionnaire
Planning and organizing	Independent	Development of disaster programs and configuring mechanisms for engaging different players stipulating: chains of authority, clear roles, and communication channels, aligning incident command structures that include field staff who will be facing new and potentially dangerous situations	- Joint visioning - Prioritized team-allocation of resources - Valuable input into team Plans - Planned smooth workflow	Appendix II part B
Problem-solving	Independent	Use of expertise in the identification and diagnosing of task-related problems, analysing problems, and arriving at effective solutions	- Determining best course of action - Prior identificationof problems - Team-combined efforts - Solution-oriented teams	Appendix II part B
Management support and consideration	Independent	The act and willingness of top management to promote and enhance productivity of junior managers through courteous treatment, supporting those experiencing trouble and encouraging the upset for them to be productive.	- Courteous treatment - Supporting those experiencing trouble - Encouraging the upset	Appendix II part B
Management development	Independent	A practice aimed at improving the performance of those in leadership and equipping them with skills and knowledge to perform better in more responsibilities over time	- Career related exchanges - Team-cross learning - Positive role modelling - Enhancing poor performers capacities	Appendix II part B

Employee commitment	Independent	A psychological state connecting an employee to a given firm that categorizes commitment into the Normative, Affective, and Continuance domains of commitment	- Normative commitment - Affective commitment - Continuance commitment	Appendix II part 7
Organizational climate	Moderating	The character of a Universities' internal climate, personality and work as determined by its values, principles, beliefs, behaviours, traditions, styles of operation and work practices	**Organizational culture** - Managing change - Achieving goals - Coordinating teamwork - Customer orientation **Work environment** - Stardard operating procedures - Level of centralization - Task interdependence	Appendix II part C Appendix II part D
Organizational resilience	Dependent	The ability to remain strong and withstand adversity and bounce back after difficult and disruptive events	**Adaptive Capacity** - Robust and flexible systems - Supportive frameworkto adapt proactivity - Crisis awareness **Absorptive capacity** - Forward flexible planning - Accountable governing - Organisational stability in performance - Learning and innovation **Transformative capacity** - Process commitment - Quality data to inform structural change - Conscious decision making	Appendix II part E

Ethical Considerations

The study adhered to accepted research methodologies and acknowledged all information sources. The responders were briefed about the significance of the study prior to the study's start. Prior to conducting the questionnaires, obtain consent from the respondents, and follow further processes to ensure the confidentiality of the data gathered from them and the participants' anonymity in the study materials. Necessary ethical guidelines ensure respecting the respondents and maintenance of honesty throughout the research process. The study used the NACOSTI research certificate which permitted the carrying out of this study.

The final data may be shared but because the questionnaires do not require the respondent to indicate the organization, thus the final report does not expose the respective organizations in any way.

Chapter Summary

The chapter has presented the methodology adopted in the study. The research design, description of the population of the study, sample and sampling procedures adopted, data collection methods and instruments used, instruments pre-testing details, reliability and validity tests adopted, data analysis methods and information on data presentation have been highlighted. Information on ethical consideration also have been outlined.

CHAPTER FOUR
RESULTS AND DISCUSSION

Introduction

This chapter covers the analysis, presentation, and discussion of findings from the field. These include the questionnaire's response rate, presentation of reliability findings, demographic information analysis, descriptive statistics, correlational analysis, and regression analysis.

Response Rate

The study sample comprised 304 subordinates and 80 senior team members. Questionnaires were distributed to 304 subordinates and 80 senior teams. Out of the 304 questionnaires issued to subordinates, 230 were returned while a total of 49 questionnaires that were issued to the management team were returned making a total of 279 returned questionnaires. The response rate was as illustrated in Table 4.1.

Table 4.1: Response Rate

	Frequency	Percentage	
Response	279	72.7%	
Non-response	105	27.3%	
Total	384	100%	
	Targeted	Response	Response rate
Subordinates	304	230	75.7%
Senior Team	80	49	61.3%
Total	384	279	72.7%

From the results shown in table 4.1, it is established that the overall response rate was 72.7% with a 27.3% non-response rate. Further analysis showed that the response rate among the subordinates was 75.7% while that of senior management team was 61.3%.

According to Mugenda (2009) a response rate of 50% is adequate for analysis and reporting, 60% is good while a response rate of 70% and above is excellent. Thus, the response rate of 75.7% for subordinates was excellent while 61.3% for senior management team was good enough to permit analysis to proceed.

Demographic Information Analysis

This section covers the analysis of the demographic information of respondents. This includes age, gender, level of education, respondents' period of service, position in the organization, respondents' years in the current position, and team members.

Age of Respondents

The subordinates and senior team were required to indicate their age category with the first category being between 18 and 29 years, 30 to 49 years, and above 50 years. The study sought to determine the age distribution of employees in the telecommunication sector since the age of the staff may influence their perception of leadership in the company. The results were as illustrated in Table 4.2.

Table 4.2: Age of Respondents

	Subordinates		Senior Team	
	Frequency	Percent	Frequency	Percentage
18–29 years	43	18.7%	2	4.1%
30-49 years	149	64.8%	33	67.3%
Above 50 years	38	16.5%	14	28.6%
Total	230	100.0%	49	100.0%

The results for subordinates show that the majority of them (64.8%) were between the ages of 30 and 49, 18.7% were between the ages of 18 and 29, and 16.5% were beyond the age of 50. Regarding the senior management team, results show that the majority (67.3%) were also aged between 30 and 49 years, 28.6% were over 50 years and 4.1% were aged between 18 and 29%. This implies that the majority of subordinates and senior teams in telecommunication companies were aged between 30-49 years. However, it is also noted that most of the subordinates in the telecommunication companies were aged between 18 and 49 years accounting for 83.5% of all employees in the company. This suggests that the junior staff category in the telecommunication industry is dominated by young people. However, among the senior management team, it was noted that the majority of staff were aged 30 years and above (95.9%) indicating that age could have been a critical factor for an employee to be recruited or promoted to senior management positions. Consequently, to progress to senior management levels, the age of the employee was considered.

Gender of Respondents

The respondents were asked to indicate their gender. This helped to determine the gender distribution in telecommunication companies. The results were as shown in Table 4.3.

Table 4.3: Gender of Respondents

	Subordinates		Senior Team	
	Frequency	Percent	Frequency	Percentage
Male	94	40.9%	21	42.9%
Female	136	59.1%	28	57.1%
	230	100.0%	49	100.0%

The findings show that majority of respondents were female with 136 (59.1%) among the subordinates and 28 (57.1%) among the senior management team. Male respondents were 94 (40.9%) for subordinates and 21 (38.5%) in the senior management team.

This implies that more females were available to respond to the research instrument than their male counterparts. This may be explained by the fact that although the telecommunication industry in male dominated, there are many women in senior management and more than men, they were willing to respond to the research questionnaire. However, this does not necessarily mean that there are more women than men in the management and both were represented in this study indicating that there was no bias on gender.

Level of Education of Respondents

The study sought to determine the respondent's level of education. This was important because the level of education may influence the understanding of the relationship existing among the study variables. The findings were as presented in Table 4.4.

Table 4.4: Level of Education of Respondents

	Subordinates		Senior Team	
	Frequency	Percent	Frequency	Percentage
High school	4	1.7%	0	0
College/Undergraduate	169	73.5%	19	38.8%
Post-graduate	57	24.8%	30	61.2%
Total	230	100.0%	49	100.0%

The results show that majority of respondents among the subordinates had a college/undergraduate level of education at 169 (73.5%). However, for the senior management team, it was observed that the majority of them 30 (61.2%) had post-graduate qualifications. This suggests that more skills were required at the management level and therefore the level of education was a key indicator for recruitment or promotion to the senior management level. These results also suggest that for assimilation into top management, education level may have been a critical requirement and, therefore, employees motivated to pursue higher education for progression to higher positions in the company.

At the same time, results showed that among the subordinates, 57 (24.8%) had post-graduate qualifications indicating that other than the basic qualifications, employees in telecommunication companies in Kenya sought to enhance their skills by furthering their education to master's level and post qualification certification. Among the senior management team, results showed that 19 (38.8%) had a certificate, diploma, or undergraduate degree as their highest level of education. However, it was also noted that among the subordinates, 4 (1.7%) had no post-basic education qualification with high school being their highest level of education. This means that some roles required very low skills and which could be learned through apprenticeship.

Respondents' Period of Service in the Organization

Additionally, respondents had to state how long they had worked for the business. The results are displayed in Table 4.5.

Table 4.5: Respondents' Period of Service in the Organization

	Subordinates		Senior Team	
	Frequency	Percent	Frequency	Percentage
Below 1 year	18	7.8%	1	2.0%
1-3 years	89	38.7%	7	14.3%
4-5 years	62	27.0%	24	49.0%

Above 5 years	61	26.5%	17	34.7%
Total	230	100.0%	49	100.0%

Results for subordinates show that 38.7% have served in their organization for 1-3 years, 27.0% have served in their organization for 4-5 years 26.5% have been working in their organization for more than 5 years while another 7.8% have been working in their organisation for less than a year. Among the senior management team, the majority 24 (49.0%) have been working in their organisation for between 4 and 5 years, 17 (34.7%) have worked in their organization for more than 5 years, 7 (14.3%) have worked in their organization for 1 to 3 years and only 1 (2.6%) has worked in their organization for less than 1 year. This implies that the respondents have served in their organization for more than 1 year hence the likelihood that they understood their leaders: Increasing their ability to provide the information needed in this study.

Respondents Position in the Organization

The respondents were interested in learning where they stood within the company. The outcomes are shown in Tables 4.6.

Table 4.6: Respondents Position in the Organization

Subordinates	Frequency	Percentage
Lower-level supervisor	91	39.6%
Other staff	139	60.4%
Total	230	100.0%
Management level	Frequency	Percent
Top-level supervisor	13	26.5%
Middle-level supervisor	36	73.5%

Total	49	100.0%

From the results in table 4.6, the findings show that among the subordinate staff majority of respondents 139 (60.4%) were general staff without supervisory roles while 91 (39.6%) were holding lower-level supervisory positions. Among the management team, the study established that the majority 36 (73.5%) were middle-level supervisors while 13 (26.5%) were the top-level supervisor. This implies that employees from different positions participated in the study and the information obtained was credible.

Number of Years in Current Work Team

The study sought to find out the number of years the respondents have been in the current work team. The results were as illustrated in Table 4.7.

Table 4.7: Number of Years in Current Work Team

	Subordinates		Senior Team	
	Frequency	Percent	Frequency	Percentage
Below 1 year	40	17.4%	3	6.1%
1-3 years	88	38.3%	14	28.6%
3-4 years	55	23.9%	13	26.5%
Above 4 years	47	20.4%	19	38.8%
Total	230	100.0%	49	100.0%

The findings show that majority of subordinates, 88 (38.3%) have been working in the current team for 1 to 3 years, 55 (23.9%) have been working in the current team for 3 to 4 years, 47 (20.4%) have more than 4 years working in their current team while 40

(17.4%) have worked with the current team less than one year. Regarding the senior management team, 19 (38.8%) have more than 4 years in the current work team, 14 (28.6%) have between 1 and 3 years in the current team, 13 (26.5%) have been in the current team for 3-4 years while only 3 (6.1%) have been in the current team for less than one year. This implies that the majority of the respondents have more than one year in their current working teams. The results suggest that with proper leadership, employees could be properly guided over the years to help the firm achieve resilience.

Number of Members in the Team

The goal of the study was to count how many people made up the respondent's team. The outcomes are displayed in Table 4.8.

Table 4.8: Number of Members in the Team

	Frequency	Percentage
3-5 Members	46	16.5%
6-8 Members	83	29.7%
9-11 Members	65	23.3%
12-13 Members	42	15.1%
More than 13	43	15.4%
Total	279	100.0%

From the results in table 4.8, it was established that the majority of respondents 83 (29.7%) indicated that their team had 6-8 members followed by 65 (23.3%) who indicated that their team had between 9 and 11 members, 46 (16.5%) had between 3-5 members, 43 (15.4%) had more than 13 members while 42 (15.1%) indicated that their team had between 12 and 13 members. This indicates that the majority of supervisors among telecommunication companies in Kenya had a team of between 9 and 11 members to supervise. The results suggests that the organisational structure adopted by majority of telecommunication companies in Kenya was team based. This structure is good for telecommunication companies because it improves communication, increases efficiency, encourages constructive competition, empowers professionals, encourages innovation, increases teamwork, cultivates a sense of community and creates professional flexibility (Martela, 2019).

Descriptive Statistics

This section covers the descriptive analysis of the objectives which includes shared leadership, organization climate (organizational culture), organizational climate (operational environment), and organizational resilience.

Shared Leadership

The scale SD = strongly disagree, D = disagree, N = neutral, A = agree, and SA = strongly agree was used to gauge the respondents' level of agreement with the statements regarding shared leadership. The outcomes were displayed in Table 4.9.

