

TOP MANAGEMENT TEAM, MACRO ENVIRONMENT, MANAGERIAL DISCRETION AND COMPETITIVE ADVANTAGE

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ABSTRACT

This independent paper reviewed studies on top management team, macro environment, managerial discretion and competitive advantage. Most of the studies reviewed have been undertaken in firms in local and international contexts Literature suggests that the contemporary in stable environments, on the other hand, problem solving can be more systematic. The study is guided by following theories which include; Open systems, agency, upper echelon theory and theory of competitive advantage. As indicated by theories top executives see their circumstances through their own profoundly customized focal points due to the administrators' encounters, qualities, identities and other human components. The findings of these studies demonstrate that TMT social heterogeneity is probably going to result in intra-gathering and between gathering enthusiastic clash and association should start limit building programs like

preparing, grant grants and at work preparing to defeat the difficulties of rivalry. The more fierce the earth, the more shifted and divided the idea of administrative work. The more prominent the undertaking vulnerability, the more prominent the measure of data that must be handled among leaders amid assignment execution so as to accomplish a given dimension of execution. Fierce situations increment data preparing needs by making new chances and emergencies that frequently require key and basic adjustments. However, there are still unanswered issues which constitute conceptual and methodological knowledge gaps. Notably, the variables seem to have been studied over time, but contradictions exist on some of the relationships while other relationships are yet to be tested empirically.

Key Words: *Top Management Team, Macro Environment, Managerial Discretion, Competitive Advantage*

INTRODUCTION

The world economy in the 21st century is described by interconnected procedures of globalization and internationalization of organizations that are worked by Multinational Corporations (Boschman, 2006). In view of working in remote markets, Multinational Corporations (MNCs) are looked by savage market rivalry powers in the host nations (Ekaterina, 2008). Due to these, numerous global organizations are attempting to create fruitful procedures in developing markets.

The study is guided by following theories which include; Open systems theory, agency theory, upper echelon theory and theory of competitive advantage. This theories bring light of discussion to top management team, macro environment, managerial discretion and competitive advantage of multinational corporations. Organizations that operated in highly dynamic environments employed fewer searches and less explicit analysis of alternatives because there was really no time to be comprehensive due to environmental dynamism and so they take quick decisions relying on the available information. This position was contradicted by Bourgeois and Eisenhardt

(1988) who inferred that where associations worked in high-speed condition thorough basic leadership forms were pursued. Top supervisory groups offer great expectation of hierarchical upper hand in direct extent to how much administrative prudence exists. Top administration socioeconomics affect SDM which in the long run prompts execution (Papadakis and Barwise, 2002). Instruction dimensions of TMTs are related with limit with respect to data handling and capacity to segregate among an assortment of boosts (Horwitz, 2005). It is a marker of their insight, aptitudes and capacity. Taught people are probably going to participate in limit spreading over, endure equivocalness and show capacity for integrative unpredictability.

Organizations today more than any other time before exist in turbulent, often hostile environment which pose constant threats to their growth, existence and survival. This means that only organizations with the ability to perceive and respond to occurrences in the external environment can survive competition (Aosa, 1992). According to Kihumba (2008) some of the MNCs have chosen a relocation strategy from the Kenyan market in recent years due to poor utility infrastructures which makes their products less competitive and reduces their profit margins. Firms in the host country compete with the foreign firms on the basis of either low-cost or product quality (Bernard & Koerte, 2007).

Top management team is characterized as the individuals who are in the upper level in an association (Hambrick and Mason, 1984). The potential individuals from TMT are CEO, chief of back, executive of the operational in an association. These people are the significant officials in an association, and every one of them gives guidelines and orders on settling on vital choices. Hambrick, Cho and Chen, (1996) likewise include that TMT is each official at the dimension of executives.

