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ABSTRACT

The purpose of the study was to investigate the influence of strategic leadership practices on performance of telecommunication firms in Kenya. The study focused on Telkom Kenya, Mombasa branch. This study employed descriptive research design and the population of interest comprised of 70 staff drawn from Telkom Kenya, Mombasa branch. The study adopted simple random sampling technique to derive the sample size. Statistical formula of Slovins was used to get a sample size of 60 respondents. Data was collected by use of semi-structured questionnaires. Collected data was checked for correctness and analysed quantitatively by use of Statistical Package for Social Science (SPSS) version 25 tool. Descriptive analysis was determined by use of mean and standard deviation while regression analysis was determined by model summary, ANOVA and regression coefficients. Correlation analysis was also computed to determine the nature of relationship between the variables. Out of the 60 questionnaires administered, 58 were returned and found usable questionnaires, representing 96.7% which was adequate for the study. The study revealed that strategic leadership practices analyzed through the dimensions of strategic direction setting, strategic articulation, intelligence leadership and strategic alignment were significant and positively related to performance. The study revealed that the vision statement of the company is regularly reviewed to ensure its realistic and dynamic. The management of the company communicates the moral purpose across the company and they have set organizational goals which are achievable and realistic. The study concludes that the company has a written mission statement to provide purpose to the company and the management communicates goals of the firm to all employees through strategic conversations. The managers constantly talk to the staff about where the company is heading and how they can contribute to the company's journey. The study recommends that the management should holistically engage employees in an endeavor to promote behavior change. The management should design effective incentives capable of inculcating cultural shift on employees necessary for the goals achievement. The company employees should be motivated to adhere to the company procedures so as to stimulate productivity. This could be realized through employee needs and organizational goals alignment.

Key Words: *Direction Setting, Strategic Alignment, Strategic Intelligence, Strategic Articulation*

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INTRODUCTION

In today's competitive environment, globalization, technology and innovation have greatly influenced the business environment especially telecommunication industry (Kitonga, 2017). In order to face a series of challenges, establishments need to shape their core competencies and sustain their competitive advantage. Definitely, strategy and organization performance are become more serious than they have been in the past (Miller & Cardinal, 2015). Turbulent business environments, competition, globalization and influence of technology are aspects that are directly or indirectly influencing strategic decisions of competitive firms (Pearce & Robinson, 2013).

Strategic leadership practice has been said to be an important strategy for leading 21st century organizations. This argument has been so due to the unpredictable environments in which most organizations find themselves in. Effective strategic leadership practices can help firms enhance performance while competing in turbulent and unpredictable environments. A number of scholars have defined strategic leadership practice as a leader's ability to anticipate, envision, maintain flexibility, think strategically and work with followers to initiate changes that create a viable future for the organization (Serfontein, 2015; Jooste & Fourie, 2016).

Locally, telecommunication sector in Kenya has faced an environment that is dramatically changing. Currently; the Kenyan telecommunication industry main players are the Safaricom, Airtel, Telkom Kenya (Orange) with market share of 75%, 12% and 9% respectively. The sector has over 17 million active subscribers. The industry in Kenya is going through profound changes. In the past decade, technological advancement and regulatory restructuring have transformed the industry (CAK, 2018). The sector has witnessed increased number of players to the current four and many other data solution providers. The customer base has also increased to over 40.2 million subscribers as at 30th June 2018 (CAK, 2018).

According to the Government of Kenya economic survey (2015) implementation of structural adjustment programme and subsequent market liberalization opened the Kenyan telecommunication market, leaving businesses at the mercy of market forces. As a result, telecommunication firms face increased competition and declining profits and even losses. The communication firms in Kenya have deployed a number of competitive strategies overtime including; cost leadership, product differentiation, internalization, market focus strategies and corporate growth strategies. Based on these changes, coupled with increased customer awareness as well as the regulator demands in the sector, the mobile telephony players are now forced to differentiate themselves from other players through the provision of high quality and value-added service to customers to remain relevant and competitive and this call for strategic leadership.

