

# **THE RELEVANCE OF CRISIS PLANNING AND ORGANIZING IN REALISATION OF ORGANIZATIONAL RESILIENCE: LESSONS FROM TELECOMMUNICATION COMPANIES IN KENYA**

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## **ABSTRACT**

Telecommunication sector in Kenya has the potential to accelerate economic growth and alleviation of poverty through creation of job opportunities leading to improved living standards among the constituents. The sector has experienced phenomenal growth in the number of internet services subscriptions between the year 2010, and the year 2019, growing from 1,579, 387 in the year 2010, to 39,657,090 units, in 2019. This trajectory is projected to persist in the foreseeable future. The sector has however faced challenges arising from emergence of new technologies, inadequate resources, globalisation and liberalisation of the market. The sector could therefore be at risk of failure going to the global statistics of telecommunication failures. The study sought to examine the effect of crisis planning and organizing on organizational resilience of telecommunication companies in Kenya. Positivism research philosophy was used in the study where a mixed research design of quantitative descriptive approach and cross-sectional descriptive survey were used. The study was anchored on Transformational Leadership Theory targeting a population of 9,847 from registered telecommunication firms in Kenya from which a sample of 384 participants was drawn from the senior staff and support staff through a stratified sampling technique. Primary data was used which was collected using questionnaires. Data analysis was conducted via descriptive statistics such as mean score and standard deviation, correlation analysis, and regression analysis. This analysis was aided by the SPSS version 27. Hypotheses testing was based on regression analysis results. The

predictive power of the model was tested using the coefficient of determination ( $R^2$ ), the fitness of the model was tested using Analysis of Variance (ANOVA) while the significance of crisis planning and organizing in predicting organizational resilience was based on P-value in Student t-test. 0.05 significance level was considered in this study. The study found that there was an agreement among the respondents that crisis planning and organizing were emphasized among telecommunication companies in Kenya as a means of driving resilience. Crisis planning and organizing had a positive correlation with organizational resilience. Crisis planning and organizing were significant in predicting resilience. The study thus concluded that crisis planning and organizing using multi-disciplinary teams significantly affected organizational resilience in telecommunication companies in Kenya. The study makes several recommendations. First, employees should be thoroughly equipped with the requisite skills to deliver superior organizational performance through enhanced forecasting and planning for both anticipated and unknown threats. Second, the organizations should develop suitable recovery plans by incorporating learning and simulation practices that guarantee the achievement of envisioned benefits by the firms. Third, the companies must be able to handle the myriad manifestations of the unexpected, by enhancing their resilience capacities through the enhancement of problem-solving skills for survival.

**Keywords:** Crisis planning; Organizational resilience; Organizing; Telecommunication companies.

## **INTRODUCTION**

Over the years, the concepts of leadership and resilience have dominated conversations in management science aimed at achieving better performance and organizations that can withstand emerging disturbances and shocks (Gibbs, 2019). At the heart of this discourse are crisis planning and organizing (Gupta, Huang & Yayla, 2011; Sundnes, 2014; White, Currie & Lockett, 2016). Although the concept of resilience is not concisely defined it is generally understood to refer to the ability of the organization to reconstitute after undergoing a massive shock or sustained bout. Thus, it refers to the ability to create the internal capability to withstand environmental shocks. Early literature on resilience supports that the concept was predominantly applied in ecological sciences to refer to the ability of an ecosystem to absorb shocks while ensuring that the integrity of the system is maintained (Folke, 2016). In this argument, suggests that an ecosystem is resilient if it can bounce back from an interruption.

In the organizational context, the concept is used to refer to the transformation and adaptation of organizations through the development of good structures, cultures, and processes to enable firms to continue performing their functions irrespective of the challenges faced in the course of operations (Pike, Dawley & Tomaney, 2011). On their part, Morales, Martínez, Gómez, López, and Torres-Argüelles (2019) identified key variables influencing organizational resilience to include leadership, proactivity, readiness to change, vision sharing, decision-making, commitment with resilience, commitment and involvement, management of change, values, and identity, network perspective among others. Understanding variables of resilience is critical, especially as the organization plays in an uncertain operating landscape. This argument postulates that there is a need for organizations to develop and strengthen capabilities, both at the organizational and individual levels, to overcome disturbance (Giustiniano et al., 2020).