There is general understanding among researchers that three particular points of view overwhelm the investigation of TMT; psychographic, statistic and social. The mental attributes, for example, confidence, self viability, locus of control, enthusiastic steadiness, expectation, positive thinking, and versatility have overwhelmed generally contemplates. Then again, statistic attributes, for example, age, sexual orientation, instructive dimension, educational foundation, experience, residency and TMT measure have been contemplated (Hambrick, et al. 1996; Papadakis and Barwise, 1996; Tihanyi et al. 2000). While a few researchers keep up that conduct attributes of TMT are the most important (Papadakis and Barwise, 2002), Awino, (2007). place that the key parts of the best chiefs are socioeconomics and psychographics. A portion of the TMT attributes considered in vital administration writing and hypothesis incorporate age, instruction, encounter, ethnicity, practical foundation, sex, residency, hazard affinity, liberality, social introduction, resistance for vagueness and focused forcefulness. From the literure surveyed my represent the paper is that TMT has an impact on hierarchical execution and is dependent on the environmental.

The macro external environment is dynamic and consistently evolving. Associations react to the outside condition and create techniques that empower them to endure the regularly changing condition that they work in (Beck, Cull, Fuchs, Getenga, Gatere, Randa and Trandafir1, 2010). One of the ecological elements that most undertakings need to manage is the political condition. Organizations need to react to nature deliberately so as to be economical and maintain a strategic distance from misfortunes.

The Macro external environment, likewise alluded to as the remote condition, involves factors that begin past and typically independent of any organizations working circumstance (Hitt, Ireland and Hoskinson, 2011). They incorporate political, financial, social, innovative, biological and legitimate variables (Pearce et al, 2012). Association researchers underscore that affiliations must change in accordance with their surroundings in case they have to remain pragmatic (Ansoff and McDonnell, 1990; Ogollah et al, 2011). This condition presents firms with conditions, risks and constraints yet sometimes finishes a single firm apply any noteworthy reciprocal effect. Full scale ecological setting speaks to an external situation inside which the components of authoritative technique are mixed.

Organizational performance is exceptionally identified with the dynamic transformative nature of the fit between the earth and the association (Wiersema and Bantel, 1993; Romanelli and Tushman, 1988). Without a doubt, it has been contended that the current way of dealing with stress of a firm can impact its view of the earth. An association's individuals can see the earth as representing a danger or offering a chance (Huber, 1984). In any case, one of the inadequacies of the hypothetical and experimental research on authoritative condition has been inability to obviously conceptualize it (Machuki and Aosa, 2011). From the audit from the school of thought, the ISP concurs with Beck, Cull, Fuchs, Getenga, Gatere, Randa and Trandafir1, (2010) who expresses that the Macro outer condition consistently changing and business expects development to adapt to the current evolving condition. There is an unmistakable understanding the changes in the outer condition is essential to the connection between the best administration socioeconomics and business operations. Distinctive individuals see and follow up on events in the outer condition contrastingly and will along these lines make methodology relying upon their view of it delivering social angles in natural investigation. Discussion is uncertain whether condition ought to be examined impartially or emotionally.

The idea of managerial discretion in activities presented by Hambrick and Finkelstein (1987) conjectures it to be an element of the errand condition (e.g., item differentiability, advertise development, industry structure, request shakiness, semi lawful limitations, and ground-breaking outside powers), inner association (e.g., inertial powers, estimate, age, quality of culture, capital force, and asset accessibility), and administrative attributes (e.g., yearning level, responsibility, and psychological unpredictability). Williams, Worley and Lawler (2013) states that this deftness is dynamic capacity, that can see the potential chances and dangers, take care of issues and change the asset base claimed by the organization. The idea of managerial discretion can be

characterized as a supervisor's scope of activities and the scope of destinations which impact the capacity of an association to adjust to the powers of its outside condition (Ponomareva, 2013). To an expanding degree is the achievement of organizations viewed as dependent upon the simplicity and speed by which significant learning is dispersed all through the association.