Telkom Kenya limited was established as a public telecommunications operator under the Companies Act. It was the segment of Kenya Posts and Telecommunications Corporation which offered postal and telecommunication services. It later disintegrated into communications commission of Kenya, Postal Corporation of Kenya and Telkom Kenya. It had universal access service requirements in its license and was obliged to provide interconnection facilities to other duly licensed operators. Telkom Kenya runs and supports the infrastructure which several internet service providers run. The company provides mobile GSM voice and high speed internet services under the Orange Kenya brand and it is ranked 3rd in market share after Airtel and Safaricom (Telkom, 2018)

By around 2017/2018, Telkom Kenya had a workforce of 21,000 and the turnover in 2017/2018 was KSh49 billion. The company was granted a five-year exclusivity period in the provision of telecommunications services by the government. The staffing issue was progressively becoming a problem at the time.

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The International Telecommunications Union (ITU) recommends that the ratio of subscriber lines to employees for a fixed line operator should be 47:1. In the case of Telkom Kenya at the time of the changes, it had about 300,000 subscribers (Telkom Kenya Management Report, 2018) with 21,337 employees, which gives a ratio of 6382:1 (300,000/47). Clearly, this was a bloated workforce and could not be sustainable in the long run. This had to be addressed for the company to operate efficiently.

Further, during this period the implementation of strategies in Telkom Kenya was hampered by lack of financing to upgrade technological infrastructure and staff rationalisation. This was because the government had suspended loaning from the financial markets pending privatisation. There was also inherent bureaucracy in public owned firms' procurement, recruitment and other critical business processes. There were problems of organisational attitude and culture especially the employees and mounting debts. In 2016 the company rebranded by investing KSh 14 billion in expanding network coverage and 4G services launch (Telkom Kenya Management Report, 2018).

Statement of the Problem

Strategic leadership is widely recognized as one of the key drivers of effective strategy implementation (Bossidy, Charan, & Burck, 2016) and indeed has been identified as one of the major barriers to effect implementation of strategy if it lacks among top leadership of an organization (Kaplan & Norton, 2015). Despite Telkom Kenya's upper hand in infrastructure, its performance vis-à-vis other telecoms has been poor and the firm has stagnated in its market share. This truism is manifested in the company's peanut gain of 0.2 percentage points to end the quarter at 8.8 percent market share in June 2018, whereas Airtel ended the quarter at 21.4 percent market share (Communication Authority of Kenya, 2018).

Various studies globally have shown that strategic leadership actions significantly influence performance (Quigley & Graffin, 2017; Ireland & Hitt, 2015). Unfortunately, other studies conclude that their actions are impeded by situational constraints, inertia or random effects, such that they don't have much leeway over performance (Fitza, 2017; Haveman, 2016). These divergent findings indicate either a lack of evidence in establishing a direct association between strategic leadership and performance or of the many confounding variables that make it difficult to demonstrate a clear cause and effect (Knies, Jacobsen & Tummers, 2016). Extant empirical knowledge on the relationship between strategic leadership and performance indicate no consistent findings, while other studies show that different types of strategic leadership behaviors are associated with various organizational performance levels (Fitza, 2017). Other scholars argue that when organizational change is hastily implemented, performance can be negatively affected (Kim & McIntosh, 2015).

Kithamba (2016) carried a study on competitive business strategies adopted by Telkom Kenya and established that it had employed cost leadership, price leadership and outsourcing strategies. Kamande (2017) did a study on competitive strategies adopted by mobile phone companies in Kenya and found out that the mobile phone companies have adopted several strategies which include cost leadership, differentiation, marketing strategies, diversification, expansion, technology, customer service and corporate social responsibility. However, very little has been done on strategic leadership and performance. Telkom Kenya rebranded by injecting KSh 14 billion in 2016 for network coverage expansion and launched 4G services. In 2018 the company issued the requisite thirty-day notice to restructure its workforce (Telkom Kenya Management Report, 2018). However, despite these concerted efforts by Telkom, its market share has only increased at a decreasing rate compared to other firms in the sector. This calls for a study to investigate the role played by strategic leadership on performance. Thus this study filled the identified research gaps by

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holistically investigating how various components of strategic leadership practices influence performance of telecommunication firms in Kenya and specifically Telkom Kenya.