Other variables affecting resilience are based on their choices about the location of the organization (de Vries & Hamilton, 2021; Chewning, Lai & Doerfel, 2012), age and maturity of the organization (Corey & Deitch, 2011; Vargo & Seville, 2011), and the organization's access to and mobilization of resources during a crisis (Doern, 2016), organizational performance (Burnard, Bhamra, & Tsinopoulos, 2018) and may be contingent on the management of the broader ecosystems, especially for the organization heavily depending on ecosystem service industries for their core business or adaptation purposes (Clément & Rivera, 2017) and for organizations that depend on natural resources (Whiteman & Cooper, 2011) and slack (Duchek, 2020).

In cognizance of the observations, most of the variables are derivatives of decisions that firms make as they journey toward excellence (Hillmann, 2020). From the foregoing, it is evident that there need for proactive management and leadership by identifying possible causes of shocks and disturbance and how advanced planning could deal with them. In this sense, leaders are expected to engage diverse-talented teams to make crisis plans to mitigate against the possible negative effects that unanticipated business disruption may bring (Besuner, 2017). Organizations that actively plan for unanticipated eventualities are less vulnerable to crisis and are better placed to respond effectively to the crisis and are more adaptable when it comes to change (Blanchet et al., 2017): Even in the face of challenges, their core services are maintained or minimally disrupted (Kieny et al., 2014).

According to Lewin et al. (2011), the quest for resilient business requires skillful planning and organization of processes and activities in tandem with the goals of the firm. Similarly, Ortiz-de-Mandojana, Aguilera-Caracuel and Morales-Raya (2016) demonstrated with great precision that sustainable business practices positively aid firms to sense and mitigate threatening situations. Additionally, the observation and identification of actual changes and upcoming crises call for body corporates to put more emphasis on potential future developments such as thinking about the unthinkable, and designing ways to tackle them effectively- to mitigate possibilities of total failure (Hillmann et al. 2018), helping the firms to see and react to changes before full crystallization of eventualities. Consequently, the ability of the firm to plan enables the firm to come up with solutions to any anticipated challenges enabling the firm to easily absorb shocks.

As such, the need for organizations to develop suitable recovery plans is critical and should involve incorporating learning and simulation practices that guarantee the achievement of envisioned benefits by the firms (Randeree et al., 2012). Similarly, Lengnick-Hall, Tammy and Lengnick-Hall (2011) opined that such practices support the learning of intricate procedures to develop personal and collective action repertoires. Although the developed plans and formal procedures are critical in preparing organizations for crisis preparedness, a great variety of unexpected events do not solely depend on such plans noting that more often than not, calling for greater intuitive capabilities to make ad hoc decisions by a firms' human capital (Bhamra, Dani & Burnard, 2011): More so in the form of robust business continuity plans. However, the existing literature fails to show the linkage between crisis planning and organizing and organizational resilience: fueling the need for this study.

Like other industries, telecommunication firms are not immune to changes that emanate from abrupt changes, threats, and shocks as well, calling for entrepreneurial proactiveness to support decision-making styles, methods, and practices in the interest of the organizations (Frank, Kessler & Fink, 2010) to improve their capability to predict needs in the marketplace and more so those of the competitors (Eggers, Kraus, Hughes, Laraway & Snyckerski, 2013). In the African continent, literature shows that companies in the telecommunication industry suffer critical challenges arising

from a lack of adequate infrastructure, competition from more established companies, and inadequate resources (Global monitor, 2020). The emergence and development of the internet has resulted in increased demand for telecommunication services calling for additional telecommunication infrastructure and leadership teams (Soyres, Abdel, Cerruti Kiwara, 2018). As such Coleman and Adim (2019) noted that learning and knowledge development are key factors that would influence the proactiveness and resilience of African telecommunication organizations. The global telecommunication industry has experienced a lot of disruptions including business failures to the tune of 70%-86% resulting in massive resource wastage (Mueller-Jacobs & Tuckwell, 2012) and loss of quality employees (Mukabi, Marwa & Kiragu, 2019).