Table 4.9: Shared Leadership

	Subordinates			Senior Team		
Statements	N	Mean	Std. Dev	N	Mean	Std. Dev
Planning and organising						
We provide insightful input about the team’s work plans.	230	4.37	.776	49	4.92	.277
We engage in organizing tasks to ensure smooth workflows.	230	4.33	.894	49	4.45	.503
Organizational resources are allocated according to Teams’ priorities	230	4.05	.842	49	4.49	.545
My organization involves the staff in	230	3.56	1.381	49	4.37	.668

developing a shared vision with agreed-upon goals.						
Aggregate	**230**	**4.078**	**0.973**	**49**	**4.558**	**0.498**
Problem-solving						
When major decisions must be made, all stakeholders are involved in the decision process to decide the best course of action.	230	2.80	1.323	49	4.33	.658
The team is empowered to identify problems before they arise to eliminate root problems, not just symptoms.	230	3.51	1.031	49	4.51	.582
We use our Team's combined expertise to solve problems.	230	4.15	.864	49	4.73	.491
Our teams are solution-oriented in the face of problems	230	3.98	.901	49	4.63	.528
Aggregate	**230**	**3.610**	**1.030**	**49**	**4.550**	**0.565**
Management Support and consideration						
The team members treat each other with courtesy.	230	3.99	1.307	49	4.69	.508
The organization's work environment is supportive especially for team members who need help.	230	4.05	1.046	49	4.53	.544
Team members provided the needed encouragement to perform my tasks, especially when upset by the demands of work.	230	3.92	1.111	49	4.55	.647

The leader fosters a cohesive team atmosphere	230	4.11	1.003	49	4.53	.649
Aggregate	**230**	**4.018**	**1.117**	**49**	**4.575**	**0.587**
Management Development						
The leadership offers an opportunity for exchanging career-related advice among the team members.	230	4.17	.753	49	4.47	.581
We exchange knowledge and ideas among team members	230	4.30	.656	49	4.53	.544
The appointed leader′s model/demonstrates effective practices to regularly share relevant information and context with all staff.	230	4.10	.647	49	4.69	.508
As part of learning, the leadership instructs poor performers on how to improve.	230	4.24	.725	49	4.80	.407
Aggregate	**230**	**4.203**	**0.695**	**49**	**4.623**	**0.510**
Employee commitment						
Affective Commitment						
I like the experience I have and I can make a positive contribution to my own experience and the experience of others.	230	4.03	.890	49	4.57	.577
Continuance Commitment						
I feel psychologically safe; my work experience is healthy for me.	230	3.80	1.047	49	4.43	1.000
Normative commitment						

I feel that my leaving the organization would create a void in my team's knowledge/skills.	230	3.05	1.369	49	3.90	1.311
Aggregate	**230**	**3.627**	**1.102**	**49**	**4.300**	**0.963**
Overall		**3.907**	**0.983**		**4.521**	**0.624**

The results show that shared leadership had an overall mean score of 3.907 for subordinate staff and 4.521 for the top management team. The implication is that there was an agreement between the subordinate and the top management team that shared leadership was emphasised in the telecommunication companies in Kenya to influence organisational resilience. Results also showed that the top management team, more than the subordinate staff, believed in the relevance of shared leadership in achieving resilience. This is illustrated by the higher standard deviation of 0.983 among the subordinates as opposed to 0.624 among the top management team suggesting there was higher agreement among top management team.

The findings also show that planning and organising had an aggregate mean score of 4.078 for subordinates and 4.300 for the senior management team indicating that there was an agreement among the respondents that planning and organising was emphasised among telecommunication companies in Kenya as a means of driving resilience. The standard deviation of 1.102 and 0.963 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of emphasis on planning and organising in the firms and its impact on resilience.

The results concur with those of Okeyo and Nyaera (2020), who discovered a significant connection between strategic planning and change management, urging

Telkom Kenya to take into consideration treating shared strategic planning as one of the crucial corporate survival drivers when implementing significant organizational changes. Sutcliffe et al. (2016) posit that good planning activity are a cornerstone for building effective responses to critical situations in pursuit of building resilient organizations. Also, firms that embrace diversity at the workplace may enjoy positive effects from a dual of the anticipation stage under planning, that is, the observation of the environment of a firm and the identification of appropriate information, preparing the leaders to develop structures that guarantee positive future developments. Notably, shared planning that appreciates input from diverse actors in the organization is likely to benefit from well-seasoned ideas for the onward preparation of the firm to deal with disruptions.

From the problem-solving findings, the aggregate mean was 3.610 for subordinates and 4.550 for managers. This suggests that the respondents agreed on the importance of problem-solving on organizational resilience in telecommunication companies. The standard deviation was 1.030 for subordinates and 0.565 for managers indicate that there was more agreement among the senior team than subordinates about the relevance of problem-solving in achieving organizational resilience.

The findings are related to those of Bui, Chau, Degl'Innocenti, Leone, & Vicentini (2019) who emphasized the significance of diversity in problem-solving teams arguing that, due to their different orientations and experiences, they are more likely to closely connect with the external environment, and share valuable exchanges to solve problems that affect the firm. Good problem-solving skills mean an organization can survive and bounce back after a crisis and therefore become resilient noting that knowledgeable people are capable of organizing into ad hoc networks to provide the needed expertise for creating problem-solving synergies according to Olafsen (2017). In the South African context, Stewart, Dayal, and Langer et al. (2019) noted that decision-making is crucial in problem-solving, to encourage the implementation of evidence-based policies, or evidence-informed decision-making drive evidence-based policies that have the potential to develop the necessary administrative will to energize employees with knowledge through effective analysis, thereby facilitating the knowledge economy across the firm.

On management support and consideration, there was an aggregate mean score of 4.018 for subordinates and 4.575 for the senior management team indicating that there was an agreement among the respondents that management support and consideration were emphasised among telecommunication companies in Kenya as an anticipated ingredient for organizational resilience. The standard deviation of 1.117 and 0.587 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of focus on management support and consideration in the firms.

The findings concur with those of Barasa, Mbau, and Gilson (2018) who noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa. The leaders should deploy support that enhances creativity and innovation at all levels in the organization. Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016).

From the findings on development, there was an aggregate mean score of 4.203 for subordinates and 4.623 for the senior management teams implying that there was an agreement among the respondents about development in the organization and its impact on resilience. The standard deviation of 0.695 and 0.510 for subordinates and the senior management team respectively implies that both the senior management team and subordinates were in agreement on development in the organizations and its impact on resilience.

The findings concur with those of Park, McLean, and Yang (2020) who demonstrated that the managerial coaching practices by the management teams directly impacted organizational learning, consequently impacting employees' levels of commitment. Ndai and Makhamara (2021) concluded that coaching, compensation, and working conditions positively and significantly impacted organization performance and provided opportunities for career advancement. Future studies may explore the effect of the variables outside flower-growing firms as in the case above. Kamau, Goren, Okemwa, and Biwott (2016) found a significant positive correlation between, job rotation, employee development, training interventions, and organizational productivity. The implication is that the perceived empowerment of workers by a given firm through learning is likely to positively impact employee commitment in the long run.

On employee commitment, there was an aggregate mean score of 3.627 for subordinates and 4.300 for senior management team indicating that there was an agreement among the respondents that employee commitment was emphasised among telecommunication companies in Kenya as a means of achieving organizational resilience. The standard deviation of 1.102 and 0.963 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of focus on employee commitment in the firms as a key variable influencing organization's resilience.

The results are consistent with those of Maleka et al. (2019), who noted that leaders of organizations should work to improve employment conditions, treat workers with equity, and invest in employee career progression to increase the commitment and satisfaction levels required to drive overall resilience. One way of building organizational resilience is by creating commitment through enhanced involvement of relevant players in the planning and decision-making processes (Sweya, Wilkinson, Chang-& Richard, 2018). Omotoyosi, Moruff, Benneth, and Taofeek (2019) found that affective commitment does not significantly affect the performance of firms. Similarly, continuance commitment does not equally have a significant effect on firms' performance, while normative commitment substantially affected the firms' level of performance. However, the results may have differed since the study was a case study of Nestle Plc based in Nigeria which is a manufacturing company while the current study was a survey of several companies in the telecommunication sector. Additionally, the study was based on performance while the current study was based on resilience which a more long-term goal. Further the targeted respondents in the study were employees who may have a different perspective of commitment from that of senior management.

Organization Climate (Organizational Culture)

The subordinates and senior team were required to indicate their agreement level on the statements about organizational climate. Using the scale SD = strongly disagree, D = disagree, N = neutral, A = agree, SA = strongly agree. The results were as shown in Table 4.10.

Table 4.10: Organization Climate (Organizational culture)

		Subordinates			Senior Team	
Statements	N	Mean	Std. Dev	N	Mean	Std. Dev
People are flexible and adaptable to manage organizational change.	230	3.59	1.144	49	4.16	.921
We believe in working together collaboratively, preferring cooperation over competition to achieve organizational goals.	230	3.99	1.088	49	4.41	.643
Teams embrace a coordinated approach to get the job done effectively	230	4.01	1.013	49	4.41	.537
We give the highest priority to meeting the needs of our customers by solving their problems.	230	4.25	1.035	49	4.57	.540
Aggregate		**3.960**	**1.070**		**4.388**	**0.660**

The findings show that organizational culture had an aggregate mean score of 3.960 for subordinates and 4.388 for the senior management team indicating that there was an agreement among the respondents that organizational culture was perceived as a key factor among telecommunication companies in Kenya aiming at achieving of organizational resilience. It is worth noting that employees value a climate that fosters psychological safety, innovative capabilities and innovative performance as a precursor for resilient organizations (Andersson, Moen, & Brett, 2020). The standard deviation of 1.070 and 0.660 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of emphasis on organizational culture in the firms to drive organizational resilience.

The findings are in agreement with those of Andersson, Moen, and Brett (2020) that employees value a climate that fosters psychological safety in which the organizational culture influences innovative capabilities and innovative performance.

Organizational Climate (Operational Environment)

The subordinates and senior team were required to indicate their agreement level on the statements about the operational environment. Using the scale SD = strongly disagree, D = disagree, N = neutral, A = agree, SA = strongly agree. The results were as shown in Table 4.11.

Table 4.11: Organizational Climate (Operational Environment)

	Subordinates			Senior Team		
Statements	N	Mean	Std. Dev	N	Mean	Std. Dev
The employees' work as per the established standard operating procedures.	230	4.26	.788	49	4.63	.528
The operating environment is reasonably decentralized thus supporting good response time and service delivery	230	4.20	.773	49	4.53	.544
The operating environment allows for task interdependence (each task requiring input from many to enable completion)	230	4.05	1.124	49	4.33	1.068
Aggregate	**230**	**4.170**	**0.895**	**49**	**4.497**	**0.713**

From the findings on the operational environment, there was an aggregate mean score of 4.170 for subordinates and 4.497 for the senior management team indicating that there was an agreement among the respondents that the operational environment was emphasised among telecommunication companies in Kenya as a critical driver for organizational resilience. This is in line with the assertions of Andersson, Moen, and Brett (2020) that employees prefer an environment that creates psychological safety which leads to innovative capabilities and ultimately innovative performance. This environment creates resilience. The standard deviation of 0.895 and 0.713 for subordinates and the senior management team respectively suggested that there was more agreement among the respondents regarding the level of emphasis on the operational environment in the organizations.

The findings concur with those of Duchek, Raetze, and Scheuch (2020) who argue that functional team variety is an antecedent to organizational sense-making capabilities.

Organization Resilience

The subordinates and senior team were required to indicate their agreement level on the statements about organization resilience. Using the scale SD = strongly disagree, D = disagree, N = neutral, A = agree, SA = strongly agree. The results were as shown in Table 4.12.