Research Objectives

The general objective of this study was to determine the influence of strategic leadership practices on organizational performance at Telkom Kenya Limited. The specific objectives were;

- To establish the influence of strategic direction setting on performance of Telkom Kenya Limited
- To determine the influence of strategic articulation on performance of Telkom Kenya Limited
- To assess the influence of strategic intelligence leadership on performance of Telkom Kenya Limited
- To examine the influence of strategic alignment on performance of Telkom Kenya Limited

The study was guided by the following null hypotheses;

- **$H0_1$:** There is no significant influence of strategic direction setting on performance at Telkom Kenya Limited
- **H_02:** There is no significant influence of strategic articulation on performance at Telkom Kenya Limited
- **H_03:** There is no significant influence of strategic intelligence leadership on performance at Telkom Kenya Limited
- **H_04:** There is no significant influence of strategic alignment on performance of Telkom Kenya Limited

LITERATURE REVIEW

Theoretical Framework

Ricky Griffins Theory

The theory was postulated by Griffin in 2007. The theory argues that organizational performance is determined by effective implementation of strategies formulated by top leaders. Internal factors that include; leadership styles of management, employee skills, structure of the organization, information control systems, technology in use and culture among other factors are some of the critical aspects that contribute to organizational performance. According to the model, strategic leadership is the fundamental perspective of successful change implementation among organizations operating in the turbulent business environment (Redman & Wilkinson, 2013).

Managerial Leadership Theory

The proponents of managerial leadership theory are Robert Blake and Jane Mouton in 1964 and also in 1978. The theory holds that people can be made leaders through training and that it is possible to develop training programs to alter leadership behaviors of change managers. This shows that the best styles of leadership could be learned (Northouse, 2013). The theory is rooted on the behavioral dimensions of leaders concern for people which is the extent to which a leader factors the team members' needs, their interests and development in deciding the means to accomplish a task and methods for production, organizational efficiency, and productivity (Bhatia, 2014).

Upper Echelon Leadership Theory

The origin of upper echelon theory is traced to the research of Hambrick and Mason in 1984. According to the proponents of this theory, leaders' personal characteristics are reflected in the decisions they take in organizations. This theory was founded on the premise that organizational outcomes were directly influenced by the knowledge, experience, and expertise of the strategic leaders. The knowledge, experience, and skills are essential predictors of strategic leadership practice and organizational performance. Hambrick and Mason in 1984 argued that organizations are a reflection of their strategic leaders. Above all, a number of scholars have proposed that strategic leaders play an instrumental role in realizing organizational performance (Henderson, Miller, & Hambrick, 2014).

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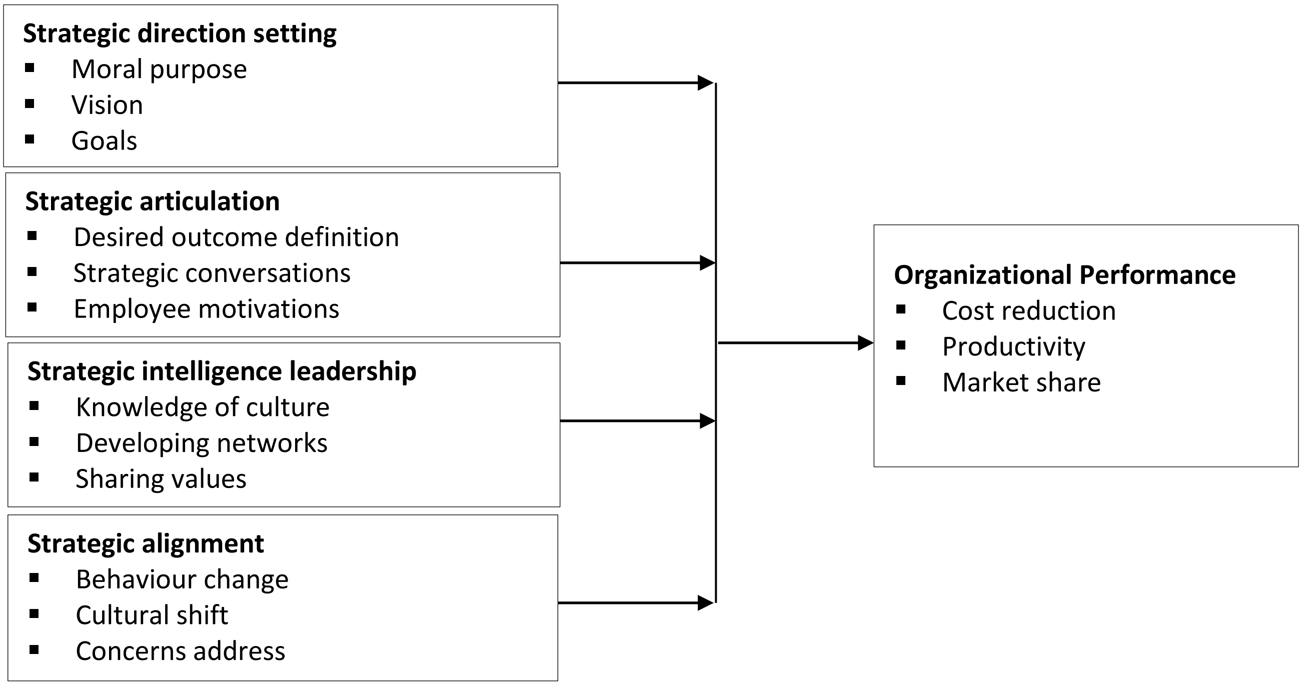
Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Review