In Kenya, the telecommunication sector is a fast-growing sector and is poised to accelerate economic growth and alleviation of poverty in addition to improving the living standards and the quality of life among the constituents. The sector has experienced phenomenal growth in the number of internet services subscriptions between the year 2010, and the year 2019, growing from 1,579, 387 in the year 2010, to 39,657,090 units, in 2019 (Ceicdata, 2021). This trajectory is projected to persist in the foreseeable future (Global monitor, 2020). Further, following the call by the Kenyan government to encourage the use of ICT, in reaction to the global outbreak of COVID-19, the number of mobile subscriptions increased to a high of 57.0 million and consequently increasing the mobile SIM penetration in the country by 119.9 percent (CAK, 2020). In the same period, mobile money subscriptions stood at a high of 30 million, with active mobile money agents standing at a high of 223,184 (CAK, 2020). Soyres, Abdel, Cerruti, and Kiwara (2018) noted that the M-Pesa agents, a mobile network of agents for one telecom, are forty times the number of bank automated teller machines in Kenya. The phenomenal growth in mobile money users and mobile money agents, calls for a tireless commitment by the sector's leaders to build teams capable to weather storms in the event of disruptions. Otherwise, its collapse would probably lead to unprecedented devastating effects on the Kenyan economy.

The Kenyan telecommunication sector, therefore, could be at risk of failure going to the global statistics of telecommunication failures. Kenyan telecoms encounter the challenge of cultivating their competitiveness, productivity, reliability, and achieving superior qualities of voice and data services (Wandabwa & Kilika, 2020) calling for leaders to develop strategies that could turn the challenges into opportunities thus improving competitiveness, and long-term resilience. Additionally, the emergence of new technologies, globalisation and liberalisation of the market pose a key challenge to the sector (Mathenge, 2018). Therefore, there need for these companies to plan on how to handle crises that may arise and implement strategies that guarantee their competitiveness and resilience. Therefore, this study sought to examine how crisis planning and organizing affect organizational resilience of telecommunication companies in Kenya. The study on crisis planning and organizing as an antecedent for organizational resilience will offer the building blocks for the leadership teams of the telecommunication firms in Kenya and beyond in

the tweaking of risk management, and business continuity initiatives from an informed point of view and contribute to the body of knowledge applicable to regulators and scholars globally.

## **LITERATURE REVIEW**

The study reviewed relevant literature to support the operationalization and hypothesize the relationship existing between the study variables. The theoretical literature is presented first followed by an empirical literature review.

The study is anchored on Transformational Leadership Theory credited to James MacGregor Burns (1978) which argues that leaders create a vision that drives change and that fuels self-interest to increase the maturity and ideals of followers, as well as their interest in performance (Odumeru & Ogbonna, 2013). The leaders then work with followers to identify necessary changes and influence, inspire, and implement changes with the members involved in managing the group. The theory emphasizes leadership creating a vision that drives change and that fuels self-interest to increase the maturity and ideals of followers, as well as their interest in performance. Leaders should influence followers and inspire them to work beyond their perceived abilities (Smirl, 2018). Consequently, if a telecommunication company has transformative management that persuades the followers to work together and develop strategies that would enable the firm to absorb shocks and regenerate itself after experiencing disturbance would enable the firm to achieve and sustain resilience. The study found that crisis planning and organizing support organizational resilience. The theory has however received criticism and transformational leaders are seen as "soft," while in practice they constantly challenge followers to higher levels of performance, and the challenge of falsifiability emphasizes the need to adopt a pragmatic approach and take several corrective steps in the future research (Berkovich, 2016). Nonetheless, the study has been adopted in numerous studies such as Al-Syaidh (2016), Jyoti and Bhau (2016), Bezuidenhout and Schultz (2013) as well as Aondo, Ngui and Okeyo (2020) which supports the applicability of the theory in the current study.