Table 4.12: Organization Resilience

	Subordinates			Senior team		
Statements	N	Mean	Std. Dev	N	Mean	Std. Dev
Disruptions						
My organization has experienced a major disruption in the last five years.	230	3.00	1.389	49	3.79	1.605
My organization experiences disruptions often.	230	2.93	1.420	49	3.64	1.658
Aggregate	**230**	**2.965**	**1.405**	**49**	**3.715**	**1.632**
Adaptive Capacity						
The organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation.	230	3.87	.880	49	3.98	1.108
There exist policies that support the organization to adapt proactively.	230	3.83	1.116	49	4.37	.727

The organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations.	230	3.91	.974	49	4.31	.683
Aggregate	**230**	**3.870**	**0.990**	**49**	**4.220**	**0.839**
Absorptive Capacity						
The organization's operations allow forward flexible planning.	230	4.10	.855	49	4.33	.689
The operations have checks and balance to foster accountability at all levels.	230	4.13	.890	49	4.35	.694
The organization has a stable financial performance	230	4.22	.875	49	4.49	.681
The organization fosters a culture of learning to drive innovation	230	4.47	.745	49	4.47	.649
Aggregate	**230**	**4.230**	**0.841**	**49**	**4.410**	**0.678**
Transformative Capacity						
The firm′s processes are committed to service delivery.	230	4.43	.725	49	4.49	.582
The management team encourages the use of quality data to inform decisions that lead to structural change.	230	4.27	.844	49	4.39	.702
When our programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making.	230	4.27	.914	49	4.43	.764
Aggregate	**230**	**4.323**	**0.828**	**49**	**4.437**	**0.683**
Overall	**230**	**4.141**	**0.532**	**49**	**4.356**	**0.440**

The findings on disruptions show that there was an aggregate mean score of 2.965 for subordinates and 3.715 for the senior management team suggesting that the subordinates were neutral on whether disruptions occurred in the telecommunication companies in the last five years. However, the senior management team agreed that there were disruptions in telecommunication companies in the last five years. The standard deviation of 1.405 and 1.632 for subordinates and senior management teams respectively suggested that the respondents differed regarding the occurrence of disruptions in the organizations. Arguably, not everyone in an organization may fully comprehend the connection between developing resilient day-to-day operations and having a robust crisis response and recovery (Barasa, Mbau, and Gilson, 2018). The surbodinates for example may in most cases concentrate in the day to day operations of a firm, failing to conceptualize the full aspect of disruptions at the corporate level (Hillmann, and Guenther, 2021) that the senior management has in their strategic viewpoint of executing strategic initiatives.

The findings also showed that the overall mean score for resilience among subordinates and senior management team were 4.141 and 4.356 indicating that there was an agreement among the respondents that telecommunication companies in Kenya were resilient in the last five years.

On adaptive capacity, the results showed that there was an aggregate mean score of 3.870 for subordinates and 4.220 for the senior management teams indicating that there was an agreement among the respondents that adaptive capacity was emphasised among telecommunication companies in Kenya. The standard deviation of 0.990 and 0.839 for subordinates and the senior management teams respectively suggested that there was more agreement among the respondents regarding the level of emphasis on adaptive capacity in the organizations.

On absorptive capacity, the results showed that there was an aggregate mean score of 4.230 for subordinates and 4.410 for the senior management team indicating that there was an agreement among the respondents that absorptive capacity was emphasised among telecommunication companies in Kenya. The standard deviation of 0.841 and 0.678 for subordinates and the senior management teams respectively suggested that there was more agreement among the respondents regarding the level of emphasis on absorptive capacity in the organizations.

On transformative capacity, the results showed that there was an aggregate mean score of 4.323 for subordinates and 4.437 for the senior management team indicating that there was an agreement among the respondents that transformative capacity was emphasized among telecommunication companies in Kenya. The standard deviation of 0.828 and 0.683 for subordinates and the senior management team respectively suggested that there was more agreement among the respondents regarding the level of emphasis on transformative capacity in the organizations.

The findings concur with those of Mafabi, et al. (2012) who indicated that resilient firms support creativity and innovation, calling for leaders to develop an operating environment that spurs the willingness to offer innovative ideas because the staff believes that such actions would be highly regarded and rewarded by the firm. Further, resilient organizations nurture a culture of creativity by providing the needed resources for employees to experiment, gratifying innovation, tolerance for failure, and an atmosphere in which everyone feels safe to share fresh ideas.

Diagnostic Tests

To ascertain if the acquired data satisfied the prerequisites for ordinary least squares regression analysis, diagnostic tests were carried out. The data were examined for linearity, normalcy, and multicollinearity. Using product-moment correlation coefficients, the data's linearity was ascertained.

Multicollinearity

A test for multicollinearity was conducted to establish if the independent variables predicted each other. Multicollinearity was tested using the Variance Inflation Factor (VIF) where a VIF of 2 or less indicates the absence of multicollinearity, a VIF of between 2 and 10 indicates the possibility of multicollinearity while a VIF of greater than 10 indicates a multicollinearity problem (Daoud, 2017). The results were as presented in Table 4.13.

Table 4.13: Multicollinearity Test

	Collinearity Statistics	
Model	Tolerance	VIF
Planning and organising	.511	1.955
Problem Solving	.492	2.033
Management support and consideration	.562	1.778
Managrement Development	.829	1.207
Employee commitment	.827	1.209

Results in Table 4.13 shows that the VIF value for planning and organising was 1.955, 2.033 for problem-solving, 1.778 for management support and consideration, 1.207 for development, and 1.209 for employee commitment. It is noted that the VIF values for all the variables was less than 10, a clear indication that there was no multicollinearity problem in the study and the independent variables did not predict each other. Hence regression analysis was feasible.

Normality Test

According to Hair, Page, and Brunsveld's (2019) advice, a normality test was done to see if the data on the regressed and regressor variables were distributed normally. The Shapiro-Wilk test was employed to determine whether the data were normal. It was determined that data is regularly distributed if the P-value of the test statistic was discovered to be higher than the 0.05 significance level. The outcomes are displayed in Table 4.14.

Table 4.14: Normality Test

	Shapiro-Wilk

	Statistic	df	Sig.
Organization Resilience	.917	279	.315
Planning and organising	.910	279	.085
Problem Solving	.946	279	.104
Management support and consideration	.853	279	.428
Management Development	.937	279	.061
Employee commitment	.967	279	.937
Organizational climate	.943	279	.252

The findings shown in table 4.14 shows that the P-value for organization resilience was 0.315, 0.085 for planning and organising, 0.104 for problem-solving, 0.428 for management support and consideration, 0.061 for development, 0.937 for employee commitment and 0.252 for organizational climate. It is noted that the P-value for all the variables is greater than the 0.05 significance level indicating that the data is normally distributed that allows for regression analysis to proceed.

Test for Heteroskedasticity

To ascertain whether the error term had a constant variance in the model, a test for heteroskedasticity was performed. Mann and Warner (2017) advised the Breush-Pagan test, which was employed in this work to check for heteroskedasticity. The P-value at a 0.05 level of significance was used to determine whether heteroskedasticity existed. Table 4.17.

Table 4.15: Breusch-pagan and Koenker test results

	Lagrange multiplier (LM))	Sig
BP	4.459	0.615
Koenker	8.150	0.227

Results shown in table 4.15 show that the Lagrange multiplier (LM)) for the Breusch-pagan test is 4.459 with an associated P-value of 0.615. Since the P-value is greater than the significance level of 0.05. It indicates that the test statistic is insignificant and it is concluded that there is no heteroskedasticity.

Correlational Analysis

The product-moment correlation coefficient was used to determine the relationship between the study variables. The overall correlation results were as shown in Table 4.16.

Table 4.16: Correlational Analysis

		Organizational Resilience	Planning and organising	Problem Solving	Management support and consideration	Management Development	Employee commitment
Organizational Resilience	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	279					
Planning and organising	Pearson Correlation	.319*	1				
	Sig. (2-tailed)	.000					
	N	279	279				
Problem Solving	Pearson Correlation	.251*	.618*	1			
	Sig. (2-tailed)	.000	.000				
	N	279	279	279			
Management support and consideration	Pearson Correlation	.167*	.603*	.564*	1		
	Sig. (2-tailed)	.005	.000	.000			
	N	279	279	279	279		
Management Development	Pearson Correlation	.195*	.323*	.387*	.206*	1	
	Sig. (2-tailed)	.001	.000	.000	.001		

	N	279	279	279	279	279	
Employee commitment	Pearson Correlation	.224*	.231*	.387*	.312*	.215*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	279	279	279	279	279	279

*. Correlation is significant at the 0.05 level (2-tailed).

According to the findings on Table 4.16, there was a positive association between organizational resilience and planning, with the correlation coefficient between the two variables being 0.319. The related P-value was 0.000, below the 0.05 accepted level of significance for this investigation.. These results are consistent with conclusions made by Hillmann et al. (2018) who stated that planning and organising assist the organisation to identify any upcoming crises and take actions in advance on how to mitigate the adverse effect which helps the firm to be resilient. Similarly, Baskoro (2021) concluded that planning invokes intuitive capabilities among employees which spurs their commitment to the achievement of organizational goals leading to better performance. Therefore, a positive relationship exists between planning and organisational resilience.

Results also showed that the correlation coefficient between problem-solving and organizational resilience was 0.251. This indicates that a positive correlation exists between problem-solving and organizational resilience among telecommunication companies in Kenya. This correlation was noted to be significant since the P-value of 0.000 is less than the significance level of 0.05. Similar assertions were made by Llopis (2021) who opined that organizations engage leaders in problem-solving and pursue strategies that minimize the occurrence of problems thereby improving the performance and resilience of the firm to eventual shocks. At the same time, Olafsen (2017) noted that good problem-solving skills coupled with fast and sound decisions enable an organisation to survive and bounce back after a crisis and therefore become resilient.

Regarding management support and consideration, the study noted that a positive correlation existed between management support and consideration and organizational resilience among telecommunication companies in Kenya with a correlation coefficient of 0.167. The associated P-value of 0.005 indicates that the correlation between the variables was significant. The conclusion of Straatmann et al. (2016) that human beings react to change processes depending on how much support they receive which helps them build positive perceptions resonates with the conclusions arrived at in this study. Similarly, Ferreira et al. (2018) supported the argument that enhanced supervisory support spurs positive perceptions and behaviours among employees that lead to better performance.

The study also established that the correlation coefficient between development and organizational resilience was 0.195. This means that there is a positive correlation between development and organizational resilience among telecommunication companies in Kenya. The P-value for the coefficient was 0.001<0.05 suggesting that the relationship was significant. Zing (2015) notes that there is a need for organizations to put in place systems to empower existing and potential managers with relevant skills and knowledge for success in the performance of their tasks suggesting that development has a positive impact on organisational performance and resilience. Khan et al. (2016) also stated that employee management development offers an improved working environment for them to successfully perform their tasks which improves their productivity and that of the entire organization.

Finally, the study found that there is a strong correlation (r=0.224) between employee commitment and organizational resilience of Kenyan telecommunications enterprises. The P-value was less than the chosen significance level of 0.05, indicating that this link was significant. The results are in congruence with the conclusion reached by Chandwani et al. (2021) that employee commitment affects behaviour presenting several energizing forces for inspiring action thereby building superior synergies that spur resilient organizations. Similar observations were made by Van Wart et al. (2017) who suggested that to build strong and resilient organisations, there is a need to focus on spurring employee motivational attitudes to remain committed to the evolving state of the organization. This is motivated by the fact that the inner motives of employees are critical in the building of strong organizations, creating strong bonds between employees and the organization, and driving resilient behaviours.

The study sought to establish if similar relationships between the study variables existed among the management staff and subordinates. The results for correlation analysis among subordinates were as presented in table 4.17.

Table 4.17: Correlation coefficient results for subordinates

		Organization Resilience	Planning and organizing	Problem Solving	Management support and consideration	Management Development	Employee commitment
Organization Resilience	Correlation Coefficient	1.000					
	Sig. (2-tailed)	.					
	N	230					
Planning	Correlation Coefficient	.325*	1.000				
	Sig. (2-tailed)	.000	.				
	N	230	230				
Problem Solving	Correlation Coefficient	.276*	.569*	1.000			
	Sig. (2-tailed)	.000	.000	.			
	N	230	230	230			
Management support and consideration	Correlation Coefficient	.261*	.599*	.520*	1.000		
	Sig. (2-tailed)	.000	.000	.000	.		
	N	230	230	230	230		
Development	Correlation Coefficient	.311*	.227*	.235*	.145*	1.000	
	Sig. (2-tailed)	.000	.001	.001	.038	.	

	N	230	230	230	230	230	
Employee commitment	Correlation Coefficient	.162*	.215*	.398*	.278*	.141*	1.000
	Sig. (2-tailed)	.019	.002	.000	.000	.043	.
	N	230	230	230	230	230	230

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.17's findings reveal a positive correlation between planning, problem-solving, management support and consideration, development, and organizational resilience (r = 0.325, p = 0.000), as well as a positive correlation between employee engagement and organizational resilience (r = 0.276, p = 0.000). The p-values of the variables were below the chosen significance level of 0.05, indicating that the factors had a significant positive link with organizational resilience.

Comparatively, the findings indicate that there is a stronger correlation between organizational resilience and planning, problem-solving, management support and consideration, and development. This finding may indicate that subordinates view these factors as more important for achieving organizational resilience in the telecommunications industry. However, the study noted that the correlation coefficient for employee commitment and organizational resilience among telecommunication companies in Kenya was reduced among employees. This suggests that employees felt that although their commitment to the organisational goals was relevant for organizational resilience, other factors such as planning, problem-solving, management support, and consideration and development were more critical. To facilitate comparison with the senior management team, the study conducted a correlation analysis and the results were as presented in table 4.18.

