

**STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL
PERFORMANCE OF BUSINESS PROCESS OUTSOURCING COMPANIES IN
NAIROBI CITY COUNTY, KENYA**

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DECLARATION

This Research project is my original work and it has not been presented to any other university for award of any academic qualification. No part of this work should be copied or reproduced unless there is an authority from the author or Kenyatta University.

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DEDICATION

I dedicate this research to my parents Mr. and Mrs. Ndiritu for their prayers and support throughout my academic journey.

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ACRONYMS AND ABBREVIATIONS

BPOAK:	Business Process Outsourcing Association of Kenya
BPOs:	Business Process Outsourcing Organisations
CRM:	Customer Relationship Management
KBS:	Kenya Bureau of Statistics
KEPSA:	Kenya Private Sector Alliance
NACOSTI:	National Commission of Science, Technology and Innovation
NGOs:	Non-Government Organizations
NTSA:	National Transport and Safety Authority
OECD:	Organisation for Economic Co-operation and Development
ROA:	Return on Assets
ROI:	Return on Investments
SACCOs:	Savings and Credit Cooperatives
SMEs:	Small and Medium Enterprises
SPSS:	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Business Process Outsourcing: Contracting non-core internal business processes to a third party provider for better running and management of the process while giving the outsourcing company a chance to focus on its core mandates.

Organizational Performance: The extent to which an entity attains key set goals through use of the available resources, strategies and skills. In this study, organizational performance encompassed of financial measures which included sales volume, profit margins, market share and return on investment.

Resource Mobilization: It is the process of seeking, managing and monitoring the resources required in an organization to run its activities and processes. In this study, resource mobilization meant the availability of financial resources, human resources and partnerships that strengthen effectiveness of BPOs

Strategic Corporate Culture Alignment: It involves aligning the organizational culture to its strategic goals to enhance the contribution of entity's workforce towards set goals and strategic approaches. In this study, corporate culture alignment meant the ability to set a good working climate, enhance employee relationships and align the vision and mission with the organization's strategy.

Strategic Leadership: This encompasses individual's capability to propel entity's strategic goals into success through streamlining internal processes through use of available inputs including funds and skills as a way to stimulate continuous success. Strategic leadership was assessed in terms of the leaders' ability to

establish strategic controls, set strategic direction and enhance strategic orientation of their organizations.

Strategic Planning: the process of identifying and defining the vision of the organization and setting specific goals that the organization ought to achieve in given timelines in order to achieve the set vision. In this study, strategic planning meant the ability to set goals, scan the operating environment and evaluate strategies to ensure their effectiveness in the organization.

ABSTRACT

Business process outsourcing is becoming integral in the modern era where businesses lay more emphasis on principal functions amid competing needs. To ensure effective flow of other operations, companies opt to outsource on-core activities such as marketing, customer relationship management, recruitment and selection, supply chain management among other operations. This has seen a surge in business process outsourcing companies, which are the companies offering the outsourced services. The performance of these companies however has been declining, despite the growing market. This therefore motivated this study that sought to assess the effect of strategic management practices on performance of Business Process Outsourcing entities in Nairobi County, Kenya. Specifically, this study sought to evaluate the effect of strategic leadership on performance of business process outsourcing organizations in Nairobi County, Kenya, to examine the effect of strategic planning on performance of business process outsourcing organizations in Nairobi County, to determine the effect of resource mobilization on performance of business process outsourcing organizations in Nairobi County, and to evaluate the effect of strategic corporate culture alignment on performance of business process outsourcing organizations in Nairobi County, Kenya. The study was anchored on path-goal theory, strategic choice framework, Durkhem's culture theory, Resource dependence theory, and the balanced scorecard model. This study utilized descriptive approach (design) and it targeted 1257 employees drawn from the 118 business process outsourcing companies in Nairobi County. Using sampling formula, the study sampled 113 respondents. A questionnaire was utilized to obtain data, which was pilot-tested using 12 participants drawn from business process outsourcing companies in Kiambu and Machakos Counties prior to administration to the respondents. Reliability test using Cronbach's alpha at a 0.70 threshold and face validity, content validity and construct validity tests were carried out and the results established that the questionnaire was reliable and valid. The obtained data was analysed using SPSS version 27, where descriptive and inferential statistics were utilized. Outcomes attained from this assessment were captured through embrace of frequency tables and charts. It was evident that strategic leadership significantly and positively influenced continued success among Kenya's business process outsourcing companies ($\beta = 0.303$; $P=0.000<0.05$). The findings further revealed that strategic planning significantly and positively influenced performance of business process outsourcing companies in Kenya ($\beta = 0.212$; $P=0.007<0.05$). Resource mobilization was also found to significantly and positively influence the success among business process outsourcing companies in Kenya ($\beta = 0.214$; $P=0.006<0.05$). On Strategic culture alignment, the findings revealed that aligning the organizational culture with the strategic goals of the organization significantly and positively influenced performance of business process outsourcing companies in Kenya ($\beta = 0.232$; $P=0.015<0.05$). The study concluded that strategic management practices had not been effectively embraced among most of the business process outsourcing companies, and this affected their performance. The study recommended that there is need for the business process outsourcing companies to integrate key strategic management practices including embrace of strategic leadership, strategic planning and resource mobilization so as to enhance their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current dynamic operating environment, it is becoming integral for every organization whether profit or not-for-profit, public or private to stimulate their continued success through being strategic enough to seize the available opportunities (Zainuddin, 2022; Lisnik & Majerník, 2023). With the increased competition in the modern market, most of the leading organizations across the globe are increasingly maximizing their embrace of strategic management as a way of differentiating their operations, products and services as well as to enable them seize the emerging opportunities. As defined by Annie (2020), strategic management is the process of putting together the available inputs and strengths/skills to come up with approaches and techniques that lead to achievement of the organizations short-term and long-term goals. While ordinarily management is about planning, controlling and overseeing the operations of the organization, strategic management is about focusing on what matters most for the organization and bringing on board the essential inputs that will ensure the expectations are met (Ogbechie, 2018). Strategic management practices therefore are the approaches and techniques put across to ensure effective formulation, execution and evaluation of key strategies to drive the organization towards meeting the set goals and objectives (Omoarebun & Zwingina, 2022).

Orchestrated by the surge in competition, technological changes and the urge to focus on core business, businesses are now focusing on outsourcing some of their operations and processes (Roslender, Hart, & Nielsen, 2023). This has seen an increase in the Business Process Outsourcing

Companies (BPOs), which are companies whose main focus is to provide essential but non-core business operations and processes to other businesses (Muyesu & Kimaku, 2023; Ikerionwu & Edgar, 2019). These firms have been instrumental in enhancing the success of the outsourcing entities, while increasing customer service and satisfaction (Nyambura, Kinyua & Mburugu, 2020). However, the operating environment of the BPOs is categorically unique in that unlike the normal businesses where their services and products targets the recipient (downstream) customers, the BPOs targets both downstream customer and the outsourcing customer (Ikerionwu & Edgar, 2019). The continued performance of the BPOs would mean that they expand more and enhance the delivery of their mandate, thus promoting the success of other industries. With some of the outsourced services such as human resource management, procurement and supply chain, information systems, customer service and marketing, legal and financial services among others being essential services for the success of the outsourcing companies, the BPOs ought to be more strategic for them to enhance their performance and expand their operations across the market (Santos, 2020).

As modern organizations brawl to enhance performance through increased revenue generation and profitability (Ekon & Isayas, 2022), strategic management practices are turning to be the crucial drivers towards achieving this goal (Kayalık & Akdoğan, 2021). According to Babu et al. (2020), performance of an entity encompasses capability for any given organization to meet set deliverables on long foreseeable timeframes utilizing the available resources and skills. It is level at which entities are capable of strengthening their revenues and maintain or minimize its overall costs while giving the best value to the customers (Santos, 2020). Organizations such as the Business Process Outsourcing companies (BPOs) ought to maximize their revenues by serving a large clientele base if they were to sustain and expand their operations. With the turbulence in the

market and the pressure for most organizations to cut down on operational costs to maximize their profits, it becomes integral for BPOs to focus on how they can capitalize on strategic management practices to enhance their performance as well.

1.1.1 Organizational Performance

The existence of every organization is best justified by its continued performance and the extent it goes towards meeting the expectations of the shareholders (Serhan, 2020). Generally, performance as defined by Dehisat and Awang (2020) is the level at which the actual obtained results compare with the planned expectations. Therefore, organizational performance is the level at which the organization as an entity achieves the set outcomes. Entities and establishments in any jurisdiction have motives and the aim that they seek to attain at a specific period (Farrukh, Meng, Sajid & Shahzad, 2020). The level that the organization attains these goals at the set timeline is therefore the organization's performance. According to Aranzhin and Dmitriev (2019), performance of an entity is described based on the entity's capability to achieve core goals as per shareholders' expectations by effectively and efficiently utilizing the invested resources. Dehisat and Awang (2020) indicate that organizational performance can be assessed using two broad perspectives; one being the perspective of non-profit organizations such as Non-Government Organizations (NGOs) and state/government agencies, and the other perspective is the perspective of for-profit organizations which are entities aimed at generating revenue and profits to the shareholders. The former focuses on the general delivery of the intended mandates and the quality of the services rendered. The latter focuses on the revenue generated and the profits made to increase the shareholders' wealth (Farrukh et al., 2020; Aranzhin & Dmitriev, 2019). In this study, the focus will be on for-profit organizational performance since BPOs are commercial entities aimed at generating revenue to shareholders.

According to Aranzhin and Dmitriev (2019), organizational performance is best addressed via monetary and non-monetary-based approaches. Non-financial performance entails the metrics of performance that cannot be measured in monetary terms, but at the end of the day, they lead to financial performance (Petkoska, Odzaklieska & Lazaroski, 2019). Ghimire, Rai, and Dahal (2021) indicate that non-financial performance pointers including customer satisfaction, products' quality or services reliability, and employee retention tell whether a company is doing well in terms of performance or not. The financial indicators on the other hand include the goals that can be measured in monetary terms (Farrukh et al., 2020). They include the profitability levels (Return on Investments – ROI, Return on Assets – ROA), sales revenues and reduction in operational costs (Suryaningtyas, Sudiro, Eka, & Dodi, 2019); Panda (2019). The financial organizational performance indicators have been upheld by substantial number of authors as the core measures of performance (Carini et al., 2019; Masfi & Sukartini, 2022), although other authors like Makhija and Goel (2019) and Suryaningtyas *et al.* (2019) argue differently indicating that non-financial indicators of performance show sustainability of the organization and its ability to record the financial indicators for long-term basis.

Dahal, Ghimire, and Rai (2022) on the other hand have interlinked both financial and non-financial indicators of organizational performance indicating that they depend on one another to be achieved. According to Imran and Jingzu (2022), through nonfinancial organizational performance indicators, organizations are able to tell whether they are likely to achieve financial performance indicators or not. Satisfied customers imply more retention of customers, which will lead to increased sales and profitability. Moreover, with increased quality of goods and retention of the best talents, the organization will be in a position to be more profitable (Masfi & Sukartini, 2022). On the other side, Paradela, Dias, Gomes, Passion and Adum (2019) allude that without being

profitable, an organization may face challenges in retaining its employees and ensuring customer satisfaction through exemplary services. Nevertheless, Dehisat and Awang (2020) indicate that in order to assess organizational performance comprehensively, it is integral to focus on both financial and non-financial indicators. This is also attributed by Carini *et al.* (2019) who indicate that organizations that are doing well and more sustainable in the market have to balance their performance in both financial and non-financial aspects.

In Sub-Saharan Africa, Mokoena (2019) alluded that organizational performance is one of the key determinants of how well corporations continued to succeed and capacity of such institutions in the region to compete globally. To Abugre (2020), the more committed an organization is in enhancing its profits and increase the sales revenue, the higher the chances of the company to steadily grow to other markets by reinvesting the profits. Moreover, Okoumba, Mafini, and Bhadury (2020) indicated that profitability as a measure of organizational performance shows how well the strategies and processes undertaken by the organization are capable of generating the intended revenue. In Ethiopia, Dunay, Ayalew, and Abdissa (2021) alluded that organizational performance is the profitability levels and the approaches made to grow those profits in the near future. According to the author, the level of profits will tell whether the organization is in the right trajectory towards expanding, whether it is stagnant or whether the organization is on a deteriorating spree. In Egypt, Abd-Elrahman and Kamal (2022) argue that organizational performance can be assessed by the sales revenue, where the increase in sales indicates a good performing organization. Moreover, the author indicates that profitability will tell whether the increase in sales is significant or there is more costs incurred in generating the sales, therefore making no difference in profits. El-Borsaly and Hassan (2020) also concurs with this by arguing that it is integral to not only focus on profitability and sales revenue when assessing organizational

performance, but also focus on costs, since costs will at the end of the day affect the profitability no matter the sales amount made.

In Kenya, several authors have defined organizational performance and measured it in varied perspectives (Girangwa, Rono, & Mose, 2020; Nyathi & Kekwaletswe, 2023; Wangari, Gichuhi, & Macharia, 2019). Okwata, Wasike, and Andemariam (2022) focused on financial indicators when addressing organizational performance, where the author defines performance in terms of revenue generation and Return on Assets (ROA). On the other hand, Kiprotich, Kahuhia, and Kinyua (2019) addressed organizational performance among firms in Kenya using a mixture of both financial and non-financial performance indicators. For performance indicators, Kiprotich et al. (2019) utilized profitability and cost reduction, while for non-financial indicators, the author utilized customer satisfaction and level of productivity. According to Oketch, Kilika, and Kinyua (2021), organizational performance is the level of revenue generation and wealth creation by an organization to benefit the shareholders. The author argued that organizational performance is best seen through the lenses of the generated revenue and profit shared among the shareholders. Ole Kulet, Wanyoike, and Koima (2019) in the contrary argues that the only ideal way for measuring organizational performance is by addressing both the financial and non-financial indicators. This is also supported by Keng'ara and Makina (2020) who alluded that financial and non-financial indicators when combined are more intensive in expounding on organizational performance and showing the true picture of how corporates strive to gain relevant success based on their objectives. Therefore, as informed by these authors, the study used monetary and non-monetary aspects of organizational performance, where the financial indicators were profitability and sales revenue, while the non-financial indicators were customer satisfaction.

1.1.2 Strategic Management Practices

Strategic management practices are the processes, techniques, and tools used by organizations to formulate, implement, and evaluate strategies which have the potential to stimulate continuous success (Palmié, Rüegger, & Parida, 2023). The practices are carried out by organizational managers, who ought to be strategic in nature for the practices to achieve the intended purpose. According to Sinnaiah, Adam, and Mahadi (2023), as strategic management is gaining high acceptance among the theorists and practitioners, strategic management practices ought to be well-thought and aligned to the organizational goals, mission and vision. Strategic management practices represent the commitments put across by the organizational management team to ensure that the appropriate strategies are set, implemented and monitored to ensure their success (Azmi, Fauzi & Sujarwo, 2023). These practices as illustrated by Soleiman, Khodadad, Kordnaeij, and Hajipour (2022) may not cut across all the varied industries and organizations, but they focus on the efficiency of the inputs put across by the organization towards its goals and how these inputs are aligned to achieve the goals.

In China, Gee, Nahm, Yu, and Cannella Jr (2023) addressed the essence of strategic management practices in exporting companies, and defined strategic management practices as the collection of tools and processes aimed at enhancing the success of organizational strategy. The author focused on strategic planning and strategic alignment of the corporate culture as the key strategic management practices. To them, strategic planning is the practice aimed at assessing the current status of the organization and coming up with approaches that can turn-around things or strengthen the capacity of the organization going forward. On the other hand, strategic alignment of the corporate culture encompasses the commitment to integrate the organizational culture with the set strategic goals (Omoarebun & Zwingina, 2022). This ensures that the norms, values, believes and

practices in an organization are directed towards maximizing the organization's ability to meet its goals. According to Ahmadi, Rajabpour, and Doghezlo (2021), strategic management practices focus on how best the organization is internally prepared to face its threat, to maximize and capitalize on its strengths and to seize the opportunities that come along the way. Through aligning the organizational culture, therefore, the organization assures itself of a strong team that has a unity of purpose to counter the threats, maximize strengths and seize the opportunities (Alkhodary, 2023).

In Indonesia, Bolang, Liliweri, and Djaha (2023) focused on essence of aspect of strategic management in success of modern-day corporations. The author addressed strategic management practices using strategic leadership, strategic customer focus and resource allocation. To Bolang *et al.* (2023), strategic management practices include the practices by the organizational management team that ensures that the employees are shown the appropriate direction through strategic leadership, customer needs and expectations are met through strategic customer focus, and the appropriate resources are availed and effectively allocated to the competing needs. This is also supported by Luis, Raquel, and Olga (2023) who indicated that strategic management practices ensure that the internal competencies of the organization are strengthened for a stronger and more competitive entity. To Williams Jr, Smith, Aaron, Manley, and McDowell (2020), mobilizing resources and allocating them efficiently, providing appropriate leadership and maximizing customer services are fundamental aspects of strategic management that have a strong influence on organizational success.

In Nigeria, Odusote and Akpa (2022) indicated how core aspects of strategic management which encompass ways and means through which the organizational management is committed to steer

the organizational success through embrace of core inputs and competencies. The authors alluded that strategic management practices such as leadership commitment, resource mobilization and strategic plan ensure that the organization is steadfast in being competitive by effectively running its internal processes and operations. In Malawi, Kayuni (2017) indicated that strategic management practices are more competent-based approaches that organizational managers use to strengthen the competitiveness of their organizations by effectively utilizing the available inputs. According to Thoha (2023), a strategic manager focuses on mobilizing the appropriate resources for the entity so as to ensure that it is in a position to run seamless to attain the intended goals. Moreover, the manager ensures that there is proper leadership that is aligned to firms' strategic goals, which implies that the manager ought to be a strategic leader, who shows a strategic pathway (direction) to other personnel in the entity, aimed at mobilizing them to a common direction for combined strength (Alkhodary, 2023). While evaluating essence of strategic management practices on entity's success in Zimbabwe, Desderio, Lawrence, Obert, and Patrick (2022) described strategic management practices as the essential efforts and techniques utilized to ensure the available organizational inputs are optimized to stimulate their contribution to organizational success. The author indicated that strategic planning, strategic organizational culture alignment and resource allocation are the major strategic management practices that have been proven to be significant in enhancing organizational performance.

Njeri (2016) defined strategic management practices as the set tools that strategic managers use to stimulate the implementation and success of the set organizational strategies. According to Ochami, Omari, and Nyangau (2022), every organization must have a strategy on how to execute its mandates successfully, but the extent of this success is best determined by the inputs put across to mobilize and align the internal environment towards the strategies. These are the strategic

management practices, which are aimed at setting a pathway for implementing the strategies in an organization. Ongongo and Mang'ana (2022) argued that strategic management practices can be generalized to many industries since they show the face of a committed strategic manager. Ali and Anwar (2021) conceptualized strategic management practices using strategic leadership, strategic corporate culture alignment and strategic planning. The authors argued that showing a strategic direction should be a major strategic management practice that differentiates between a normal manager and a strategic manager who is focusing on steadily achieving the set goals and objectives. Moreover, Nyangoto and Nyang'au (2022) observed strategic planning as fundamental component of strategic management that shows the ability of a manager not only to plan, but to plan in conjunction with strategic approaches and aspirations of present-day corporations. Basing from reviewed background, it is evident that strategic management practices is best addressed using strategic planning, strategic leadership, strategic organizational culture, resource mobilization and strategic customer focus. These are the aspects that were used in this study to conceptualize strategic management practices.

1.1.3 Business Process Outsourcing Companies

One of the main enablers of organizational success is the ability to put more efforts on core business while at the same time ensuring seamless flow of other operations (Shuo, Yao & Magdaraog, 2021). With the growing emphasis on organizations to not only focus on core business and forget the other operations that are equally important, the idea of outsourcing is widely getting embraced across the globe (Meneses, 2022). Global leaders such as Amazon, Microsoft Volkswagen among others have maximized their all-rounded focus on both core business and other operations due to embrace of outsourcing (Debnath & Roy, 2020). These companies are known to spend more than 50 percent of their budgets on outsourcing non-essential services for them to fully

focus on core business and ensure perfection (Babu, Kumar, & Veeraiyah, 2020). Services such as customer contact and relationship management (CRM), recruitment and selection, supply chain management, information systems management among others require expatriate for them to be done effectively (Cabrera, John, Campang & Plaza, 2019; Babu et al., 2020). The Business Process Outsourcing companies (BPOs), therefore, are the companies that offer the outsourcing services, whereby they are outsourced to render the services that are non-core to the organization but require experts to accomplish them efficiently (Mamica, 2020). These companies are known to play an integral role in promoting the success of other industries, since they ensure a robust business process that not only enhances the success of the outsourcing organization, but also quality products and services to the customers.