Marimuthu, Arokiasamy, and Ismail (2014) carried out a study to examine the relationship between developing human capital and firm performance and concluded that human capital was getting wider attention with increasing globalization and the saturation of the job market. The study also concluded that different countries were emphasizing on developing human capital for various reason among which them economic growth. Further, the study also concluded that developing human capital is fundamental solutions to organizations.

Muraleetharan (2013) sought to establish the relationship between control activities and organizational performance in Jaffna District, Sri Lanka using a sample size of 126 employees in the organizations. The study found control activities and organizations performance were statistically significant in determining performance. The study also found positive relationship between control activities and performance.

A study by Kiarie and Minja (2013) sought to establish the role of strategic leadership practices and corporate governance on stock brokerage firms risk mitigation in Nairobi. The study adopted a descriptive research design and sampled 64 managers of stock brokerage firms. The study collected both primary and secondary data and the collected data was analyzed quantitatively by use of statistical package for social science tool. The study established that many sampled managers did not practice strategic leadership thus leading to collapse of many stock brokerage firms.

Musyimi (2016) examined the effect of ethical leadership on employee performance among commercial banks in Kenya using a cross sectional descriptive research design from a population of 43 commercial banks in Kenya. The study concluded that ethical practices resulted in increased manager-employee relationship and this prevented corruption, reduced dishonesty and communication breakdowns, and employee attitude towards the organization was highly improved.

Maroa and Muturi (2015) carried out a study to investigate the influence of strategic management practices on floricultural firms' performance in Kenya. The study employed descriptive survey design. The study targeted 21 floricultural firms and employed simple random sampling technique to choose 10 floricultural firms for purposive sampling. The study results found out that many floricultural firms had a strategic plan, implemented their strategic plans, and they conduct strategy evaluation and control on their strategic management practices.

Nganga (2013) carried out a study on the effect of strategic leadership on manufacturing firms' performance in Kenya. The study utilized cross sectional survey design. The study target population was 700 manufacturing firms in Kenya from where a sample size of 70 firms was obtained. Data was analyzed quantitatively. The study established that strategic leadership practices to be profound in the manufacturing firms and concluded that strategic leadership practices is highly correlated with performance.

Ndunge (2014) did a sought which sought to explore the influence of strategic leadership practices on Kenya Wildlife Service performance. The study focused on Kenya Wildlife Service as a case study and looked at Kenya Wildlife Service change management program. The study adopted descriptive research design and targeted senior managers of KWS. The study concluded that strategic leadership is important in change management as it helps in setting a clear vision, communicating it effectively, and effectively planning the organizational direction.