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

Organizations could scale up resilience potentials by embracing an operationalized model that includes, among others, objective-directed behaviour, answer-seeking, critical situational appreciation, and degree of reliance on multi-directed information sources as critical drivers for proactively mitigating crises beforehand (Duchek, Raetze, & Scheuch, 2019). Good planning activities are a cornerstone for building effective responses to critical situations in pursuit of building resilient organizations. As a result, there is a need for organizations to have enhanced frameworks for action planning and decision-making that guarantee superior anticipation, prevention if possible, and preparation for and response to disruptive incidents. Such frameworks adopt a process approach for management systems in the telecoms, citing examples of relevant international standards of standardization (ISO) which may form a good foundation for the organizational resilience management system (Goran, Maja, Miladin, Aleksandar, Ivan, & Snezana, 2013) to inform quality development of policies to manage contextual risks (Sutcliffe et al., 2016).

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

Girish, Mesbahuddin, Samuel and Orchiston (2018) studied the interplay of financial performance and organizational resilience on eighty-four tourism firms in New Zealand. In detail, the study investigated the relevance of the size of the firm and the sector of operation that influence this relationship. The study highlighted the importance of pre-disaster planning activities claiming that they would influence adaptive resilience, but in themselves may not be sufficient to positively impact financial performance. The two dimensions of organizational resilience informed a recommendation for organizations to have a better understanding of how to build corporate resilience in a five-year span that followed a possible disaster. However, disaster planning was not a significant influencer of corporate resilience according to the study. The study focused on the relationship existing between performance and organizational resilience while the current study aims at determining the relationship between shared leadership practices and organizational resilience.

Nnamdi (2020) in research assessing the effect of management approaches concerning crisis and corporate resilience in Nigerian telecoms noted that the telecoms are under internal and external pressures inviting the leadership teams to improve their planning strategies otherwise may lead to the crystallization of crisis thus reducing corporate productivity and earnings. The target population was drawn from the employees of diverse telecommunication in firms in Rivers State, Nigeria which concluded that the crucial facets of crisis management, such as the strategy for mobilization reserve, changing path strategy, fragmentation of crisis to manageable fragments, teamwork strategy, and calamity containment strategy could potentially influence the resilience of telecommunication firms overall. In this study cross-sectional approach was used while in the current study both a quantitative descriptive approach and cross-sectional descriptive survey were adopted to exhaustively show the relationship existing between shared leadership practices and organizational resilience with the moderating influence of organizational climate.

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

As noted in these studies, some studies were conducted in different contexts such as leather processing companies and tourism firms which operate in significantly different environments from the current study and therefore there exists contextual gaps. The study further noted that the studies were conducted in different countries such as Turkey, New Zealand, and Nigeria and therefore the results may not be inferred in the current study. Some of the studies linked resilience to other variables such as performance and size of the firm while other studies linked crisis planning to other variables such as business practices and change management. Thus, there exists empirical gaps in the literature. It was also established that some studies used different methodologies such correlation analysis, and descriptive design while the current study utilised descriptive cross-section survey with data analysis done via descriptive statistics and inferential analysis. Thus, there exists methodological gaps.

## **RESEARCH METHODOLOGY**

The research was hinged on the positivism philosophy which proposes that factual knowledge is obtained through observation and is dependable. The philosophy positivism relies on quantifiable observations that lead to statistical analysis (Collins, 2010). The researcher must be independent of the subjects and the knowledge (McCombes, 2019). In this study the researcher was objective and remained independent of the subjects and used statistical tests to study the relationship



between the study variables proving the applicability of positivism research philosophy. The study adopted a quantitative descriptive approach and cross-sectional descriptive survey of telecommunication companies in Kenya. Descriptive design aimed to explain the population of interest accurately and systematically regarding the when, where, and how about the phenomena of interest (Levers, 2013). Further, the design was appropriate choice since the researchers sought to identifying frequencies, characteristics and trends as well as categorization of observations (Jovancic, 2020). The cross-sectional survey was preferred because the study surveyed all telecommunication companies in Kenya. Comparative research design was also used to identify and analyse similarities and differences in observations between subordinates and senior management team.