In Kenya, the business outsourcing industry has been expanding over the years, with more companies embracing outsourcing of non-core businesses (Chege, 2021). The BPOs have also increased in the country in the past two decades, with now even multinationals entering the market. The BPOs in Kenya mainly focus on activities such as financial and accounting services, recruitment and selection services, procurement and supply chain management services (logistics), customer service and management services, information systems management services, hospitality services, research, innovation and development services among others. There are 118 large BPOs in Kenya, mostly outsourced by leading companies in the telecommunication, banking, insurance and manufacturing industries (Nyambura, Kinyua, & Mburugu, 2020). The continued performance of these companies has been low due to the minimal embrace of outsourcing perspective in the country and the overall dynamism in the operating environment. According to Nyambura *et al.* (2020), as the global competition is getting rigid by day, it will be essential for the BPOs to be more vibrant and focus on essentialities that will strengthen their presence in the market. Kenya's

largest companies such as Safaricom, KCB, and Kenya Breweries are known to be the biggest beneficiaries of BPOs as they outsource most of their non-core business operations such as customer services, recruitment, advertising and logistics to the BPOs. This has seen these companies retain their competitiveness and regional outreach as they are able to fully focus on their core mandates while leaving other non-core but critical processes to experts, the BPOs.

1.2 Statement of the Problem

Generally, the Kenyan corporate market has been dynamic and unpredictable in the recent past, with companies in various industries actively focusing on their core mandates for sustenance in the market (Mulli, 2021). While outsourcing has been recommended and embracing in most scenarios, there has been a meagre focus on the outsourcing service providers commonly known as BPOs. These companies, although playing an instrumental role in ensuring the success of other industries, their performance has been rigid, as most of them barely survive with the limited clientele willing to outsource (Chege, 2021). According to OECD (2022), while the global BPOs industry stood at \$170 billion in 2021, Kenya's BPO has a market size of less than Kshs.500 million, behind countries like South Africa whose BPO industry is capitalized at \$460 million. According to Kenya' Ministry of economic planning (2022), the BPO sector currently employs less than 30,000 people, while the plan is to have the sector employ more than 200,000 by 2030. According to Kenya Private Sector Alliance – KEPSA (2022), more than 7 BPO's exited the Kenyan market between July 2019 and June 2022, while over 35% of the companies laying-off between 20 and 50% of their workforce to salvage their dwindling revenues. A report by Kenya National Bureau of Statistics – KNBS (2021) indicated that most BPOs in the country were unable to tap on the emerging market while others failed to optimize on their potential to penetrate the market, thus continuing to affect the firms' performance.

The literature available has strongly linked organizational performance with the embrace of strategic management practices. Globally, a study by Graebner, Knott, Lieberman, and Mitchell (2023) on strategic management practices and how they determine organization operational performance in UK had it that mobilizing resources and effective strategic planning were integral strategic management practices that significantly contribute to performance. In Malaysia, Singh et al. (2021) focused on strategic management practices and their essence in firm competitiveness in telecommunication industry and shown that strategic organizational culture alignment and strategic leadership had a significant correlation with organizational competitiveness. Regionally, Addae-Korankye and Aryee (2021) conceptualized strategic management practices in Ghana using strategic planning, resource mobilization and customer focus, while Pandisha et al. (2022) addressed the role of strategic management practices in Tanzania using a qualitative methodology. Locally, Daudi and Mbugua (2018) addressed strategic management practices in Kenya's transport industry, while Dahir and Nyang'au (2019) analysed strategic management practices in Kenya's state corporations. Karanja and Juma (2020) only narrowed down to strategic planning as a strategic management practice.

As the studies reveal, the core aspects of strategic management are fundamental in steering continued success among modern entities. However, these studies have conceptualized strategic management practices in varied ways, thus not providing a clear dimension on how to address strategic management practices. Moreover, the studies have focused on varied contextual areas, where some have been undertaken in banking industries and others in manufacturing industries. The studies, also, have used different methodologies, and their locale is different, with no emphasis on BPOs especially in the Kenyan context. The local studies also lack harmonized, inclusive and comprehensive conceptualization of strategic management practices, while they mainly focus on

public sectors. This study, therefore, sought to fill these contextual, conceptual, methodological and empirical gaps by assessing the influence of strategic management practices on organizational performance of Business Processes Outsourcing Companies in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to assess the influence of strategic management practices on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

- i. To examine the effect of strategic leadership on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya.
- ii. To establish the effect of strategic planning on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya.
- iii. To determine the effect of resource mobilization on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya.
- iv. To examine the effect of strategic corporate culture alignment on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya.

1.4 Research Questions

The study sought to answer the following questions:

- i. What is the effect of strategic leadership on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya?
- ii. How does strategic planning affect organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya?
- iii. What is the effect of resource mobilization on organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya?
- iv. How does strategic corporate culture alignment affect organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya?

1.5 Significance of the Study

The study sought to examine the effect of strategic management practices on the organizational performance of Business Process Outsourcing companies in Nairobi County, Kenya. The findings from the study are expected to be imperative to various parties and stakeholders especially in the field of business process outsourcing. The findings are significant to the managers and decision-makers in the business process outsourcing companies in Nairobi, in that they would gain knowledge on the need for strategic management practices in promoting the organizational success of their businesses. Through the findings, the managers could be more knowledgeable of why and how they should be outgoing to mobilize resources, embrace strategic planning and strategic leadership, as well as promote customer relationship management to ensure better performance of their organizations.

The findings are also imperative to the policy makers and the government. One of the strong pillars emphasised in the strategic plan by the Ministry of Planning is to have a well-functioning BPO industry to promote employment of more than 200,000 people by 2030. Through the findings, the

policy-makers in the Ministry and other responsible state agencies will gain knowledge on how best to formulate policies and regulations that support the growth and performance of the BPOs sector through encouraging embrace of strategic management practices.

The practitioners in management could also be part of the beneficiaries from the study findings, in that they will gain the knowledge on the essence of strategic planning practices in the context of customer relationship management, corporate culture alignment, strategic planning, and strategic leadership in enhancing the organizational performance. The practitioners in other industries will be more informed in terms of utilizing these strategic management practices as essential enablers of the organizational performance.

The findings will as should be beneficial to the academic world by contributing to the existing literature. Through this, individuals or institutions interested in evaluating a similar concept will adequately reap from outcome of this particular research by establishing the prevailing situation in BPOs as far as strategic management practices are concerned. The researchers could as well borrow a leaf on the conceptualization of strategic management practices, from which they can critique, improve and gain from the findings of this study.

1.6 Scope of the Study

The study aimed at evaluating how core aspects of strategic management stimulate continuous success among Business Process Outsourcing companies in Nairobi County, Kenya. On the content scope, the study addressed the content in line with key strategic management practices as proposed by previous authors, where strategic leadership, strategic planning, resource mobilization and strategic corporate culture alignment were focused on. Moreover, the study focused on organizational performance of BPOs, which was measured using the profit margins, sales revenue,

and market share. On contextual scope, the study focused on BPOs in Kenya. According to the Business Process Outsourcing Association of Kenya (BPOAK) (2023), there are 118 large BPOs in the country who are members of the association. The geographic scope of the study was Nairobi County, where the BPO companies in Nairobi County were targeted. The time scope for the study was five months where data was collected and analysed in a period of five months from March 2024 to August 2024.

1.7 Limitations of the Study

The study was limited to the Business Process Outsourcing companies that are registered under the BPOAK. This implies that the opinions from other BPOs not in the association were included in the study. The sampled respondents withheld information that was crucial for the success of this study for fear of exposing internal and classified information. However, this was delimited by assuring them of confidentiality and the general purpose of this study which is purely academic. Moreover, permission was sought from the organizational senior management to ensure the respondents were allowed to take part in the study. The availability of the respondents was also a limitation which led to delays in undertaking the study. This was controlled by having prior arrangements with the respondents for them to avail themselves and accord the research some time out of their schedules.

1.8 Organization of the Study

The study contains five chapters. The first chapter highlighted the introduction which covered the background of the study, the research problem, research objectives and questions, significance and scope of the study. Chapter two covered the review of literature based on theoretical literature, empirical literature and the conceptual framework. Chapter three contained the research

methodology comprising of research design, population and sampling, research instruments and data collection and analysis. Chapter four covered the findings of the study which included the response rate of the questionnaire, demographic results, descriptive analysis as well as inferential analysis. The last chapter is chapter five which covered the summary of findings, conclusions of the study as well as recommendations drawn from the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents the review of previous studies related to the strategic management practices and organizational performance of business process outsourcing companies. The chapter comprises of various sub-sections which include the theoretical literature review, empirical review of the literature, the research gaps and the conceptual framework.

2.2 Theoretical Literature Review

A theory describes a phenomenon or an event based on the observations, experience or assumptions of the author, and through such explanations, the underlying issues and diverse viewpoints of the event are understood (Sami, Jusoh & Qureshi, 2016). Through review of theories, studies bring up a more understandable approach of their theatrical focus. It focuses integrating them with the study in order to enhance the understanding of the study's thematic areas. In this study, several theories were reviewed, and they include the path-goal theory of leadership, strategic choice theory, Durkheim's Theory of Culture, Resource dependence theory, and the Balanced Scorecard Model theory.

2.2.1 Path-Goal Theory of Leadership

The path-goal theory of leadership was first proposed by House (1971). The theory indicates that traits, behaviours and style exerted by a leader are integral in determining the motivation and success of the team they lead (House & Mitchell, 1974). This is to imply that when a leader is

committed to showing a certain direction to the followers, the outcome will be results equivalent to the direction the team is led by the leader. According to Saide, Indrajit, Trialih, Ramadhani, and Najamuddin (2019), a leader is expected to be at the forefront of setting the strategic direction through example-setting and showing the team members on what to do and how to do it. This is the trait that the leader has to focus on in order to lead a successful team (Olowoselu, bin Mohamad, & Aboudahr, 2019). The theory upholds that for one to achieve the best results in a team as their leader, he or she ought to show commitment to the set goals and vision, through which they abide by the goals for the rest of the team to follow.

As expounded by Chen and Fernando (2022), path-goal theory seeks to show the essence of a committed and strategic leader, who puts the goals of the organization at the forefront of the team. The leader is the pillar of the team and their weaknesses and strengths are visible in the results of the team's performance. Therefore, it is integral for the leader to be a source of motivation for the followers by ensuring that their actions and way of doing things reflects what they expect the followers to do (Antonakis & House, 2014). The theory further considers the role played by the leader to be instrumental in shaping the strength of the team or organization. An organization whose leaders are not strategic enough to focus on the strategic goals of the organization and streamline their commitments by the followers to these goals, tend to lose trend and focus, thus recording a decline in performance (Saleem & Noshaba, 2021).

In this study, strategic leadership is one of the aspects of strategic management practices. The goal of strategic leaders is to lead the team and ensure that every member of the team is involved and well-guided (Nasser & Al-Taie, 2021). This implies that the team leader has the role of ensuring that all the members have strong motivation and commitment to the organizational goals and that the members have the appropriate strategic direction to focus on (Saleem & Noshaba, 2021). This

is the essence of path-goal theory, in that it points out to the need for leaders to have the goals of the organization aligned to the skills, competencies and commitments of the workforce (Olowoselu et al., 2019). By setting the pace and being the role model to the subordinates, the leaders get a more committed and motivated team for better results. The theory is therefore utilized in this study to expound on the influence of strategic leadership on the organizational performance of BPOs in Kenya.

2.2.2 Strategic Choice Theory

The strategic choice theory is highly attributed to Child (1972), and it is regarded as one of the core theories that expound the concepts of strategic management and its role in business success (Harmey, 2016). The theory holds that strategies cannot cut across organizations, in that different establishments require different strategies, this being informed by their underlying factors and environmental conditions on where they operate (Montanari, 1979). The theory indicates that organizations requires strategies to succeed, but these strategies have to be formulated and implemented through concept of first understanding the organization's operating environment. According to Tokman, Richey, and Deitz (2016), while strategies are critical for organizational continuity, the choice of such strategies is more important as it determines how well the organization changes or maintains its internal processes after introduction of such strategy.

The theory further indicates that the choice of organizational strategy should encompass the plans and goals that organization seeks to achieve, in that strategies are better driven by goals than driving goals. One aspect that Horner, Jayawarna, Giordano, and Jones (2019) uphold in strategic choice theory is the commitment by organizational management to plan for the required strategies and how such strategies are to be implemented. According to Tokman et al. (2016), coming up

with a strategy is one thing and implementing the strategy is another. To achieve the intended goals of a strategy, planning is essential right at the onset of the process. This implies that when choosing a strategy, organizational managers ought to plan on how the strategy will be implemented through strategic planning.

Strategic planning as portrayed in the strategic choice theory is the process of putting together the tasks and frameworks for deriving, executing and evaluating a strategy in an organization (Horner et al., 2019). Through strategic planning, organizational managers tend to identify the strategies that their organizations will focus on and the best approach to achieve the end results. The theory therefore highlights the need for managers to focus on the key goals and have a set framework (plan) that outlines prospects that ought to be upheld for the sake of achieving targets put across. This theory, therefore, is adopted in this study to expound on the effect of strategic planning as a strategic management practice on the organizational performance of BPOs in Nairobi County, Kenya.

2.2.3 Durkheim's Theory of Culture

The Durkheim's theory of culture was developed by Durkheim (1890). The theory articulates culture as representation of web emergent that encompasses of deep set of value, belief, and collective natural system of symbolic aspects of an individual. This theory emphasizes that, an organization is comprised of the aspect of culture which drives internal processes and how people relate within the organization. It is through application of culture that a firm performs the tasks and achieve its objectives. Yesil and Kaya (2013), established that, despite subcultures strengthening the integration with organizational processes, thus giving appropriate

interrelationships among the employees. Also, cleavages of cultural may occur on status, occupational, or divisional lines.

In his theory, Durkheim upheld the essence of social cohesiveness in an organizational set-up where individuals can work together as a team based on their shared beliefs and cohesion. In the context of an organization, a culture that promotes togetherness and cohesion creates a more friendly and supportive working system where employees can easily work together towards a common goal. Based on this theory, strategic culture alignment has been found to effectively lead to better performing workforces, where employees are aligned towards a given strategic direction thus making it easier to achieve organizational goals (DiCristina, 2016). As cited by Alexander (2005), Durkheim considered culture to be an aspect of continued integration and embrace of shared beliefs that define how people relate and how they feel and think about one another. Building such a culture as expounded by Brown and Halley (2012) is the role of strategic managers, in that they go beyond having shared norms by embracing diversity, integration and consciousness within the team. This is aimed at creating one strong team where core challenges are addressed efficiently and effectively through a larger pool of capabilities and strengthens.

In this study's context, strategic corporate culture is strongly supported by Durkheim theory of culture. As the theory upholds the essence of integrating diverse cultural aspects, and so is strategic corporate culture seen through the lenses of strategic managers' capability to integrate and embrace diversity within organizational culture. This is a critical way through which managers turn organizational culture from a stumbling-block to a supportive strength, by ensuring that diversity is considered in strategic planning and implementation of core organizational strategies (Brown & Halley, 2012). Considerably, Gofman (2014) highlights the connection between Durkheim's theory of culture and strategic management by indicating that through cohesive, supportive,

diverse and integrated culture, internal functions and operations are carried out seamlessly, thus enabling organisations easily achieve their goals. It can in such a scenario be justified where the particular theory was employed to inculcate how strategic corporate culture steers continued success among BPOs.

2.2.4 Resource Dependence Theory

Resource Dependence Theory (RDT), originally formulated by Pfeffer and Salancik (1978), posits that organizations are not autonomous entities but are embedded within a network of interdependencies from which they must acquire critical resources. These resources—whether financial, technological, informational, or human—are often controlled by other external actors, making organizations inherently dependent on their environments. RDT argues that the ability of a firm to acquire and control essential resources significantly influences its behavior, strategic decisions, and ultimately, its performance.

In the context of Business Process Outsourcing (BPO) companies, the central premise of RDT becomes particularly pertinent. BPO firms operate in highly dynamic, competitive, and resource-intensive environments where performance is directly tied to the timely mobilization and deployment of critical resources. These include skilled labor, advanced technology platforms, financial capital, and data infrastructure. According to RDT, firms that can effectively manage their dependencies and reduce uncertainty by mobilizing and securing access to such resources are more likely to enhance their operational resilience and strategic performance (Hillman, Withers, & Collins, 2009).

Resource mobilization as a strategic management practice encompasses the processes through which firms identify, acquire, allocate, and deploy resources to achieve their goals. In the BPO

sector, this may involve forming strategic alliances to access cutting-edge software, partnering with recruitment agencies to tap into global talent pools, or engaging with financiers for flexible funding arrangements. RDT suggests that these strategic choices are influenced by the firm's perception of resource scarcity and the power dynamics within its external environment (Pfeffer & Salancik, 1978). For example, a BPO firm that relies heavily on a single technology vendor may experience high dependence and limited bargaining power. To mitigate this, the firm might diversify its supplier base or invest in in-house capabilities, aligning with RDT's recommendation for dependency management.

Moreover, RDT emphasizes that organizations seek to stabilize and influence their external environments through strategic actions such as mergers, joint ventures, lobbying, and vertical integration (Drees & Heugens, 2013). BPO firms may pursue mergers or partnerships not only to scale operations but also to secure scarce resources and reduce exposure to volatile markets. These proactive approaches to resource mobilization can lead to improved firm performance, manifested through enhanced service delivery, cost efficiency, client satisfaction, and adaptability to technological change.

Importantly, the theory provides a lens through which the strategic behavior of BPO firms can be interpreted as rational responses to environmental constraints. This view aligns with contemporary findings that link resource acquisition strategies to improved performance metrics in outsourcing and service-oriented industries (Zhou & Li, 2010). It also underscores the importance of inter-organizational relationships and networks as critical enablers of resource flows, especially in knowledge-intensive sectors such as BPO. The theory was therefore utilized in this study to inform the fourth objective of the study which was to examine the effect of resource mobilization on the performance of BPO companies.

2.2.5 Balanced Scorecard Model

The Balanced Scorecard, initially conceived by Kaplan in conjunction with Norton, serves a consequential purpose in evaluating how entities achieve their objectives (performance) through integration of comprehensive array of performance metrics including customers, business internal processes, financial perspective, and learning and growth (Kaplan & Norton, 1992). Traditionally, companies relied solely on short-term financial indicators to gauge success. The Balanced Scorecard introduced supplementary non-monetary prospects in strategy into equation, aiming to enhance much attention in regard to prolonged success. Amer et al. (2022) noted the evolution of this system over the years, now recognized to be complete and critical system for strategic management that play fundamental role in steering businesses' success. Balanced Scorecard concept, therefore, remains a cornerstone in performance management, providing a structured framework for the execution of organizational strategies.

The Balanced Scorecard model assesses organizational performance using four key dimensions, which include the customers, the business process, finance and organizational learning and growth (Abdurrachman et al., 2022). This is to imply that a well performing organization will be achieving its financial goals, while ensuring customer satisfaction and at the same time growing through learning and continual improvement. The theory extensively describes performance as the ability in attaining essential goals for better future, but in four-dimensional approach described. According to Tuan (2020), organizations exists to serve not only the shareholders through generating profits, but to as well benefit the employees through promoting an internal career growth and advancement, while fostering prosperity and satisfaction among the customers.

According to Tawse and Tabesh (2023), the BSC theory upholds the essence of pushing for all-rounded performing organizations, where the performance is measured in terms of stakeholder satisfaction. This is to imply that, performance is based on how well the core stakeholders like clientele, workforce, and holders of equity (owners) are satisfied. Without meeting the needs of these stakeholders, the organizational performance will be unachieved and not sustainable (Camilleri, 2021). Through the balanced scorecard theory, therefore, this study assessed performance of BPOs in Kenya.

2.3 Empirical Review

The sub-section covers cross-examination of previous literature on the effect of strategic management practices on organizational success. The studies have been systematically reviewed per the specific objectives of the study. Through the studies, key unfulfilled areas (gaps) were highlighted, thus giving credibility to assessment at hand.

2.3.1 Strategic Leadership and Organizational Performance

Ambilichu, Omoteso, and Yekini (2022) analysed the role of strategic leadership on performance of small enterprises, and undertook a literature-based conceptual discussion. Their findings revealed that strategic leadership was essential in enhancing organizational performance. As the authors contemplated, strategic leadership viewed in lenses of modern-day entities is fundamental in telling how best and effective an organization achieves its mandate, through a properly set strategic direction and ensuring mobilization of the required resources. The competency of an organizational leadership involves the ability to take heed of the resources. The authors indicated that leadership should focus on strengthening the internal strengths of an organization through enabling every employee to work beyond their potential to accelerate organizational processes.

Through committed leadership, organizations are able to regain strategic focus and streamline their operations towards the set strategic goals.

