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Abstract

Proj Telecom Ltd is a company dedicated to offering Mobile Network Operators cutting-edge equipment and full project services, delivering all facets of infrastructure in the UK and Africa. In Rwanda, it employs 100 people. Through timely project completion, Proj Telecoms Ltd has worked to increase both customer satisfaction and staff retention over the years. All of these represent Proj Telecoms Ltd's efforts to take a competitive advantage by strategically positioning themselves in the market. The study's goal was to determine how strategic management practices affected organizational performance telecom companies in Rwanda's, case of Proj Telecoms Ltd. The following specific goals served as the foundation for this study: To assess the effect of strategic leadership on organizational performance; To analyze the relationship between strategic planning and organizational performance; To examine the effect of strategic intent on organizational performance in Proj Telecoms Ltd. The research design for the study was both qualitative and quantitative. The whole management and staff of Proj Telecoms Ltd. make up the target population. Both purposive sampling and Simple random sample methods were used in this study. The entire pool of 105 responses made up the study's sample size. Through the use of a structured questionnaire, primary data was gathered. Measurements of both descriptive and inferential statistics were produced through analysis. The researcher used sample mean, sample standard deviation, frequency count, and percentages for descriptive statistics, and multiple linear regression analysis and bivariate correlation analysis in inferential statistics. These descriptive results are supported by the correlation results which proved that strategic leadership has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda. The results obtained strategic leadership and customer satisfaction ($r= 0.955$ and $\text{sig}=0.000$), between strategic leadership and staff turnover ($r=0.287$ and $\text{sig}=0.004$), at 0.05 level of significance. Descriptive results are supported by the correlation results which proved that strategic planning has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda. The results obtained showed strategic planning and customer satisfaction with $r= 0.987$ and $\text{sig}=0.002$, between strategic planning and staff turnover with $r=0.771$ and $\text{sig}=0.000$, at 0.05 level of significance. These descriptive results supported by the correlation results proved that strategic intent has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda. The results obtained showed strategic intent and customer satisfaction with $r= 0.979$ and

sig=0.000, between strategic intent and staff turnover with $r=0.910$ and $\text{sig}=0.000$), at 0.05 level of significance. The study recommends the management of Proj Telecoms Ltd to enhance Strategic Management practices in the sense of strategic leadership, strategic planning and strategic intent to ensure high organizational performance. The researcher suggests that future research focus on the impact of strategic leadership efforts on the performance of public organizations. This may be critical in order for government agencies to meet targets for the nation's economic growth as well as other projects with important strategic national interests.

1. Introduction

The goal of any organization is not only to survive, but also to sustain its existence by improving performance. In order to meet the needs of the highly competitive markets, organizations must continually increase performance (Adler, 2017). Organizations that engage in effective strategic management activities are better able to apply strategic management techniques, which leads to increased competitiveness and financial success (Hitt, 2020). According to William (2018), a company's performance is measured by its output and results, earnings, organizational structures and procedures, employee attitudes, and how it responds to customer expectations. The performance of a company is always important to its owners and resource suppliers. Resource owners might decide whether or not to keep investing in the company based on results (Kellerman, 2015). This emphasizes how important success is to a company's ongoing survival.

Different organizations are using various techniques to compete and survive in the competitive climate. Thus, in order to obtain a long-term competitive edge and improve their chances of surviving in a given industry, organizations are putting different competitive strategies into practice (Pearce, 2017). Businesses operate in a dynamic and volatile business environment that is always changing at a rapid speed, making tactics from the past obsolete. Firm decision-makers and upper management need to be continuously considering their organizations' futures from a strategic standpoint. Because of the instability of the environment, it is equally important to quickly identify the right strengths, chances to seize, threats to be neutralized, and weaknesses to be overcome (Robinson, 2007). Strategic leaders have the rare ability to identify the appropriate procedures and strategies to support their company's sustained market competitiveness (Zaidi, 2018). Organizations without strategic leaders run the risk of failing in the face of these circumstances, whether be it the available technology, the changing climate, the shifting economy, or other influencing factors (Cannella, 2019). Proj Telecoms seems to have weathered challenges posed by the existing environment posting high profitability and good retention rate of its staff. The level of this kind of leadership in Proj Telecom Ltd., that plans to remain in operation in the future, becomes crucial to examine.