METHODOLOGY

This study adopted a descriptive survey research design in which data was collected for the objectives of the study. According to Telkom Kenya (2019) Telkom Mombasa region has 128 employees. The current study focused on top management and middle management staff in Telkom Kenya, Coast region since they are directly involved in executing leadership roles to achieve organizational objectives. The study adopted proportionate stratified simple random sampling technique to determine the composition of the sample. This study utilized both primary data and secondary data sources. Primary data was collected using structured questionnaire. The study employed a structured questionnaire to collect data from the participants. Quantitative methods of data analysis were used to analyze the data. Quantitative data was analyzed through statistical procedures. Statistical analyses cover a broad range of techniques, from simple procedures that we all use regularly (e.g., computing an average) to complex and sophisticated methods. Multiple regression analysis was used because it provides estimates of net effects and explanatory power. The statistical package for social sciences, SPSS version 25 was used for data analysis.

The regression model used was as follows:

$Y= \alpha +\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_4+\varepsilon$

Where:

Y represents performance

α is regression constant, the perceived performance rating when all other factors are zero

β represents regression coefficients

X_1 represents direction setting

X_2 represents strategic articulation

X_3 represents strategic intelligence leadership

X_4 represents strategic alignment

Ɛ represents error term

FINDINGS AND DISCUSSIONS

Descriptive Analysis of Independent Variables

This study carried out the following descriptive statistics; mean, standard deviation of all the study variables.

Strategic Direction Setting

The study sought the views of respondents on the extent to which the given aspects of strategic direction setting influence performance as indicated by their level of agreement. A Likert scale data was collected rating the extent of agreement in a scale of 1 to 5 where 1 is the strongly disagree whereas 5 is the strongly agree indicator. The mean score for each item was calculated and the findings are shown in Table 1.

Table 1: Strategic Direction Setting

	Mean	Std Deviation
The company regularly reviews the vision statement	4.65	.519
The moral purpose of the company is spread across the company	4.51	.536
The management has set organizational goals which are feasible	4.86	.881
The company has a written mission statement which shows who we are and who we serve	4.69	.703
Overall Mean	4.68	.659

The results in Table 1 showed that respondents agreed to the statement that the company regularly reviews the vision statement and that the moral purpose of the company is spread across the company as indicated by a mean of 4.65 and mean of 4.51 respectively. Respondents also agreed that the management has set organizational goals which are feasible with a mean of 4.86 and that the company has a written mission statement which shows who we are and who we serve as indicated by a mean of 4.69. An overall mean of 4.68 implied that respondents strongly agreed that strategic direction setting was applied in the organization.

Strategic Articulation

Data was collected through the Likert scale measuring the level of agreement of the respondents with respect to the given aspects of strategic articulation and performance. The results are as presented in Table 2.

Table 2: Strategic Articulation

	Mean	Std. Deviation
Goals of the firm are communicated to employees through strategic conversations	4.57	.817
Managers constantly talk to the staff about where we are going and how they can contribute	4.15	.634
There is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees	4.26	.509
The desired firm goals outcome is communicated to the employees often	4.17	.822
Overall Mean	4.29	.696

The results in table 2 showed that respondents agreed to the statement that goals of the firm are communicated to employees through strategic conversations and that managers constantly talk to the staff about where we are going and how they can contribute as indicated by a mean of 4.57 and mean of 4.15 respectively. Further, respondents agreed that there is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees (mean=4.26) and that the desired firm goals outcome is communicated to the employees often with a mean of 4.17. An overall mean of 4.29 implied that respondents moderately agreed that strategic articulation was applied in the organization. The results agree with the findings of Kirimi and Minja (2015) that the foundation of strategic leadership practice is in observing the values, ethics, codes, morals and standards of the organization.

Strategic Intelligence Leadership

The study sought to determine the extent of strategic intelligence leadership on performance. The results are presented in table 3.