As stipulated in the study by Ngeiywo, Otuya, and Tanui (2022), strategic leadership seeks to strengthen the status of an organization by streamlining internal processes and ensuring that employees are well-involved in every aspect of organizational processes. Leadership becomes strategic when it is aligned to stimulating individual capabilities of every employee while enabling continuous improvement and growth. In their study, Rajest, Regin, and Shynu (2022) contemplated that a strategic leader is not only a servant but a committed individual who not only thinks of the results, but on a clear framework that ensures positive results are sustainable while strengthening the systems driving such results. Their study however did not contextualize organizational leaders in terms of strategic leadership but generally addressed it as organizational leadership. In the current study, leadership was contextualized based on strategic role played by organizational leaders towards seeing successful implementation of organizational strategies and thus enhancing performance.

A study by Hunitie (2018) sought to examine correlation between strategic leadership and competitiveness of organizations. Their research conceptualized strategic leadership in terms of orientation (strategic), alignment of strategies, flexibility and utilization of human capital. The study utilized a mixed method approach and targeted 32 public hospitals in Jordan from which a sample of 1,000 respondents were sampled. From the findings, it was established that strategic leadership through strategic alignment, strategic flexibility, strategic integration and intangible capital significantly contributed to organizational competitive advantage. The authors indicated that possessing a strong sense of strategic leadership leads to enhanced competitiveness since this

presents a unique resource that cannot be easily imitated by the competitors. This concurs with the findings by Schaedler, Graf-Vlachy, and König (2022) who established that strategic leadership is the basis of steering organizational performance and competitiveness by ensuring that the organization is in a better state to face the compelling challenges and strengthen its capacity to enhance longevity and competitive advantage. However, the study portrayed a contextual gap where it was carried out in hospitals in Jordan, unlike the current study that was carried out in Kenya and specifically focused on business process outsourcing companies.

Gore and Kanyangale (2022) assessed the role played by strategic leadership on the performance of Zimbabwean Universities. The study specifically sought to establish how strategic leadership through setting organizational direction, involving internal and external stakeholders, developing human capital and strategic thinking influenced performance by enabling the organizations battle crisis in their operations. Through an empirical review approach, the authors reviewed 138 articles and sampled 33 of these articles for further scrutiny. Outcome of their assessment highlighted a common aspect of strategic leadership found to influence organizational performance was strategic thinking and setting strategic direction for the organization. The authors indicated that the ability of leaders to have a more robust workforce by setting a culture, and strategic direction and developing the workforce through training and motivation, it became more possible to streamlining the crisis management for the institutions thus leading to their enhanced performance. The study portrayed a conceptual gap where strategic leadership was conceptualized using stakeholder involvement and engagement, unlike the current study that conceptualized strategic leadership using strategic direction setting and leadership by example.

Mailu and Kariuki (2022) assessed role and extent strategic leadership contributed to continued success among entities based in Nairobi. Explicitly, their assessment evaluated how developing core competencies, setting strategic direction, management of change and strategic thinking as aspects of strategic leadership influenced organizational performance, with the focus being on non-government organizations. Through an explanatory research approach, the authors sampled 159 NGOs in Nairobi County, where the units of observation were to respond to specific questions addressing the concerns regarding leadership and how it steered success. Obtained results showed that strategic thinking, strategic direction setting, development of core competences and change management had a crucial essence on sustained success of Non-Government Organizations.

A study by Kurere (2022) addressed the effect of strategic leadership on performance of county governments in Kenya. The authors established that leaders who possess the strategic capability to set a strategic direction for the organization while streamlining strategic thinking and developing the core competences through human capital development stand a better chance to enhance continued success of modern corporations as they had access to critical competencies that drive efficiency in operations of a corporation. Their observation further showed that strategic leadership was a key driver to the organizational success by enhancing operational efficiency and ensuring that the organization was more committed to its strategic goals for continued success.

2.3.2 Strategic Planning and Organizational Performance

Chiwawa, Wissink, and Fox (2021) did a study on the effect of strategic management practices on organizational performance and focused on the role played by strategic planning as one of the strategic management practices. The findings revealed that strategic planning was as an essential activity in every corporation as it incorporates approaches and methods put across to identify and

define the vision of the organization and setting specific goals that given establishments ought to attain within given timelines in order to achieve the set vision. This is a strategic management practice where the strategic managers assess the situation the organization is in, sets the next phases of where the organization needs to go and comes up with a framework to implement the set phases (Ahmad & Ahmad, 2019).

George *et al.* (2019) analysed the effect of strategic planning on firm performance and through a correlational design established that through strategic planning, strategic managers can effectively figure out the key inputs that the organization must have to attain its mission, and the right strategic path to follow to achieve its vision. The authors contemplated that strategic planning has been extensively addressed as one of the core strategic management practices that enable organizations to easily and more efficiently attain their performance goals and objectives. This practice seeks to ensure that corporates are set to lay out their strategies and integrate essential inputs meant to achieve the best out of these strategies. The authors further instigate the essence of having an elaborate plan that sets out what is required for modern corporates as far as strategies are concerned. It is through this elaborate plan that projected outcomes are obtained once core strategies are executed.

Wun (2019) addressed essence of strategic planning and how it contributes to success of modern corporations in Myanmar, Malaysia. Specifically, Wun's work addressed how organizational goal setting, benchmarking, and history from previous performance influenced the organizational performance in terms of enhancing sales revenue, retention of customers and quality of services. Through a descriptive approach, the author surveyed 60 respondents drawn from Micro-Finance Institutions in Myanmar, Malaysia. The findings revealed that strategic planning through goal-

setting, benchmarking and lesson from previous performance played a crucial role in strengthen corporation's ability to achieve objectives. Their study portrayed that through a strategic planning, the institutions were capable of having quality services and thus attracting more customers. Moreover, the author noted that the ability of the strategic managers to have the competence to induce strategic planning strongly enabled the institutions to have a more market-oriented product line to steer and attract a wide variety of clients for better success. These outcomes concur with Chawla's (2020) results that established that the duty of a strategic manager is to set goals and ensure execution of these goals and promoting learning from previous mistakes collectively known as strategic planning so as to put their organizations in the right trajectory for superior success.

Ikoru and Nwosu (2017) addressed how planning strategically determined organizational productivity among processing entities based in Nigeria, sought to evaluate the role played by long-range, intermediate and short-range planning on organizational productivity. Through a descriptive survey, the study collected primary data from 124 participants via a questionnaire. The findings had it that strategic planning through long-range, short-range and intermediate planning substantially led to stronger success nature among modern entities. The authors elaborated how ensuring organizations are well-placed strategically is a prerequisite to continued productivity, and this depends on the extent to which the organizational leadership is strategically planning its pathway to success. Moreover, the authors noted that with the increasing competition, it was becoming integral for strategic managers to be at the forefront of pushing for more strategic-oriented organizations, where strategic planning is the core to competitiveness. Their sentiments are echoed by Hawkins, Krause, and Deslatte (2021) who indicated that strategic planning paramount in driving execution of key corporate strategies thus enabling modern entities have

clear and achievable goals, and in enabling the management to fast-track the execution of these goals for better performance.

Kisilu, Okumu, and Mathenge (2019) analysed the role played by strategically planning in streamlining small corporations' ability to disrupt market and strengthen their success. Their research was undertaken in Makueni County. The authors measured strategic planning using goal setting, situational analysis, mission and vision statement and singled out financial performance of the SMEs. Using a cross-sectional approach, the authors sampled 174 SMEs, who were surveyed using a questionnaire. The attained outcome revealed strategic planning as a crucial enabler of continuous success of the small entities, where the entities that upheld strategic planning efforts had a better chance in generating more revenues. According to the authors, SMEs that were capable of setting clear their vision, mission and strategic goals, were generating more profits as compared to those that did not have a set strategic pathway (strategic planning). Further, the authors concluded that the financial performance of the enterprises was dependent on how well their owners/leaders were capable of embracing strategic planning as a strategic management practice. These findings compare with those by Kabeyi (2019) who stated that even smaller companies that embrace strategic planning set a discipline of having a strategic pathway to follow in carrying out their day to day activities, thus strengthening their ability to perform better.

2.3.3 Resource Mobilization and Organizational Performance

Thornton, Henneberg, Leischnig, and Naudé (2019) analysed the effect of resource mobilization as a strategic management practice on the success of new products among manufacturing and service organizations in the UK. The study sought to evaluate how the strength of organization leaders in mobilizing resources influenced the success of new products in the market. Using a

mixed approach, the authors surveyed 1379 respondents drawn from service and manufacturing firms in United Kingdom. The findings revealed that high resource mobilization capacity among managers mainly strategic ones essentially contributed to success among new products. Thornton et al. (2019) further established that through commitment by the managers to be outgoing and tap more resources, the products were developed more efficiently, thus promoting their performance. This compares with the findings by Abbas, Arshad, and Subramaniam (2019) who revealed that by being capable of mobilizing the required resources, the strategic managers put their organizations in a stronger capacity to be competitive by developing unique products and more efficiently. The particular authors contemplated the essence of seeking out non-monetary and monetary-related inputs that corporations require to run their mandates. Managers who go out of their way to have such inputs in place are better placed in steering entity's continued success.

Supardi, Utami, and Dewi (2023) analysed the effect of strategic management on organizational success and through a descriptive design, the authors established that strategic management was about ensuring that the fundamental inputs that the organizational strategies require to be successfully implemented are available. The authors noted that one of these inputs is the resources, in this case comprising of both human resources and financial resources. According to Elbanna, Al Katheeri, and Colak (2020), one of the strategic management practices is resource mobilization, where strategic managers do not just sit down and consume whatever resources available by the shareholders, but goes out of their way to seek for other resources that can strengthen the operational capacity of the organization.

Vanacker, Forbes, Knockaert, and Manigart (2020) addressed the essence of resource mobilization in modern-day organizations and established that resource mobilization was a critical process that

enabled organizations obtain new resources from the available sources, directing these resources to the demanding operational areas in the organization, and monitoring to ensure that the resources are appropriately utilized. Through mobilization of the resources, strategic managers show their potential to achieve the set strategic goals, since these goals require the resources as the main drivers.

A study by Ansebo and Gaywala (2021) evaluated how resource mobilization associated with continued success of banking institutions in Ethiopia. Assessment of the particular authors analysed level at which organizational managers stimulated success through encouraging more customers to subscribe to the banking services for enhanced performance. Through a correlational technique, the study surveyed 219 participants while utilizing set of questions. Obtained outcome had it that resource mobilization was an integral driver of organizational performance by ensuring more customers were attracted through the efforts made by the strategic managers. Further, Ansebo and Gaywala (2021) revealed that the extent to which the strategic managers outsourced more resources and ensured appropriate use of these resources, the more the organizations were capable of attracting customers and expanding to newer markets. This compares with the findings by Drencheva, Stephan and Patterson (2022) who revealed that resource mobilization is a role of strategic managers that gives them the autonomy to be outgoing and seek extra resources that can speed-up the process of implementing the strategic goals of the organization. Their assertion is that in scenarios where entities come up with elaborate measures to obtain more resources to run their affairs, it becomes more viable for such entities to attain the set goals thus performing better.

Cavaliere *et al.* (2021) analysed role played by customer relationship management on clients' satisfaction as a prerequisite of continued corporation success. Their work set out to assess how

customer relationship management through alignment with customer needs, acquisition of new customers, CRM technologies and retention of the existing customers influenced customer satisfaction. Through a quantitative approach, the authors sampled 100 customers from commercial banks in Lebanon utilize randomly obtained participants. Set of questions accustomed in a tool utilized to obtain the primary info. As per the findings, it was revealed that organizational alignment with the customer needs, acquisition of new customers and use of CRM technologies were key aspects of customer relationship management that significantly influenced customer satisfaction. However, the study revealed that retention of customers had insignificant relationship with customer satisfaction. According to Cavaliere et al. (2021), customers are more satisfied when their needs are met and the organization shows commitment to listen to their preferences through CRM technologies and alignment with customer needs. The findings concur with those by Khan, Salamzadeh, Iqbal and Yang (2022) who assert that customer relationship management is about coming with ways and strategies to retain the existing customers, acquire new customers, develop and reactive the customers, through which their loyalty and subsequent firm performance are enhanced.

Musembi, Ochieng, and Sang (2022) analysed how customer relationship management contributed to continued success of hotel industry in Nairobi. Their work specifically analysed how customer feedbacks, level of service and service experiential influenced the success among 5-star-rated hotels based in Nairobi. Authors incorporated cross-sectional dimension to attain their assessment's objectives, where both secondary and primary data was collected from a sample of 98 participants. Attained outcome had it that customer relationship management was a crucial determinant of continued success of the corporations as it instilled corporations' understanding of consumer needs thus striving to meet them. Further Musembi et al. (2022) noted that integration

of the customers into organizational characteristics, putting across a system for CRM, and enhancing customer experience were integral aspects of CRM that significantly contributed to organizational performances. This is echoed by Njoroge, Muhoho and Kibuine (2019) who established that having a framework that streamlines the customer relation management through customer engagement, consultations and experience has a strong influence on organizational performance.

Mworia, Sande, and Kiboro (2019) did major framework assessment aimed at revealing essence of resource mobilization on the sustainability of water projects in Tana-Catchment area, Kenya. The study specifically aimed at evaluating the role played by financial resource mobilization, human resource mobilization material and physical/infrastructural resource mobilization on project sustainability. The authors utilized a convergent research design and sampled 324 respondents who were surveyed using a questionnaire. It was on basis of their assessment that resource mobilization was revealed to adequately stimulate sustainability of surveyed establishments. According to Mworia *et al.* (2019), through continues fundraising to raise the financial resources, recruitment of the right personnel, provision of materials and infrastructure, the projects are more sustainable. This compares with the findings by Wanyama (2021) who while focusing on resource mobilization in public universities in Kenya asserted that the continuous embrace of resource mobilization by strategic managers is a prerequisite to continued organizational performance.

2.3.4 Strategic Corporate Culture Alignment and Organizational Performance

A study by Imran, Ismail, Arshad, Zeb, and Zahid (2022) sought to evaluate essence of strategic corporate culture in an organizational set-up, and roles played by such an initiative to strengthen

performance. Through a correlation design, the authors sampled 217 participants drawn from service-sector in Pakistan. Their results portrayed that corporate culture was core in streamlining organizational goals with key norms and values of organizational employees. Further, Imran et al. (2022) indicated that strategic corporate culture was instrumental in enabling the management team to understand cultural practices and values of the employees, and identifying how such values can be integrated into organizational strategies. According to Pathirana et al. (2020), strategic corporate culture is not only seeking to change the culture of employees to align to the corporate goals, but also coming up with ways that can ensure a seamless coexistence between individual employee's cultural beliefs and organizational strategic goals.

Paramita, Lumbanraja, and Absah (2020) studied correlation between corporate culture and employee performance. The scholars sought to address the effect of organizational culture with the combination of organizational commitment influence employee productivity and the moderating effect of job satisfaction. The scholars focused on commercial banks in Indonesia. The respondents sampled 40 employees who were surveyed using a structured questionnaire. The scholars established that while organizational commitment had significantly correlated with workforce productivity. The authors however revealed that corporate culture had an insignificant relationship with workforce productivity. However, Paramita *et al.* (2020) established that organizational culture enhanced commitment which in turn enhanced employee performance. It was also established that job satisfaction determined extent to which corporate culture influenced workforce productivity and ultimate organizational performance.

In a study on the role of organizational culture, Ghimire et al. (2021) expounded organizations culture as the set of values, norms and behaviours that define how personnel relate amongst themselves and with the management. Strategic corporate culture, therefore, is the approach,

methodology and measures taken by organizational leaders to streamline the internal norms, values and behaviours with the strategic goals of an establishment. The authors noted that every organization has its goals, and similarly, the organization has its culture. These two are integral in seamless running of organizational operations.

Enwereji and Potgieter (2022) addressed the effect of organizational culture on organizational success and established that enhanced alignment of organizational culture was integral in enhancing performance. The authors indicated that organizational culture requires close leadership and management for them to concurrently correlate and augment one another. An organizational culture that is not strategically aligned with organizational goals may be the major stumbling-block to achievement of long-term and short-term goals. The authors further described strategic corporate culture as a deliberate effort to align and integrate corporate culture with corporate strategic goals, while ensuring that every stakeholder particularly the employees subscribe to a given culture that supports the organizational intentions.

Okwata, Wasike, and Andemariam (2022) examined how strategic corporate culture determined organizational outcomes. This particular assessment singled out entities in Kenya and analysed the obtained data both qualitatively and quantitatively. The results revealed that corporate culture was a subject of how employees related, their norms, and values practiced while in the organization. Therefore, these values were found to be critical in driving competitiveness as they determined the way tasks were completed and how well the employees related with management team. According to Okwata et al. (2022), strategic corporate culture is best driven by management, but this requires frequent engagement with employees as they are core in driving key operational aspects of organizational strategies. Their noted outcome aligned to sentiments by Suryaningtyas et al. (2019) under which culture exemplified in an organization is seen through employees as they are key

custodians of organizational norms and values. However, these values and norms require continuous monitoring and guidance through strategic management so as to strengthen their contribution to organizational success.

Wahjudi, Singgih, Suwignjo, and Baihaqi (2016) analysed the relationship between organisational culture and firm performance. The study sought to assess the influence of organizational values, norms and beliefs on the firm performance. Their study adopted an empirical approach and focused on Indonesian manufacturing firms. The findings revealed that organizational culture defined the way employees relate to each other and enhanced a framework for continued productivity thus enhancing firm performance. According to Wahjudi *et al.* (2016), the norms, beliefs and values set in an organization strengthen the operating environment both internally and externally thus cheering better firm performance. The authors signalled the essence of properly aligned culture where such norms and values are integrated to the overall strategic framework of entities, thus being in a better position to streamline and strengthen performance.

2.4 Summary of Literature Review and Research Gaps

The reviewed studies have shown the essence of strategic management practices in steering organizational performance. Strategic leadership has been portrayed as an essential strategic management practice that plays an integral role in enhancing organizational performance. The study by Ngeiywo *et al.* (2022) focuses on strategic leadership as an enabler to organizational success but their study addresses strategic leadership as a concept of the overall organizational leadership as opposed to a strategic management practice. This shows an empirical gap which the current study filled by focusing on strategic leadership as one of the strategic management practices. The reviewed empirical literature reveals a strong consensus that strategic leadership

significantly influences organizational performance by shaping vision, guiding direction, and fostering a results-oriented culture. Several studies, such as those by Abok et al. (2017) and Kandie and Koskei (2020), highlight how transformational and visionary leadership styles positively impact organizational outcomes by enhancing innovation, motivation, and goal alignment. Imran et al. (2018) also emphasized the influence of leadership on employee engagement and decision-making agility. However, while these studies confirm the importance of leadership, many are sector-specific (e.g., health and education) or focused on public institutions, creating a gap in understanding how strategic leadership manifests in the private service sector—specifically, business process outsourcing (BPO) companies. Additionally, most prior studies employed correlational or case study designs, while the current study adopts a descriptive approach to explore how leadership attributes among BPO firms in Kenya influence performance outcomes. This responds to a contextual and methodological gap in the literature.

Strategic planning is another critical factor widely associated with enhanced organizational performance, particularly through goal setting, resource alignment, and performance monitoring. Empirical findings by Poku et al. (2018) and Kibachia et al. (2014) demonstrate that organizations with clear strategic plans are more adaptive and perform better in dynamic environments. However, most of the reviewed studies concentrated on large manufacturing firms or public institutions, such as parastatals and universities, which limits the generalizability of findings to private service-based firms like BPOs. Wun (2019) addressed strategic planning on organizational performance in Malaysian companies. The study shows a contextual gap where the current study focused on business process outsourcing companies in Kenya. Moreover, several studies, such as that by Owour et al. (2019), highlight inconsistencies in how strategic plans are implemented, often failing due to poor leadership or inadequate resource support. The current study addresses these

limitations by examining the planning processes in BPO firms using a descriptive design to understand how strategy formulation and execution affect firm performance.

Thornton *et al.* (2019) addressed resource mobilization as one of the strategic management practices in UK. The study shows a contextual gap as it was carried out in UK and focused on manufacturing sector. The reviewed studies have also portrayed methodological gaps where for instance, the study by Gore and Kanyangale (2022) utilized an empirical approach where existing empirical studies were analysed and findings, conclusions and recommendations drawn from the analysis, unlike the current study that utilized a descriptive design where primary data was employed in responding to the research questions. Similarly, the review of literature on resource mobilization, as discussed by Ansebo and Gaywala (2021), emphasizes that the proactive acquisition and efficient utilization of human and financial resources are vital for strategic success. Most of the reviewed studies focus on public sector projects or manufacturing firms, with limited empirical data on resource mobilization within private service sectors. This study fills this void by examining how Kenyan BPO firms mobilize resources to sustain competitive performance.