Table 4.18: Correlation coefficient results for Senior Team

		Organization resilience	Planning and organizing	Problem Solving	Management support and consideration	Management Development	Employee commitment
Organizational resilience	Correlation Coefficient	1.000					
	Sig. (2-tailed)	.					
	N	49					
Planning and organizing	Correlation Coefficient	.257	1.000				
	Sig. (2-tailed)	.114	.				
	N	49	49				
Problem Solving	Correlation Coefficient	-.019	.233	1.000			
	Sig. (2-tailed)	.907	.153	.			
	N	49	49	49			
Management support and consideration	Correlation Coefficient	.401*	.219	.067	1.000		
	Sig. (2-tailed)	.011	.180	.685	.		
	N	49	49	49	49		
Development	Correlation Coefficient	.171	.089	.320*	-.017	1.000	
	Sig. (2-tailed)	.299	.591	.047	.919	.	
	N	49	49	49	49	49	
Commitment	Correlation Coefficient	.361*	.113	-.048	.290	-.342*	1.000
	Sig. (2-tailed)	.024	.494	.772	.074	.033	.
	N	49	49	49	49	49	49

*. Correlation is significant at the 0.05 level (2-tailed).

The results in table 4.18 shows that planning and organizing had a positive correlation with organization resilience ($r = 0.257$, $p = 0.114$), problem solving had a negative correlation with organization resilience (r = -0.019, p = 0.907. Similarly, Carmeli, Levi and Peccei (2021) pointed out that an indirect relationship existed between problem solving and performance. This phenomenon may be explained by the fact that resilience is a long-term goal while problem solving is instantaneous and ad hoc which involves increased sharing, and having conversations leading to negative thoughts and emotions among organization members, this could undermine organizational resilience (Knipfer and Kump, 2022). As such, the management may have viewed problem solving as a short-term management decision that is taken only when a challenge arise and may not be correlated with long term resilience of the firm unlike planning in advance on how to act in crisis.

Management support and consideration had a positive correlation with organization resilience (r = 0.401, p = 0.011), development had a positive correlation with organization resilience (r =0.171, p = 0.299) and employee commitment had a positive correlation with organization resilience (r = 0.361, p = 0.024). Results show that a positive correlation exists between organizational resilience and planning, management support and consideration, development, and commitment. The implication is that the management believes that an increase in planning , management support and consideration, management development, and commitment would lead to an increase in organizational resilience.

Regression Analysis

Direct Relationship

The purpose of the multiple regression analysis was to ascertain the influence of the independent variables (planning and organizing, problem-solving, management support and consideration, management development, and employee commitment) on the organizational resilience of Kenyan telecommunications companies. Based on the R squared, the predictive power of the model was determined (R^2). The fitness of the model was based on the F-statistic and its P-value at a 0.05 significance level. The significance of the study variables in predicting organizational resilience was based on the P-values of each variable at a 0.05 significance level. In this analysis, organizational resilience was regressed in planning and organising, problem-solving, management support and consideration, development, and employee commitment and the model summary results were summarised in table 4.19.

Table 4.19: Overall Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.874[a]	0.764	0.760	0.27750

The model summary results shown in table 4.21 show that the adjusted R square was 0.760 which implies that 76.0% of all variations in organizational resilience are explained by variations in planning, problem-solving, management support and consideration, management development , and employee commitment. The results further imply that the remaining, 24% of all the variations in organizational resilience are explained by other variables other than the variables considered in this study. These results show that the model as constituted was able to predict more variations in organizational resilience.

An Analysis of Variance (ANOVA) was used in the study to assess the fitness of the overall model (ANOVA). The critical value and P-value of the F-statistic were used to determine the model's fitness. Table 4.20 summarizes the ANOVA results.

Table 4.20: Analysis of Variance for the Overall Model

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	69.116	5	13.8232	176.913	0.000[b]
	Residual	21.331	273	0.078		
	Total	90.447	278			

The ANOVA findings on Table 4.20 show that the F-statistic of the model, was more than the F-critical value of 2.2471, was 176.913. These results indicate that the model as configured was significant in predicting organizational resilience. At the same time, results showed that the P-value for the model was 0.000<0.05. which indicates that the model was significant. Based on these results it is therefore concluded that planning and organising, problem-solving, management support and consideration, Management development, and employee commitment were fit in predicting organizational resilience.

To determine the significance of planning and organising, problem-solving, management support and consideration, Management development, and employee commitment in predicting organizational resilience the study conducted a student T-test. The decision on the significance of the variables was made based on the P-value at a 0.05 significance level.

Table 4.21: Coefficients Results for the Overall Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.327	.294		4.513	.000
	Planning and organising	.394	.063	.437	6.271	.000
	Problem Solving	.046	.052	.062	.877	.031
	Management support and consideration	.054	.045	.080	1.204	.023
	Management Development	.180	.065	.151	2.763	.006

Employee commitment	.106	.043	.135	2.463	.014

The regression coefficient results shown in table 4.21 was fitted in the equation as follows;

$$Y = 1.327 + 0.394X_1 + 0.046X_2 + 0.054X_3 + 0.180X_4 + 0.106X_5$$

The equation shows that by holding planning and organising, problem-solving, management support and consideration, Management development, and employee commitment constant at zero, organizational resilience would be 1.327. Results also show that planning and organising had a coefficient of 0.394 indicating that planning and organising has a positive effect on organizational resilience. The results further indicate that by holding all other factors constant and increasing planning and organising by a unit, organizational resilience would increase by 0.394. It was established that the P-value for the variable was 0.000 which was less than the significance level of 0.05. This means that planning and organising was significant in predicting organizational resilience. These results were consistent with the observations made by Hillmann et al. (2018) whose findings stated that planning and organising assist the organisation to become resilient suggesting that a positive relationship exists between the two variables. Additionally, Baskoro (2021) concluded that a positive relationship exists between planning and organisational resilience.

Results showed that problem-solving had a coefficient of 0.046 indicating that a positive relationship exists between problem-solving and organizational resilience. The results further suggest that a unit increase in problem-solving while holding all other factors constant would lead to a 4.6% increase in organizational resilience. The study also noted that P-value for problem-solving was $0.031<0.05$ indicating that problem-solving was a significant predictor of organizational resilience. These results tally with the conclusions reached by Llopis (2021) who stated that engaging leaders in problem-solving minimises the occurrence of problems thereby improving performance. At the same time, Olafsen (2017) observed that good problem-solving skills enable an organization to survive and bounce back after a crisis and therefore become more resilient.

Concerning management support and consideration, the study noted that the coefficient for the variable was 0.054 indicating that there is a positive effect of management support and consideration on organizational resilience. The results also indicate that holding all other factors constant and increasing management support and consideration by a unit would result in a 0.054 increase in organizational resilience. The P-value for the variable was 0.023 indicating that management support and consideration was a significant predictor of organizational resilience. These results are consistent with the conclusions reached by Bowers et al. (2017) who noted that a supportive team culture may enhance resilience. At the same time, Shin et al. 2016 concluded that organizational climate that values teamwork support and employee participation immeasurably contribute to the progression of social ties in teams and enhancement of mutual support during disturbances.

Management development had a beta coefficient of 0.180 indicating that the variable has a positive effect on organizational resilience. The results also indicate that holding all other factors constant and increasing Management development by a unit would lead to a 0.180 increase in organizational resilience. The P-value was observed to be 0.006<0.05 indicating that management development was significant in predicting organizational resilience. Day (2012) argues that management development attempts to improve the effectiveness of management through a learning process leading to better performance. Similarly, Park et al. (2020) demonstrated that managerial coaching practices directly impact organizational learning, and employees’ commitment and consequently impacting on organizational performance and resilience. Further, Ndai and Makhamara (2021) concluded that coaching, compensation, and working conditions positively and significantly impacted organisational performance.

Regarding employee commitment, the study noted that the coefficient for the variable was 0.106 suggesting that employee commitment had a positive effect on organizational resilience. The results further suggest that a unit increase in employee commitment while holding all other factors constant would lead to a 10.6% increase in organizational resilience. The results further showed that the P-value for employee commitment was 0.014 which was less than the 0.05 significance level indicating that employee commitment was a significant predictor of organizational resilience. The results were consistent with the conclusion of Paul et al. (2016) who concluded that there was a positive relationship between employee commitment and organizational citizenship behaviour. Similar results were presented by Omotoyosi et al. (2019) who concluded that employee commitment enhances the performance of Nigeria-based manufacturing firms.

The regression results presented were compared with the regression results for each of the two categories of respondents (senior management team and subordinates). The overall results were first compared with regression results for the subordinates. The model summary for the results of non-management staff were presented as presented in table 4.22.

Table 4.22: Model Summary for Multiple Regression for subordinates

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.893[a]	0.798	0.773	0.22849

Results in table 4.22 show that the adjusted R square is 0.773. This implies that according to employees 77.3% of all variation in organizational resilience is influenced by planning, problem-solving, management support and consideration, management development, and employee commitment. The results further suggest that the remaining 22.7% of all variations in organizational resilience were caused by other factors other than planning, problem-solving, management support and consideration, development , and employee commitment. It is noted that the model for subordinates predicts a higher proportion of organizational resilience as compared to the overall model. This means that employees believe that for the organisation to be resilient, there is a need for proper crisis planning, involvement of employees in problem-solving, management support and consideration, management development as well as employee commitment. The ANOVA results for the subordinates were summarised in table 4.23.

Table 4.23: ANOVA Results for Subordinates

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.019	5	9.4038	113.493	0.000[b]
	Residual	16.903	204	0.083		
	Total	58.922	229			

The ANOVA results in table 4.25 show that the F-statistic was 113.493 which was more than the F-critical of 2.2583. The P-value for the model was 0.000<0.05. These results indicate that the model was significant and therefore fit to predict organizational resilience.

The model coefficient results for the non-management staff were as summarised in table 4.24.

Table 4.24: Coefficients Results for subordinates

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.648	.345		4.781	.000

Planning and organising	.234	.068	.291	3.457	.001
Problem Solving	.118	.060	.165	1.957	.042
Management support and consideration	.020	.047	.033	.417	.677
Management Development	.208	.073	.182	2.844	.005
Employee commitment	.036	.051	.046	.698	.486

a. Dependent Variable: Organizational Resilience

From coefficients findings in Table 4.24, the regression model was fitted as follows:

$$Y = 1.648 + 0.234X_1 + 0.118X_2 + 0.020X_3 + 0.208X_4 + 0.036X_5$$

From the equation, it is established that the model constant is 1.648 indicating that holding all variables (planning, problem-solving, management support and consideration, development and employee commitment) constant, organizational resilience would be 1.648.

The findings also show that planning has a positive and significant relationship with organizational resilience (B = 0.234, P = 0.001). Problem-solving had a positive significant relationship with organizational resilience (B = 0.118, P = 0.042). Management support and consideration had a positive relationship with organizational resilience (B = 0.020, P = 0.677). Management development had a positive and significant relationship with organizational resilience (B = 0.208, P = 0.005). Employee commitment had a positive relationship with organizational resilience (B = 0.036, P = 0.486).

These results show that holding a unit increase in planning, problem-solving, management support and consideration, management development, and employee commitment while holding all other factors constant would lead to a 0.234, 0.118, 0.020, 0.208, and 0.036 unit increase in organizational resilience respectively. The results also show that subordinates believe that being involved in planning , problem-solving, and management development programs are significant in enhancing organizational resilience. The results suggest that employees believe that if they are not involved in planning and organising, problem-solving and there is no management development, being committed and having management support and consideration would probably be futile in influencing organizational resilience.

The regression results were also compared with the regression results for the senior management team and the model summary results were shown in table 4.25.

Table 4.25: Model Summary Results for Management Team

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.863[a]	0.745	0.715	0.26686

The model summary results shown in table 4.25 indicate that the adjusted R square was 0.715 indicating that the model was able to predict 71.5% of all the variations in organizational resilience of the telecommunication companies in Kenya. This means that according to the management 28.5% the of organizational resilience is contributed by other factors other than planning, problem-solving, management support and consideration, management development, and employee commitment. Compared with the other model, it is noted that the model has lower predictive power than the overall model for all the respondents and that of subordinates suggesting that employees, more than the management believed that planning, problem-solving, management support, and consideration, development and employee commitment would influence organizational resilience.

The ANOVA results for the management team were summarized in table 4.26.

Table 4.26: ANOVA Results for Management Team

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.781	5	1.9562	25.132	0.000[b]
	Residual	3.347	43	0.078		
	Total	13.128	48			

The ANOVA results presented in table 4.28 indicate that the F-value was 25.132 which was less than the F-critical value of 2.4322. The results also show that the P-value for the model was 0.000 which was less than the 0.05 significance level. These results show that the model was fit in predicting organizational resilience. The coefficient results for the senior management team model were summarized in table 4.27

Table 4.27: Coefficients Results for Management Team

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	.270	1.611		.167	.868
Planning and organising	.549	.295	.307	1.864	.001
Problem Solving	-.104	.254	-.070	-.409	.685
Management support and consideration	.211	.216	.154	.977	.336
Management development	.084	.306	-.048	-.274	.786
Employee commitment	.300	.125	.387	2.394	.023

The findings in Table 4.27 were fitted in the model equation as follows;

$$Y = 0.270 + 0.549X_1 - 0.104X_2 + 0.211X_3 + 0.084X_4 + 0.300X_5$$

It is observed that the model constant was 0.270 indicating that in the absence of the study variables (planning, problem-solving, management support and consideration, development, and employee commitment) organizational resilience would be equal to 0.270. It is further noted that planning, has a positive significant effect on organizational resilience (B = 0.549, P = 0.001). Problem-solving had a negative effect on organizational resilience (B = -0.104, P = 0.685). Management support and consideration had a positive effect on organizational resilience (B = 0.211, P = 0.336). Management development had a positive and effect on organizational resilience (B = 0.084, P = 0.786) while employee commitment had a positive and significant effect on organizational resilience (B = 0.300, P = 0.023). Notably, it is established that among the senior management staff, problem solving had a negative effect on organizational resilience. Similar observations were made regarding correlation results where the variable was negatively correlated with organizational resilience.