Hambrick and Finkelstein (1987) have characterized managerial discretion as the administrators' capacity to impact critical hierarchical result; an element of the undertaking condition, the interior association, and the administrative qualities. While agreeing with this definition, Hitt, Ireland, and Hoskisson (2003) indicate factors influencing administrative attentiveness to incorporate industry structure, rate of market development, number and kind of contenders, nature and level of political, lawful imperatives, degree to which items can be separated, authoritative attributes of the chief. There is a reasonable picture from the survey of idea that administrative circumspection benefits are key adaptability that might be supplemented by the administration see on carefulness, which centers around the exchange costs, perceiving the twofold edged sword of the idea of administrative caution.

Competitive advantage is the degree to which an association can make a solid position over its rivals (Tracey et al., 1999). In a similar vein, Ma (1999) characterizes the upper hand as the asymmetry or differential in any firm attribute or factor that empowers one firm to all the almost certain serve the customers than others and thusly improve customer regard and achieve unrivaled execution. High ground empowers a firm to make unrivaled motivating force for its customers and advantages for itself. A firm positions itself in the business through its choice of simplicity or partition. This decision is a central piece of the affiliation's forceful framework.

Exactly when a firm achieves surplus that clobber the common for its field then that affiliation is said to have high ground over its adversaries (Porter, 1985). Focused edge is the express that an affiliation holds over its enemies. Making high ground battles to make defensive or antagonistic steps towards a reachable market game plan that immovably directs competition while conveying higher-situating returns and execution (Porter, 1998). High ground fuses changing point of view from the affiliations physical surroundings to society, to the fiscal resources and institutional techniques.

Upper hand is "progression that meets necessities of the present age without undermining the capacity of later ages in meeting their responsibility" (Kihumba, 2008). An association is said to have high ground when it has a high ground over its opponents in securing and tying down against forceful forces (Damanpour, 1996). An upper hand results when a business association is capable to regulate indistinguishable advantages as its opponents at a lesser cost that is cost predominance, or pass on advantages that outperform those of contenders or adversary items that is separation advantage. An aggressive lead empowers a firm to deliver better benefits and furthermore make prevalent incentive for its clients (Barney, 1991). Oliver (1997) progresses

that for firms to accomplish focused edge, clients must recognize a type of dissimilarity among an association's item offering and adversary items.

THEORETICAL FRAMEWORK

The study is guided by several theories which include open systems theory, agency theory, upper echelon theory and theory of competitive advantage. Open system theory was initially created by Ludwig von Bertalanffy (1956), a scientist, however it was quickly relevant over all orders. It characterizes the idea of a framework, where "all frameworks are described by an array or mix of parts whose relations make them associated" (Luhmann, 1995). The Open frameworks hypothesis on one hand, originates from the relationship that exudes from the activity of an association as a framework. The open-systems speculation express that that each and every tremendous affiliation are included different subsystems, all of which gets commitments from various subsystems and changes them into yields for use by various subsystems (Cherrington, 1994).

Associations are thought of as frameworks with interrelated subsystems that procedure different contributions to produce different yields, satisfying clients and clients all the while. They depend in this way on nature for their survival. Some unobtrusive natural movements can without much of a stretch adjust the consequences of the executives choice inside association. As open frameworks they require structures to manage powers in their general surroundings (Scott, 2008). Associations as open frameworks stay proficient and compelling by adjusting to the movements in their condition.

If the affiliation is the system at the little scale level, the earth is the structure at the huge scale level. In the systems approach, the boss, by separating the structure of his own system and the structure of suprasystems, uses contracting and escalating exercises of the thinking about survival, thusly changing the edges between the system and the individual supra-systems (sensibility). Brownlie (1994) highlights two conceptualizations of the earth: the objective condition and the organized condition. In the main case, "the create 'condition' identifies with some separated material substance that is independent of the onlooker, strong, outside and undeniable" . On the other hand, scientists getting the second philosophy reject the possibility of an outside target reality; the earth is thought of as a "mental depiction exemplified in an emotional structure which is set up everything considered and shaped out of the discrete experiences of managers" (italics in one of a kind). From this system, affiliations and condition are seen as names for instances of activities that are made by human exercises and their running with undertakings to look good out of these exercises (Smircich and Stubbart, 1985). For specialists grasping this view, it is possible that various relationship inside the 'same' condition will examine particular things into a comparable game plan of data about explicit financial circumstances and conditions (Hakansson and Snehota, 1995; Ford, 2002).