Pateman (2015) examined the effect of strategic intent on knowledge creation and transfer in the Australian logistics industry. This empirical investigation was exploratory in nature but made use of a mixed research design to allow the researcher to collection of both qualitative and quantitative information. The current study is has contextual bias towards performance Proj Telecoms Ltd in Rwanda. According to Mbithi (2016), companies should prioritize strategy implementation as a means of improving performance because it plays a crucial role in strategic management practices (Mbithi, 2016). An empirical study on strategy implementation and performance in Iranian small and medium-sized businesses was conducted by Sorooshian et al. (2010). The study demonstrated the relationship between SMEs' performances and plan implementation. The results of this study, which focused on

SMEs in Iran, cannot be utilized to support suggestions made to Proj Telecoms Ltd.'s management. This study set out to assess the effect of strategic management practices on Proj Telecoms Ltd.'s performance in Rwanda in light of the shortcomings that were found in previous studies.

1.1 Objectives of Study

The research was guided by both general and specific objectives;

General Objective

The general objective of this study was to assess the effect of strategic management practices on organisational performance of Proj Telecoms Ltd in Rwanda.

Specific Objectives

- i. To assess the effect of strategic leadership on organizational performance in Proj Telecoms Ltd
- ii. To analyze the effect of strategic planning on organizational performance in Proj Telecoms Ltd
- iii. To examine the effect of strategic intent on organizational performance in Proj Telecoms Ltd

1.2 Research Hypothesis

Ho1: There is no significant effect of strategic leadership on organizational performance in Proj Telecoms Ltd.

Ho2: Strategic Planning has significantly no effect on organizational performance at Proj Telecoms Ltd.

Ho3: There is no significant effect of strategic intent on organizational performance in Proj Telecoms Ltd.

2. Literature review

This chapter deals with the review of related literature to the study, it presents the theoretical literature, Empirical Literature, theoretical framework, conceptual framework, and summary.

2.1 Theoretical Literature

Strategic Management is long-term focused, future growth potential-oriented, comprehensive, and primarily linked to the top management level, which sets the enterprise's vision, mission, and culture (Pillania, 2016). It is a method of outlining the organization's goals, creating a plan and policies to reach those goals, allocating resources, and assessing the plan. Strategic management, according to David (2013), is the result of combining strategy development, execution, and assessment. Strategic management is only a collection of managerial choices and actions that lead to the creation and application of a plan to accomplish the goals of the organization. According to Thompson et al. (2016), strategic management is the process through which managers determine the long-term direction of the business, set performance goals, create plans of action to reach those goals while taking into account pertinent internal and external factors (Thompson, 2016). Analysis, choices, and organizational execution are all parts of strategic management, which aims to produce long-term benefits (Dess, Lumpkin, & Eisner, 2013).

An organization's leaders must possess the aptitude, know-how, plan, and abilities to steer the organization in the appropriate direction (Asbari, 2020). Astuti et al. (2020) assert that

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without a supportive corporate culture and ongoing individual performance incentive, organizational performance will not function at its best. If a leader's behavior does not match the dynamics of the business they lead, leadership considerations will not have a major impact on staff performance (Gupta, 2018). The ability to alter people through a leader's vision and values, culture and workplace environment, structures and procedures, etc., is referred to as strategic leadership (Astuti, 2020).

According to Hartono and Maksum (2020), strategic management helps the people he leads perform better, achieve organizational objectives, and be more influential. In order to increase employee performance, synergy is required, to create shared understandings of the organization's ultimate goals in line with its intended vision and mission (Six, 2021). If there is a systematic, quantitative and planned performance review, employee performance will be at its highest and best levels (Becker, 2018). Performance is the outcome of work completed by an individual or group of individuals within an organization in accordance with each position's job description and authority. Employee performance can be improved by the organization's culture and the strategic leadership's role in it (Budi Hartono, 2020).