Strategic corporate culture alignment was found to be a vital factor in organizational success, particularly when cultural values are harmonized with strategic objectives. Studies by Imran *et al.* (2022), Okwata *et al.* (2022), and Wahjudi *et al.* (2016) underscore the significance of shared values, norms, and employee engagement in driving firm performance. Strategic culture was noted to enhance internal cohesion, innovation, and accountability when deliberately aligned with corporate goals. However, despite these findings, most studies were situated in industrial or public service contexts, with little focus on service-based firms such as BPOs in Kenya. In addition, while most scholars advocate for a strong culture-strategy link, there is limited understanding of how this alignment is practically achieved in diverse operational settings. The current study responds

to this gap by investigating how culture alignment is operationalized in Kenyan BPO companies using a descriptive methodology. This contributes not only to the theoretical discourse but also provides practical insights into effective strategy-culture integration in a rapidly growing service sector.

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Table 2.1: Summary of Literature Review and Research Gaps

Author(s)	Focus of the Study	Methodology	Key Findings	Research Gaps	Focus of the Current Study
Ambilichu, Omoteso, & Yekini (2022)	Strategic Leadership and Resource Mobilization	Literature-based conceptual discussion	Strategic leadership strengthens internal organizational capacity	Did not focus on strategic leadership's effect on organizational strategy implementation	Focuses on how strategic leadership drives implementation of organizational strategies
Ngeiywo, Otuya, & Tanui (2022)	Strategic Leadership and Internal Organizational Processes	Empirical study	Strategic leadership enhances internal process streamlining and employee involvement	General conceptualization of leadership; lacked context of strategic role	Contextualizes leadership as strategic for implementation and performance
Rajest, Regin, & Shynu (2022)	Strategic Leadership and Sustainability	Empirical study	Strategic leadership leads to sustainable positive results	Did not distinguish between strategic and general leadership	Focuses on specific strategic roles in leadership for performance
Hunitie (2018)	Strategic Leadership and Competitiveness in Jordanian Hospitals	Mixed methods; 1,000 respondents from 32 public hospitals	Strategic alignment and intangible capital enhance competitiveness	Contextual gap: study conducted in Jordanian hospitals	Focuses on BPOs in Kenya and adds sectoral relevance
Schaedler, Graf-Vlachy, & König (2022)	Strategic Leadership and Organizational Longevity	Empirical study	Strategic leadership improves organizational competitiveness and longevity	No sector-specific context	Applies findings to Kenyan BPO sector for specificity

Author(s)	Focus of the Study	Methodology	Key Findings	Research Gaps	Focus of the Current Study
Gore & Kanyangale (2022)	Strategic Leadership in Zimbabwean Universities	Empirical literature review (33 articles)	Strategic thinking and direction setting influence crisis management	Conceptual gap: emphasized stakeholder engagement over internal alignment	Focuses on internal strategic direction and leadership by example
Mailu & Kariuki (2022)	Strategic Leadership and NGO Performance in Nairobi	Explanatory survey; 159 NGOs	Strategic thinking, direction setting, and core competencies development support success	Focused only on NGOs; lacked broader organizational context	Expands focus to BPOs with similar strategic needs
Wun (2019)	Strategic Planning in Myanmar Microfinance Institutions	Descriptive survey; 60 respondents	Goal-setting and benchmarking enhance service quality and customer retention	Contextual limitation: focused on microfinance institutions in Myanmar	Applies planning insights to Kenyan corporate sector (BPOs)
Ikoro & Nwosu (2017)	Strategic Planning and Productivity in Nigerian Processing Firms	Descriptive survey; 124 participants	Short- and long-range planning significantly improve productivity	Sector-specific limitation; no Kenyan data	Addresses strategic planning in Kenyan business outsourcing sector
Kisilu, Okumu, & Mathenge (2019)	Strategic Planning in Makeni SMEs	Cross-sectional survey; 174 SMEs	Vision, mission, and goal setting improve financial performance	Focused on SMEs only	Applies strategic planning insights to larger BPOs
Supardi et al. (2023)	Strategic management practices and resource mobilization	Conceptual	Managers should actively seek and allocate resources to achieve goals.	Lacks empirical validation in specific industries or countries.	Examines how resource mobilization influences BPO performance in Kenya using a descriptive design.

Author(s)	Focus of the Study	Methodology	Key Findings	Research Gaps	Focus of the Current Study
Vanacker et al. (2020)	Resource mobilization process in organizations	Conceptual	Emphasizes acquisition, allocation, and monitoring of resources.	Theoretical; no specific performance outcomes evaluated.	Provides empirical insights into how BPOs in Kenya mobilize resources for improved performance.
Thornton et al. (2019)	Resource mobilization and new product success (UK)	Mixed-method; 1,379 respondents	High resource mobilization linked to successful product outcomes.	Focus on product development in Western context; may not generalize to service sectors.	Investigates broader organizational performance, not just product outcomes, in Kenyan BPO context.
Abbas et al. (2019)	Competitive advantage through resource acquisition	Mixed-method	Resourceful managers enhance organizational competitiveness.	Lacks industry-specific breakdown and Sub-Saharan Africa context.	Explores role of strategic managers in resource mobilization within Kenyan BPOs.
Ansebo & Gaywala (2021)	Resource mobilization in Ethiopian banks	Correlational; 219 participants	Mobilization attracted customers and market expansion.	Banking-specific findings; lacks generalizability to other service sectors.	Focuses on BPO service sector in Kenya, applying findings to a different service domain.
Drencheva et al. (2022)	Strategic managers' autonomy in resource mobilization	Conceptual	Autonomy helps in accelerating strategic goal achievement.	Theoretical emphasis without empirical validation.	Empirically assesses how strategic autonomy supports performance in Kenyan BPOs.
Mworia et al. (2019)	Resource mobilization and water project	Convergent; 324 respondents	Financial, human, and physical resources	Focused on non-profit/public sector projects; lacks	Applies mobilization dynamics to private

Author(s)	Focus of the Study	Methodology	Key Findings	Research Gaps	Focus of the Current Study
	sustainability in Kenya		improve project sustainability.	application to corporate sector.	BPO companies using descriptive approach.
Wanyama (2021)	Resource mobilization in Kenyan public universities	Descriptive	Strategic mobilization drives long-term performance.	Limited to public academic institutions; may not reflect private sector realities.	Extends findings to private BPOs with a sector-specific lens and descriptive methodology.
Ghimire et al. (2021)	Alignment of organizational culture with strategic goals	Conceptual	Misalignment between culture and strategy hinders goal achievement.	Lacks empirical validation and sector-specific analysis.	Empirically examines strategic culture alignment in BPO firms using descriptive design.
Enwereji & Potgieter (2022)	Strategic corporate culture alignment	Conceptual	Alignment ensures employee support for strategic goals.	Limited contextual focus; lacks field data from African settings.	Explores culture-strategy alignment in Kenyan BPOs with primary data.
Imran et al. (2022)	Strategic culture and performance in Pakistan's service sector	Correlational; 217 participants	Strategic corporate culture aligns employee values and strategy.	Context limited to Pakistan; lacks industry-specific insights.	Focuses on Kenyan BPO sector, applying descriptive approach for richer contextual insights.
Pathirana et al. (2020)	Integration of employee values into strategy	Conceptual	Encourages coexistence of employee culture with strategy.	No empirical evidence; unclear how this is achieved in practice.	Descriptively investigates actual alignment processes within Kenyan BPOs.
Paramita et al. (2020)	Culture, commitment, and	Quantitative; 40 employees	Culture boosts commitment,	Small sample size; indirect performance	Analyzes direct culture-performance

Author(s)	Focus of the Study	Methodology	Key Findings	Research Gaps	Focus of the Current Study
	productivity in Indonesian banks		indirectly enhancing performance.	impact not fully explored.	relationship in Kenyan BPO context.
Okwata et al. (2022)	Corporate culture and outcomes in Kenya	Mixed methods	Norms and employee relations drive competitiveness.	Generalized to Kenyan firms; lacks focus on strategic alignment and specific industries.	Zeroes in on strategic alignment in Kenyan BPO firms.
Suryaningtyas et al. (2019)	Role of employees in culture	Conceptual	Employees are culture custodians requiring guidance.	Conceptual lens lacks operational measures of alignment.	Provides data-driven assessment of alignment practices in BPO firms.
Wahjudi et al. (2016)	Culture and performance in Indonesian manufacturing	Empirical	Values and beliefs enhance productivity and performance.	Limited to manufacturing; cultural dimensions may differ in service sectors.	Applies findings to Kenyan BPO service industry using descriptive methodology.

Source: Author (2024)

2.5 Conceptual Framework

A conceptual framework portrays key variables in a research and how they interconnect amongst one another. This is a core visual framework of how study flows based on critical themes that have informed the researchers' problem and scope. One can through conceptual framework easily identify the hypothesized relationships in a study. The conceptual framework for the study is as shown in Figure 2.1. The framework has independent variables which are drawn from core aspects of strategic management practices, while on the other hand there is the dependent variable which is the ultimate results expected to be obtained once predictors are implemented.

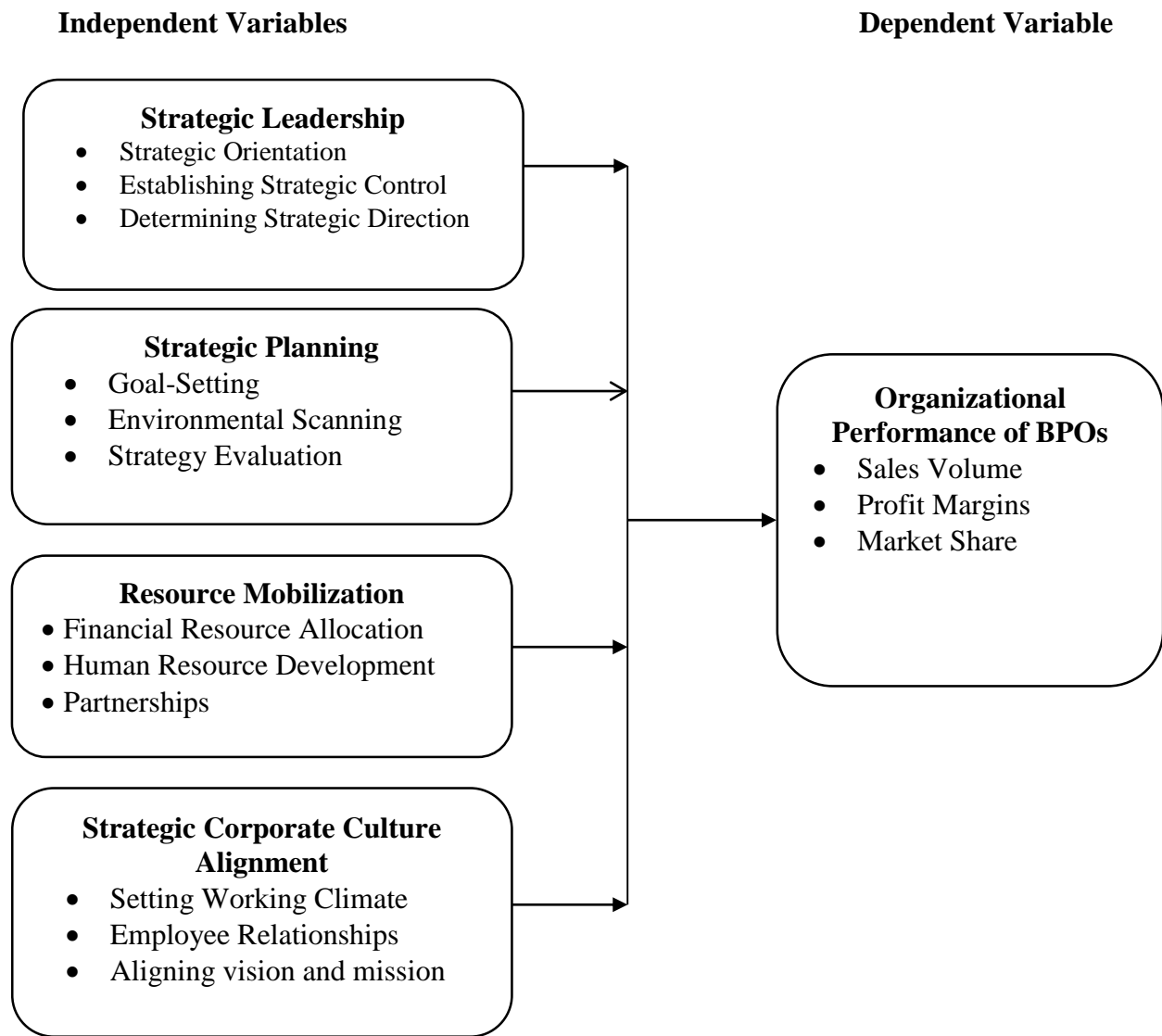


Figure 2.1: Conceptual Framework

Source: Author (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The approaches and methodologies used in actualizing the study have been highlighted in this chapter. Specifically, this section is about the design informing research, targeted participants (population), selection criteria of participants (sampling) and tools for obtaining study's data. The section also has the procedure utilized in obtaining data, analysis techniques of obtained data as well as logistics and ethical considerations.

3.2 Research Design

This study used a descriptive survey design to describe and examine strategic management practices and role of such practices in organizational performance of business process outsourcing companies in Kenya. As defined by Mendy (2017), as a framework on how research is going to be undertaken, designs in a research tell approaches employed in actualizing a study in terms of obtaining appropriate information and contextualizing this information to respond to thematic areas in a research. A descriptive research design according to Mertler, Vannatta, and LaVenita (2021) helps in in-depth description of the research problem by enabling collection and analysis of both qualitative and quantitative data. The design was chosen for this study since it enhances an extensive analysis of the research problem, thus enabling the study to make more informed conclusions and recommendations.

3.3 Target Population

The population targeted in this study comprised of the employees from the business process outsourcing companies in Nairobi County, Kenya. As simply defined by Mendy (2017), a population in a research is basically individuals with given characteristics that are given attention by researchers. They can also be organizations, objects of groups of people. According to the Business Process Outsourcing Association of Kenya (BPOAK) (2023), there are 118 Business Process Outsourcing Companies registered in Kenya as at June 2023. The study specifically targeted senior management, middle and bottom level management employees from these companies. According to the BPOs Association of Kenya and from individual companies' database, the companies have 293 senior level managers, 406 middle level managers and 558 bottom level managers, making a total of 1,257 employees in the three management cadres. The study therefore targeted 1,257 employees drawn from the 118 Business process outsourcing companies in Nairobi County, Kenya.

Table 3.1: Distribution of Target Population

Management Cadre	Population	Percentage
Senior Level Managers	293	23.3%
Middle Level Managers	406	32.2%
Bottom Level Managers	558	44.5%
Total	1,257	100.0%

Source: BPOs Association of Kenya (2022)

3.4 Sample Size and Sampling Technique

Sampling is a process, meaning that it has several stages or steps. It comprises of obtaining the appropriate number of participants that adequately represents the population, as well as picking

the identified number amongst the population (Creswell, 2014). A study's success is mainly tied to the selection criteria of its participants as these determine the quality of information that would be obtained to actualize the study.

A sampling technique as defined by Schindler (2019) is the approach used to pick the appropriate sample size in a target population. This study utilized a stratified random sampling technique to select the sample from the population. This is the sampling technique where the population is divided into small sub-groups known as strata, then a proportion number of respondents based on the identified appropriate sample size is randomly picked from each of the stratum. Being a probability sampling technique, random sampling gives every respondent in the target population an equal chance to be included in the sample, thus being a lesser biased technique of sampling (Henseler et al., 2016). This sampling technique is essential where the population is not homogenous, such that there are other distinct characteristics within the population. In this case, the levels of management were the strata, where sample size was selected from each of the three cadres.

To establish the appropriate sample size for a given study, it is essential to use a sampling formula that gives the most representational sample (Thomson et al., 2020). The study used a sampling formula to obtain the appropriate sample size. The formula Yamane (1967) was used. The formula is as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = Sample Size

N = Target Population (1257)

e = is the level of precision assuming 9% or 0.09.

$$n = \frac{1257}{1 + 1257(0.09^2)}$$

$$n = 112.415$$

The study therefore used a sample of 113 respondents. The study used a stratified random sampling to pick the 113 respondents among the 118 companies. According to Sharma (2017), a stratified random sampling is a probability sampling that is the most effective in obtaining an unbiased sample size from a population that is not homogenous. A proportion number of respondents was picked from each of the strata (management cadres). Once the appropriate sample for each of the strata was identified, the respondents were then picked randomly. Table 3.2 shows the distribution of the sample size.

Table 3.2: Sample Size

Management Cadre	Population	Sample Size	Percentage
Senior Level Managers	293	26	23.3%
Middle Level Managers	406	37	32.2%
Bottom Level Managers	558	50	44.5%
Total	1,257	113	100.0%

Source: Author (2024)

3.5 Data Collection Instrument

This study utilized primary data. This is the type of information in a research work attained through original sources (Halfpenny, 2015). Particular data was attained through a questionnaire. Contents

of formulated questionnaire in this study were mainly driven from conceptual framework, and questions derived from key literature sources were also included. Through open and close-ended questions, key themes of this research were raised in the questionnaire. As a way of enhancing threshold of obtained data, choosing both types of questions was paramount as this meant that adequate quantitative and some qualitative data was obtained, thus extensively responding to main research questions. According to Baburajan, Silva, and Pereira (2020), using open and closed-ended questions extends the focus of a research while giving participants and opportunity to understand study's context and expound their views at the same time.

3.6 Pilot Study

A pilot test was undertaken with the aim to establish comprehensiveness instrument employed in the assessment. This was done using 10% study's sample (113), being equivalent to 12 respondents. According to Devi (2017), pilot study is essential in enhancing the quality of a research by enabling the research enhance the quality of research instruments before utilizing it in undertaking main gathering of data for research. Dubey and Kothari (2022) indicate that 10% of sample is most appropriate for carrying out pilot test. Respondents for the pilot study were obtained from BPOs in Kiambu county, which is a neighboring county to Nairobi County. This was to avoid duplication of the respondents used in pilot study in the final study.

3.6.1 Reliability of Research Instrument

Reliability is the ability of a research instrument to repeatedly give the same results from the same group of respondents at different timelines (Sileyew, 2019). It shows that the respondents have understood the questions and can give the same answers over and over. In this study, reliability was tested using the Cronbach's alpha. This is a coefficient derived from the data obtained from

pilot test and represents the level at which the instrument is internally consistent. The coefficient ranges from 0 to 1, which values closer to 1 representing high levels of reliability. A threshold of 0.70 was upheld in this study.

3.6.2 Validity Test

Validity is the level to which a test measures what it is anticipated to measure and the level to its truthfulness, correctness, legitimacy, candidness, or soundness, whether the modes of measurement are accurate and if they are fundamentally measuring what they are intended to quantity. It is the point to where outcomes gained from the scrutiny of the facts actually represent the phenomenon under study. In this study, three major types of validity were tested. These are face validity, content validity and construct validity. Face validity was tested to ensure that the questions used in a questionnaire are aligned to the main theme of the study and that the respondents are most likely to understand the as intended by the researcher. In this study, face validity was assessed through use of experts in the field of strategic management and the supervisors. They were asked to give their opinions on the questionnaire and how to improve the face validity. Their considerations were considered in enhancing the questionnaire's quality. Content Validity sought to explain the extent to which the questions meet the intended purpose. In this study, content validity was assessed through a thorough and extensive review of the literature during the formulation of the questionnaire. This enabled the research to capture questions that were potentially linked to the specific objectives of the study. Moreover, use of Likert's scale questions was upheld to ensure the questions allowed the respondents a wider scale to rate their opinions. Construct validity tests the strength of individual questions in a research instrument and the extent to which it contributes to the overall strength of the variable. In this study, construct validity was tested using the factor analysis through Principal Component Analysis (PCA).

3.7 Data Collection Procedures

A research procedure is the process used to conduct the study, that outlines the systematic processes and activities that the study would undertake to ensure effective implementation of the research (Belotto, 2018; Dźwigoł, 2019). The questionnaire was first pilot tested to establish its reliability and validity. The researcher then sought approval from the National Commission of Science, Technology and Innovation (NACOSTI). This was after obtaining the approval letter from Kenyatta University's graduate school. The questionnaire was then distributed physically through the help of two recruited research assistants. The respondents were asked to fill the questionnaires and return them back for analysis once they were done.

3.8 Data Analysis and Presentation

Analysis of data entails application of statistical techniques in giving meaning to data through which inferences can be made (Belotto, 2018). The questionnaire in this study was used to collect mainly quantitative data through 5-points Likert's scale. The data was first prepared by cross-checking the responses on the instruments, after which it was edited accordingly to align with study's prospects, then coded and cleaned for easier analysis process (Greener, 2008). The entire process was undertaken through utilization of a package/software for analysis, specifically the SPSS. The data was then analysed using descriptive analysis where key descriptive statistics such as mean scores, standard deviations and percentages were derived. These were systematically analysed per the study objectives.