The important and agent theory rose during the 1970s from the joined requests of money related issues and institutional theory. There is some contention about who begun the speculation, with researchers Stephen Ross and Barry Mitnick ensuring its introduction. Ross is said to have at first delineated the scrape similarly as an individual picking a sort of solidified yogurt for someone whose inclinations he has no idea (Mitnick, 2006). The most referred to reference to the theory, in any case, starts from Jensen and Meckling (1976). The speculation has come to expand well past money related issues or institutional examinations to all settings of information asymmetry, helplessness and danger.

Agent theory expresses that the principals and specialists have explicit center obligations which encourage great administration of enterprises. Principals are accused of three center duties in office administration, in particular to: select and set up (choose, designate) the governors (Board of Directors, Trustees); select and set up the reviewers (outer, autonomous body that tests and reports on trustworthiness of money related revealing and controls); and guarantee that there is a viable administration framework set up. The operators then again, are in charge of day-today tasks and exercises all through the association (Sarbanes-Oxley, 2004). The division of duty, which is characteristic in the office administration instrument, makes it workable for responsibility to be accomplished since the stream of intensity and expert is all around characterized and comprehended in the association. As indicated by the agent theory, the goal of the firm is to amplify investor riches through effectiveness. The criteria by which execution is made a decision in this model are benefit and investor estimation of the firm. In this manner, supervisors and chiefs have a certain duty to guarantee that organizations are kept running in light of a legitimate concern for investors. The hidden test in the organization hypothesis emerges from the vital operator relationship occasioned by partition of gainful possession and official basic leadership.

As indicated by Maher and Anderson (2009), it is the division of firm proprietorship from its administration that makes the conduct of directors veer from the benefit expanding perfect. This happens on the grounds that the premiums and targets of the principals (speculators) and those of the operators (supervisors) contrast when there is division of proprietorship and control. Where the directors are not the proprietors of the firm, and neither bear the full expenses of blunder, nor share in the lingering pay of the firm, there is a solid propensity of supervisors to take part in exercises that improve their private advantages from the firm to the detriment of investors. In this way, in spite of the fact that financial specialists are keen on boosting investor esteem, chiefs may have different targets, for example, expanding their pay rates, eminence, development in piece of the pie, or a connection to specific venture ventures (Maher and Anderson, 1999).

The upper echelons theory is an administration hypothesis distributed by Hambrick and Mason in 1984. This was the primary model to set out on the investigation of the best supervisory groups. It expresses that hierarchical results are in part anticipated by administrative foundation attributes of the best dimension supervisory group. The creators explicitly stressed the

significance of individual best chief's attributes, inside the setting of association on different proportions of authoritative execution. The model has four primary parts. This incorporate the goal circumstance (can either be inside or outside), mental (values and psychological base) and discernible (age, instructive and amass attributes), key decisions (item advancement, budgetary use and acquisitions), and execution (relates fundamentally to associations execution, for example, development and profitability). A number of research questions have been . proposed utilizing subsequently structure and genuinely huge measure of research led along the model (1 lambrick,1994). More elite classes hypothesis expands on the possibility of the prevailing alliance (Cyert and March, 1963) to recommend that administrators impact hierarchical execution through the choices they make (Hambrick and Mason, 1984). More elite classes hypothesis proposes that officials will settle on choices that are reliable with their subjective base (Hambrick and Mason, 1984) or introduction (Finkelstein and Hambrick, 1996), which comprises of two components: mental attributes (counting esteems, intellectual models, and other identity factors) and recognizable encounters. An extreme guideline of more upper echelons theory is that detectable encounters (statistic measures) are deliberately identified with the mental and psychological components of official introduction. Higher classes look into utilizes the utilization of discernible statistic qualities as intermediary proportions of official introduction. Official introduction works through a perceptual or separating process that outcomes in what is called administrative recognitions or interpreted reality (Finklestein and Hambrick, 1996). Administrative discernments, thus, impact vital decisions and official activities.