Hypotheses Testing

Hypothesis testing was done through simple linear regression analysis. The results were explained through the coefficient of determination (R^2) to determine the predictive power of the model, F-statistics to determine the fitness of the model, and the P-values to establish the significance of the variables. The study tested the following null hypotheses in the same order:

$H0_1$: There is no statistically significant influence of planning and organizing on organizational resilience in telecommunication companies in Kenya.

$H0_2$: There is no statistically significant influence of problem-solving on organizational resilience in telecommunication companies in Kenya.

$H0_3$: There is no statistically significant influence of management support and consideration on organizational resilience in telecommunication companies in Kenya.

$H0_4$: There is no statistically significant influence of management development on organizational resilience in telecommunication companies in Kenya.

$H0_5$: There is no statistically significant influence of employee commitment on organizational resilience in telecommunication companies in Kenya.

$H0_6$: There is no statistically significant moderating effect of organizational climate on the relationship between shared leadership and organizational resilience..

Test of Hypothesis One

The first objective of the study was to examine how planning influence the organizational resilience of telecommunication companies in Kenya. The associated null hypothesis was that there is no statistically significant influence of planning and organizing on organizational resilience in telecommunication companies in Kenya. To test the hypothesis organizational resilience was regressed on crisis planning. The model results were summarised in table 4.28.

Table 4.28: Regression results for planning and Organizing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.527[a]	0.278	0.272	0.67404

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.867	1	21.867	106.657	0.000[b]
	Residual	56.792	277	0.205		
	Total	78.659	278			

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	2.197	.196		11.197	.000
	Planning and organising	.475	.046	.527	10.316	.000

a. Dependent Variable: Resilience
b. Predictors: (Constant), Planning and Organising

The results in table 4.28 show that the adjusted R^2 was 0.272 indicating that the model predicted 27.2% of all variations in organizational resilience of telecommunication companies in Kenya. The F-statistic for the model was 106.657 which was greater than the F-critical value (1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study, therefore, concluded that the model was fit in predicting organizational resilience of telecommunication companies in Kenya.

The coefficient results showed that the model constant was 2.197 indicating that in the absence of planning and organising, the organizational resilience of telecommunication companies in Kenya would be equal to 2.197. Results also showed that the coefficient for planning and organising was 0.475 indicating that holding all other factors constant, a unit increase in planning and organising would lead to a 0.475 increase in organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for planning and organising was 0.000<0.05 indicating that planning and organising was significant in predicting organizational resilience of telecommunication companies in Kenya. Since planning and organising was significant, the study rejected the null hypothesis and concluded that planning and organising significantly influence organizational resilience in telecommunication companies in Kenya.

These results are explained based on the demographic characteristics of the respondents, descriptive results, theoretical foundation of the study, empirical literature review, and correlation analysis. Concerning demographic characteristics of the respondents, it was noted that the majority of the respondents were aged between 30 and 49 years who are in the prime age of their career (Setiadi, Ursula, Rismawati & Setini, 2020), and therefore, they valued the relevance of planning and organizing to attain and sustain organizational resilience to guarantee them job opportunities in future. Results further showed that the majority of respondents had college, undergraduate or post-graduate education in terms of certificates, diplomas, and degrees. This means that the respondents would have a reasonable appreciation about the relationship existing between the variables and therefore put weight on the role of crisis planning to achieve organizational resilience.

It was also noted that the majority of the respondents had worked in their current telecommunication company for more than one year indicating that they had an understanding of the operations in their companies and the role of planning to achieve organizational resilience. Moreover, the study established that the majority of the respondents were lower-level staff in the organisations and since they are directly involved in the day-to-day operations of the telecommunication companies and therefore, they may have appreciated the role of crisis planning to realise organizational resilience.

Concerning descriptive statistics, it was established that the mean score for crisis planning was 4.078 for subordinates and 4.558 for the senior management team. This indicates that both subordinates and their managers in telecommunication companies in Kenya agreed on the role of crisis planning to achieve organizational resilience. Consequently, it is deduced that for companies to achieve resilience there is need to provide insightful input about the team's work plans, organizing tasks to ensure smooth workflows, allocation of resources according to teams' priorities, and involve the staff in developing a shared vision.

The results of the study support the tenets of the Managerial Grid of Leadership Theory which advocates for teamwork and commitment among employees, empowers team productivity and motivation which results in high employee engagement and productivity, and embraces team spirit leading to team effectiveness. Based on the provisions of the theory, telecommunication companies in Kenya can achieve better performance and resilience through management teams that support joint planning and encourage a shared vision for goal congruence which is insinuated by the theory to lead to better performance. The findings are in agreement with those of Girish et al. (2018) who highlighted the importance of pre-disaster planning activities claiming that they would influence adaptive resilience, but in themselves may not be sufficient to positively impact financial performance.

The results further supported conclusions reached by previous scholars such as Baskoro (2021) who concluded that planning invokes intuitive capabilities among employees which spurs their commitment to the achievement of organizational goals leading to better performance. Therefore, a positive relationship exists between planning and organisational resilience. Similarly, Hillmann et al. (2018) stated that planning and organising assist the organisation to identify any upcoming crises and take actions in advance on how to mitigate the adverse effect which helps the firm to be resilient. Further, the results concurred with the conclusion of Nnamdi (2020) who concluded that the crucial facets of crisis management, such as the strategy for mobilization reserve, changing path strategy, fragmentation of crisis to manageable fragments, teamwork strategy, and calamity containment strategy could potentially influence the resilience of telecommunication firms in Nigeria. Moreover, Okeyo and Nyaera (2020) underscored the relevance of strategic planning in influencing change management among telecommunication companies in Kenya.

Finally, these results are consistent with correlation analysis results which indicated that the correlation coefficient between organizational resilience and planning was 0.319 indicating that a positive correlation exists between planning and organizational resilience of telecommunication companies in Kenya. This implies that for organisations to achieve resilience there must be an element of forward planning and anticipating future crisis beforehand.

Test of Hypothesis Two

The second objective was to establish the influence of problem-solving on organizational resilience in telecommunication companies in Kenya. The null hypothesis was that there is no statistically significant influence of problem-solving on organizational resilience in telecommunication companies in Kenya. To test the hypothesis organizational resilience was regressed on problem-solving. The model results were summarised in table 4.29.

Table 4.29: Regression results for problem-solving

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508[a]	.258	.253	.50698

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.461	1	7.461	29.027	.000[b]
	Residual	71.198	277	.257		
	Total	78.659	278			

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.193	.152		20.956	.000
	Problem Solving	.211	.039	.308	5.388	.000

The results in table 4.29 show that the adjusted R^2 was 0.253 indicating that the model predicted 25.3% of all variations in organizational resilience of telecommunication companies in Kenya. The results also show that the F-statistic for the model was 29.027 which was greater than the F-critical (1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting organizational resilience of telecommunication companies in Kenya.

Results also showed that the model constant was 3.193 alluding that in the absence of valuable problem-solving, the organizational resilience of telecommunication companies in Kenya would be equal to 3.193. Results showed that the coefficient of problem-solving was 0.211 meaning that holding all other factors constant, a unit increase in problem-solving would lead to 0.211 units increase in organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for problem-solving was 0.000<0.05 indicating that problem-solving was significant in predicting the organizational resilience of telecommunication companies in Kenya. Since problem-solving was significant, the study rejected the null hypothesis and concluded that problem-solving significantly influence organizational resilience in telecommunication companies in Kenya.

The demographics of the respondents, descriptive statistics, correlation analysis, theoretical evaluation, and prior research were also used to explain the findings. In relation to the demographic features of the respondents, it was noted that most of the subordinates and senior team in the telecommunication companies were aged between 30-49 years and were involved in decision-making in the company. This implies that they understood the importance of problem-solving in ensuring organizational resilience. Also, the majority of the employees among telecommunication companies are female who may have a lower appetite for risk (Nyamu, 2012) and therefore they appreciate the need for problem-solving to guarantee organizational resilience. The majority of the respondents had college, undergraduate and postgraduate qualifications meaning that they may have had a good understanding of the role of problem-solving in ensuring organizational resilience.

It was established that the majority of employees had served in their organization for more than one year an indication that the employees understood and appreciated the importance of problem-solving in ensuring organizational resilience. Also, the majority of the employees had more than one year in their current working teams. This implies that the teams work together to achieve good problem-solving in telecommunication companies. The supervisors among telecommunication companies had a team of between 9 and 11 members to supervise. An indication that the supervisors work together with the members in problem-solving to achieve organizational resilience.

The descriptive results showed that the aggregate means for problem-solving for subordinates and the senior management team was 3.610 and 4.550 respectively. This implies that they agreed on the importance of problem-solving in ensuring organizational resilience using combined expertise. This would ensure that everyone's opinion counts in problem-solving. Also, when faced with problems in the organization the team should be solution-oriented an important aspect in the achievement of organizational resilience.

The findings are consistent with the ideas of Transformational Leadership theory, according to which leaders should collaborate with their followers to identify necessary changes and then influence, incite, and carry those changes out with the help of the group's managers. The theory emphasizes the need for leaders to influence followers and inspire them to work beyond their perceived abilities. In telecommunication companies, leaders play an important role in problem-solving. The leaders can also influence their subordinates to make their contributions to problem-solving activities in the organization.

The results support the conclusions by Bui et al. (2019) who emphasized the significance of diversity in problem-solving teams arguing that, due to their different orientations and experiences, they are more likely to closely connect with the external environment and share valuable exchanges to solve problems that affect the firm. Good problem skills mean an organization can survive and bounce back after a crisis and therefore become resilient noting that Knowledgeable people can organize into ad hoc networks to provide the needed expertise for creating problem-solving synergies according to Olafsen (2017). Stewart et al. (2019) in the South African context noted that decision-making is critical in problem-solving, to spur evidence-based policy implementation, or evidence-informed decision-making drive evidence-based policy-making that has the potential to develop the needed administrative will to energize employees with knowledge through effective analysis, thereby facilitating the knowledge economy across the firm.

The results are related to the correlational results which showed that the correlation coefficient between problem-solving and organizational resilience was 0.251: Implying a positive correlation exists between problem-solving and organizational resilience among telecommunication companies in Kenya. This correlation was also noted to be significant. This implies that problem-solving is a predictor of organizational resilience.

Test of Hypothesis Three

The third objective was to examine how management support and consideration influence organizational resilience in telecommunication companies in Kenya. The null hypothesis was that there is no statistically significant influence of management support and consideration on organizational resiliencein telecommunication companies in Kenya.

To test the hypothesis organizational resilience was regressed on management support and consideration. The model results were summarised in table 4.30.

Table 4.30: Regression results for management support and consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461[a]	.212	.197	.51437

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.371	1	5.371	20.301	.000[b]
	Residual	73.287	277	.265		
	Total	78.659	278			

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.320	.154		21.628	.000
	Management support and consideration	.164	.036	.261	4.506	.000

The results in table 4.30 show that the adjusted R^2 was 0.197 indicating that the model predicted 19.7% of all variations in organizational resilience of telecommunication companies in Kenya. The results also showed that the F-statistic for the model was 20.301 which was more than that of the F-critical (1,277=3.8752). The P-value for the model was $0.000<0.05$ indicating that the F-value was significant. The study, therefore, concluded that the model fit in predicting organizational resilience of telecommunication companies in Kenya.

The coefficient results showed that the model constant was 3.320 indicating that in the absence of management support and consideration, organizational resilience of telecommunication companies in Kenya would be equal to 3.320. Results also showed that the coefficient for management support and consideration was 0.164 indicating that holding all other factors constant, a unit increase in management support and consideration would lead to 0.164 units increase in organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for management support and consideration was $0.000<0.05$ indicating that management support and consideration was significant in predicting organizational resilience of telecommunication companies in Kenya. Since management support and consideration was significant, the study rejected the null hypothesis and concluded that management support and consideration significantly influence organizational resilience of telecommunication companies in Kenya.