Inferential analysis was then undertaken in a bid to tell statistical association amid aspects of strategic management and continued success of BPOs. This was done using correlation analysis and regression model analysis. Correlation analysis utilized Pearson Correlation Coefficient (r) to

tell association between practices of strategic management and success of BPOs in Kenya. On the other hand, regression model analysis through multiple regression model was undertaken in a bid to expound on variables' relationships. Key statistics such as R-Square (R^2), ANOVA, Beta Coefficients and P-values were used. The following multiple regression model was utilized in the study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y: Organizational Performance

X₁: Strategic Leadership

X₂: Strategic Planning

X₃: Resource Mobilization

X₄: Strategic Corporate Culture Alignment

\mathcal{E} : the error term

β_0 : constant term

$\beta_1, \beta_2, \beta_3, \& \beta_4$ are coefficients for independent variables.

3.9 Ethical Considerations

The study upheld ethical considerations in ensuring that the confidentiality of the respondents and the integrity of the findings is achieved. Participants in assessment at hand had been informed of research's intentions, in addition to informed consent outlined to ensure they felt free to participate in the study without any coercion. They were informed of the freedom to voluntarily participate and withdraw their participation any time they felt uncomfortable taking part in the study. The author had a research licence from NACOSTI and an introduction letter from the university, as a

way of making sure that highlighted participants gained extra confidence in as far as intentions outlined for research at hand were concerned. Confidentiality was upheld where the respondents were asked not to indicate any of their contact details or personal information that could reveal their identity.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The section covers outcomes attained from assessment of strategic management practices and their essence in continued success of Kenya’s BPOs. Specifically, return-rate of questionnaires and outcome of pilot study are covered herein, followed by demographic distribution of participants. Key findings of study at hand are also covered as per specific objectives. Descriptive findings are presented for each of the variables, followed by diagnostic test results, correlation analysis and regression analysis results.

4.2 Response Rate of the Study

A sample of 113 participants from business process outsourcing (BPOs) companies in were surveyed through a questionnaire, out of which 103 from participants got handed over for analysis. This was a representation of 91.2% response rate, implying the non-response was 8.8%. According to Creswell (2018), a response of more than 60% is adequate for representation of the targeted population, and can make conclusions and recommendations regarding the subject matter in a study. To this effect, the 91.2% response rate was considered adequate for analysis in this study.

Table 4.1: Response Rate of the Study

Sample Size	Response		Non-Response	
	<i>f</i>	%	<i>f</i>	%
113	103	91.2%	10	8.8%

4.3 Reliability and Validity Test Results

A pilot test was undertaken with the aim to establish comprehensiveness instrument employed in the assessment. This was done using 10% study's sample (113), being equivalent to 12 respondents. According to Devi (2017), pilot study is essential in enhancing the quality of a research by enabling the research enhance the quality of research instruments before utilizing it in undertaking main gathering of data for research. Dubey and Kothari (2022) indicate that 10% of sample is most appropriate for carrying out pilot test. Respondents for the pilot study were obtained from BPOs outside Nairobi County which was the locale of the study. Once the results were obtained, they were analysed for reliability and validity.

4.3.1 Reliability Test Results

Reliability encompasses a tool's capacity to obtained unflinching information that adequately responds to main thematic areas in a given research (Sileyew, 2019). Reliability was in current case assessed utilizing Cronbach's alpha. Results as outlined hereunder (Table 4.2) revealed that strategic leadership with 10 questions (items) had a Cronbach's alpha coefficient of 0.819, which is over 0.70 threshold implying that the instrument was internally consistent as far as strategic leadership was concerned. On strategic planning, the eight (8) items had a cumulative Cronbach's alpha coefficient of 0.795 higher over standard coefficient of 0.70, implying that reliability was obtained for strategic planning. Resources mobilization was addressed using 10 questions, which had alpha coefficient of 0.903, inferring that questions met internally consistent. Strategic corporate culture alignment had a Cronbach's alpha coefficient of 0.874 with a total of nine (9) items. This implied that the questions under strategic corporate culture alignment were internally consistent. This was also the case aspects under performance of BPOs, where eight (8) items had

a cumulative alpha of 0.851 implying that the questions addressing the variable were internally consistent. Attaining the appropriate reliability was an evidence that the questions addressing strategic management and its application in BPOs were clear and would give appropriate information from selected participants.

Table 4.2: Reliability Statistics

Variable	Cronbach's Alpha	Number of Items
Strategic Leadership	0.819	10
Strategic Planning	0.795	8
Resources Mobilization	0.903	10
Strategic Culture Alignment	0.874	9
Performance of BPOs	0.851	8
Overall Reliability	0.849	45

Source: Author (2024)

4.3.2 Validity Test Results

Validity tells how well a given instrument can give correct information that aligns to core thematic areas in a given research work. This is as elaborated by Newman and Gough (2020) who considered a validity tool to be crucial in giving articulate information that helps researchers to make inferential that align to the reality and true picture of scenario being studied. The general assumption is that set of questions that a researcher asks to individuals of interest, are of agreeable quality and clarity, such that individuals responding to such items not only understands and comprehends with what is being asked, but also does not feel offended by language and tone used. To achieve this, therefore, face, content and construct validity were tested.

Face validity encompasses ability of tools to draw a clear picture of what is expected of participants by the researcher. This as elaborated by Snyder (2019) seeks to ensure that the general outlook of items in the tool is of an agreeable tone and nature, in that participants feel part of what is being studied. This validity was ensured through use of experts, who were handed over the tool to read through and ascertain whether the language used and the overall outlay of it were in line with strategic management and whether the items would be clear to ordinary participants. The experts gave input which was employed in enhancing the tool's quality and general outlay.

Content validity is intended to ascertain that items in given tool align with thematic considerations under the study. This is as pointed out by Dubey and Kothari (2022) who allude that content validity takes care of alignment of question utilized with core areas of study that a research work seeks to address. In this study, this was achieved by adequately undertaking review of literature regarding the study's overall and specific themes to ensure that whatever was covered comprehended with what other researchers had adopted. This was to make sure that questions employed fully and adequately addressed essence of strategic management. Opinions from supervisor were also sought where he was asked to read through the questionnaire and give any suggestions that would strengthen its validity. In addition, use of Likert's scale questions was upheld to ensure the questions allowed the respondents a wider scale to rate their opinions (Panda, Mishra & Behera, 2021).

Construct validity was also embraced, where as described by Mukherjee (2019) it generally tells the alignment of individual items with overall direction of the instrument, in that responses from a certain question do not deviate from responses on other questions. When responses in one item deviates from the others, it exposes their overall correctness and this could limit the study's quality.

This was ensured by using factor analysis, which was undertaken via Principal Component Analysis (PCA). This type of analysis was done using data obtained in pilot, and seeks to give loading (factor loading) of each question, through which researcher can tell which question deviates and which aligns to thematic areas. The loadings are in form of values ranging from 0 to 1, with items closer to 1 considered to be strong and thus any item that goes far from 1 is considered to deviate. Cypress (2018), however, gives a threshold of 0.6, where items with loadings below 0.6 are considered to deviate. As outcome in Table 4.3 portray, the items had factor loadings averaging between 0.718 and 0.912. This is a justification that the items had obtained the minimum threshold, thus considered valid as far as construct validity is concerned.

Table 4.3: Average Factor Loadings for Construct Validity

Variable	Number of Factors	Average Factor Loadings	Comment
Strategic Leadership	10	0.718	The AFL above 0.60; Construct validity attained
Strategic Planning	8	0.832	The AFL above 0.60; Construct validity attained
Resources Mobilization	10	0.809	The AFL above 0.60; Construct validity attained
Strategic Culture Alignment	9	0.912	The AFL above 0.60; Construct validity attained
Performance of BPOs	9	0.799	The AFL above 0.60; Construct validity attained

Source: Author (2024)

4.4 Demographic Findings Analysis

Demographic information of participants in any given assessment is essential in that it enables researchers obtain intuition of the characteristics of the respondents, thus enabling them to comprehend underlying factors that could influence the respondents' views on the main aspects in the study. Study at hand asked several background info from participants including their

experience (in years), training on strategic management, their organizations' period of operation, and range of services/products offered.

4.4.1 Distribution of Respondents by Level of Experience

Participants indicated period (in years) they had served in organizations. Obtained outcome (Fig. 4.1) indicate 29.1% had worked in given BPOs for a range of 5 and 7 years, 19.4% served in given BPOs for years ranging from 7 to 10 years, while 17.5% practiced in key given entities in between 2 and 4 years. Moreover, it was established that 15.5% had served in given BPOs in under 2 years, while 18.4% had been at the BPOs for more than 10 years. The findings are an indication a sizeable number of participants had operated in BPOs for at least five years, thus being in a better position to recognize strategic management practices applied in the organizations and their ability to enhance performance. According to Sinnaiah et al. (2023), with an increased experience, there is a high likelihood for one to make more informed decisions regarding strategic management thus becoming a better leader. The demographic findings indicate that most respondents had over five years of experience in BPO firms, suggesting they possess valuable insights into strategic management practices and their impact on organizational performance. Their experience enhances the credibility and depth of the study, as they are well-positioned to assess long-term strategies and their outcomes. Additionally, the inclusion of less experienced employees provides a balanced perspective, capturing both historical and recent strategic developments. This mix strengthens the study's validity and supports its objective of evaluating the effectiveness of strategic practices in enhancing performance within Kenya's BPO sector.

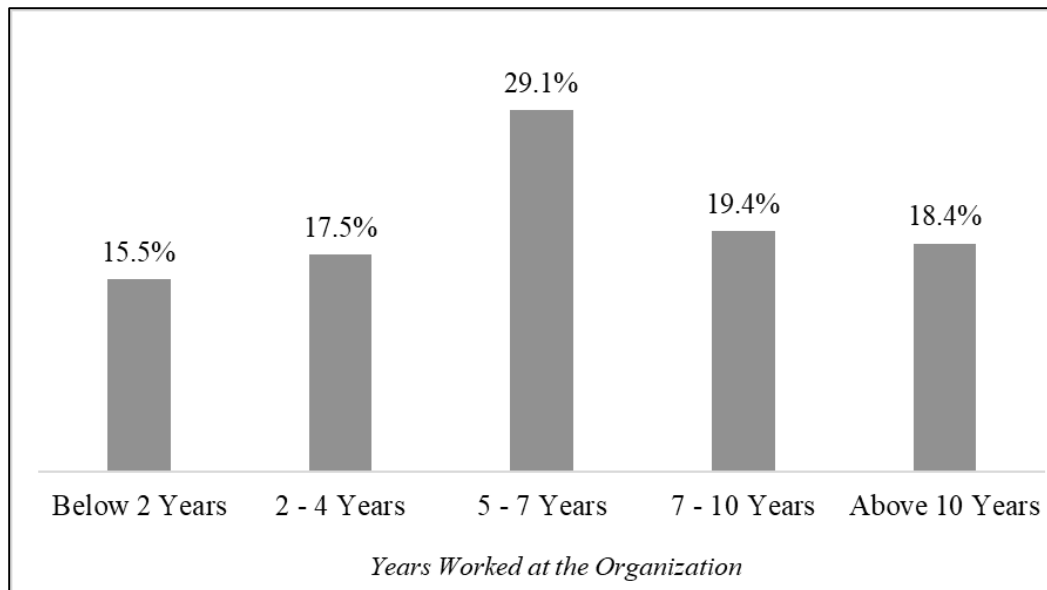


Figure 4.1: Respondents Level of Experience

Source: Author (2024)

4.4.2 Training on Strategic Management

Participants indicated whether they had any background training on strategic management or an equivalent field. Obtained outcome (Fig. 4.2) had it that sizeable number of participants (53.4%) were trained on strategic management while 46.6% had not been trained on the same. The fact that over 45% are not trained on strategic management puts the organizations at a risk of not reaping from intensive strategic management skills and competencies as it would be for the case of a manager with such training. According to Williams et al. (2020), training on strategic management is essential for equipping managers with the right skills to be strategic managers and lead organizations successfully. Without adequate training, nearly half of the managers may lack the strategic insight necessary to drive performance improvements, which could hinder organizational success. This disparity underscores the importance of capacity building and continuous professional development in strategic management to ensure consistent and effective leadership across all levels of the organization.

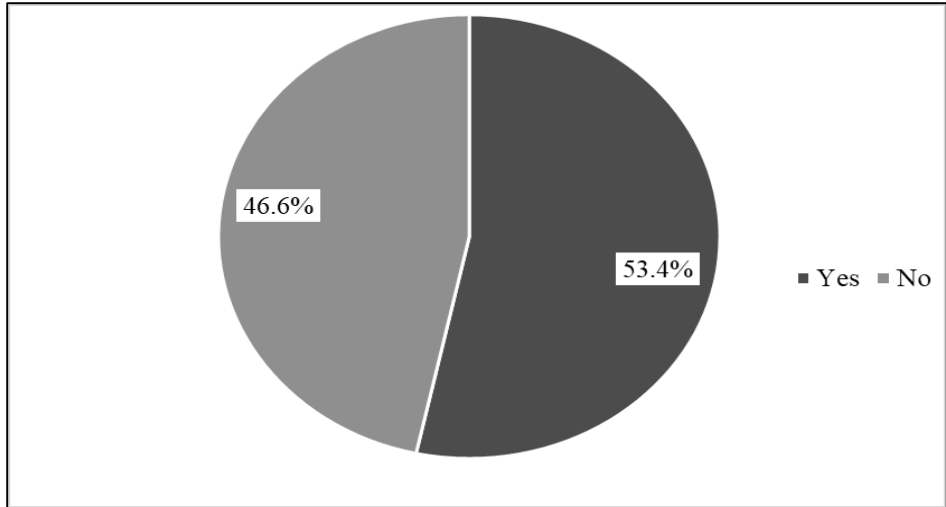


Figure 4.2: Training on Strategic Management

Source: Author (2024)

4.4.3 Organizations’ Period of Operation

Participants in this particular study indicated year that the given BPOs had been operating in the Kenyan market. The outcome (Fig. 4.3) had it that 39.8% of the organizations undertook their business in the country for in between 5 and 10 years, 29.1% had been in the country for a period of between 11 and 15 years, whereas 16.5% had operated in Kenyan market for less than 5 years. Further, it was established that 8.7% of the BPOs were operational here locally in between 15 and 20 years unlike 5.8% of the organizations that had operated in Kenyan market for over 20 years. The findings are an indication that most of the BPOs have been in the country’s market for less than 15 years. As elaborated by Shuo et al. (2021), BPOs have been gaining traction in the last decade, hence a sizable number were around for less than 15 years. The relatively recent establishment of most BPOs aligns with global trends showing a growing interest in outsourcing services over the past decade. The implications are twofold: first, these organizations are likely still in their growth or consolidation phases, which may influence their openness to adopting innovative strategic management practices. Second, the limited operational history could mean that many firms are still developing internal capacities, systems, and cultures critical for long-term

performance. Consequently, the study’s focus on strategic management practices is timely, as it can inform how these young and growing firms can strengthen their organizational performance and sustainability.

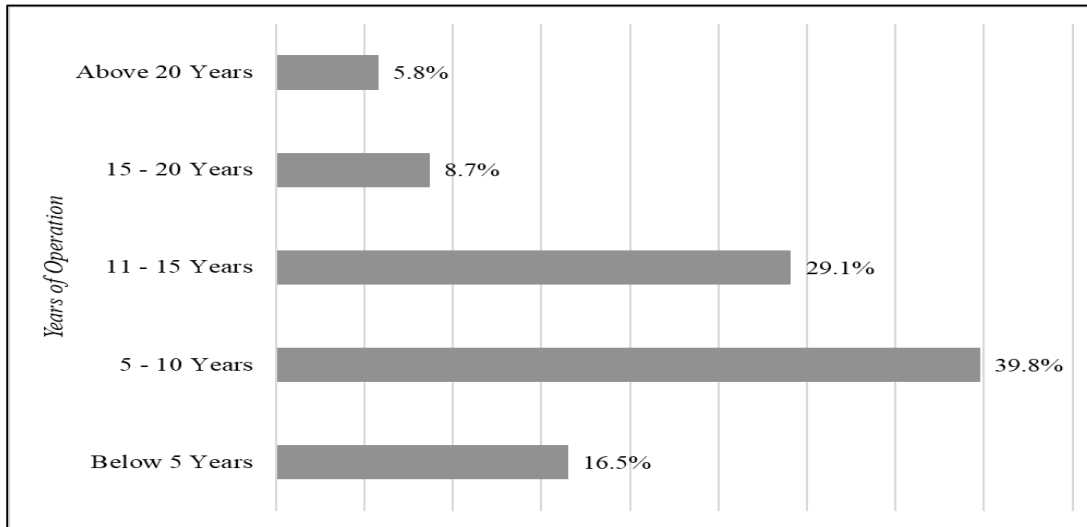


Figure 4.3: Organizations’ Period of Operation

Source: Author (2024)

4.4.4 Number of BPO Services Offered

Number of business process outsourcing services offered by given BPOs was sought. Based on outcome on Figure 4.4, 49.5% of companies offered between 3 and 5 BPO services, while 33.0% offered 2 or less services. The results further revealed that 7.8% of the companies offered between 6 and 8 BPO services, 5.8% offered between 8 and 10 services, while 3.9% of the companies offered more than 10 BPO services. The findings are an indication that most of the BPOs offer fewer services, which explains their intention to uphold the essence of outsourcing, which is to enhance specialization and focus on core business. According to Palmié *et al.* (2023), growing the number of services offered in a given company requires streamlined strategic management that in time fosters the overall organizational growth and performance. The findings show that most BPOs in Kenya offer a limited number of services, reflecting a strategic focus on specialization and

efficiency. This has several implications: strategic leadership must emphasize depth and quality over expansion; strategic planning should prioritize focused growth and risk management; resource mobilization efforts need to target specialized, high-quality inputs; and strategic culture alignment must foster a work environment centered on expertise and customer satisfaction. Collectively, these elements suggest that BPOs are leveraging streamlined strategic management practices to maintain competitiveness while reinforcing a culture of operational excellence within their niche service areas.

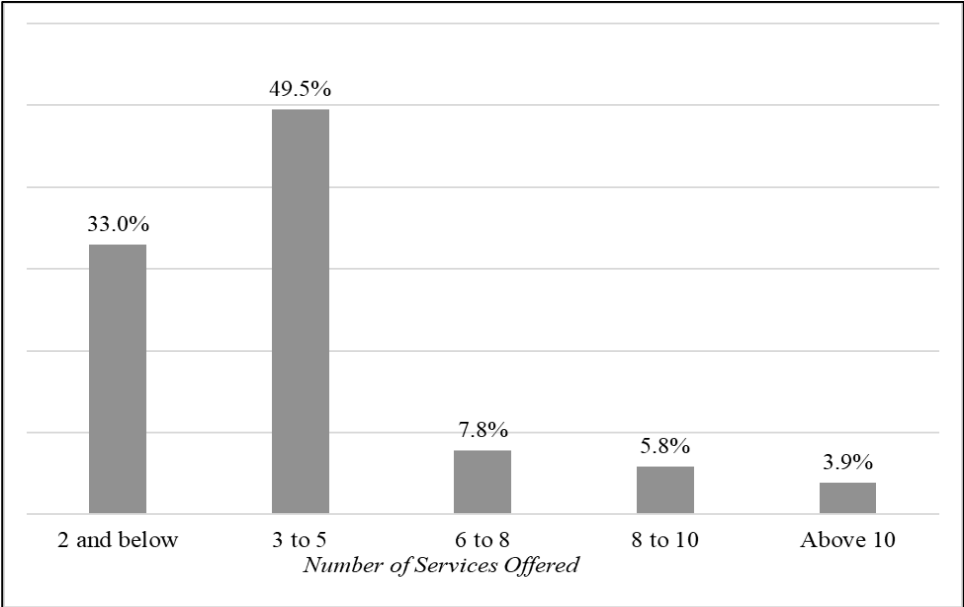


Figure 4.4: Number of Services Offered

Source: Author (2024)

4.5 Descriptive Analysis Results

Descriptive analysis was undertaken in an aim to portray views and opinions of participants regarding key items on the questionnaire. This was aimed at reporting and describing views and opinions of participants thus drawing a true picture of what the situation is as far as strategic management in BPOs is concerned. The outcome has been captured using mean, std. dev., as well as percents. According to Merkiens (2020), descriptive statistics are essential for not only

describing the findings as obtained from the respondents, but also showing a clear picture of the situation as far as the research problem is concerned.

4.5.1 Strategic Leadership in Business Process Outsourcing Companies

In this study, strategic leadership and its role in steering success of BPOs in Kenya was assessed as one of the core objectives. The respondents' views regarding the effectiveness of strategic leadership in steering success of their respective organizations. The participants indicated their levels of agreement with key aspects on integration of leadership in their respective organizations. Table 4.4 summarizes attained results.