The study population comprised of staffers of all registered telecommunication companies in Kenya, among them Safaricom PLC, the market leader, Airtel Networks Limited, Telkom Kenya Limited, Equitel, and Jamii Telecommunications Limited and others. The total population of the staff working for the registered telecoms was 9,847 as shown in Table 1.

**Table 1: Total Population**

<b>Firm</b>	<b>Total Employees</b>	<b>Subordinates</b>	<b>Senior Team</b>
Safaricom Plc	5,500	5,448	52
Telkom Kenya	1,400	1,362	38
Airtel Networks Kenya	1,100	1,054	46
Jamii Telecommunications	287	273	14
Others	1,560	1,506	54
Total population of employees	9,847	9,643	204

*Source: Source: Glassdoor (2021)*

Out of the 9,847, the study used stratified disproportionate sampling to select a sample of 384 participants comprising of 304 from subordinates and 80 from senior management team as shown in table 2. Stratified technique was used because the population was divided according to the company they worked for. Disproportionate sampling was adopted to allow drawing participants from the various segments of the population taking care of the under-represented population.

**Table 2: Sample Size Distribution**

<b>Firm</b>	<b>Total Employees</b>	<b>Subordinates</b>	<b>Senior Team</b>	<b>Sample Subordinates</b>	<b>Sample Senior Team</b>	<b>Total Sample</b>
Safaricom Plc	5,500	5,448	26	12	20	192
Telkom Kenya	1,400	1,362	9	43	15	58
Airtel Networks Kenya	1,100	1,054	23	33	18	51
Jamii Telecommunications	287	273	7	9	5	14
Others	1,560	1,506	27	47	21	69
<b>Total</b>	<b>9,847</b>	<b>9,643</b>	<b>102</b>	<b>304</b>	<b>80</b>	<b>384</b>

The study utilised primary data by using a blend of research questionnaires. The questionnaires were used because they allowed the researcher to collect data quickly from many respondents. The obtained data was analysed using descriptive statistics such as frequencies mean score and standard deviation. Inferential analysis was conducted via correlation analysis (Pearson’s product-moment correlation) as well as regression analysis. Correlation analysis sought to determine the nature and strength of the relationship existing between the variables while regression analysis was used to predict the variations in organizational resilience as a result of variations in crisis planning and organizing. Hypothesis testing was based on regression results analysis. The predictive power of the model was tested using the coefficient of determination ( $R^2$ ), the fitness of the model was tested using Analysis of Variance (ANOVA) while the significance of crisis planning and organizing in predicting organizational resilience was based on P-value in Student t-test. 0.05 significance level was considered in this study.

**Results and Discussions**

This section presents the results of data analysis. In particular, the section presents descriptive results for organizational resilience, descriptive statistics for crisis planning and organizing, correlation analysis results and hypothesis testing analysis results respectively.

**Descriptive Results for Organizational Resilience**

In this section, the study sought to identify the mean score and standard deviation of the various statements presented to the respondents. The respondents were required to indicate the extent to which they agreed with the presented statements on organisational resilience Using the scale SD

= strongly disagree, D = disagree, N = neutral, A = agree, SA = strongly agree. Results were as shown in table 3.