David Ricardo built up the developed set up theory of comparable ideal position in 1817 to clarify why nations partake in comprehensive exchange in spite of when one nation's laborers are continuously skilled at making each and every mind blowing than specialists in different nations. He showed that if two nations arranged for passing on two things share in the free market, by then every nation will amass its general use by passing on the important for which it has a nearby decent position while getting the other extraordinary, gave that there exist separates in labor viability between the two nations (Bernhofen, 2005).

Asset based view as made by Wernefelt (1984), pushed the probability that rationality of a firm is a part of the compliment of the advantages held. Barney, J. (2011). battles that the advantage based view (RBV) of high ground expect that each firm is a conglomeration of novel assets and limits. These advantages and points of confinement are wellspring of affiliations procedure and high ground. The quintessence of the Resource Based Model is that high ground is made when assets that are had only by the firm are related with making extraordinary limits along these lines happening incredible position can be continued with because of nonattendance of substitution and emulate by the connection's rivals. High ground over the long haul can be credited to obligation with respect to assets that draw in the affiliation play out its exercises superior to contenders. Different leveled limits are depicted by the staggering mix of favorable circumstances, individuals and strategies that affiliations use to change responsibilities to yields.

Attendant (1985) proposed the hypothesis of high ground trying to demystify high ground and market structures. Watch's hypothesis adds to understanding the high ground of countries in generally speaking exchange and creation. Its center, in any case, centers upon individual undertakings, or groups of associations, in which the proportions of high ground are related. His hypothesis starts from individual endeavors and makes to the economy with everything taken into account. Since firms, not countries, battle in generally showcases, understanding the manner by which firms make and continue with high ground is the best way to deal with clearing up what work the country plays at the same time.

The representation of his contention is that "the country of starting point impacts the limit of its relationship to win expressly experiences. He produced the "Five Forces Model" to design his hypothesis of high ground. Overseer battles that the Five Forces depict the proportions of rivalry in any industry. He communicates that drew in structure must make out of a refined awareness of the gauges of dispute that pick an industry's interfacing with quality. Watchman certifies that "a total reason for powerful system is to acclimate to and, in a perfect world, to change those tenets in the association's immediate." Ostensibly, Porters essential is for firms to upgrade advantage, and interfacing with quality. The model gives an immediate viewpoint to evaluating and looking into the drew in quality and position of an endeavor or business association.

EMPIRICAL REVIEW

Wilsa, Rhenald, Balqiah and Sudhartio (2017) did a conceptual model on the role of perceived managerial discretion on strategy implementation and its implications on organizational performance. The rapidly changing and disruptive environment makes the business competition more hypercompetitive. The fundamental challenge that companies often face is not in the strategic planning process, but rather on how to ensure the formulated strategy can be well-implemented. Currently, the literature is still dominated by theories and practical advice on planning and strategy formulation, and there is only limited studies on the role of discretion on strategy implementation. Therefore, this study aimed to find out what is the role of perceived managerial discretion in the process of strategy implementation and its implications on organization performance. By reviewing the literatures, this study examined whether task environment, organizational agility and cognitive complexity influence the managerial discretion, and whether strategy implementation mediates perceived discretion of middle manager and organization performance.

An investigation done by Ponomareva (2016) express that corporate administration viewpoint on administrative circumspection centers predominantly around the expenses related with assignment, the key administration point of view stresses its advantages in making an incentive for the firm. Expanding on research in corporate administration and key administration, the examination creates and experimentally tests a hypothetical system that clarifies how the two unmistakable elements of administrative carefulness together impact authoritative results. The proposed system lights up the significance of harmony between the limiting and empowering