The study obtained results had it that a significant proportion of respondents (39.8%) strongly agreed that top leaders had set guidelines for achieving strategic goals. A mean of 3.52 indicates a generally positive perception, though the high standard deviation (1.577) suggests varied opinions. However, the responses were mixed in regard to setting a clear and compelling vision where a notable portion (30.1%) strongly disagreed and 22.3% strongly agreed about the clarity and compelling nature of the organizational vision. The mean score of 2.92 is neutral, indicating variability in perceptions, as reflected by the high standard deviation (1.588). Most of the organizations lacked clearly defined long-term goals where significant proportion (31.1%) strongly disagreed that their respective organizations had clearly defined long-term goals. The mean score of 2.81 leans towards disagreement, with a high standard deviation (1.563) indicating diverse opinions. It was further established that the orientation towards achieving key set strategic goals had mixed responses where 32.0% strongly disagreed and 37.9% agreed that their respective organizations were oriented towards achieving their strategic goals. The mean score of 2.71 shows a slight tendency towards disagreement, with some variability in responses. The findings are a clear indication that strategic orientation as one of aspects of strategic leadership were not

effectively embraced among most of the BPOs, and this could have negative impacts on the organizations' performance. According to Gore and Kanyangale (2022), strategic leaders ought to showcase their strategic management prowess through orienting the organization towards its strategic goals and ensuring that there is a clear framework of implementing the set strategies.

The results further portrayed that majority of the BPOs surveyed lacked an effective framework for strategy implementation where a significant portion (30.1%) disagreed that leaders had provided a clear framework for implementing strategies. The mean score of 2.71 indicates a general tendency towards disagreement, with varied opinions as reflected by the standard deviation (1.451). Most of the respondents (52.4%) also disagreed that their respective organizations had key performance indicators (KPIs) to monitor the success rate of strategic goals (Mean = 2.65; Std. Dev. = 1.419). In regard to senior management control of strategic plans, the responses were somewhat neutral, with 26.2% strongly disagreeing and 35.9% agreeing that senior management shows full control of the strategic plan. The mean score of 2.87 indicates a slightly neutral to negative perception, with varied opinions.

The respondents disagreed that their respective organizations' leaders had set clear strategic direction (Mean = 2.78; Std. Dev. = 1.390). The results further revealed that 42.7% of the organizations surveyed did not consult the employees on strategy implementation, a matter that could affect the employees' commitment to the strategies, thus limiting effective strategy implementation. Further, the results had it that while 32.0% of the organizations had leaders who understood the future direction of their organizations, 52.4% of the leaders did not portray a good understanding of the future direction of their organizations (Mean = 2.66; Std. Dev. = 1.295). This is one aspect that could limit effective implementation of the strategies, thus curtailing the

continued performance of the BPOs. The findings are corroborated by the qualitative data from the open-ended questions where the respondents were asked to expound on the effectiveness of strategic leadership in their respective organizations towards supporting organizational strategies for enhanced success, where most of the respondents were of the view that their respective organizations lacked adequate strategic leadership to steer their success. One of the respondents indicated the following: *“While the organizational leadership tries to push for key strategies, I believe the leadership is not strategic enough to strengthen the overall success of the organization.”* The findings are supported by Kurere (2022) who outlaid how with ineffective setting of strategic direction by organization’s strategic leaders, the vision and mission of the organization becomes untenable as the organizational team lack the momentum required to rally everyone behind the organization’s strategic goals. Results also coincide with Ambilichu et al. (2022) who indicated that strategic leaders are fundamental in modern organizations in that they enable organizations to streamline their functions and align them with the changing external world for enhanced performance.

Table 4.4: Descriptive Statistics on Strategic Leadership

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The top leaders in our organization have set a guideline on how we can achieve the organization’s strategic goals	20.4%	9.7%	6.8%	23.3%	39.8%	3.52	1.577
There is a clear and compelling vision set to guide on what the organization intends to achieve	30.1%	16.5%	6.8%	24.3%	22.3%	2.92	1.588
Our organization has clearly defined goals on its long-term commitments	31.1%	19.4%	5.8%	24.3%	19.4%	2.81	1.563

I believe that our organization is oriented to the right approach of achieving its strategic goals	32.0%	15.5%	7.8%	37.9%	6.8%	2.71	1.424
The leaders in our organizations have provided a clear framework on how the organizational strategies are to be implemented	25.2%	30.1%	8.7%	19.4%	16.5%	2.71	1.451
There are key performance indicators set to monitor the achievement of set strategic goals	32.0%	20.4%	4.9%	35.9%	6.8%	2.65	1.419
The senior management of our organization have shown full control of the organization's strategic plan	26.2%	17.5%	9.7%	35.9%	10.7%	2.87	1.418
The leaders in our organization have set a clear strategic direction for entire team	23.3%	26.2%	11.7%	26.2%	12.6%	2.78	1.390
We are always consulted on matters regarding implementation of set strategies	19.4%	23.3%	15.5%	29.1%	12.6%	2.92	1.348
The leaders in our organization seem to understand where the organization ought to be in future	22.3%	30.1%	15.5%	23.3%	8.7%	2.66	1.295
Average Mean and Standard Dev.						2.855	1.447

Source: Author (2024)

4.5.2 Strategic Planning in Business Process Outsourcing Companies

Strategic planning and its role in determining continued success of BPOs was sought in the study, where respondents' views regarding the effectiveness of strategic planning and how it contributed to success of their respective organizations were established. Through Likert's scale, participants were required to support or go against key aspects regarding strategic planning as a strategic management practice in their respective organizations. Table 4.5 recapitulates obtained outcome.

As the findings portray, a significant proportion of respondents strongly disagreed (37.9%) with the statement that their respective organizations had clear short-term goals guiding daily operations. The mean score of 2.69 indicates that, on average, respondents lean toward

disagreement, while the high standard deviation (1.577) suggests considerable variability in responses, implying the responses were diverse. Moreover, a notable portion of respondents (35%) strongly disagree that their organization has clearly set long-term goals driving the mission and vision. The mean score of 2.78 also leans toward disagreement, with a high standard deviation (1.569) indicating diverse opinions. Majority of the respondents also disagreed that goals are adequately and clearly communicated to all employees going by attained score of 2.78 (Std. Dev. = 1.492). Participants in study at hand, however, had a mixed opinion regarding the frequent assessments of strategy implementation as evidenced by a mean score of 3.03 and a standard deviation of 1.546 which reflects substantial variation in opinions.

The findings further revealed that a significant proportion (47.6%) of the respondents strongly disagreed that a thorough analysis of internal and external environments is carried out when setting strategies. The mean score of 2.49 indicates a tendency towards disagreement, and the high standard deviation (1.620) shows considerable variability in responses. From the findings, it was established that most of the organizations did not effectively evaluate viability of strategies where 40.8% of respondents strongly disagreed that their respective organizations evaluated the viability of every strategy before it was rolled out (Mean score = 2.61; Standard deviation = 1.579). Moreover, it was established that most of the BPOs did not frequently carry out internal analysis of the effectiveness of their strategies where 40.8% of respondents strongly disagreed and 13% disagreed that internal analysis is frequently carried out to determine the effectiveness of implemented strategies (Mean score = 2.58; Standard deviation = 1.562). The alignment of strategies with the mission and vision of the organizations was also not upheld in most of the organizations where participants were of the view that leadership team in corporations did not adequately ensure strategies align with the mission and vision. The mean score of 2.82 indicates a

tendency toward disagreement, and the standard deviation (1.497) reflects varied opinions. The findings imply that there is inconsistent and ineffective planning in a strategic approach as essential component under strategic management, and this could have negative impacts on performance of BPO companies in Kenya. The generally low mean scores suggest that many respondents feel their organizations do not have clear short-term or long-term goals, do not communicate these goals effectively, and do not conduct thorough or frequent assessments of their strategies. High standard deviations across the statements indicate a wide range of opinions, suggesting variability in experiences and perceptions among employees. The findings concur with the qualitative data obtained from open-ended questions, where the respondents were to comment on the effectiveness of strategic planning towards steering success of their organizations. From the findings, majority of the respondents were of the opinion that though strategic planning was perceived as integral in steering the success of their organizational strategies, the management did not adequately and effectively uphold strategic planning to strategically streamline the organizational functions and processes for enhanced performance. One of the respondents stated that: *“Strategic planning is only recognized in reports and papers, but practically we do not adequately undertake and uphold strategic planning to support its strategies.”*

Wun (2019) gets in support of attained outcome where he elaborated performance of modern businesses was limited by lack of effective strategic planning through which long-term and short-term goals are clearly set and communicated while ensuring there is a set framework on implementation of the set strategies. According to Hawkins *et al.* (2021), organizations in highly competitive sectors like the BPO companies, ought to effectively embrace more robust approaches of strategic planning including clarifying and communicating goals by ensuring both short-term and long-term goals are well-defined and communicated throughout the organization.

Additionally, George *et al.* (2019) noted that there was need for organizations to streamline strategic planning through frequent assessments and analyses to regularly evaluate the implementation and effectiveness of strategies, and thoroughly analysing internal and external environments, as well as alignment of their strategies with mission and vision.

Table 4.5: Descriptive Statistics on Strategic Planning

Statements	SD	D	N	A	SA	Mean	Std. Dev.
Our organization has clear short-term goals that guides its daily operations	37.9%	11.7%	10.7%	22.3%	17.5%	2.69	1.577
There are clearly set long-term goals that drive the organizations mission and vision	35.0%	9.7%	17.5%	17.5%	20.4%	2.78	1.569
The set goals are adequately and clearly communicated to all the employees	32.0%	9.7%	23.3%	17.5%	17.5%	2.78	1.492
The organization carries out frequent assessments to ascertain the implementation process of its strategies	29.1%	8.7%	11.7%	30.1%	20.4%	3.03	1.546
A thorough analysis of existing internal and external environments is carried out when setting the organization’s strategies	47.6%	8.7%	6.8%	20.4%	16.5%	2.49	1.620
The organization evaluates the viability of every strategy before it is rolled-out	40.8%	11.7%	9.7%	21.4%	16.5%	2.61	1.579
Internal analysis is frequently carried out to determine the effectiveness of implemented strategies	40.8%	13.6%	6.8%	24.3%	14.6%	2.58	1.562
The management has always ensured that the upheld strategies are those that align with the overall mission and vision of the company	30.1%	14.6%	14.6%	24.3%	16.5%	2.82	1.497
Average Mean and Standard Dev.						2.723	1.556

Source: Author (2024)

4.5.3 Resources Mobilization in Business Process Outsourcing Companies

The third objective of this study was to determine the extent to which resource mobilization as a strategic management practice influenced performance of business process outsourcing companies

in Kenya. The data provided in Table 4.6 presents the responses regarding the effect of resources mobilization on continued success among BPOs surveyed. Each statement is evaluated using a Likert scale, through which the highest score was “strongly agree” and the least was “Strongly Disagree”. The mean and standard deviation values are also given, as a way to outlay more understanding of the outcomes attained on this particular research.

Based on attained outcome, it was apparent that sizeable participants (Strongly Disagree = 34.0%; Disagree = 26.2%) disagreed that their respective organizations had adequate financial resources to cater for their internal financial needs (Mean = 2.42; Std. Dev. = 1.376). Further, 46.6% of the participants disagreed that their respective organizations had clear budgets put in place to allocate funds to every activity (Mean = 2.84; Std. Dev. = 1.446); while 51.5% agreed that they had no incidences of curtailed activities or processes due to lack of finances (Mean = 3.01; Std. Dev. = 1.448). The findings imply that while most of the surveyed BPOs lacked adequate financial resources to cater for their financial needs, they had no incidences of curtailed processes due to lack of funds, implying that the management had a way of outsourcing for external funds to finance the processes or only budgeting for what was essential and undertaking activities that allowed a balanced budget. According to Drencheva et al. (2022), when internal funds fail to get to the expected quantity as far as the intended use in an entity is concerned, it is the duty of strategic managers to either outsource additional funds externally, or exclude inessential activities from the budget. This promotes business continuity even at times when the organisation is constrained financially.

On human resource as one of the critical organizational resources, attained outcome had it that a sizeable number of organizations lacked adequate human resources (employees) to undertake

internal functions of the organization (Mean = 2.68; Std. Dev. = 1.488). The results further revealed that 44.7% of the respondents disagreed that the available employees had the right technical skills to undertake the organizational operations (Mean = 2.96; Std. Dev. = 1.434). Majority (52.5%) disagreed that the management supported the employees through training them to enhance their skills and competencies (Mean = 2.61; Std. Dev. = 1.483). Participants in this particular study were in dispute that employees from key surveyed entities frequently motivated to be more productive (Strongly Disagree = 34.3%; Disagree = 18.5%; Mean = 2.52; Std. Dev. = 1.081). The findings are an indication that most of the BPOs were not effectively upholding human resources as one of the essential resources that drive organizational success. According to Ansebo et al. (2021), human resources play an integral role in driving organizational strategy, thus strategic managers ought to effectively train, motivate and develop their personnel to be more productive.

On partnerships and collaboration as one of the essential organizational resources, it was established that 55.3% of the participants agreed that the management in their respective organizations embraced partnerships with other industries as a key resources for their success (Mean = 3.02; Std. Dev. = 1.484). The respondents further agreed that there were active partnerships between their respective organizations and other external parties for mutual benefit (Mean = 3.06; Std. Dev. = 1.509). From the findings, 49.5% agreed that their respective organizations had a set framework for collaborating with local and internal agencies to achieve their strategic goals (Mean = 3.03; Std. Dev. = 1.447). The findings imply that there was a sizeable number of BPOs upholding partnerships as a key resource that was essential in driving their strategy. The findings are corroborated by the qualitative data obtained from open-ended questions on the questionnaire, where majority of the respondents were of the opinion that mobilization of resources as a strategic management practice was not adequately upheld. One of the respondents

stated that: “We have the goal as managers to mobilize resources to foster and support organizational processes. However, we have inadequate support from the senior leadership to mobilize the resources, and this limits the overall effectiveness of resource mobilization.” The findings concur with those by Nyathi and Kekwaletswe (2023) and Abbas et al. (2019) which highlighted how corporations in modern-day that were experiencing performance issues would focus on mobilizing partnerships and collaboration as essential organizational resources to strengthen their performance. As elaborated by Odusote and Akpa (2022), partnerships bring-in new energy and expertise as well as broadening opportunities for organizations like BPOs to strengthen their operations in the market.

Table 4.6: Descriptive Statistics on Resources Mobilization

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The company has adequate financial resources to cater for its financial needs	34.0%	26.2%	13.6%	15.5%	10.7%	2.42	1.376
There are clear budgets set to allocate funds to every organizational activity	25.2%	21.4%	12.6%	25.2%	15.5%	2.84	1.446
We have had no incidences of curtailed activities due to lack of finances	24.3%	15.5%	8.7%	36.9%	14.6%	3.01	1.448
The organization has adequate employees to carry out its daily operations	29.1%	25.2%	10.7%	17.5%	17.5%	2.68	1.488
The available employees have the right technical skills to undertake the organizational operations	21.4%	23.3%	9.7%	29.1%	16.5%	2.96	1.434
The management supports the employees through training them to enhance their skills and competencies	35.0%	17.5%	12.6%	21.4%	13.6%	2.61	1.483
Employees in our organizations are frequently motivated for productivity	34.3%	18.5%	9.7%	21.1%	16.4%	2.52	1.081
The management embraces partnerships with other industry places as a key resource for its success	28.2%	9.7%	6.8%	41.7%	13.6%	3.02	1.484

There are active partnerships between our organization and other external parties for mutual benefit	26.2%	11.7%	10.7%	32.0%	19.4%	3.06	1.509
The organization has a set framework for collaborating with local and internal agencies to achieve its strategic goals	23.3%	15.5%	11.7%	33.0%	16.5%	3.03	1.447
Average Mean and Standard Dev.						2.815	1.419

Source: Author (2024)

4.5.4 Strategic Culture Alignment in Business Process Outsourcing Companies

The fourth aim of research at hand was evaluating how strategic corporate culture alignment contributed to performance of BPOs in Kenya. Aligning the organizational culture with the corporate strategic goals is a major strategic management practice that ensures the norms, values and believes of the employees conform to the set strategic goals. This serves to ensure that every aspect of the organization is aligned towards the strategic goals for continued performance. Participants in this particular study indicated their contentment levels on key aspects from parameters of strategic culture alignment. Table 4.7 summarize the findings.

As the findings portray, there were mixed responses in regard to the availability of a supportive working climate where 45.6% of the respondents disagreed while another 45.6% agreed with the statement that was a supportive working climate for all the employees in their respective organizations. However, 52.4% of the respondents disagreed that employees in their respective organizations enjoyed working in the atmosphere created at the organization (Mean = 2.66; Std. Dev. = 1.301). The respondents disagreed that there were clear roles and responsibilities for all the employees to avoid clashing of duties (Strongly Disagree = 22.3%; Disagree = 31.1%; Mean = 2.62; Std. Dev. = 1.245).

On employee relationships, majority of the respondents (Strongly Agree = 13.6%; Agree = 46.6%) agreed that the management in their respective organizations encouraged employees to have good relationships amongst themselves (Mean = 3.27; Std. Dev. = 1.30). However, 40.8% of the respondents disagreed that there was always a good relationship between the management and the employees (Mean = 2.96; Std. Dev. = 1.371); while 57.3% agreed that the management had always shown empathy to the employees (Mean = 3.04; Std. Dev. = 1.44). The results imply that the relationship among employees was sufficient in most organizations, although the relationship between the management and the employees was not smooth in most of the organizations. According to Okwata et al. (2022), lack of good relationship between employees and the management has negative effects on organizational performance as it limits the trust and confident between the management and the employees.

On alignment of the organizational culture with the mission and vision of the organization, it was established that most of the organizations did not have their culture aligned to their mission and vision (Mean = 2.87; Std. Dev. = 1.376). This was also the case for values and norms where most organizations lacked clearly set values and norms that the employees were to adhere to (Mean = 2.87; Std. Dev. = 1.531). There were however mixed responses in regard to the management's commitment to set a culture that supported strategic goals of the organization, where 41.7% disagreed, while 43.7% agreed. Obtained outcome generally had it that participants were of the view that their organizational culture was not strategically aligned to their respective organization's strategic goals. The results aligned with those obtained from qualitative data obtained through open-ended questions where the respondents were asked to indicate their opinions and views on the effectiveness of strategic culture alignment. The respondents recognized that organizational culture was integral in supporting corporate strategies, but indicated that the

culture in their respective organizations had not effectively been aligned with the strategic goals. One of the respondents indicated that: “*The culture embraced in our firm is critical in steering the success of the organization. However, the overall alignment of the culture with the strategic goals has not been achieved.*” According to Imran and Jingzu (2022), when a corporate culture is not aligned to the set strategic goals, the implementation of key strategies is limited, and this affects negatively organizational performance.

Table 4.7: Descriptive Statistics on Strategic Culture Alignment

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The management has set a supportive working climate for all the employees	23.3%	22.3%	8.7%	33.0%	12.6%	2.89	1.413
The employees enjoy working in the atmosphere created at the organization	23.3%	29.1%	11.7%	29.1%	6.8%	2.66	1.301
There are clear roles and responsibilities for employees to avoid clashing of duties	22.3%	31.1%	13.6%	28.2%	4.9%	2.62	1.245
The management encourages employees to have good relationships amongst themselves	13.6%	19.4%	6.8%	46.6%	13.6%	3.27	1.300
There is always tenable and proper association in-between entity’s leaders and workforce	21.4%	19.4%	12.6%	35.0%	11.7%	2.96	1.371
The management has always shown empathy to the employees	25.2%	13.6%	3.9%	45.6%	11.7%	3.04	1.444
The organization’s culture has been aligned to its mission and vision	19.4%	29.1%	9.7%	28.2%	13.6%	2.87	1.376
There are set values and norms that every employee must adhere to.	30.1%	12.6%	17.5%	19.4%	20.4%	2.87	1.531

The management seeks to set a culture that supports strategic goals of the organization	19.4%	22.3%	14.6%	28.2%	15.5%	2.98	1.386
Overall Mean and Standard Dev.						2.907	1.374

Source: Author (2024)

4.5.5 Performance of Business Process Outsourcing Companies

The study sought to examine success of BPOs in Kenya based on their ability to meet set objectives both on financial and non-financial metrics. The views of the participants were sought in regard to the performance of their respective organizations. This was based on a 5-points Likert's scale in which highest rating is SA and lowest SD. Table 4.8 summarizes the findings.

As shown in the findings, a sizeable number of participants (57.5%) disputed that the organizations' sales revenue had increased significantly for the last three (Mean score = 2.47; Std. Dev. = 1.073). Participants in assessment at hand did not oblige on annual profits for their entities had been increasing significantly for the last three years (Strongly Disagree = 24.3%; Disagree = 36.5%; Mean = 2.36; Std. Dev. = 1.172); while 54.5% disagreed that the profits generated from most of surveyed entities were commensurate of the sales made (Mean = 2.67; Std. Dev. = 1.399). According to Keng'ara and Makina (2020), under normal operating grounds, it is expected that the profit margins made in an organization correlate with the sales revenue made, such that when there are more sales revenues, then profit margins are expected to be higher. However, when there lacks proper strategic focus to minimize costs and maximize value, organizations tend to incur more costs in making their sales, thus most of the revenue generated goes into costs leading to shrinking profit margins.