In order for employees to perform to the best of their potential, a leader must arouse interest and excitement, according to Goeltom et al. (2020). Organizational failure is typically caused by leaders who don't see how crucial motivation is to attaining the organization's vision and mission (Ireland, 2020). In fact, they believe that even if a leader recognizes the value of motivation, encouraging an improvement in employee performance and productivity will be ineffective if they lack the knowledge and abilities to create an organizational environment and culture that can motivate workers (Goeltom, 2020). Strategic leadership, according to Mulyono et al. (2020), refers to a manager's capacity to articulate a strategic vision for the company or a particular part of the organization and to inspire and persuade others to adopt that vision. Using strategy to manage personnel is another way to describe strategic leadership. The traits that set strategic leadership apart from transformational leadership are both unique to it (Mulyono, 2020).

Planning is a deliberate, methodical process that involves making decisions about the mission, values, goals, strategies, priorities, and activities that an organization—and consequently, industry participants—will pursue in order to survive and continue to be relevant in the face of a continuously changing environment. Grant (2018) says developing a comprehensive plan or program is not the goal of strategic planning; however, it is a “unifying theme that gives coherence and direction to actions and decisions”. By using strategic management, businesses may establish their strategies and give employees and the public at large a clear direction and core purpose for the company's operations. By using strategic planning and execution, businesses can adjust to external pressure brought on by environmental changes. In addition to responding to their surroundings, businesses also frequently create them. Companies can create competitive strategies with the use of strategic planning and management (Johnson and Scholes, 2012).

The most important strategic management tool for telecom organizations is strategic planning, which aids in goal-setting, logical forecasting, and resource allocation while taking opportunities and risks into account. Strategic planning provides a road map for developing manageable, cohesive organizations that are proactive in responding to circumstances. This enables telecom companies to stay ahead of their competitors and keep up with the always shifting market trends. For this reason, strategic planning provides a much-needed foundation

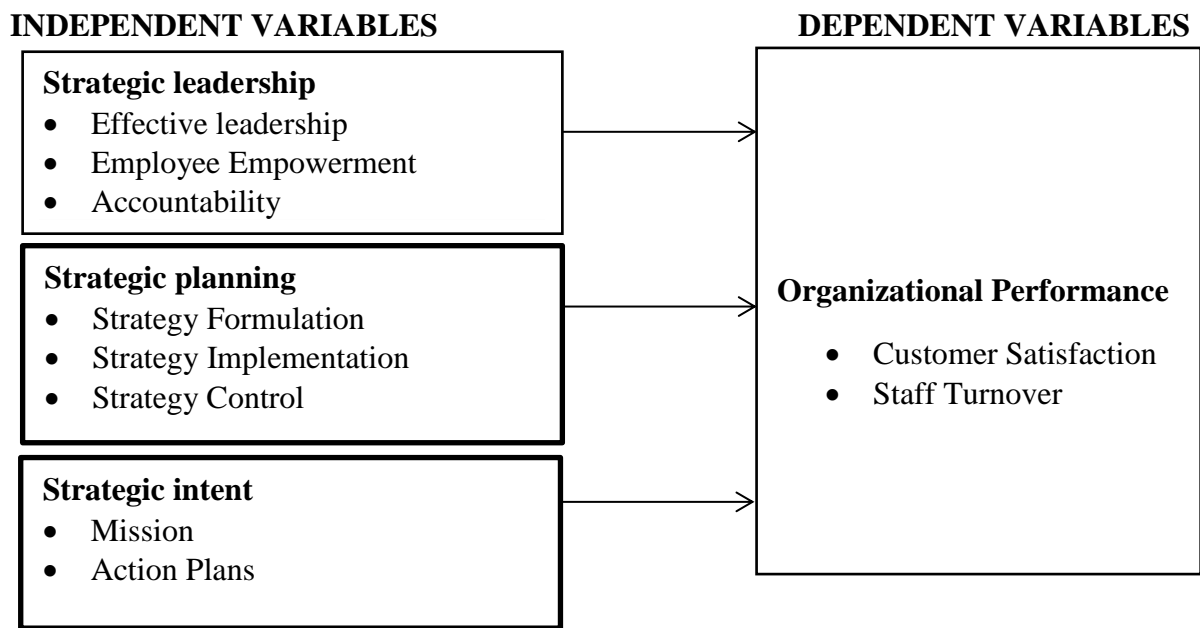
for telecommunications organizations to expand, assess their achievements in comparison to their setbacks, and set parameters for effective decision-making (Robinson, 2015).