choices embraced by expert supervisors. The investigation makes a two-overlap commitment to the field of corporate administration. To begin with, it recognizes and clarifies authoritative and natural powers that mutually shape key and administration measurements of administrative tact, reclassifying the idea. Second, it adroitly and exactly investigates an integrative model of administrative circumspection inside the more extensive corporate administration structure, giving proof of the joint impacts of administration and key components of watchfulness on hierarchical results. The outcomes propose that the impact of administration measurement of administrative carefulness on an association's execution is dependent upon the vital element of attentiveness. This attracts consideration regarding potential vital ramifications of board observing over administrative basic leadership. While the greater part of studies underscore the advantages of expanded authority over administrative basic leadership, especially focusing on board observing, this thesis likewise thinks about the advantages of appointment for firms' key advancement. By turning around the extremity of the present accentuation on training chiefs, this paper gives an increasingly adjusted perspective of the idea of corporate administration. The estimation of this methodology gets from the incorporated model, which features the advantages and the expenses of assignment.

An investigation done by Syafarudin (2010) because of outside and inside condition on the aggressive procedure and the association system and its effect on the upper hand and its suggestion on the execution of little and medium endeavors in West Sumatra. The execution of little and medium industry can be exceedingly accomplished if SMEs have upper hand. SMEs need to actualize aggressive system and association methodology ideally. Business visionaries of SMEs need to comprehend the idea of outside condition.

The exploration approach utilized in this examination is enlightening and informative study. Add up to respondents are 140 business visionaries of SMEs in West Sumatra. The example system utilizes relative group arbitrary inspecting, while information examination procedure utilized is PLS. The exploration demonstrates that (1) outside and inside situations have essentially impact to focused technique at the same time, But the impact of inward conditions on aggressive procedure is higher than the impact of outer situations on aggressive system (2) outer and inner conditions have fundamentally impact to organization methodology at the same time, But the impact of interior situations on association methodology is higher than the impact of outside situations on association technique (3) outer and inside condition and in addition focused technique, and association system have altogether impact to upper hand at the same time (4) outer and inner condition and in addition aggressive system, association system and upper hand have altogether impact to execution of little and Medium industry at the same time.

An investigation done by Shaojie, Griffith, Cavusgil, and Dabic (2006) because of market and social ecological factors on innovation exchange between outside MNCs and nearby backups: A Croatian outline. Innovation exchange from global organizations to nearby backups is fundamental for effective neighborhood advertise tasks. In this examination, the earth system

execution structure is utilized to research the impacts of market and social ecological factors on universal innovation exchange, and resultant execution. The general impact of two variables of the market condition, i.e., focused force and market dynamism, and the overall impact of two elements of the social condition, i.e., national social separation and hierarchical social separation, are analyzed. The consequences of an overview of 131 chiefs of backups of remote worldwide partnerships demonstrate the immediate impacts of market and social ecological factors on universal innovation exchange, with market dynamism observed to be a more persuasive market natural factor than focused power and authoritative social separation observed to be a more compelling social natural factor than national social separation. Further, a noteworthy positive connection between innovation exchange and auxiliary execution was found.

An examination done by Thomas (2001), on top supervisory group worldwide overwhelming rationale: another linkage in the global broadening execution connect. The paper presents the international predominant rationale build to the best supervisory crew (TMT) writing. In doing as such it expands on the idea of the overwhelming rationale. A TMT's prevailing rationale is characterized as its "attitude or world view or conceptualization of the business and the managerial apparatuses to achieve objectives and decide" which is put away as "a mutual subjective guide (or set of outlines) among the predominant alliance". An association's TMT universal prevailing rationale is its introduction and shared intellectual guide towards dealing with its worldwide portfolio of activities. It contends that the universal overwhelming rationale is a basic connection in the connection between an association's portfolio of international (i.e., the dimension of its internationalization) and the association's execution.

Irja (2016) finished an examination on the occupations of best organization and various leveled assignment the board in the suitable association procedure use. The examination intends to choose occupations of best organization and definitive endeavor the administrators in the association framework utilization. Moreover other definitive factors which may impact the adequacy of the technique use will be considered. In the examination, investigate strategy was the logical examination done in business affiliations. The results demonstrate the hugeness of clear occupations and commitments in the various leveled errand the administrators organization. Moreover, both best organization and definitive undertaking the officials focused on the essentialness of correspondence, since nowadays changes in condition and distinctive focus regions require a speedy response.