Results further had it that a sizeable number of BPOs had not seen an increase in the flow of customers (Mean = 2.61; Std. Dev. = 1.315); and demand for offered services by the companies had not seen a significant growth (Mean = 2.73; Std. Dev. = 1.405). Participants were not contented that the quality of services offered in surveyed organizations had advanced significantly over the past five years (SD =20.5%; D= 33.2%; Mean = 2.59; Std. Dev. = 1.035). On referrals from existing customers, there were mixed responses where 47.5% disagreed while 43.7% disagreed that their respective companies had seen more referrals from the existing customers in the recent past. On future growth, 51.5% disagreed that their respective companies' revenue is projected to grow significantly in the next three years. The findings are a true revelation that the performance of BPOs in Kenya has not been effective, where revenues and profit margins have not seen a significant growth in most of the organizations. According to Khalid et al. (2019), continuous underperformance in modern organizations is a sign of either tough economic conditions or ineffective internal processes that are not strategic enough to lead to superior performance. Abd-Elrahman and Kamal (2022) also noted that an organization is seen to be performing well when it offers quality services and continually increases levels a client feels satisfied and also help entities in generating adequate revenue to cater for its internal and external needs.

Table 4.8: Descriptive Statistics on Performance of BPO Companies

Statements	SD	D	N	A	SA	Mean	Std. Dev.
The organization's sales revenue has increased significantly for the last three years	30.1%	27.5%	6.6%	22.0%	13.8%	2.47	1.073
The annual profits have been increasing significantly for the last three years	24.3%	36.5%	9.4%	18.2%	11.7%	2.36	1.172

The profits generated are commensurate of the sales made.	25.2%	29.3%	8.7%	26.1%	10.7%	2.67	1.399
The flow of customers has significantly increased for the past three years	28.2%	25.2%	6.8%	24.9%	14.9%	2.61	1.315
The demand for the services offered by our company has been on increase for the past five years	25.2%	24.4%	11.7%	27.1%	11.7%	2.73	1.405
The quality of services offered in our organization has advanced significantly over the past five years	20.5%	33.2%	10.7%	22.0%	13.6%	2.59	1.035
The company has seen more referrals from the existing customers in the recent past	22.3%	25.2%	8.7%	31.1%	12.6%	2.86	1.401
Our company's revenue is projected to grow significantly in the next three years	31.1%	20.4%	4.6%	27.2%	16.8%	2.58	1.354
Overall Mean and Standard Dev.						2.609	1.269

Source: Author (2024)

4.6 Diagnostic Tests Results

The study used a multiple regression model to analyse how independent variables (strategic management practices) predicted dependent variable (performance of BPOs in Kenya). Therefore, before the regression analysis is carried out, it is essential to undertake key assumptions of the model to ascertain whether the obtained data meets these assumptions. The key diagnostic tests undertaken included test for normality, multicollinearity test and linearity test.

4.6.1 Normality Test

Normality is the assumption that the obtained info for a given study is from population distributed normally, implying that it was obtained from a normally diverse population (Freeman et al., 2019).

The study tested for normality using the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk statistical tests as well as the Quantile-Quantile (Q-Q) plot and the histogram graphical tests (Newman & Gough, 2020). The Kolmogorov-Smirnov (K-S) and Shapiro-Wilk results shown in Table 4.9 revealed that the significance levels for all the variables were above the 5% margin of error (0.05); implying that the data was normally distributed.

Table 4.9: Normality Test Results

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Performance	.083	103	.075	.975	103	.087
Strategic Leadership	.113	103	.092	.957	103	.202
Strategic Planning	.076	103	.154	.966	103	.110
Resource Mobilization	.090	103	.080	.964	103	.076
Strategic Culture Alignment	.078	103	.133	.982	103	.190

Source: Author (2024)

As for the Q-Q plot, normality is seen in context of how well given plots fit in a diagonal line (linear/regression line) (Dubey & Kothari, 2022). When line is skewed to a particular direction, it is evident that normality is not achieved (Newman & Gough, 2020). Outcome on this particular test has been provided under Fig. 4.5, whereby it was outlined that the points fall along the 45⁰ linear line, evidence that normality was attained as far as this study is concerned. Attributions can be drawn from obtained outcome that indeed, the particular assumption had been achieved.

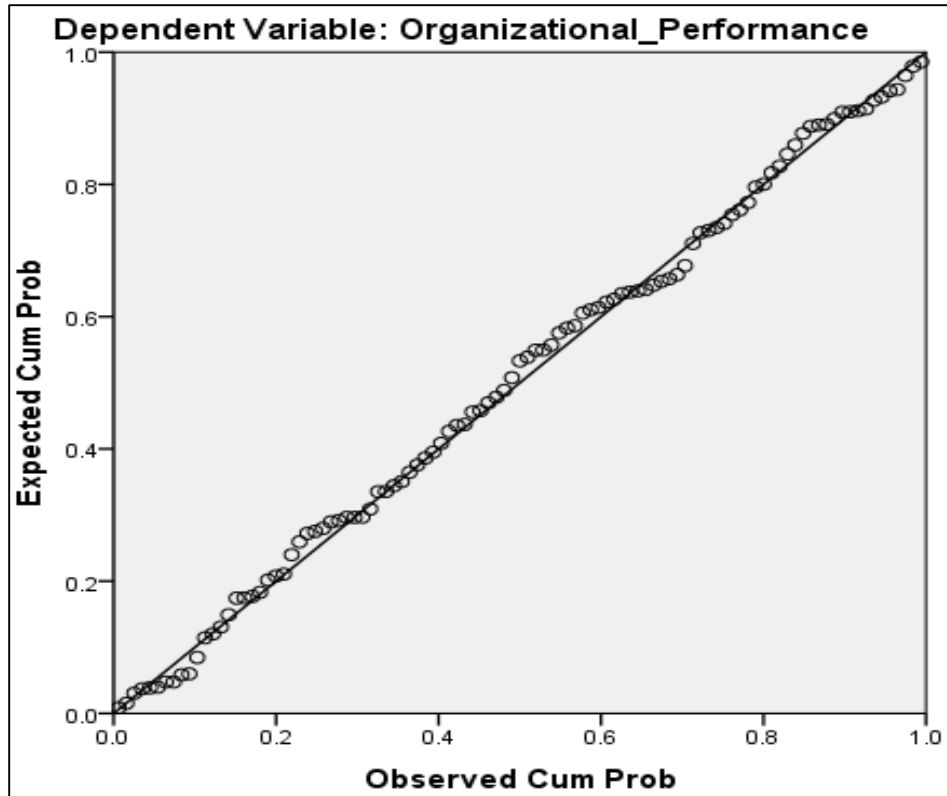


Figure 4.5: Q-Q Plot for Normality Test

Source: Author (2024)

This was further confirmed using a histogram. As the results on Figure 4.6 portray, it is evident that the mean was close to zero and a standard deviation close to 1 (0.980), implying that the residuals of strategic management practices (independent variables) and performance of BPOs (dependent variable) were normally distributed. The bell-shaped curve (which is the normal curve overlaid on the histogram to represent the normal distribution curve) revealed that there was a normal distribution of the residuals, thus the normality assumption was met (Devi, 2017).

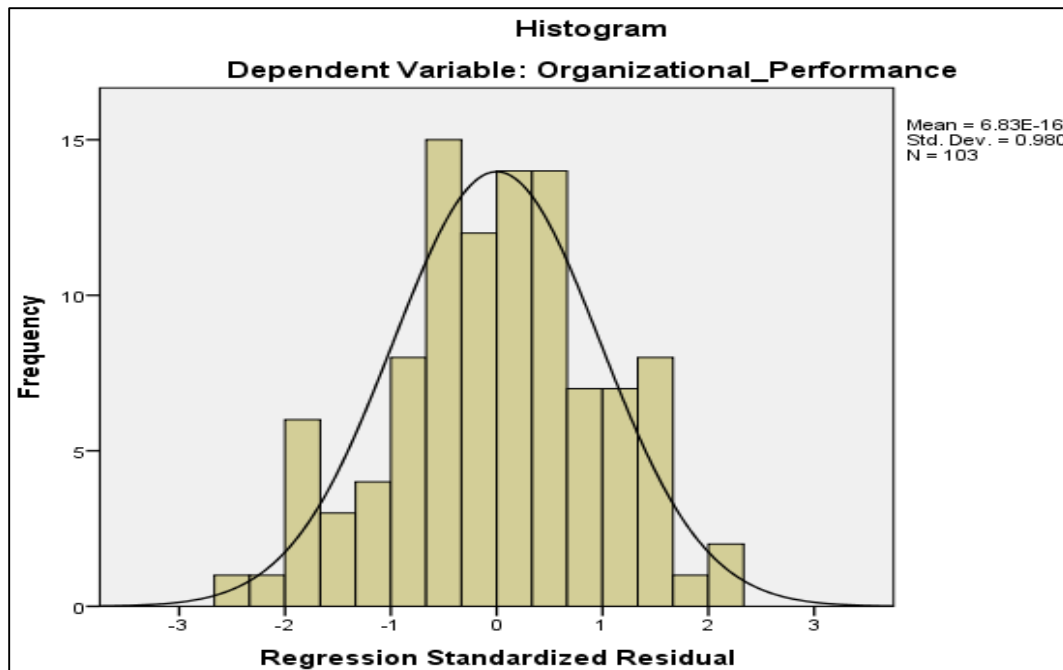


Figure 4.6: Histogram for Normality Test
Source: Author (2024)

4.6.2 Multicollinearity Test

Regression model assumes predictors are not highly associated amongst themselves. Such variables are projected to be unique from one another (independent) thus they ought not to have any noticeable association. This is meant to ensure that the independent variable are indeed ‘independent’ and not replaceable by one another (Dźwigoł, 2019). This assumption was tested using Variances Inflation Factor (VIF) which is a coefficient drawn to show the extent to which an independent variable interrelate with one another (Kumari et al., 2023). The threshold for VIF is between 1 and 10, where VIFs close to 1 imply absence of multicollinearity while VIFs close to 10 imply presence of multicollinearity (Mukherjee, 2019). However, the acceptable VIFs for low presence of multicollinearity is 5. This was the threshold used in this study. As the results on Table 4.10 portray, all the variables had VIFs ranging from 2.016 to 3.393. This is an indication that there was no multicollinearity in the data, thus the assumption was met.

Table 4.10: Results on Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Strategic Leadership	.496	2.016
Strategic Planning	.389	2.573
Resource Mobilization	.354	2.827
Strategic Culture Alignment	.295	3.393

Source: Author (2024)

4.6.3 Linearity Test

Linearity holds that predicting variances linearly relates with the dependent variable (Vijver & Leung, 2021). Regression model assumes that there is at least the slightest association between predictor variables and predicted variable, such that the hypotheses in a study are not ‘far-fetched’ but have an empirical backing of their correlation. This assumption was tested using a scatter plot. It is expected that if linearity is to be achieved within two or more variables, the points (residuals) in the dataset are aligned across the regression/linear line (Allee, Do, & Raymundo, 2022). The results as shown in Figure 4.7 revealed that the residuals were spread across the linear line and with a positive gradient implying that an increase in the predictor variables saw a significant increase in the predicted variable. This is an implication that between predictors and outcome would have noticeable (linear) association, thus the assumption was met (Panda, Mishra, & Behera, 2021).

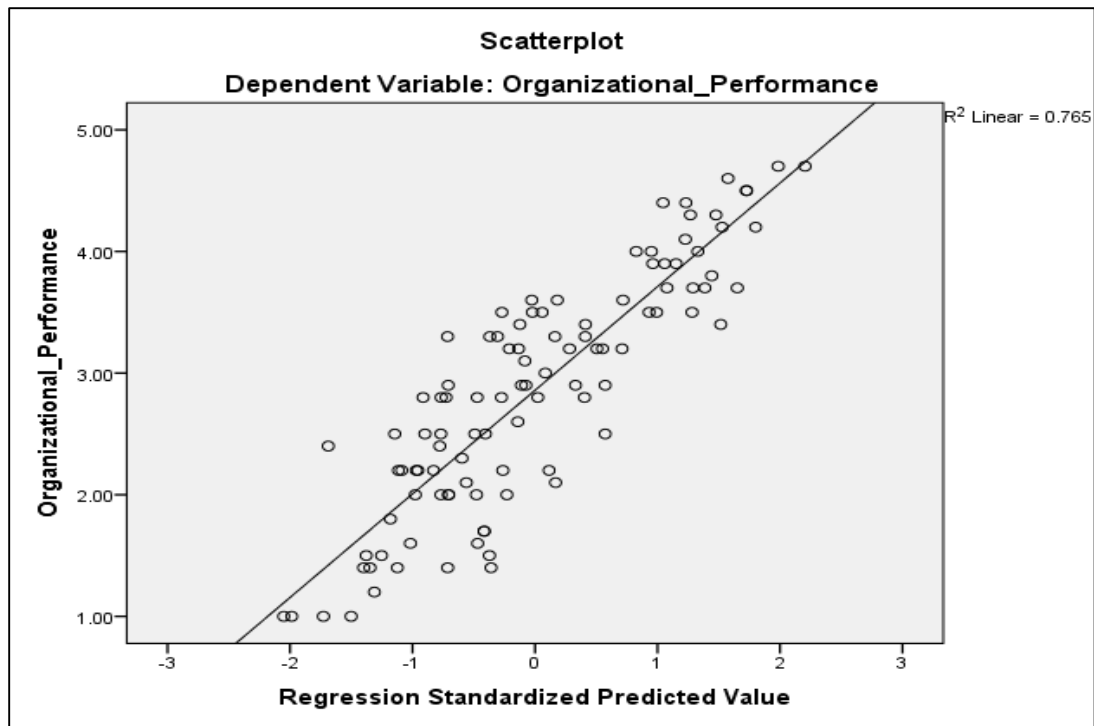


Figure 4.7: Scatter Plot for Linearity Test

Source: Author (2024)

4.7 Correlation Analysis Results

Once assumptions had been met, a correlation analysis was undertaken where the motive was to examine extent to which strategic leadership, strategic planning, resources mobilization and strategic culture alignment and relates with performance of BPOs in Kenya. This was done using the Pearson Correlation coefficient (r) which assumes that strong correlations have a correlation coefficient of above 50% (0.5) (Vijver & Leung, 2021). As the results on Table 4.11 portray, Pearson Correlation coefficient (r) between strategic leadership and performance of BPOs was 0.761, implying a strong correlation of 76.1% between strategic leadership and success of BPOs. The results further revealed that strategic planning had a strong correlation with continued success of BPOs ($r = 0.754$).

The correlation coefficient between resources mobilization and performance of BPOs was 0.751, an indication that there was a strong correlation of 75.1% between resources mobilization and continued success of BPOs in Kenya. Further, the correlation between strategic culture alignment and performance of BPOs in Kenya was found to be strong ($r= 0.772$). The levels of significance for all the variables were within the 95% confidence level ($P<0.05$) implying that strategic management practices (strategic leadership, strategic planning, resources mobilization, and strategic culture alignment) had a significant correlation with performance of BPOs in Kenya.

The findings concur with those by Krishna et al. (2022) who established that strategic management practices including strategic planning and strategic culture alignment strongly influenced organizational performance. Further, according to Karanja and Juma (2020), strategic management practices such as resource mobilization and strategic culture alignment play an instrumental role in determining organizational performance by streamlining internal processes towards the strategies set in an organization. A study by Jayawarna and Dissanayake (2019) revealed that strategic planning had a significant role in influence organizational performance through enhancing the formulation of appropriate strategies that would be effectively implemented for better results. A study by Yardı and Aksöz (2023) revealed that strategic leadership had a strong and significant influence on firm performance as it supported the effective implementation of strategic goals of organizations for enhanced effectiveness and efficiency.

Table 4.11: Correlation Analysis Results

		Performance of BPOs	Strategic Leadership	Strategic Planning	Resource Mobilization	Strategic Culture Alignment
Performance of BPOs	Pearson Correlation Sig. (2- tailed) N	1 103				
Strategic Leadership	Pearson Correlation Sig. (2- tailed) N	.761** .000 103	1 103			
Strategic Planning	Pearson Correlation Sig. (2- tailed) N	.754** .000 103	.669** .000 103	1 103		
Resource Mobilization	Pearson Correlation Sig. (2- tailed) N	.751** .000 103	.606** .000 103	.653** .000 103	1 103	
Strategic Culture Alignment	Pearson Correlation Sig. (2- tailed) N	.772** .000 103	.624** .000 103	.729** .000 103	.788** .000 103	1 103

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

Source: Author (2024)

4.8 Regression Analysis Results

Regression analysis using a multiple regression model was used to establish the relationship between strategic management practices (strategic leadership, strategic planning, resources mobilization, and strategic culture alignment) had a significant correlation with performance of BPOs in Kenya. The following model was utilized:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y: Organizational Performance; X₁: Strategic Leadership; X₂: Strategic Planning; X₃: Resource Mobilization; X₄: Strategic Corporate Culture Alignment; ε : the error term, β_0 : constant term; and $\beta_1, \beta_2, \beta_3, \& \beta_4$ were coefficients for independent variables.

4.8.1 Model Summary

A model summary was used to test the strength of the model, and the results are as shown in Table 4.12. As the results portray, the R (which is the correlation coefficient) of 0.874 was obtained, implying that when combined, the independent variables had an overall correlation of 87.4% with performance of BPOs in Kenya. The R-Square (R^2) of 0.765 on the other hand implied that there was a 76.5% variation in performance of BPOs as a result of the combined effect of strategic leadership, strategic planning, resources mobilization, and strategic culture alignment. Obtained outcome can be aligned with sentiments of Nyangoto and Nyang'au (2022) where they elaborated how strategic management practices strongly supported organizational performance. Further, Okwata et al. (2022) indicated that strategic culture alignment was a fundamental strategic management practice that steered continued success among modern-day entities. Further, Schaedler et al. (2022) noted that strategic leadership and planning play an essential role in driving organizational success through improving efficiency of internal processes and ensuring strategies are aligned to the emerging needs in the organization.

Table 4.12: Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.765	.755	.48226

a. Predictors: (Constant), Strategic Culture Alignment, Strategic Leadership, Strategic Planning, Resource Mobilization

Source: Author (2024)

4.8.2 Analysis of Variance

ANOVA or “analysis of variance” has been drawn and outcome given in Table 4.13. Sole purpose of this particular test is telling whether model employed is fit to give appropriate outcome. As outlined, a F-statistic of 79.561 was obtained. This being within the 95% confidence level as shown by the P-value of $0.000 < 0.05$, it was concluded and noted this particular model was well-aligned to tell whether there exists an association in between strategic management practices (strategic leadership, strategic planning, resources mobilization, and strategic culture alignment) and performance of BPOs in Kenya.

Table 4.13: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.016	4	18.504	79.561	.000 ^b
Residual	22.793	98	.233		
Total	96.809	102			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategic Culture Alignment, Strategic Leadership, Strategic Planning, Resource Mobilization

Source: Author (2024)

4.8.3 Regression Coefficients

Regression coefficients are as shown in Table 4.14. Unstandardized beta coefficients (β) were used in this study, as they portray the original scenario as far as association predictor variables and predicted variable is concerned. From the coefficients, the following model is derived:

$$Y = 0.151 + 0.303X_1 + 0.212X_2 + 0.214X_3 + 0.232X_4$$

Based on model provided above, evidence is herein drawn that with a Beta coefficient (β) of 0.303, strategic leadership has the strongest impact in regard to success among BPOs in Kenya. It can also be deduced, changing a single portion in regard strategic leadership could see a surge in

success of Kenya’s BPOs by 0.303 units, holding all the other variables constant. Moreover, it was established that strategic planning had the lowest influence on performance of Kenya’s business process outsourcing entities as presented by the Bet Coefficient (β) of 0.212. A unit change in strategic planning would influence performance of business process outsourcing companies by 0.212 units. Outcomes herein gain backing from Rajest *et al.* (2022), where these particular authors noted strategic leadership as an integral strategic management practice that strengthens the organizational team towards focusing on strategic goals thus steering firm performance. A study by Wun (2019) on the other hand revealed that strategic management through strategic planning was a critical initiative that supported organizational strategies by articulating the strategy formulation and execution process for better results. The findings also concur with those of Kayalık and Akdoğan (2021) who alluded that strategic managers who effectively mobilize the required human, financial and infrastructural resources are fundamental in leading competitive and well-performing organizations.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.151	.163		.925	.357
Strategic Leadership	.303	.062	.339	4.868	.000
Strategic Planning	.212	.077	.215	2.734	.007
Resource Mobilization	.214	.077	.230	2.787	.006
Strategic Culture Alignment	.232	.094	.223	2.469	.015

a. Dependent Variable: Organizational Performance

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter highlights the summary of findings on the effect of strategic management practices on performance of business process outsourcing companies in Kenya. The section also covers the conclusion of the study and the recommendations based on the conclusions. These are systematically captured based on the main variables of the study, which are: strategic leadership, strategic planning, resources mobilization, and strategic corporate culture alignment. The chapter also captures the suggestions of areas for further research.