Vera (2021) suggests that visionary, missionary, and strategic are characteristics of strategic leadership. The vision and mission must be understood and communicated, strategies must be developed and put into action, knowledge, skill, and insight must be possessed, change must be actively pursued, goals must be specific and well-defined, priorities must be set and the future must be considered, and strong relationships must be built (Broadberry, 2018).

2.2 Conceptual framework

Various scholars have made an effort to explain and clarify the concept in a conceptual framework. In order to explain and give a more comprehensive understanding of the phenomenon under investigation, a conceptual framework is the result that brings together a variety of related concepts (Imenda, 2014). Consequently, a conceptual framework is a summary of many conclusions drawn from the literature sources that have been analyzed in relation to the study, outlining the research agenda for better comprehension of the study's objectives. By providing a framework that establishes "the currents of thought that provide focus and direction to an inquiry" (Thomas, 2019), it is possible to arrive at this knowledge.

Figure 1: Conceptual Framework



Source: Researcher, 2023

The Conceptual framework shows the relationship of between independent variables and the dependent variables. The independent variables are effective leadership, Employee Empowerment, Accountability, Strategy Formulation, Strategy Implementation, Strategy Control, Mission, and Action Plans. The dependent variables include customer satisfaction and Staff Turnover.

3. Research methodology

This chapter deals with the Research Design of the study, it presents Target Population, Sample Design, Sample Size, Sampling Technique, Data Collection Methods, Data Collection Instruments, Reliability and validity, Data analysis Procedure and Ethical Consideration.

3.1 Research Design

The study utilized a descriptive research approach. Data was gathered using a standardized questionnaire that was reviewed and validated for accuracy, consistency, and completeness. The Statistical Package for Social Sciences was then used to code, enter, and analyze it (SSPS 23). The study hypotheses employed Pearson correlation analysis to examine the association between the variables. To ascertain the statistical link between the independent and dependent variables, a multiple linear regression analysis model was computed. The scale of items was ordinal, with 1 denoting strong disagreement and 5 denoting strong agreement.

3.2 Target Population

According to Mugenda and Mugenda (2003), a population is defined as a comprehensive list of cases, individuals, elements, subjects, and objects that share observable features. In this study, the whole population that consisted of 105 elements was targeted. The target population of this study comprised of all employees. These employees consisted of Management Staff, Technical Staff, IT staff, Logistics and Site Managers

3.3 Sample Design

Sampling is the methodical process of choosing a sample of people for a research who accurately represent the larger population from which they were chosen (Mugenda and Mugenda, 2003). To choose the respondents for the study, non-probability sampling techniques were employed (Mugenda, 2003).

The total staffs at Proj Telecoms Ltd are 105 people who make up the whole population. The full set of 105 elements was thoroughly studied by the researcher. When a comprehensive study of the complete population is not practical, sampling is to investigate a population (Mugenda, 2003).

Noordzjij (2010) asserts that because sample size calculations are highly sensitive to errors, care should be taken when doing them. Therefore, it is advised that when designing a study, researchers seek the advice of statisticians. As a result, the study used purposive sampling to select 105 respondents who were representative of the entire community. The table below displays how the elements are distributed within Proj Telecoms Ltd.

3.4 Data Collection Methods

The study's primary method of data collecting was questionnaires. The questionnaire was split into two sections, A and B. The respondents' demographic information was included in Part A. Questions in Part B, which is the primary body of the questionnaire, analyzed the various strategic management philosophies used by Proj Telecom Ltd. and their effects on organizational performance.