Kamau (2014) completed an investigation on top supervisory crew decent variety and execution of significant business banks in Kenya. The motivation behind this examination was to analyze the best supervisory crew decent variety and execution of significant business banks in Kenya. The examination tried to discover how top supervisory group decent variety and explicitly age, sex, training level, proficient capabilities, residency in the bank administration and residency in the present job of the TMT impact money related execution of the significant banks in Kenya. The investigation utilized elucidating and illustrative research plans. An example of 5 banks

from a populace of 6 noteworthy banks was contemplated. The investigation utilized surveys and fiscal summaries which were looked into to answer the exploration questions. This examination is essential to banks, controllers, clients, workers, loan bosses and academicians. The outcomes were that general best supervisory group assorted variety does not significantly affect hierarchical execution. For the most part proficient and instructive capabilities are fundamental in the running of any association as these decide imperative aptitudes that the association requires to proceed onward. Top supervisory crew would need these to empower even in elucidation of reports and patterns to empower them be focused and productive.

Ndanu (2014), completed an investigation on top administration socioeconomics, vital basic leadership, large scale condition and execution of Kenyan State Corporations. The premise of this examination is a conceptualization of the connections between best administration socioeconomics, full scale condition SDM and execution. A few scientists have contended that top administration socioeconomics impact execution emphatically while others battle that the impact is negative. A cross sectional engaging review was utilized and information gathered from 96 SCs utilizing a semistructured survey. Information was broke down utilizing elucidating and inferential insights. The discoveries showed that top administration socioeconomics impacted the execution of Kenyan SCs. This bolstered the higher classes hypothesis. Top administration socioeconomics were additionally found to affect SDM yet SDM did not impact execution. Also, the directing job of large scale condition on the connection between best administration socioeconomics and execution and the mediating job of SDM on the connection between best administration socioeconomics and execution were observed not to be factually critical. These outcomes halfway upheld the mechanical association financial matters hypothesis and nature reliance hypothesis individually.

Kioko (2012) completed an investigation on the examination of aggressive techniques impact available offer of autonomous oil organizations in Kenya. Consequences of the investigation showed that distinctive focused procedures were utilized in various sizes by the free oil organizations. Ease authority and item separation were the minimum utilized aggressive systems. Then again, the utilization of market division and accommodation retailing procedures was high. The examination found a solid relationship of 0.7 between the focused systems utilized by free oil organizations and piece of the overall industry. The examination likewise discovered that separated from market division and comfort retailing, different techniques like medium-term leaving of open administration vehicles, vehicle washing, tire deals and vehicle adjusting are additionally generally utilized by free oil organizations to expand their piece of the pie in Kenya.

An examination done by Musani (2012), the connection between administrative caution and the capital structure of firms recorded at the Nairobi Securities Exchange. The examination accordingly went for building up the connection between a chief's circumspection and the decision of either value or obligation as a methods for financing. The writing offers observational proof from business information in help of this theory. The investigation utilized

graphic research structure. The number of inhabitants in intrigue was 47 organizations recorded at the Nairobi Securities Exchange. The essential information was gathered by utilization of a poll which was circled to the organizations through pick and drop strategy. The optional information was gotten from the budget summaries of the recorded organizations. Direct relapse technique was utilized to examine the gathered information. The investigation set up that administrative tact is without a doubt a critical factor with regards to long haul financing choices. It built up that supervisors with high carefulness would in general issue more value than obligation. There is solid proof that administrative carefulness influences the capital structure of firms. Care ought to be taken as to administrators with high watchfulness as there is a thin line between settling on financing choices to accomplish bring down obligation proportions and to contribute past their organizations' development potential. Some high watchfulness administrators can utilize these choices to assemble domains of their own and along these lines requirement for control of issuance of obligation and value paying little heed to dimensions of prudence.