The findings relate to the demographic features of the respondents, the majority of the employees in the telecommunication companies were between 30-49 years. The employees of this age group are part of the management team in the organization. Therefore, they are aware that management support and consideration for their subordinates would help in the achievement of organizational resilience (Meintjes & Hofmeyr, 2018). Most of the employees in the telecommunication companies were female. Since female employees are risk averse as alluded by Nyamu (2012), they are likely to appreciate the need for management support and consideration for organizations to gain and sustain resilience through improved risk management practices. The results also showed that many of the employees had college/ undergraduate and postgraduate educational levels. This implies that the respondents were knowledgeable on how management support and consideration can be used to achieve organizational resilience.

The findings further showed that the majority of the respondents had served in their organization for more than one year implying that they understand how management support and consideration have been important in the achievement of organizational resilience. The majority of the employees had more than one year in their current working teams and indication that they had been working together to achieve organizational resilience through the support and consideration they are offered by the management of the telecommunication companies.

In line with the descriptive results, the average mean score was 4.018 for subordinates and 4.575 for managers an indication that the respondents agreed that management support and consideration is vital to the attainment of organizational resilience in telecommunication companies in Kenya. Consequently, management support and consideration can be enhanced through a cohesive team atmosphere, provision of support when needed by the team members, and encouraging team members to undertake their duties even when upset by work demands.

The results support the views of the Managerial Grid of Leadership Theory which provides for a contribute-and-commit type of leadership where the manager gives high interest to both individuals and production consequently spurring high levels of motivation. The manager promotes teamwork at the workplace and has a high concern about strategies that would achieve high levels of employee commitment, making them feel valued as they get involved in realizing the corporate purpose and aspirations and empowering the team leaders intentionally. Therefore, telecommunication companies can achieve their purpose if their leaders can promote teamwork in the workplace. This can be achieved through management support and consideration to ensure that the subordinates are committed to achieving organizational resilience.

The findings concur with the conclusions by Barasa et al. (2018) who noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa. The leaders should deploy support that enhances creativity and innovation at all levels in the organization. Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016).

The results are consistent with correlational results that, a positive correlation existed between management support and consideration and with organizational resilience among telecommunication companies in Kenya with a correlation coefficient of 0.167. The relationship was statistically significant implying that management support and consideration is vital in building organizational resilience.

Test of Hypothesis Four

The fourth objective was to examine how management development influence organizational resilience in telecommunication companies in Kenya. The hypothesis was that there is no statistically significant influence of management development on organizational resilience in telecommunication companies in Kenya. The hypothesis was tested by regressing organizational resilience on development and mentoring. Table 4.31 shows the summary of the findings.

Table 4.31: Regression results for management development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547[a]	.299	.294	.51635

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.804	1	4.804	18.019	.000[b]

	Residual	73.854	277	.267		
	Total	78.659	278			

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.826	.278		10.171	.000
	Management Development	.274	.065	.247	4.245	.000

The results in table 4.31 show that the adjusted R^2 was 0.294 indicating that the model predicted 29.4% of all variations in organizational resilience of telecommunication companies in Kenya. The results also show that the F-statistic for the model was 18.019 which was more than the F-critical (1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study, therefore, concluded that the model fit in predicting organizational resilience of telecommunication companies in Kenya.

The coefficient results showed that the model constant was 2.826 indicating that in the absence of management development, the organizational resilience of telecommunication companies in Kenya would be equal to 2.826. Results also showed that the coefficient for management development was 0.274 indicating that holding all other factors constant, a unit increase in management development would lead to 0.274 units increase in the organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for management development was 0.000<0.05 indicating that management support and consideration were significant in predicting the organizational resilience of telecommunication companies in Kenya. Since management development was significant, the study rejected the null hypothesis and concluded that management development significantly influence organizational resilience in telecommunication companies in Kenya.

In relation to the demographic features of the respondents, most of the respondents in the telecommunication companies were between 30-49 years. This implies that they were experienced (Mahy, Rycx, Vermeylen & Volral, 2022) and had a good understanding of the significance of management development on organizational resilience. The results also showed that many of the employees had college/ undergraduate and postgraduate education levels an indication that they are knowledgeable on the importance of management development in the attainment of organizational resilience.

The results also showed that the majority of the respondents had served in their organization for more than one year implying that they are aware of the role of management development in ensuring organizational resilience. The majority of the employees had more than one year in their current working teams implying that they understood that management development is of important for organizational resilience.

In the descriptive statistics, the average mean was 4.203 for subordinates and 4.623 for managers and indicating that the employees agreed on the role of management development in ensuring organizational resilience. To achieve resilience, leaders need to instruct poor performers on how to improve, provide an opportunity for exchanging career-related advice among the team members and demonstrate effective practices to regularly share relevant information and context to all staff.

The results support the views of Transformational Leadership Theory which posits that the leader serves as an ideal role model for followers; the leader "walks the talk," and is admired for this, the leader inspires and motivates the followers through having a vision and presenting that vision with clarity, the leaders demonstrate genuine concern for the needs and feelings of followers and works to support their self-actualization and the leader challenges the followers to embrace innovative and creative thinking to drive change as opposed to courting the status quo. In telecommunication companies the leaders can support their employees through development.

The findings support the conclusions by Park, McLean, and Yang, (2020) who demonstrated that the managerial coaching practices by the management teams directly impacted organizational learning, consequently impacting employees' levels of commitment. Ndai and Makhamara (2021) concluded that coaching, compensation, and working conditions positively and significantly impacted organization performance and provided opportunities for career advancement. Kamau et al. (2016) found a significant positive correlation between, job rotation, management development, training interventions, and organizational productivity. The implication is that the perceived empowerment of workers by a given firm through learning is likely to positively impact employee commitment in the long haul.

The results are supported by the correlational results that the correlation coefficient between development and organizational resilience was 0.195. This means that there is a positive correlation between development and organizational resilience among telecommunication companies in Kenya. The findings concur with those of Park, McLean, and Yang, (2020) that managerial coaching practices by the management teams directly impacted organizational learning, consequently impacting employees' levels of commitment.

Test of Hypothesis Five

The fifth objective was to examine how employee commitment influence organizational resilience in telecommunication companies in Kenya. The hypothesis was that there is no statistically significant influence of employee commitment on organizational resilience in telecommunication companies in Kenya. Hence, organizational resilience was regressed on employee commitment. Table 4.32 shows a summary of the findings.

Table 4.32: Regression results for employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459[a]	.211	.206	.51593

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.925	1	4.925	18.501	.000[b]
	Residual	73.734	277	.266		
	Total	78.659	278			

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.316	.162		20.519	.000
	Employee commitment	.183	.043	.250	4.301	.000

The results in table 4.32 show that the adjusted R^2 was 0.206 indicating that the model predicted 20.6% of all variations in organizational resilience of telecommunication companies in Kenya. The F-statistic for the model was 18.501 which was more that the F-critical (at 1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study, therefore, concluded that the model fit in predicting organizational resilience of telecommunication companies in Kenya.

The coefficient results showed that the model constant was 3.316 indicating that in the absence of employee commitment, organizational resilience of telecommunication companies in Kenya would be equal to 3.316. Results also showed that the coefficient for employee commitment was 0.183 indicating that holding all other factors constant, a unit increase in employee commitment would lead to a 0.183 unit increase in organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for employee commitment was 0.000<0.05 indicating that employee commitment was significant in predicting organizational resilience of telecommunication companies in Kenya. Since employee commitment was significant, the study rejected the null hypothesis and concluded that employee commitment significantly influence organizational resilience in telecommunication companies in Kenya.

Concerning the demographic features of the respondents, most of the employees in the telecommunication companies were between 30-49 years. This implies that they are experienced as alluded by Mahy et al. (2022) and therefore understand the importance of employee commitment to achieve organizational resilience. The results also showed that many of the employees had college/ undergraduate and postgraduate educational levels. This implies that they have an understanding of the effect of employee commitment on organizational resilience.

The findings further showed that the majority of the respondents had served in their organization for more than one year implying that they understood how employee commitment is vital in the achievement of organizational resilience. The majority of the employees had more than one year in their current working teams and indication that they have been working together to achieve organizational resilience through their commitment to the organization.

In relation to descriptive statistics, the aggregate mean was 3.964 implying that respondents agreed on the role of employee commitment in organizational resilience of telecommunication companies in Kenya. To enhance organizational resilience, the positive contribution of employees is important and the utilization of skills and knowledge to achieve organizational goals is of significance.

The results support the views of Transformational Leadership Theory. The theory notes that one way to boost and sustain employees' commitment to building a long-term organizational horizon is through joint visioning by building up the needed psychological resources that enhance long-term adaptability. Transformational leadership is experienced when leader behaviours influence followers and inspire them to execute their mandate beyond their perceived capabilities and inspires them to achieve unexpected or remarkable results: enhancing positive change in the followers' attitudes and the organization as a whole. Hence, leadership is important in influencing employees' commitment in telecommunication companies.

The results are in line with the recommendations made by Maleka et al. (2019), who noted that to increase employee engagement and satisfaction levels, employers should work to improve job circumstances, treat workers fairly, and invest in career advancement opportunities. Building commitment through increased participation of essential stakeholders in the planning and decision-making processes is one method of enhancing organizational resilience (Sweya et al., 2018). The affective commitment did not significantly impact the performance of enterprises, according to Omotoyosi et al. (2019). Similar to how normative commitment significantly impacted the performance of the firms, continuation commitment does not have the same large impact on the performance of the firms.

In relation to correlation results, the study established a positive relationship exists between employee commitment and organizational resilience of telecommunication companies in Kenya ($r=0.224$). This relationship was significant. This implies that employee commitment plays a significant role in organizational resilience of telecommunication companies in Kenya. Omotoyosi et al. (2019) concluded that employees' commitment enhances the performance of Nigeria-based manufacturing firms.

Test of Hypothesis Six

The sixth objective was to examine how organizational climate moderates the relationship between shared leadership and organizational resilience. The related hypothesis was that there is no significant moderating influence of organizational climate on the relationship between shared leadership and organizational resilience. To test the hypothesis, the study conducted a two steps multiple linear regression model as recommended by Fairchild and MacKinnon (2009). In the first step, organizational resilience was regressed on shared leadership to determine if a relationship exists to be moderated. The model results were shown in Table 4.19, 4.20, and 4.21. The results showed that the regression model in Table 4.20 was significant. The coefficient results in table 4.21 established that all the indicators of shared leadership were significant indicating that a relationship exists to be moderated.

In the second step, organizational resilience was regressed on shared leadership, organizational climate, and interactive terms. The model results were summarised in table 4.33.

Table 4.33: Moderated model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894[a]	.799	.794	.11445

The findings in Table 4.33 shows that the adjusted R square was 0.794 suggesting that the model explained 79.4% of all the variations in organizational resilience. This shows the adjusted R square increase by 0.034 from 0.760 in Table 4.19 to 0.794 in table 4.35. Hence, the variation in organizational resilience increased from 76.0% to 79.4% after introducing the moderating variable implying that organizational climate has a moderating effect on the relationship between shared leadership and organizational resilience.

To determine the fitness of the moderated model the study conducted an Analysis of Variance (ANOVA). The results were as shown in Table 4.34.

Table 4.34: Moderated ANOVA

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	42.103	11	3.828	66.996	.000^{b}
	Residual	15.254	267	0.057		
	Total	57.357	278			

The ANOVA results in table 4.36 show that the F-statistic for the model was 66.996 which was noted to be greater than the F-critical value of 1.8246. These results indicate that the model as configured was significant. At the same time, results showed that the P-value for the model was 0.000<0.05 which indicates that the model was significant. Based on these results it was therefore concluded that organizational climate has a significant moderating effect on the relationship between shared leadership and organizational resilience.

The moderated coefficients results were as shown in Table 4.35.

Table 4.35: Moderated Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.705	2.227		7.511	.000
Planning and organizing	.442	.108	.334	4.093	.000
Problem-solving	.407	.102	.353	3.990	.001
Management support and consideration	.398	.098	.350	4.061	.000
Management development	.312	.086	.243	3.628	.000

Employee commitment	.282	.061	.170	4.623	.000
Organizational climate	.539	.151	.400	3.570	.001
Planning and organizing *Organizational climate	.389	.138	.277	2.819	.004
Problem Solving*Organizational climate	336	.130	.294	2.585	.004
Management support and consideration*Organizational climate	.420	.092	.372	4.565	.000
Management development*Organizational climate	.405	.120	.389	3.375	.003
Employee commitment*Organizational climate	.375	.118	.243	3.178	.003

The moderating model was fitted as follows

$$Y = 1.705 + 0.442X_1 + 0.407X_2 + 0.398X_3 + 0.312X_4 + 0.282X_5 + 0.539M + 0.389X_7*M + 0.336X_8*M + 0.420X_9*M + 0.405X_{10}*M + 0.375X_{11}*M$$

From the equation it is observed that the constant was 1.705 meaning that holding all the variables constant at zero, organizational resilience will be 1.705. The results also indicate that organizational climate had a significant and moderating effect on the relationship between planning and oragnizing on organizational resilience (0.004<0.05), problem-solving and organizational resilience (0.004<0.05), management support and consideration and organizational resilience (0.000<0.05), management development and organizational resilience (0.003<0.05) and employee commitment and organizational resilience (0.003<0.05). It is noted that all the interactive terms were significant. The study, therefore, rejected the null hypothesis that there is no significant moderating effect of organizational climate on the relationship between shared leadership and organizational resilience and concluded that organizational climate has a significant moderating effect on the relationship between shared leadership and organizational resilience.