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Table 3: Strategic Intelligence Leadership

	Mean	Std. Deviation
The management has adequate knowledge of the prevailing culture	4.01	.882
The management develop networks with employees to foster improvement	4.36	.887
The acceptable values of the company are shared to all employees	4.11	.883
Management identifies feelings and concerns of company employees	4.72	.881
Overall Mean	4.30	.883

The results in table 3 have shown that respondents agreed that the management has adequate knowledge of the prevailing culture and that the management develop networks with employees to foster improvement as indicated by a mean of 4.01 and mean of 4.36 respectively. Respondents also agreed that the acceptable values of the company are shared to all employees and developments (mean=4.11) and that the management identifies feelings and concerns of company employees (mean=4.72). An overall mean of 4.30 implied that respondents agreed that strategic intelligence leadership was applied in the organization. The findings are supported by Musyimi (2016) whose study revealed a significant relationship between strategic intelligence leadership and performance.

Strategic Alignment

The study sought to establish the extent of strategic alignment on performance. Data was collected through the Likert-scale measuring the level of agreement of the respondents with respect to the given aspects of strategic alignment. The results are as presented in Table 4.

Table 4: Strategic Alignment

	Mean	Std. Deviation
I constantly engage employees so as to ensure behavior change	2.57	.753
I try to induce new culture which is enabling for goal achievement	4.66	.748
I motivate my staff to follow adhere to the company procedures so as to stimulate productivity	4.41	.741
The goals of the company and employee needs are well aligned	4.04	.756
Overall Mean	3.92	.749

The results in Table 4 revealed that respondents disagreed to the statement that they constantly engage employees so as to ensure behavior change (Mean = 2.57). Respondents, however, agreed that they try to induce new culture which is enabling for goal achievement as indicated by a mean of 4.66 Respondents agreed that they motivate the staff to adhere to the company procedures so as to stimulate productivity (Mean=4.41) and that the goals of the company and employee needs are well aligned (Mean = 4.04). An overall mean of 4.68 implied that respondents agreed that strategic alignment was applied in the organization. Findings agree with observations by Nel (2017) that the core challenge for organizations is to provide sufficient clear structure to ensure that all people in the organization are familiar with and willing to endorse good strategic leadership practices.

Correlation Analysis

The researcher further sought to establish the bivariate correlation between the variables. Pearson correlation result was the main item here. According to Sekaran and Bougie (2010), Pearson correlation analysis indicates the strength, direction, and significance of bivariate relationship among the variables. The results are shown in Table 5.

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Table 5: Correlation Coefficient

		Direction setting	Strategic articulation	Intelligence leadership	Strategic alignment	Organizational Performance
Direction setting	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	58				
Strategic articulation	Pearson Correlation	.679**	1			
	Sig. (2-tailed)	.000				
	N	58	58			
Intelligence leadership	Pearson Correlation	.605**	.716**	1		
	Sig. (2-tailed)	.000	.000			
	N	58	58	58		
Strategic alignment	Pearson Correlation	.609**	.499**	.518**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	58	58	58	58	
Organizational performance	Pearson Correlation	.258**	.782**	.314**	.601	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Correlation results showed that there is a positive linear relationship between strategic direction setting and organizational performance (r=0.258, P=0.000). Further, correlation results indicated a strong, positive linear relationship between strategic articulation and organizational performance (r=0.782, P=0.000). The correlation results showed a weak, positive linear relationship between strategic intelligence leadership and organizational performance (r=0.314, P=0.000). Finally, correlation results indicated a strong, positive linear relationship between strategic alignment and organizational performance (r=0.601, P=0.000).

Multiple Regression Model Assumption Test Results

The study tested linearity, normality, multicollinearity, independence of residuals and homoscedasticity assumptions.

Multicollinearity Test Assumption

Multicollinearity was assessed using the variance inflation factors (VIF). According to Field (2016) VIF values in excess of 10 is an indication of the presence of Multicollinearity. The results in Table 6 presented variance inflation factor results and were found to be 2.3217 which is less than 10 and thus according to Field, (2016) indicate that there is no Multicollinearity. The results were indicated in Table 6.

Table 6: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Strategic direction setting	.489	2.046
	Strategic articulation	.391	2.555
	Strategic intelligence leadership	.560	1.786
	Strategic alignment	.496	1.900

a. Dependent Variable: Performance

According to the results in Table 6, the tolerance values were .489 for strategic direction setting, .391 for strategic articulation, and .560 for strategic intelligence leadership. These values are well above .10 hence we can say that in this case/ measure we do not have multicollinearity. So both these statistics give us an idea that we do not have concern for multicollinearity and therefore it was concluded that there was no problem of multicollinearity between the variables hence no further test of multicollinearity was required.