3.5 Data Collection Instruments

A questionnaire is a tool used by researchers to help them gather data while conducting a survey. Because they provide a quick, effective, and affordable way to acquire a lot of data from huge sample sizes, questionnaires are a common research approach. According to Cint (2022) these tools are very useful for gauging subject behavior, preferences, intentions, attitudes, and opinions. For this study, the researcher employed a structured, closed-ended questionnaire.

3.6 Data analysis procedure

The researcher used sample mean, sample standard deviation, frequency count, and percentages for descriptive statistics, and multiple linear regression analysis and bivariate

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correlation analysis in inferential statistics. The study was guided by linear regression model of $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ where Y is Organizational Performance, X1 is Strategic Leadership, X2= Strategic Planning, X3= Strategic Intent, β_0 is coefficient constant, β_1 is coefficient of determination to strategic leadership, β_2 is coefficient of determination to strategic planning and β_3 is coefficient of determination to strategic intent.

4. Research findings

This chapter examines data findings and draws conclusions in accordance with the study's objectives. The findings have been presented statistically in form of tables. Out of the issued 105 questionnaires, 97 were returned and the researcher used those to present the findings.

Table 1 : Strategic Leadership Practices

	SD	D	N	A	SA	Mean	Std
Statements concerning Strategic Leadership	F	F	F	F	F		
The firm has effective leadership	24	37	7	24	5	2.47	1.251
Employees are given opportunities for growth and development			9	37	51	4.43	0.66
There exist a strong emphasis on accountability	22	34	8	31	2	2.56	1.216
Effective leadership affects organizational performance	1	3	9	26	58	4.41	0.863
Employee Empowerment affects organizational performance	20	7	2	23	45	3.68	1.598
Accountability affects organizational performance	2		1	33	61	4.56	0.721
The firm's leadership affects customer satisfaction		1	2	14	80	4.78	0.525
The firm's leadership affects Staff Turnover	1	2	3	12	79	4.71	0.721
Overall Mean						3.95	

Key SD: strongly disagree, D: disagree, N: neutral, A: agree, SA: strongly agree, M: Mean, Std: standard deviation, and F: frequency

Source: Field Data (2023)

The results in Table 1 demonstrate the mean of 3.95 and SD of 1.251 shows that the respondents asserted that the firm had effective leadership to a great extent. The mean of 4.43 and 0.66 of SD shows that the respondents asserted that employees are given opportunities for growth. The mean of 2.56 and 1.216 of SD shows that the respondents asserted that there was a great emphasis of accountability that affected organizational performance to a very great extent. The mean of 4.41 and 0.863 of SD shows that the respondents perceived effective leadership enhanced performance to a very great extent. The mean of 3.68 and SD of 0.527 show that a big number of respondents asserted that employee empowerment enhanced project performance to a very great extent. The mean of 4.56 and SD of 0.721 indicates that a big number of respondents asserted that accountability enhanced organizational performance. The mean of 4.78 and SD of 0.525 shows that a big number of respondents asserted that the firm's leadership enhances organizational performance. The mean of 4.71 and SD of 0.721 shows that a big number of respondents asserted that the firm's leadership enhances organizational performance. Thus, since the overall mean is 3.95 it

implies that a big number of respondents asserted that strategic leadership play a significant role on organizational performance of Proj Telecoms Ltd, Rwanda.

The descriptive results of this research concerning the first objective have revealed that strategic leadership practices play a significant role in organizational performance which is supported by the results of the study of Hermawan (2021) conducted a study to assess the effect of strategic leadership on competitive strategy, organizational culture, and motivation for competitive strategy, motivation on business performance.