**Table 3: Organizational Resilience**

Statements	N	Subordinates		N	Senior team	
		Mean	Std. Dev		Mean	Std. Dev
<b>Disruptions</b>						
My organization has experienced a major disruption in the last five years.	230	3.00	1.389	49	3.79	1.605
My organization experiences disruptions often.	230	2.93	1.420	49	3.64	1.658
<b>Aggregate</b>	<b>230</b>	<b>2.965</b>	<b>1.405</b>	<b>49</b>	<b>3.715</b>	<b>1.632</b>
<b>Adaptive Capacity</b>						
The organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation.	230	3.87	.880	49	3.98	1.108
There exist policies that support the organization to adapt proactively.	230	3.83	1.116	49	4.37	.727
The organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations.	230	3.91	.974	49	4.31	.683
<b>Aggregate</b>	<b>230</b>	<b>3.870</b>	<b>0.990</b>	<b>49</b>	<b>4.220</b>	<b>0.839</b>
<b>Absorptive Capacity</b>						
The organization's operations allow forward flexible planning.	230	4.10	.855	49	4.33	.689
The operations have checks and balance to foster accountability at all levels.	230	4.13	.890	49	4.35	.694
The organization has a stable financial performance	230	4.22	.875	49	4.49	.681
The organization fosters a culture of learning to drive innovation	230	4.47	.745	49	4.47	.649
<b>Aggregate</b>	<b>230</b>	<b>4.230</b>	<b>0.841</b>	<b>49</b>	<b>4.410</b>	<b>0.678</b>

Transformative Capacity						
The firm's processes are committed to service delivery.	230	4.43	.725	49	4.49	.582
The management team encourages the use of quality data to inform decisions that lead to structural change.	230	4.27	.844	49	4.39	.702
When our programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making.	230	4.27	.914	49	4.43	.764
<b>Aggregate</b>	<b>230</b>	<b>4.323</b>	<b>0.828</b>	<b>49</b>	<b>4.437</b>	<b>0.683</b>
<b>Overall</b>	<b>230</b>	<b>4.141</b>	<b>0.532</b>	<b>49</b>	<b>4.356</b>	<b>0.440</b>

The findings on disruptions show that there was an aggregate mean score of 2.965 for subordinates and 3.715 for the senior management team suggesting that the subordinates were neutral on whether disruptions occurred in the telecommunication companies in the last five years. However, the senior management team agreed that there were disruptions in telecommunication companies in the last five years. The standard deviation of 1.405 and 1.632 for subordinates and senior management teams respectively suggested that the respondents differed regarding the occurrence of disruptions in the organizations. The findings also showed that the overall mean score for resilience among subordinates and senior management team were 4.141 and 4.356 indicating that there was an agreement among the respondents that telecommunication companies in Kenya were resilient in the last five years.

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

Further, the respondents agreed that the organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations as shown by a mean of 3.91, the organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation as shown by a mean of 3.87 and there exist policies that support the organization to adapt proactively as shown by a mean of 3.83.

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

Further, the respondents agreed that the organization fosters a culture of learning to drive innovation as shown by a mean of 4.47, the organization has stable financial performance as shown by a mean of 4.22, and the operations have checks and balance to foster accountability at all levels as shown by a mean of 4.13 and the organization's operations allow forward flexible planning as shown by a mean of 4.10.

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

Further, the respondents agreed that the firm's processes are committed to service delivery as shown by a mean of 4.43, the management team encourages the use of quality data to inform decisions that lead to structural change as shown by a mean of 4.27, and when programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making as shown by a mean of 4.27.

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

### **Descriptive Statistics for Crisis Planning and Organizing**

The study sought to identify the mean score and standard deviation of the various statements presented to the respondents. The respondents were required to indicate the extent to which they agreed with the presented statements on crisis planning and organizing in a five-point Likert scale where 1 represented strongly disagree and 5 represented strongly agree. Results were as shown in table 4.

**Table 4: Crisis Planning and Organising**

Statements	N	Subordinates		N	Senior Team	
		Mean	Std. Dev		Mean	Std. Dev
We provide insightful input about the team’s work plans.	230	4.37	.776	49	4.92	.277
We engage in organizing tasks to ensure smooth workflows.	230	4.33	.894	49	4.45	.503
Organizational resources are allocated according to Teams’ priorities	230	4.05	.842	49	4.49	.545
My organization involves the staff in developing a shared vision with agreed-upon goals.	230	3.56	1.381	49	4.37	.668
<b>Aggregate</b>	<b>230</b>	<b>4.078</b>	<b>0.973</b>	<b>49</b>	<b>4.558</b>	<b>0.498</b>