Ogutu and Nyatichi (2012) did an exploration on aggressive techniques received by Multinational Banks in Kenya and their discoveries showed plainly that for worldwide banks to keep up their focused edge in the market they have generally embraced expansive separation procedure. The ramifications of the investigation was for the most part on client benefit separation. Clients' preferences and inclinations will in general change constantly, particularly whenever offered with better items. This along these lines requires the banks to setup look into office in their association which can help in understanding clients' needs better with the goal that they keep up their clients. The examination gives understanding with respect to the aggressive techniques that give global banks a focused edge in Kenya.

CONCLUSION

The study conclude that top management team union is a multidimensional build that has been characterized in an assortment of ways, however most of the definitions portray group attachment as a gathering level variable described by an appreciation for a work gathering and the craving to remain some portion of it (Hogg, 1992). The procedure for choosing top supervisory group individuals requires more than just searching for somebody with social adaptability who shows transformational and appealing authority styles. To amplify the probability of hierarchical achievement, top supervisory crew structure additionally should be considered, on the grounds that group level factors, for example, union likewise altogether influence firm execution.

The Macro external environment is dynamic and consistently evolving. Associations react to the outside condition and create systems that empower them to endure the regularly changing condition that they work in (Beck, Cull, Fuchs, Getenga, Gatere, Randa and Trandafir1, 2010). Studies have demonstrated that directors who see their condition as unpredictable and dynamic and in this way questionable embrace far reaching procedures, while others have contended that

supervisors in progressively mind boggling and indeterminate situations will in general accept more serious dangers and utilize more inventive systems than chiefs in a less violent condition (Khandwalla, 1997; Miles and Snow, 1978; Smart and Vertinsky, 1984).

The study also concludes that managerial discretion plays a role in organizational outcomes such as the diversity of organizational performance, commitment to predetermined activities or even compensation of the chief executive. Moreover, studies related to strategy implementation and change management indicate that middle managers have important role in explaining change and ensuring strategy is well implemented. Managers that fail to be given discretion will constrain their ability in executing strategies without asking for approval and limiting the speed of implementing strategies. However, empirical studies examining the discretion level perceived by middle managers in an organization remain limited and place more emphasis on the context that determines managerial discretion. Worldwide firms can accomplish competitive advantage by changing in accordance with the nearby prerequisites (points of interest of separation) and/or by worldwide mix of business exercises (the advantages of institutionalization) (Koles and Kondath, 2014). The technique of universal firms relies upon the method for building upper hands, in this way contrast worldwide, global, worldwide and transnational systems. Firms can respond on moves of contenders increasingly more rapidly, supervisors have less time to decide, while understanding moves of contenders and their exercises is winding up progressively troublesome. A review of literature indicates that the concepts in this study have been used in various other studies. However, there are still unanswered issues, which constitute conceptual, contextual and methodological knowledge gaps. Notably, the variables seem to have been studied over time, but contradictions exist on some of the relationships while other relationships are yet to be tested empirically.

IMPLICATIONS OF THE STUDY

This research will add to the open systems theory, agency theory, upper echelon theory and theory of competitive advantage and literature in the industries. For academicians study is intended to add to the body of knowledge, specifically in invaluable to researchers and scholars, as it forms a basic understanding of TMT, macro environment, managerial discretion and competitive advantages at organizations as a basis for further research. The students and academics used this study as a basis for discussions on TMT, macro environment, managerial discretion and competitive advantages of organizations.

In practice this research will inform and guide industries and precisely the get information on top management team, macro environment, managerial discretion and competitive advantage of multinational corporations and how it can be managed to ensure real value for the business. The findings of this study are expected to assist the management of organizations to create competitive advantages. The findings shall also be useful to new investors in the industry from these organizations could take actions as themselves and disseminate the information of TMT, macro environment, managerial discretion and competitive advantages. For relevant authorities,

it will provide information for policy making and implementation regarding TMT, macro environment, managerial discretion and competitive advantages. The policy makers and relevant authorities will obtain knowledge from findings of this study enable organizations evaluate whether its own practices comply with the competitive market. They might also benefit from the findings of this study as it contributes to the existing literature.

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