5.2 Summary of Findings

The main aim of this study was to assess the effect of strategic management practices on performance of business process outsourcing companies in Kenya. The study specifically sought to evaluate the influence of strategic leadership on performance of business process outsourcing companies in Kenya, to examine the influence of strategic planning on performance of business process outsourcing companies in Kenya, to assess the influence of resources mobilization on performance of business process outsourcing companies in Kenya and to evaluate the influence of strategic culture alignment on performance of business process outsourcing companies in Kenya. The study utilized a descriptive research design. The study obtained a response rate of 87.3% which was considered adequate for making conclusions and recommendations on the study. The demographic results revealed that diversity was obtained in terms of key characteristics of the respondents surveyed.

The first objective of the study was to examine the effect of strategic leadership on continued success of BPOs in Kenya. The obtained results revealed that strategic leadership was one of the missing aspects leading to declining success of BPOs in Kenya. The findings revealed that while most leaders among the organizations surveyed set clear guidelines on how to achieve strategic goals of their respective companies, they did not provide a clear and compelling vision for their organizations, and this could mean ineffective alignment to the set strategies and objectives. Results also had it that a sizeable number of organizations lacked clearly defined long-term goals which otherwise could guide the employees and the entire organizational stakeholders on what to give priority on as far as steering organizational strategies was concerned. The leaders were also not orienting their organizations into the right strategies and how to implement such strategies, a matter that could affect the ability of the BPOs to achieve their set strategic goals and objectives. It was evident that most of the organizations were not strategically aligned towards the right strategic direction as most of the respondents indicated that they lacked strategic direction from the top leadership of their respective organizations. Without a clear strategic direction set by the top leaders, organizations fail to have a unified way of implementing the set strategies, thus jeopardizing their operational framework for continued performance. The inferential results corroborated these findings whereby they revealed substantial association between strategic leadership and continued success of BPOs in Kenya. This is an indication that the ineffective performance recorded in most of the BPOs was strongly attributed to ineffective embrace of strategic leadership as one of the strategic management practices.

The study's second objective was examining how strategic planning determined continued success of BPOs in Kenya. Obtained results had it that strategic planning had not been effectively implemented in most of the surveyed business process outsourcing companies as one of the

essential strategic management practices. Specifically, it was established that most of the organizations lacked clearly defined short-term goals guiding their daily operations, an aspect that could significantly derail the organizations' continued success. It was also established that most of the BPOs lacked clearly defined long-term goals, which again puts the continued sustainability and growth of these companies at a risk. The goals and objectives were not clearly communicated among the employees, despite this being an essential way to ensure that the employees strive towards achieving these goals and objectives. Further, the results revealed that a sizeable number of the organizations failed to frequently carry out assessments aimed at evaluating the effectiveness of their strategies, a matter most likely to see intractability of implementation process of the set strategies. Most of the organizations did not effectively carry out internal and external analysis of their environments to ascertain their strengths, weaknesses and threats, which exposes the BPOs to unprecedented occurrences which could otherwise be avoided due to proper environmental scanning as a key aspect of strategic planning. The findings from inferential analysis revealing a link between planning strategically and continued success among business process outsourcing companies, implying that the continued underperformance of these companies could highly be linked to ineffective embrace of strategic planning.

The third objective of this study was to determine the effect of resource mobilization as one of the strategic management practices on performance of business process outsourcing companies in Kenya. The findings from the study revealed that most of the organizations lacked adequate financial resources to cater for their internal financial needs. The organizations also lacked clear budgets to allocate funds to every activity for efficiency of internal processes and operations. It was further revealed that most of the organizations lacked adequate human resources (employees) to undertake their internal functions, and that the available employees lacked the right technical

skills to undertake the organizational operations. In most of the surveyed BPOs, their respective management team did not effectively support the employees to carry out their functions through training them to enhance their skills and competencies, while most of the organizations did not frequently motivate their personnel to steer their productivity. Without effective support to the employees and uphold human resources as critical organizational resources, the BPOs may not adequately benefit from a productive workforce which is integral for continued performance in the modern world. However, the results revealed that most of the BPOs upheld partnerships and collaboration as key organizational resources as they relied heavily on external establishments for them to be in business. Inferential statistics outcome had it that resources mobilization substantially impacted continued success of BPOs in Kenya.

The study's last objective was to evaluate how strategic corporate culture alignment impacted success of BPOs in Kenya. The findings were evident that culture alignment in most of the organizations was not effectively upheld as a key strategic management practices that strengthens organizational performance. The findings revealed that supportive working climate was not availed in a sizeable number of the organizations, while a significant number of organizations did not provide a conducive working atmosphere for the employees. Clarity in roles and responsibilities for all the employees to avoid clashing of duties was also not effectively upheld in most of the organizations. However, managers in most of the organizations encouraged their employees to have good relationships amongst themselves, although the relationship between the employees and the management was not effective. Despite the ineffective relationship between the employees and the management, it was established that the management always showed empathy to the employees, which is a good move towards promoting a friendly working culture that is aligned to the organizational strategies. Most of the organizations were however found to have

ineffectively integrated and aligned their mission and vision with their corporate culture, while a sizeable number lacked clearly set values and norms that the employees were to adhere to. The findings from descriptive statistics were corroborated with those from inferential analysis which found that indeed strategic alignment of corporate culture substantially impacted continued success of BPOs in Kenya.

5.3 Conclusions

The study revealed that a lack of effective strategic leadership significantly contributes to the poor performance of BPO companies in Kenya. While leaders often set clear guidelines for achieving strategic goals, they fail to provide a compelling vision and clearly defined long-term goals, which are essential for guiding employees and stakeholders. Furthermore, leaders are not effectively orienting their organizations toward the right strategies or providing clear guidance on implementing these strategies, resulting in a lack of strategic direction. The inferential analysis confirmed a strong and significant correlation between strategic leadership and organizational performance, indicating that ineffective performance is strongly linked to the absence of effective strategic leadership practices.

The study concluded that the ineffective implementation of strategic planning significantly contributes to the poor performance of BPO companies in Kenya. Most organizations lack clearly defined short-term goals to guide daily operations, putting their continued success at risk. Additionally, the absence of clearly defined long-term goals threatens the sustainability and growth of these companies. Goals and objectives are not effectively communicated to employees, hindering their ability to strive towards achieving them. The study also revealed that many organizations fail to conduct regular assessments to evaluate the effectiveness of their strategies,

leading to poor tracking of strategy implementation. Furthermore, internal and external analyses of environments are not adequately performed, leaving BPOs vulnerable to avoidable risks. Inferential analysis confirmed a strong correlation between strategic planning and organizational performance, indicating that the underperformance of BPO companies is closely linked to the lack of effective strategic planning.

The study concluded that inadequate resource mobilization significantly contributes to the poor performance of BPO companies in Kenya. Most organizations lack sufficient financial resources to meet their internal financial needs, and they also lack clear budgets to efficiently allocate funds to various activities. Additionally, there is a shortage of adequately skilled human resources, as many employees do not possess the necessary technical skills to perform their duties effectively. The management teams in these organizations often fail to support employees through training and motivation, which hampers productivity. Despite these shortcomings, most BPOs do prioritize partnerships and collaborations, relying heavily on external establishments to sustain their business. Inferential analysis confirmed a significant and positive impact of resource mobilization on the performance of BPO companies, indicating that effective resource mobilization is crucial for their success.

The study concluded that strategic corporate culture alignment is not effectively upheld in many BPO companies in Kenya, leading to suboptimal organizational performance. Findings indicated that a supportive working climate is often lacking, and many organizations do not provide a conducive working atmosphere for employees. Clarity in roles and responsibilities is also insufficient, causing potential clashes of duties. While managers encourage good relationships among employees, the relationship between employees and management remains ineffective.

Additionally, many organizations have not integrated their mission and vision with their corporate culture, and a significant number lack clearly defined values and norms. Inferential analysis confirmed that strategic alignment of corporate culture has a significant influence on the performance of BPO companies.

5.4 Recommendations of the Study

The study recommends that the management team of BPO companies in Kenya should embrace effective leadership as a way of steering performance and continued success of the organizations. The leaders ought to develop and communicate a clear and compelling vision that aligns with organizational goals, establish and communicate long-term goals to all stakeholders, and provide clear guidance on strategy implementation. Additionally, top leadership should set and communicate a unified strategic direction, conduct regular strategic assessments, and foster collaboration among leaders at different levels. Adopting best practices in strategic leadership, such as setting measurable objectives and involving employees in decision-making, will further improve organizational performance of the business process outsourcing companies.

It is recommended that the management of BPO companies should prioritize the effective implementation of strategic planning practices as an essential strategic management practice. The management should consider defining and communicating clear short-term and long-term goals to the employees, while establishing regular assessment processes to evaluate the effectiveness of their strategies and track their implementation. Conducting thorough internal and external environmental analyses is also crucial to identify strengths, weaknesses, opportunities, and threats, enabling better preparation for potential challenges. By adopting these strategic planning practices, BPO companies can improve their performance and achieve continued success and growth.

The study recommends that the BPO companies through their senior management teams should prioritize effective resource mobilization practices to effectively run their internal processes and operations. The management team should ensure adequate financial resources are available to meet internal needs and establishing clear budgets for efficient fund allocation. Organizations should also invest in recruiting sufficient human resources and focus on enhancing the technical skills of employees through regular training and development programs. Management should actively support and motivate employees to boost productivity and foster a positive work environment. Additionally, while maintaining existing partnerships and collaborations, BPOs should seek to strengthen their internal capabilities to further bring-in more collaborations and partnerships to foster continued growth and performance.

To improve performance, BPO companies should prioritize aligning their corporate culture with strategic goals by integrating core values, norms, mission, and vision into daily practices. Creating a supportive and conducive working environment is essential for boosting employee morale and productivity. Organizations should clearly define and communicate roles and responsibilities to avoid confusion and ensure efficiency. Efforts to strengthen relationships between employees and management should be enhanced through regular feedback sessions and open communication channels. Additionally, establishing and enforcing clear values and norms will guide employee behavior and align actions with organizational objectives. Regular assessments of corporate culture alignment with strategic goals should be conducted to make necessary adjustments and improvements.

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APPENDICES

Appendix I: Introduction Letter

Doris Ndiritu

Kenyatta University

NAIROBI

To whom it may concern;

Dear Sir/Madam

RE: DATA COLLECTION: DORIS NDIRITU

I'm Dori Ndiritu, a Masters' student from Kenyatta University, taking a Master's degree in Business Administration (Strategic Management). I'm currently carrying out a study on the *Strategic Management Practices and Performance of BPOS in Kenya*. I therefore kindly request that you provide the required information to help me carry out this study. The information provided will only be used for academic purpose. Thank you.

Regards,

Doris Ndiritu

Appendix II: Questionnaire

In this questionnaire, you are requested to provide your suggestions or options in a manner that can be identified by researcher. It is my utmost expectation that you will give out info that is true and genuine representation of what things are in your organization. Feel free to contact me for any clarification.

SECTION A: BACKGROUND INFORMATION

1. For how long have you served in your current organization?

Below 2 Years

2 - 4 Years

5 - 7 Years

7 - 10 Years

Above 10 Years

2. Have you ever been trained on strategic management or any other related field?

Yes No

3. For how long has your company been in operation?

Below 5 Years

5 - 10 Years

11 - 15 Years

15 - 20 Years

Above 20 Years

4. How many business process outsourcing services does your organization deal with?

- 2 and below []
- 3 to 5 []
- 6 to 8 []
- 8 to 10 []
- Above 10 []

SECTIONB: STRATEGICLEADERSHIP

5. Leading through strategic approaches is founded on the basis of providing leadership that conforms to organizational strategy. This section seeks information on how leaders in the BPOs have been strategic. You are therefore asked to rate the statements herein based on how leadership has conformed to strategic approaches of your organization. This is basically based on Likert’s scale ranging between 1 and 5.

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. The top leaders in our organization have set a guideline on how we can achieve the organization’s strategic goals					
2. There is a clear and compelling vision set to guide on what the organization intends to achieve					
3. Our organization has clearly defined goals on its long-term commitments					
4. I believe that our organization is oriented to the right approach of achieving its strategic goals					

5. The leaders in our organizations have provided a clear framework on how the organizational strategies are to be implemented					
6. There are key performance indicators set to monitor the achievement of set strategic goals					
7. The senior management of our organization have shown full control of the organization’s strategic plan					
8. The leaders in our organization have set a clear strategic direction for the rest of the team					
9. We are always consulted on matters regarding implementation of set strategies					
10. The leaders in our organization seem to understand where the organization ought to be in future					

6. Based on how you have seen leadership in your corporation, is it strategic enough to lead to enhanced success and attainment of goals set so far? Give a brief explanation on your views

.....

SECTIONC: RESOURCEMOBILIZATION

7. Managers, and moreso strategic managers are expected to outsource and efficiently manage resources in their institutions as a way of ensuring the institutions are run seamlessly. Based on how you have seen manages manage resources in your institution, how would you rate their resource mobilization capabilities as leaders bestowed to carry out such activities? Your

responses are based on a Likert's scale of btwn 1 and 5 as hereunder outlined.

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. The company has adequate financial resources to cater for its internal financial needs					
2. There are clear budgets set to allocate funds to every organizational activity					
3. We have had no incidences of curtailed activities or processes due to lack of finances					
4. The organization has adequate employees to carry out its daily operations					
5. The available employees have the right technical skills to undertake the organizational operations					
6. The management supports the employees through training them to enhance their skills and competencies					
7. Employees in our organizations are frequently motivated to be more productive					
8. The management embraces partnerships with other industry places as a key resources for its success					
9. There are active partnerships between our organization and other external parties for mutual benefit					
10. The organization has a set framework for collaborating with local and internal agencies to achieve its strategic goals					

- 8.** As a person who has worked here for some time, you have had your experiences with managers here and how they oversee the resources of the BPO. What is your comment regarding their

ability to manage resources, and how this is capable of streamlining success of the entity's agenda? In

.....

SECTIOND: STRATEGICPLANNING

9. Strategic planning as a critical component of strategic management is known to streamline how strategies in a corporate are streamlined and executed for continued success. Borrowing from your experience in your organization, how would you rate the managers' ability to incorporate strategies planning in seamlessly running the organization, owing to the responsibility bestowed to the managers to ensure there is a set plan for what the entity intends to achieve in given timeframes? Your responses ought to be based on a scale ranging between 1 and 5 as herein outlined.

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. Our organization has clear short-term goals that guides its daily operations					
2. There are clearly set long-term goals that drive the organizations mission and vision					
3. The set goals are adequately and clearly communicated to all the employees					
4. The organization carries out frequent assessments to ascertain the implementation process of its strategies					
5. A thorough analysis of existing internal and external environments is carried out when setting the organization's strategies					

6. The organization evaluates the viability of every strategy before it is rolled-out					
7. Internal analysis is frequently carried out to determine the effectiveness of implemented strategies					
8. The management has always ensured that the upheld strategies are those that align with the overall mission and vision of the company					

10. It is expected that managers in an entity like yours ensures steady planning through strategic planning for the sake of aligning internal process and practices to the entity’s vision. Based on this fact, therefore, what would be your comment in regard to managers in this entity and their commitment to strategic planning, and its ability to strengthen success of the BPO’s vision.....
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.....

SECTION E: STRATEGIC CORPORATE CULTURE ALIGNMENT

Culture is one of the categorical elements of an entity that defines how things are run in the entity. Therefore, it goes without saying that aligning the corporate culture the overall strategies in an organization is a critical move towards ensuring seamless exception of set strategies. On this note, therefore, how would you rate the extent to which managers in your BPO have been aligning the culture with key strategies? The responses are based on a Likert’s scale ranging from 1 to 5.

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. The management has set a supportive working climate for all the employees					

2. The employees enjoy working in the atmosphere created at the organization					
3. There are clear roles and responsibilities for all the employees to avoid clashing of duties					
4. The management encourages employees to have good relationships amongst themselves					
5. There is always a good relationship between the management and the employees					
6. The management has always shown empathy to the employees					
7. The organization's culture has been aligned to its mission and vision					
8. There are set values and norms that every employee must adhere to.					
9. The management seeks to set a culture that supports the strategic goals of the organization					

11. As a person who has been here for a while, you would agree that culture is essential in organizational success. Based on this fact therefore, how would you comment in regard to how managers in the entity have been aligning the culture with the strategies of this entity? Is the culture so far aligned in a manner that could support continued success? And if not, how would you comment about it?

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SECTION F: PERFORMANCE OF BPOS IN KENYA

12. BPOs have been known to play an essential role in supporting other entities, and also support FDIs through enabling inflow of foreign investments. For these critical entities to continue contributing significantly to the country's continued growth, they should be performing well, through which they will survive and sustain themselves in the market. Based on your knowledge with your entity, to what extent would you rate the following aspects regarding its performance? The responses are based on 5-point Likert's scale.

Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. The organization's sales revenue has increased significantly for the last three years					
2. The annual profits have been increasing significantly for the last three years					
3. The profits generated are commensurate of the sales made.					
4. The flow of customers has significantly increased for the past three years					
5. The demand for the services offered by our company has been on increase for the past five years					
6. The quality of services offered in our organization have advanced significantly over the past five years					
7. The company has seen more referrals from the existing customers in the recent past					
8. Our company's revenue is projected to grow significantly in the next three years					

13. Based on how your entity has been performing so far, do you think it is performing as expected or as per its potential? Would it be in order to conclude that the entity can perform more if

something was done right, and what is this that should be done right?

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The End!

Your Participation is extremely valuable to the study's success.

Appendix III: List Of Business Process Outsourcing Companies In Kenya

Accu BPO
Adec Kenya Services EPZ Limited
Adept Technologies Ltd
Aegis
Africa Fleet Management Solutions Limited
African BPO Academy
Andest Bites
Asonicslive (K) Limited
Attain Enterprise Solutions Ltd
Beninda.com
Bunifu Technologies
Business Associates Group
Business Connections
C&R Group
Call Centre Africa Limited
Call Centre Solutions East Africa Ltd
Cambridge Africa
Career Options Limited
Cascade Global
Capture Solutions Ltd
Centum Limited
Ceva Limited
Cloudsource Limited
COMP-RITE Kenya Limited Data Centre Limited
CompuLynx
Computer Revolution Africa Ltd
Contactworld
Corporate Staffing Services
Craft Silicon

Cyka Manpower Services Ltd
Crystal Tech Solutions
Daproim Africa
Data Science Ltd
Digital Divide Data
Digital Vision EA
Direct Channel Limited (Simba Tech Limited)
Dynamic Systems
Echelon Human Capital Limited
Echnovate Bpo & Research
Eco-Conquest Africa
Edamars Enterprises
Envisage Multimedia Limited
Eighteen O Nine Ltd
Empire Microsystems Ltd
Flex Communications
Flexi Personnel Ltd
Fortcom Consult Ltd
Freelance Consultants
Fusion Communication Systems
Foundation Support Services
Genius Executives Limited
Genpact Kenya Limited
Global Business Process Outsourcing
Global Outsourcing Intl. Ltd
Grephys Outsourcing Limited
Guliyo Limited
GreenBell Communications Ltd
HIFIN Solutions
Horizon Contact Centers Limited
Infotrak Research and Consulting Limited

Insight Consultancy Services (K) Ltd
Intellect Group Limited
Intelligent Contacts Solutions Limited
International Talent Management Consulting
Ison BPO Kenya Limited
Insyque Solutions Ltd
Janta Kenya
Ken – Tech Data Ltd
Kencall Epz Limited
Kinde Engineering Works Limited
Lance Alexander Communication Limited
Lynxbits Limite
Lynxbits Limited
Manpower Networks
Masada Agencies Ltd
Midland Energy Limited
My Expert Desk Services
Netcom Information Systems Ltd
New Edge Technologies Ltd
Nia Moja Business Solutions (K) Limited
Nurture World Solutions Ltd
Odumont Consulting
Opensky East Africa Ltd
Outsourced Accountancy Kenya
Oxygen East Africa Limited
Performance Through People Africa
Primesoft Solutions Ltd
Plus People Kenya Ltd
Quick Data BPO Limited
Ramsa Ltd

Records & Archives Management Systems (K) Ltd. (Rams)
Sasa Host Limited
Sabalink Technologies Ltd
Sapana Technological Co. Ltd
SawaSawa.com Ltd
SGS Kenya
Simba Technology Ltd
Skyweb Technologies Limited
Smart Beaver Digital Decoders
SME Kenya
SSA Accounting
Stanza Solutions
Surge Dynamics Ltd
Sunesis Consulting Ltd
Sycom Africa Ltd
Synergy Informatics Ltd
Systech Ltd
Syntax Communications
Techno Brain Group
Technocate BPO & Research
Terra Group
Times Media Group Limited
Verve K.O Ltd
Virtual Office
Vodacom Business (Kenya) Limited
Wavuh Ltd
Web Tribe Limited
XX Technologies Ltd