The findings in table 4 show that planning and organizing had an aggregate mean score of 4.078 for subordinates and 4.300 for the senior management team indicating that there was an agreement among the respondents that crisis planning and organising was emphasised among telecommunication companies in Kenya as a means of driving resilience. The standard deviation of 1.102 and 0.963 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of emphasis on crisis planning and organising in the firms and its impact on resilience. The results further showed that management and non-management teams agreed that insightful input about the team’s work plans is provided as shown by a mean of 4.37, they engage in organizing tasks to ensure smooth workflows as shown by a mean of 4.33, organizational resources are allocated according to teams’ priorities as shown by a mean of 4.05 and that their organization involves the staff in developing a shared vision with agreed-upon goals as shown by a mean of 3.56.

The findings are in agreement with those of Okeyo and Nyaera (2020) who found a significant relationship between strategic planning and change management, calling for Telkom Kenya to consider treating shared strategic planning as one of the critical corporate survival drivers when implementing key organizational adjustments. Sutcliffe et al. (2016) posit that good planning activity are a cornerstone for building effective responses to critical situations in pursuit of building resilient organizations. Also, firms that embrace diversity at the workplace may enjoy positive effects from a dual of the anticipation stage under planning, that is, the observation of the environment of a firm and the identification of appropriate information, preparing the leaders to

develop structures that guarantee positive future developments. Notably, shared planning that appreciates input from diverse actors in the organization is likely to benefit from well-seasoned ideas for the onward preparation of the firm to deal with disruptions.

### **Correlation Analysis Between Organizational Resilience and Crisis Planning and Organizing**

The product-moment correlation coefficient was used to determine the relationship between the study variables. The overall correlation results were as shown in table 5.

*Table 5: Correlational Analysis*

		Organization al Resilience	Planning and organising
Organizational Resilience	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	279	
Planning and organising	Pearson Correlation	.319*	1
	Sig. (2-tailed)	.000	
	N	279	279

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

The results in Table 4.18 shows that the correlation coefficient between organisational resilience and planning and organizing was 0.319 indicating that there existed a positive correlation between the two variables. The associated P-value was 0.000 which is less than the acceptable significance level in this study of 0.05. These results are consistent with conclusions made by Hillmann et al. (2018) who stated that planning and organising assist the organisation to identify any upcoming crises and take actions in advance on how to mitigate the adverse effect which helps the firm to be resilient. Similarly, Baskoro (2021) concluded that planning invokes intuitive capabilities among employees which spurs their commitment to the achievement of organizational goals leading to better performance. Therefore, a positive relationship exists between planning and organisational resilience.

### **Hypothesis Testing Results**

The objective of the study was to examine how crisis planning and organizing affect the organizational resilience of telecommunication companies in Kenya. The associated null hypothesis was that there is no significant relationship between crisis planning and organizing with organizational resilience in telecommunication companies in Kenya. To test the hypothesis

organizational resilience was regressed on crisis planning and organizing. The model results were summarised in table 6.

**Table 6: Regression Results for Crisis Planning and Organizing**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.527 <sup>a</sup>	0.278	0.272	0.67404		

  

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.867	1	21.867	106.657	0.000 <sup>b</sup>
	Residual	56.792	277	0.205		
	Total	78.659	278			

  

Model		Unstandardized Coefficients		Standardized t	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.197	0.196		11.197 0.000
	Planning and organising	0.475	0.046	0.462	10.316 0.000

a. Dependent Variable: Resilience

b. Predictors: (Constant), Planning and Organising

The results in table 6 show that the adjusted R<sup>2</sup> was 0.272 indicating that the model predicted 27.2% of all variations in organizational resilience of telecommunication companies in Kenya. The F-statistic for the model was 106.657 which was greater than the F-critical value (1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study, therefore, concluded that the model was fit in predicting organizational resilience of telecommunication companies in Kenya.