Linearity Test Results

The researcher carried out linearity test. The results are presented in Table 7.

Table 7: Linearity test

			Sum of Squares	Df	Mean Square	F	Sig.
Performance Strategic direction setting*	Between Groups	(Combined)	2724.437	20	136.222	10.738	.000
		Linearity	2001.805	1	2001.805	157.798	.000
		Deviation from Linearity	722.632	19	38.033	2.998	.000
	Within Groups		1788.705	141	12.686		
	Total		4513.142	57			

The study used ANOVA test to test for linearity of the data and to visually show whether there was a linear or curvilinear relationship between two continuous variables before carrying out regression analysis. The regression models can only accurately estimate the relationship between dependent and independent variables if the relationship is linear (Osborne & Waters, 2002). Results presented in table 7 above revealed that the F statistic is significant at 0.05 significance level; hence the study concluded that there is a significant linear relationship between the dependent and the independent variables. As such, the data relating to the variables of this study was appropriate to use for regression analysis.

Multiple Regression Analysis

Study data was regressed and the multiple-regression results are presented in the following tables.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944[a]	.891	.878	.32239

a. Predictors: (Constant), Strategic direction setting, Strategic articulation, Strategic intelligence leadership, Strategic alignment

b. Dependent Variable: Organizational performance

From Table 8, the correlation coefficient (R) for strategic leadership practices and performance is 0.944 indicating that there is a positive correlation. The coefficient of determination (R^2) is 0.891 which indicates that 89.1% of the variation in organizational performance is explained by the variation in strategic leadership practices.

Table 9: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.038	4	5.509	10.823	.000[b]
	Residual	2.702	53	.0509		
	Total	24.741	57			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Strategic direction setting, Strategic articulation, Strategic intelligence leadership, Strategic alignment

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According to analysis of variance results in table 9, the predicted F-ratio is statistically significant at p–value of 0.000 which is less than the significance level of 0.05. This shows that the model is statistically significant. The model coefficient is shown in table 10. F-test result was greater than 10 meaning that F-ratio is significant and the model is a good fit and hence the results can be relied upon.

Table 10: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.417	.227		1.834	.000
	Strategic direction setting	.273	.146	.301	1.870	.003
	Strategic articulation	.949	.177	.984	5.354	.000
	Intelligence leadership	.321	.136	.366	2.369	.026
	Strategic alignment	.706	.319	.674	2.211	.036

a. Dependent Variable: Organizational performance

From the results in Table 10 the value of the constant term is 0.417. This showed that the predicted performance rating is 0.417 units when all other factors are all zero. Further, regression model indicates that a unit increase in strategic direction setting would lead to an increase in organizational performance by 0.273 units. A unit increase in strategic articulation would lead to a positive increase in organizational performance by 0.949 units. A unit increase in strategic intelligence leadership would lead to an increase in organizational performance by 0.321 units and a unit increase in strategic alignment would lead to an increase in organizational performance by 0.706 units. All predictor variables are significant since their p-values are less than 0.05.

Discussion of Key Findings

The first objective of the study was to investigate the influence of strategic direction setting on organizational performance. The correlation results indicated that there was a weak positive significant correlation between strategic direction setting and organizational performance ($r = 0.258$, $P<0.05$). Regression results concluded that there was a positively significant influence of strategic direction setting on organizational performance as shown by $\beta_1 = 0.273$, $t = 1.870$, $p<0.05$. Therefore, the study rejects null hypothesis that there is no significant influence of strategic direction setting on organizational performance.

The second objective was to establish the influence of strategic articulation on organizational performance. Bivariate correlation results indicated a strong correlation between strategic articulation and organizational performance ($r = 0.782$, $P<0.05$). Regression results on the variable indicated a positive and significant influence of strategic articulation on organizational performance as indicated by $\beta_2 = 0.949$, $t = 5.354$, $p<0.05$. Therefore, the study rejects null hypothesis that there is no significant influence of strategic articulation on organizational performance. The results agree with the findings of Kirimi and Minja (2015) that the foundation of strategic leadership practice is in observing the values, ethics, codes, morals and standards of the organization.