These results were consistent with the existing empirical literature which supports that employees value a climate that fosters psychological safety in which the organizational culture influences innovative capabilities and innovative performance according to Andersson et al. (2020). Similarly, Yang (2012) argued that there is a need for leaders to emphasize a climate that supports organizational learning to acquire knowledge and develop knowledge management programs within the organization which suggest that a good organisational climate fosters the relationship between shared leadership and organisational resilience. Moreover, Manning and Robertson (2016) suggested an organizational climate that supports quality decision-making by demanding action, clarifying roles and responsibilities, and developing members' skills helps the firm to achieve better performance.

Chapter Summary

The chapter has presented the data results. From the results obtained, it was established that both the subordinate and the senior management team agreed that shared leadership was emphasised in the telecommunication companies in Kenya. It was also established that organizational culture and operational environment were emphasised in the telecommunication companies in Kenya. Regarding resilience, it was established that both subordinate staff were indifferent on whether there were disruptions in the telecommunication companies in Kenya in the last five years while the senior management team agreed that there were disruptions in the telecommunication companies in Kenya in the last five years. The findings also showed that there was an agreement among the respondents that telecommunication companies in Kenya were resilient in the last five years.

Correlation results showed there was a positive correlation between organizational resilience and all the independent variables (planning and oragnizing, problem-solving, management support and consideration, management development as well as employee commitment). Correlation analysis was also done for both the subordinates and the senior team. The correlation results for subordinates showed that planning and oragnizing, problem-solving, management development, and employee commitment had a positive correlation with organizational resilience. Further, the relationships were significant because the p-values of the variables were less than the selected statistical significance level of 0.5. For the senior team, the correlational results showed that planning and oragnizing had a positive relationship with organizational resilience. However, problem-solving had a negative and not significant relationship with organizational resilience since the p-values were greater than the selected significance level of 0.05, Employee commitment had a positive and significant relationship with organizational resilience.

Hypotheses testing results showed that there was a significant relationship between planning and organizing, problem-solving, management support and consideration, management development, and employee commitment and organizational resilience. Finally, the study established that organizational climate had a significant moderating effect on the relationship between shared leadership and organizational resilience.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

Introduction

This final chapter concludes the dissertation. First is a section that highlights the summary of the findings that have emerged from the research reported in the dissertation. Second is a section that discusses the conclusions of the study before moving on to present the recommendations of the study. Contributions of the study to the body of knowledge follows. Last but not the least is a section on suggestions for further research.

Summary of Findings

The focus of the study was to investigate the influence of shared leadership and organization climate on organizational resilience in the telecommunication sectors in Kenya. The first objective of the study was to examine how planning and organising influence organizational resilience in telecommunication companies in Kenya. The study (table 4.9 established that the subordinates and senior team gave insightful input about the team's work plans as they engage in organizing tasks to ensure smooth workflows, organizational resources are allocated according to teams' priorities and the organization involves the staff in developing a shared vision with agreed-upon goals. The correlation results (table 4.16) showed that planning had a positive correlation with organizational resilience. Hypothesis testing results (table 4.28) found that there is a positive and significant relationship between planning and organizational resilience in telecommunication companies in Kenya.

The second objective examined how problem-solving influence organizational resilience in telecommunication companies in Kenya. The study's findings (table 4.9) indicated that subordinates and senior team use the team's combined expertise to solve problems, teams are solution-oriented in the face of problems, and the team is empowered to identify problems before they arise to eliminate root problems, not just symptoms and when major decisions must be made, all stakeholders are involved in the decision process to decide the best course of action. The correlational findings (table 4.16) showed that problem-solving had a positive correlation with organizational resilience. Hypothesis testing results (table 4.29) revealed there is a positive and significant relationship between problem-solving and organizational resilience in telecommunication companies in Kenya.

The third objective was to examine how management support and consideration influence organizational resilience in telecommunication companies in Kenya. The study (table 4.9) revealed that team members treat each other with courtesy, the organization's work environment is supportive especially for team members who need help, team members provided the needed encouragement to perform their tasks, especially when upset by the demands of work and leaders foster a cohesive team atmosphere. The correlational results (table 4.16) revealed that management support and consideration had a positive correlation with organizational resilience. Hypothesis testing results table (4.30) established that there is a positive and significant relationship between management support and consideration of organizational resilience in telecommunication companies in Kenya.

The fourth objective was to examine how management development influence organizational resilience in telecommunication companies in Kenya. It was established that (table 4.9) leadership offers an opportunity for exchanging career-related advice among the team members, the exchange of knowledge and ideas among team members, the appointed leader's model/demonstrates effective practices to regularly share relevant information and context to all staff and as part of learning, and the leadership instructs poor performers on how to improve. The correlational results (table 4.16) revealed that development had a positive correlation with organizational resilience. On hypothesis testing, (table 4.31) the study found that there is a positive and significant relationship between management development with organizational resilience in telecommunication companies in Kenya.

The fifth objective was to examine how employee commitment influence organizational resilience in telecommunication companies in Kenya. The study (table 4.9) revealed that the subordinates and senior team like the experience they have that can make a positive contribution to their own experience and the experience of others. They feel psychologically safe; their work experience is healthy and they feel that by them leaving, this would create a void in the organization and more so in my team's knowledge/skills. The correlational results (table 4.16) revealed that employee commitment had a positive correlation with organizational resilience. Hypothesis testing (table 4.32) revealed that there is a positive and significant relationship between employee commitment with organizational resilience in telecommunication companies in Kenya.

The sixth objective was to examine how organizational climate moderates the relationship between shared leadership and organizational resilience. The study (table 4.10) revealed that people are flexible and adaptable to manage organizational change and that staff believes in working together collaboratively, besides preferring cooperation over the competition to achieve organizational goals. It was reported that teams embraced a coordinated approach to get the job done effectively and they give the highest priority to meeting the needs of their customers by solving their problems. The study also found that (Table 4.11) employees' work is per the established standard operating procedures. The operating environment is reasonably decentralized thus supporting good response time and service delivery and the operating environment allows for task interdependence (each task requiring input from many to enable completion). The regression results (table 4.35) revealed that there is a significant moderating influence of organizational climate on the relationship between planning and organizational resilience.

Conclusions

The study found that planning and organizing had a positive correlation with organizational resilience. Further, there was a positive and significant relationship between planning with organizational resilience in telecommunication companies in Kenya. This study concludes that planning and organizing significantly influence organizational resilience in telecommunication companies in Kenya.

It was established that problem-solving had a positive correlation with organizational resilience. Also, there was a positive significant relationship between problem-solving and organizational resilience in telecommunication companies in Kenya. Therefore, the study concludes that problem-solving has a significant influence on organizational resilience in telecommunication companies in Kenya.

The study further revealed that management support and consideration had a positive correlation with organizational resilience. Further, there was a positive and significant relationship between management support and consideration of organizational resilience in telecommunication companies in Kenya. Hence, the study concludes that management support and consideration have a significant influence on organizational resilience in telecommunication companies in Kenya.

Management development had a positive correlation with organizational resilience. Further, there was a positive and significant relationship between management development with organizational resilience in telecommunication companies in Kenya. Therefore, the study concludes that management development had a significant influence on organizational resilience in telecommunication companies in Kenya.

Employee commitment had a positive correlation with organizational resilience. Also, there was a positive and significant relationship between employee commitment and organizational resilience in telecommunication companies in Kenya. Therefore, the study concludes that employee commitment has a significant influence on organizational resilience in telecommunication companies in Kenya.

The study found that there was a significant moderating effect of organizational climate on the relationship between planning and organizational resilience. The study concludes that organizational climate has a significant moderating influence on the relationship between planning and organizational resilience.

Recommendations with Policy Implications

The Telecoms Leadership

Planning significantly affect organizational resilience in telecommunication in Kenya. Telecommunication sector in Kenya should thoroughly equip employees with the requisite skills for planning, and develop suitable recovery plans that incorporate learning and simulation practices built jointly by the various stakeholders in the firm to guarantee the achievement of envisioned benefits by the firms. The firms must cascade problem-solving techniques hinging on reasonably diversified teams both at the staff recruitment stage and when constituting teams to resolve the day-to-day and strategic challenges that would enhance organizational resilience. Through diversity, the organization would easily connect with the external environment and share valuable exchanges to solve problems.

The leaders should embrace superior management support and consideration practices that guarantee both the emotional and psychological well-being of the employees. The firms should develop capacity-building programs that empower the leadership teams with people management soft skills among other forms of support that would improve the level of trust and commitment to make meaningful changes in their dockets: spurring creativity, innovation, and organizational efficacy to accomplish the set corporate goals. They need to adopt strategies such as 360-degree feedback, informal training, and mentoring the staff to grow interpersonal skills among the staff and generate commitment through enhanced involvement of relevant players in the planning and decision-making processes.

The organizational climate had a significant moderating effect on the relationship between planning and organizational resilience. As such the study recommends that telecommunication companies should foster a supportive organizational climate that supports quality decision-making by demanding action, clarifying roles and responsibilities, and developing members' skills. Further, the leaders in the companies ought to establish an organizational climate that supports a "task-oriented" work environment and a "relationship-oriented culture as critical ingredients to long-term success.

The telecommunication companies’ leadership teams should equally develop suitable recovery plans and ensure periodical testing of business recovery plans as a way of incorporating learning and simulation practices that guarantee the achievement of envisioned benefits by the firms.

The Government

The government through its various policy-making organs such as the Ministry of Information, Communications and Technology, and the Vision 2030 Secretariat should continually benchmark the current policy frameworks concerning business continuity management, and risk management to develop more responsive policy guidelines that would engineer a robust operating environment able to prepare and withstand unexpected shocks.

The government should also develop a multi-agency approach to equip the telecommunication industry with tools that would guarantee organizational resilience in the long haul and to mitigate against intermittent service delivery to the end users. The study also recommend that the government through the ministry of communication and technology to use the multi-agency approach to design a robust survivability model focused on capacity effectiveness and rapid recovery to address telecom network failures. Such interventions among others would feed into effective fiscal and monetary policies to drive effective telecoms.

The Regulator

The study recommends that the regulators such as the Central Bank of Kenya (CBK), and the Communication Authority of Kenya should involve multiple stakeholders in the developing of strategies and policy guidelines that improve the management of expected and unexpected disruptions to fuelling sectoral growth.

At a minimum, the policy requirements should task the telecommunications firms to develop disaster management policies and plans, encourage sharing of information regarding the encountered disruptions, and learn lessons among the telecoms through the regulator. The shared learning would inform the development of relevant sectoral learning analysis that would advise the training curriculums by the regulator to the telecommunication industry players to enhance sectoral resilience.

The study also recommends that the regulator should consider setting up the mechanisms to continually require the telecoms to share their network uptime among other relevant sectoral KPIs in a shared platform to influence healthy competition and organizational learning across the devide. Also, the regulator may consider setting qualifications for personnel and compositions of teams that spearhead disaster preparedness and management at the organizational and sectoral level as a way of increasing efficacy in managing possible disruptions.

Risk Management and Disaster Management Practitioners

The study recommends that risk and disaster management practitioners should join the Institute of Risk Management to tap into best practices provided to the members: Practices that hinge on quality research on the globally trending topics and interventions on disruption management. The practitioners should also ensure that those incharge of business continuity management attend continuous provisional training by the relevant Institute to gain minimum continuous professional education (CPE) points to sharpen relevant skills for developing strategies hinging on cost-benefit analysis. Further, the experienced staff should deliberately mentor, and coach the less experienced ones to upscale their capabilities in delivering resilient firms among other ways of management development.

As part of annual planning the telecom chief information security officers should champion the identification of the top risks that face their firms through concerted efforts across the organization: building a case for setting aside budgetary provisions for relevant interventions in strategic investments.

Contributions of the Study to the Body of Knowledge

The study contributes to the body of knowledge by presenting an empirical model for telecommunication companies in Kenya and beyond to adopt in their quest to achieve resilience. The study noted that the model tested in this study predicted up to 76.4% of organizational resilience. Thus, shared leadership, sensationalized through planning and organizing, problem-solving, management support and consideration, management development, and employee commitment, is a significant predictor of organizational resilience. Additionally, the study contributes to the body of knowledge by showcasing the moderating role of organisational environment on the relationship between shared leadership and organizational resilience.

The study also contributes theoretically by contextualising the applicability of Managerial Grid Leadership Theory, Transformational Leadership Theory and the Social Exchange Theory in the telecommunication industry which was initially lacking in the body of knowledge especially on the interplay of shared leadership and organizational resillince with the moderating effect of organizational climate. These theories had earlier been applied in other sectors such as banking, manufacturing, health and education sectors. However, applicability of the theories in the telecommunication industry was lacking in the existing literature. Thus, the study contributes to the body of knowledge by filling this gap.