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



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

The results of the study support the tenets of the transformational leadership theory which advocates for provision of direction by leaders and influencing the decision of subordinates, teamwork and commitment among employees, empowers team productivity and motivation which results in high employee engagement and productivity, and embraces team spirit leading to team effectiveness. Theory creates a vision that drives change and fuels self-interest to increase the maturity and ideals of followers, as well as their interest in performance (Odumeru & Ogbonna, 2013). Transformative leadership emphasizes the need for leaders to influence followers and inspire them to work beyond their perceived abilities (Smirl, 2018). Based on the provisions of the theory, telecommunication companies in Kenya can achieve better performance and resilience through management that support joint planning and encourage a shared vision for goal congruence which is insinuated by the theory to lead to better performance. The findings are in agreement with those of Girish et al. (2018) who highlighted the importance of pre-disaster planning activities claiming that they would influence adaptive resilience, but in themselves may not be sufficient to positively impact financial performance.

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

Finally, these results are consistent with correlation analysis results which indicated that the correlation coefficient between organizational resilience and planning and organizing was 0.319

indicating that a positive correlation exists between planning and organizing and organizational resilience of telecommunication companies in Kenya. This implies that for organisations achieve resilience there must be an element of forward planning and anticipating future crisis beforehand.

## **Conclusion**

The study found that there was an agreement among the respondents that crisis planning and organising was emphasised among telecommunication companies in Kenya as a means of driving resilience. Crisis planning and organizing had a positive correlation with organizational resilience. There was a positive and significant relationship between crisis planning and organizing with organizational resilience in telecommunication companies in Kenya. This study thus concluded that crisis planning and organizing significantly affect organizational resilience in telecommunication companies in Kenya.

## **Recommendations**

The study recommends that telecommunication companies in Kenya should thoroughly equip employees with the requisite skills for planning and organizing, and develop suitable recovery plans that incorporate learning and simulation practices built jointly by the various stakeholders in the firm to guarantee the achievement of envisioned benefits by the firms.

The study recommends that the regulators such as the Central Bank of Kenya (CBK), and the Communication Authority of Kenya should involve multiple stakeholders in the developing of strategies and policy guidelines that improve the management of expected and unexpected disruptions to fuelling sectoral growth. At a minimum, the policy requirements should task the telecommunications firms to develop disaster management policies and plans, encourage sharing of information regarding the encountered disruptions, and learn lessons among the telecoms through the regulator.

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

## **Contribution of study to the body of Knowledge**

The study contributes to the body of knowledge by presenting an empirical model for telecommunication companies in Kenya and beyond to adopt in their quest to achieve resilience. The study noted that the model tested in this study was significant in predicting organizational

resilience. Thus, crisis planning and organizing is a significant predictor of organizational resilience.

The study also contributes empirically by showing the relationship existing between crisis planning and organizing and organizational resilience, which was earlier identified as an empirical gap in literature. The study established that although previous scholars had delved on the study variables, the studies considered the variables as distinct constructs and not as a composite variable. The study thus contributes to the body of knowledge by showing the interplay among crisis planning and organizing and organizational resilience.

### **Limitations of the Study**

The study sought to determine the effect of crisis planning and organizing on the organizational resilience of telecommunication companies in Kenya. Therefore, the results posted in this study can be perfectly inferred on telecommunication companies only. The study thus suffers from generalisability since its results may not be inferred on other sectors or industries.

The results of the study were based on primary data collected from employees and managers in of telecommunication companies in Kenya. The results of the study are therefore true to the extent that the information provided by the respondents was objective, accurate and free from bias.

The conclusions reached in the study were based on data obtained for a period of five years from 2017 to 2018. Therefore, the results may not be used to make long term predictions since the dynamics and the operational environment of the telecommunication companies may have changed significantly from the current phenomena.

### **Suggestions for Further Research**

This study focus was to study the effect of crisis planning and organizing on the organizational resilience of telecommunication companies in Kenya. The study recommends that this study should be replicated in other industries like the manufacturing to test if similar results would be posted.

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

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