The third objective sought to establish the influence of strategic intelligence leadership on organizational performance. Pearson correlation was conducted and the findings indicated that there was a moderate significant correlation between strategic intelligence leadership and organizational performance ($r = 0.314$, $P<0.05$). Regression results showed a weak positive significant influence of strategic intelligence leadership on organizational performance as indicated by $\beta_3 = 0.321$, $t = 2.369$, $p<0.05$. Therefore, the study rejects null hypothesis that there is no significant influence of strategic intelligence leadership on organizational performance. The findings are supported by

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Musyimi (2016) whose study revealed a significant relationship between strategic intelligence leadership and performance.

The fourth objective sought to establish the influence of strategic alignment on organizational performance. Pearson correlation was conducted and the findings indicated that there was a moderate significant correlation between strategic alignment and organizational performance ($r = 0.601, P<0.05$). Regression results showed a strong positive significant influence of strategic alignment on organizational performance as indicated by $\beta_4 = 0.706$, $t = 2.211$, $p<0.05$. Therefore, the study rejects null hypothesis that there is no significant influence of strategic alignment on organizational performance. Findings agree with observations by Nel (2017) that the core challenge for organizations is to provide sufficient clear structure to ensure that all people in the organization are familiar with and willing to endorse good strategic leadership practices.

CONCLUSSIONS AND RECOMMENDATIONS

The study concluded that the vision statement of the company is regularly reviewed to ensure its realistic and dynamic. The study concludes that the management of the company communicates the moral purpose across the company and they have set organizational goals which are achievable and realistic. The study concludes that the company has a written mission statement to provide purpose to the company.

The study concluded that the management communicates goals of the firm to all employees through strategic conversations. The managers constantly talk to the staff about where the company is heading and how they can contribute to the company's journey. The study concludes that there is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees and that the desired firm goals outcome is communicated to the employees often.

The study concluded that the organization's culture prevailing in the company is known to the management and the management seeks to foster improvement in work processes through network development with employees. The study concludes that the acceptable values of the company are shared to all employees and developments and that the management identifies feelings and concerns of company employees.

The study concluded that the management lacks proper engagement of employees when it comes to matters of behavior change. It is concluded that management tries to inculcate new culture on employees which aligns with the goal of objectives achievement and employees are motivated to adhere to the company procedures so as to stimulate productivity. The study concludes that the management strives to align the employee needs to the attainment of the organizational goals.

Recommendations

The study recommends that the company's vision statement should be reviewed frequently to address emerging dynamics in the environment. This would ensure that the vision reflects where the company wants to be in the future. This is because in the telecommunication sector, disruptive technologies are a norm in the industry. The management should communicate the moral purpose of the company to all employees constantly to induce behavior conformance. The company should have a mission statement which is articulate.

The study recommended that the management should communicates goals of the firm to all employees through strategic conversations. This undertaking should be a frequent norm. the company employees should be constantly reminded where the company is and where the company need to be. The management should initiate strategy meetings separate from the cycle of operational meetings to motivate employees.

The study recommended that the management of the company should have an understanding of the prevailing culture in the company. This is important so as to enable the management design appropriate strategies to alter the culture for the benefit of both employees and the company. The management should encourage employee networking so as to make it easy for knowledge transfer. The employees of the company should be constantly reminded of the value of the company and the feelings and concerns of company employees should be identified and addressed on time.

The study recommended that the management should holistically engage employees in an endeavor to promote behavior change. The management should design effective incentives capable of inculcating cultural shift on employees necessary for the goals achievement. The company employees should be motivated to adhere to the company procedures so as to stimulate productivity. This could be realized through employee needs and organizational goals alignment.

Areas of Further Study

This study was contextually limited to investigating strategic leadership practices and organization performance. However, since the selected variables for strategic leadership explained 89.1% change in the performance, the researcher recommends that a study be carried out on other strategic leadership practices which could have an impact on not only performance of telecommunication firms but growth of firms in other competitive sectors in Kenya.

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