The study also contributes empirically by showing the relationship existing between shared leadership and organizational resilience, which was earlier identified as an empirical gap in literature (see synthesis of research gaps paragraph two and three). The study established that although previous scholars had delved on the study variables, the studies considered the variables as distinct constructs and not as a composite of shared leadership. The study thus contributes to the body of knowledge by showing the interplay among planning and oragnizing, problem-solving, management support, consideration, management development, employee commitment and organizational resilience both individually and collectively.

Conceptually, the study noted that existing literature on shared leadership tried to link the construct to other variables such as organisational performance and employee productivity but shied away from organizational resilience. This study, therefore, contributes to the existing literature by showing the relationship between shared leadership and organizational resilience in telecommunication companies in Kenya.

Suggestions for Further Research

This study focus was to study the effect of shared leadership on the organizational resilience of telecommunication companies in Kenya. The study recommends that this study should be replicated in other industries like manufacturing which is critical in poverty alleviation in Africa (Gassner, Harris, Mausch, Terheggen, Lopes, Finlayson, and Dobie, 2019).

The study also recommends that other factors of shared leadership like employee empowerment, giving employees leadership positions, and team size could be used to determine how they affect organizational resilience.

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APPENDICES

Appendix I: Introduction Letter to Respondents

Dear Participant,

My name is Jotham Mukundi Gichuhi and I am a student at the Pan Africa University, currently pursuing a doctoral course in Leadership and Organizational Development. For my final project, I am examining the effect of shared leadership on organizational resilience in the telecommunication sector in Kenya.

I am inviting you to participate in this research study by completing the attached questionnaire. The questionnaire will require approximately 5 to 10 minutes to complete. There is no compensation for responding nor is there any known risk. To ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to my university for examination purposes and the collected data will be destroyed completely after the data analysis, presentation, and clearance to the university. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly. Participation is strictly voluntary, and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavours. The data collected will provide useful information regarding the effects of management development techniques on employee commitment in an organization. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Jotham Mukundi Gichuhi

Phone No:	+254726 241 095
Email Address	jgichuhi@ajglobalconsult.com

Appendix II: Questionnaire – For Non-Management Staff

Dear respondent,

This online questionnaire aims to collect data based on a research study on the Effect of shared leadership on organizational resilience in the telecommunication sector in Kenya. The information given is for academic purposes only and will be treated confidentially. The questionnaire is meant for non-management staff (excludes the management team). Please fill in the questions by ticking on the boxes or providing your opinion according to the question.

A. Demographic information (tick appropriately)

1. Age

☐ 18 – 29 years ☐ 30 - 49 years ☐ Above 50 years

2. Gender

☐ Male ☐ Female

3. Level of education

☐ High school

☐ College/Undergraduate

☐ Post-graduate

4. Number of years you have served in the organization

☐ Below 1 year ☐ 1-3 years ☐ 4-5 years ☐ Above 5 Years

5. Position

☐ Lower-level supervisor

☐ Other staff

6. Number of Years in Current Work Team

☐ Below 1 year ☐ 1-3 years ☐ 3-4 years ☐ Above 4 years

7. Number of Members in the Team

☐ 3-5 embers ☐ 6-8 ☐ 9-11 ☐ 11-13 ☐ More than 13

B. **SHARED LEADERSHIP**

Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
Planning and Organising					
My organization involves the staff in developing a					

shared vision with agreed-upon goals.					
Organizational resources are allocated according to Teams' priorities					
We provide insightful input about the team's work plans.					
We engage in organizing tasks to ensure smooth workflows.					
Problem-solving					
When major decisions must be made, all stakeholders are involved in the decision process to decide the best course of action.					
The team is empowered to identify problems before they arise to eliminate root problems, not just symptoms.					
We use our Team's combined expertise to solve problems.					
Our teams are solution-oriented in the face of problems					
Management Support and consideration					
The team members treat each other with courtesy.					
The organization's work environment is supportive especially for team members who need help.					
Team members provided the needed encouragement to perform my tasks, especially when upset by the demands of work.					
The leader fosters a cohesive team atmosphere					
Management Development					
The leadership offers an opportunity for exchanging career-related advice among the team members.					
We exchange knowledge and ideas among team members					
The appointed leader's model/demonstrates effective practices to regularly share relevant information and context to all staff.					
As part of learning, the leadership instructs poor performers on how to improve.					

Employee commitment					
Affective Commitment					
I like the experience I have that I can make a positive contribution to my own experience and the experience of others.					
Continuance Commitment					
I feel psychologically safe; my work experience is healthy for me.					
Normative commitment					
I feel that my leaving the organization would create a void in my team′s knowledge/skills.					

Acknowledging, Burstow, J.A. (2013). Shared Leadership Measure. Lawrence, KS: Center for Research on Learning, University of Kansas. Copyright 2013 by the Center for Research on Learning, University of Kansas.

C. ORGANIZATION CLIMATE (Organizational culture)

1. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
People are flexible and adaptable to manage organizational change.					
We believe in working together collaboratively,preferring cooperation over the competition to achieve organizational goals.					
Teams embrace a coordinated approach to get the job done effectively					
We give the highest priority to meeting the needs of our customers by solving their problems.					

Source: The Focus questionnaire, 2002, 2013 Marshall Sashkin; Jones R Gareth,2004, Organizational Theory: Design and Change, p121.

D. ORGANIZATIONAL CLIMATE (Operational Environment)

1. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
The employees′ work is per the established standard operating					

procedures.					
The operating environment is reasonably decentralized thus supporting good response time and service delivery					
The operating environment allows for task interdependence (each task requiring input from many to enable completion)					

Borrowed from: Rawashdeh, E. (2019). Factors of the Internal Environment and Their Impact on Organizational Excellence in the Public Universities in Southern Jordan from the Point of View of Workers. *International Business Research,* 12 (4). ISSN 1913-9004 E-ISSN 1913-9012.

E. ORGANIZATION RESILIENCE

1. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
My organization has experienced a major disruption in the last five years.					
My organization experiences disruptions often.					
Adaptive Capacity					
The organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation.					
There exist policies that support the organization to adapt proactively.					
The organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations.					
Absorptive Capacity					
The organization's operations allow forward flexible planning.					
The operations have checks and balance to foster accountability at					

all levels.					
The organization has stable financial performance					
The organization fosters a culture of learning to drive innovation					
Transformative Capacity					
The firm′s processes are committed to service delivery.					
The management team encourages the use of quality data to inform decisions that lead to structural change.					
When our programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making.					

Acknowledging; Béné, C., Godfrey-Wood, R., Newsham, A., & Davies, M. (2012). *Resilience: New utopia or new tyranny? - Reflection about the potentials and limits of the concept of resilience in relation to vulnerability reduction programmes.* IDS Working Paper 405. Brighton: Institute of Development Studies.

Appendix III: Questionnaire – For the Management Team

Dear respondent,

This online questionnaire aims to collect data based on a research study: "Effect of shared leadership on organizational resilience in the telecommunication sector." The information given is for academic purposes only and would be treated confidentially. The questionnaire is meant for the management team (middle and top management). Please fill in the questions by ticking on the boxes or providing your opinion according to the question.

A. Demographic information (tick appropriately)

1. Age

☐ 18 – 29 years ☐ 30 - 49 years ☐ Above 50 years

2. Gender

☐ Male ☐ Female

3. Level of education

☐ High school

☐ College/Undergraduate

☐ Post-graduate

4. Number of years you have served in the organization as a manager

☐ Below 1 year ☐ 1-3 years ☐ 4-5 years ☐ Above 5 years

5. Position

☐ Manager

☐ Supervisor

6. Number of Years in Current Work Team

☐ Below 1 year ☐ 1-3 years ☐ 3-4 years ☐ Above 4 years

7. Number of Members in the Team

☐ 3-5 embers ☐ 6-8 ☐ 9-11 ☐ 11-13 ☐ More than 13

B. SHARED LEADERSHIP

Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
Planning and Organising					
The management team organization involves the staff in developing a shared vision with agreed-upon goals.					
I allocate organizational resources according to Teams′ priorities					
I provide insightful input about the team′s work plans.					
I engage my team in organizing tasks to ensure smooth workflows.					
Problem-solving					
When major decisions must be made, all stakeholders are involved in the decision process to decide the best course of action.					
I empower my team to identify problems before they arise aimed at eliminating root problems, not just symptoms.					
I use my Team′s combined expertise to solve problems.					
Our teams are solution-oriented in the face of problems					
Management Support and consideration					
The team members treat each other with courtesy.					
The organization′s work environment is supportive especially for team members who need help.					
Team members provided the needed encouragement to perform my tasks, especially when upset by the demands of work.					
I foster a cohesive team atmosphere for good execution					
Management Development					
The leadership team offers an opportunity for exchanging career-related advice among the team members.					
We exchange knowledge and ideas among team members					

I model/demonstrate effective practices to regularly share relevant information and context with all staff.					
As part of learning, I instruct poor performers on how to improve.					
Employee commitment					
Affective Commitment					
I like the experience I have that I can make a positive contribution to my own experience and the experience of my team members.					
Continuance Commitment					
I feel psychologically safe; my work experience is healthy.					
Normative commitment					
I feel that my leaving the organization would create a void in my team's knowledge/skills.					

Acknowledging, Burstow, J.A. (2013). Shared Leadership Measure. Lawrence, KS: Center for Research on Learning, University of Kansas. Copyright 2013 by the Center for Research on Learning, University of Kansas.

C. ORGANIZATIONAL CLIMATE

1. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
People are flexible and adaptable to manage organizational change.					
We believe in working together collaboratively, preferring cooperation over the competition to achieve organizational goals.					
Teams embrace a coordinated approach to get the job done effectively					
We give the highest priority to meeting the needs of our customers by solving their problems.					

Source: The Focus questionnaire, 2002, 2013 Marshall Sashkin; Jones R Gareth,2004, Organizational Theory: Design and Change, p121.

D. ORGANIZATIONAL CLIMATE (operational environment)

1. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly Disagree

STATEMENTS	SD	D	N	A	SA
The employees' work is per the established standard operating procedures.					
The operating environment is reasonably decentralized thus supporting good response time and service delivery					
The operating environment allows for task interdependence (each task requiring input from many to enable completion)					

Borrowed from: Rawashdeh, E. (2019). Factors of the Internal Environment and Their Impact on Organizational Excellence in the Public Universities in Southern Jordan from the Point of View of Workers. *International Business Research,* 12 (4). ISSN 1913-9004 E-ISSN 1913-9012.

E. ORGANIZATION RESILIENCE

2. Read the statement below and tick appropriately

SD = strongly agree, D = disagree, N = neutral, A = agree, SD = strongly agree

STATEMENTS	SD	D	N	A	SA
My organization has experienced a major disruption (a happening that interferes with normal operations) in the last five years.					
My organization experiences disruptions often.					
Adaptive Capacity					
The organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation.					
There exist policies that support the organization to adapt proactively.					
The organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations.					
Absorptive Capacity					
The organization's operations					

allow forward flexible planning.					
The operations have checks and balance to foster accountability at all levels.					
The organization has stable financial performance					
The organization fosters a culture of learning to drive innovation					
Transformative Capacity					
The firm ’ s processes are committed to service delivery.					
The management team encourages the use of quality data to inform decisions that lead to structural change.					
When our programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making.					

Acknowledging; Béné, C., Godfrey-Wood, R., Newsham, A., & Davies, M. (2012). *Resilience: New utopia or new tyranny? - Reflection about the potentials and limits of the concept of resilience in relation to vulnerability reduction programmes.* IDS Working Paper 405. Brighton: Institute of Development Studies.

Appendix IV: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 874117

Date of Issue: 04/May/2022

RESEARCH LICENSE

This is to Certify that Mr.. JOTHAM Mukundi Gichuhi of Pan African University, has been licensed to conduct research in Nairobi on the topic: The influence of Shared Leadership Practices and Organizational Climate on Organizational Resilience in Kenyan Telecommunication Sector. for the period ending : 04/May/2023.

License No: NACOSTI/P/22/17082

874117

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

Appendix V: Research Authorisation

PAN AFRICA CHRISTIAN
PAC
UNIVERSITY

19TH APRIL, 2022

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR GICHUHI JOTHAM MUKUNDI REG. NO: POLD/12269/0/18

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing the degree of Doctor of Philosophy in Organizational Leadership Development.

He is at the final stage of the programme and is preparing to collect data to enable him finalise on the Dissertation. The dissertation title is ***"The influence of Shared Leadership Practices and Organisational Climate on Organizational Resilience in Kenyan Telecommunication Sector".***

We kindly request that you allow him obtain a research permit so as to proceed and conduct research within the Kenyan Telecommunication Sector.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI.KENYA

Dr. Lilian Vikiru
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