Table 2: Strategic Planning Activities

Statements concerning Strategic Planning	SD	D	N	A	SA	Mean	Std
	F	F	F	F	F		
Employees are involved in strategy formulation	2	15	10	40	30	3.84	1.096
Employees play are a role in strategy implementation		1	13	48	35	4.21	0.706
Employees are involved in strategy control		3	16	43	35	4.13	0.799
Involvement in strategy formulation affects organizational performance	8	5	10	14	60	4.16	1.288
Involvement in strategy implementation affects organizational performance	5	5	12	21	54	4.18	1.155
Involvement in strategy control affects organizational performance		2	6	45	44	4.35	0.693
Planning affects customer satisfaction			2	18	77	4.77	0.468
Planning affects Staff Turnover			3	16	78	4.77	0.49
Overall Mean						4.30	

Key SD: strongly disagree, D: disagree, N: neutral, A: agree, SA: strongly agree, M; Mean, Std: standard deviation, and F: frequency

Source: Field Data (2023)

The results in Table 2 show a mean of 3.84 and standard deviation of 1.096 shows that a big number of respondents confirmed that employee involvement in strategy formulation affects organizational performance to a very great extent. The mean of 4.21 and standard deviation of 0.706 shows that a big number of respondents confirmed that employee played a role in strategy implementation which promotes organizational performance to a very great extent. The mean of 4.13 and standard deviation of 0.799 shows that a big number of respondents confirmed to be involved in strategy control which enhances organizational performance to a very great extent. The mean of 4.16 and standard deviation of 1.288 shows that a big number of respondents confirmed that involvement in strategy implementation promotes organizational performance to a very great extent. The mean of 4.18 and standard deviation of 1.155 show that a big number of respondents stipulated that involvement in strategy implementation promotes organizational performance to a very great extent. The mean of 4.35 and standard deviation of 0.693 shows that a big number of respondents confirmed to be involved in strategy control which enhances organizational performance to a very great extent. The mean of 4.16 and standard deviation of 1.288 shows that a big number of respondents confirmed that involvement in strategy implementation promotes organizational performance to a very great extent. The mean of 4.77 and standard deviation of 0.468 show

that a big number of respondents stipulated that involvement in strategy control affected organizational performance to a very great extent. The mean of 4.77 and standard deviation of 0.49 show that a big number of respondents perceived that strategic planning affected customer satisfaction and Staff Turnover to a very great extent. Hence, since the overall mean is 4.30 it implies that a big number of respondents confirmed that strategic planning plays a significant role on organizational performance of Proj Telecoms Ltd, Rwanda.

The results of the current research revealed that strategic planning plays a significant role on organizational performance of Proj Telecoms which is supported by the findings of the research of Ogechi (2016) who found out that strategic leadership has an effect on organizational performance.

Table 3: Strategic Intent on Organizational Performance

Statements concerning Strategic Intent	SD	D	N	A	SA	Mean	Std
	F	F	F	F	F		
The management informs employees of the mission statement of the company	1	2	12	35	47	4.29	0.841
The management involves employees in developing action plans		1	15	50	31	4.14	0.707
Understanding the mission of the company affects organizational performance		1	3	23	70	4.67	0.59
Management involving employees in developing Action Plans affects organizational performance		3	15	13	66	4.46	0.867
Understanding the mission of the company affects customer satisfaction			7	5	85	4.8	0.552
Management involving employees in developing Action Plans affects Staff Turnover			6	8	83	4.79	0.539
Overall Mean						4.525	

Key SD: strongly disagree, D: disagree, N: neutral, A: agree, SA: strongly agree, M; Mean, Std: standard deviation, and F: frequency

Source: Field Data (2023)

The results in Table 3 show a mean of 4.29 and standard deviation of 0.841 which implies that a big number of respondents strongly agreed that creating Mission awareness among employees promotes organizational performance. The mean of 4.14 and standard deviation of 0.707 shows that a big number of respondents strongly agreed that the management involved employees in developing action plans. The mean of 4.67 and standard deviation of 0.59 shows that a big number of respondents strongly agreed that understanding the Mission of the company enhances organizational performance. The mean of 4.46 and standard deviation of 0.867 shows that a big number of respondents strongly agreed that involving employees in developing Action Plans enhance organizational performance and the mean of 4.8 and standard deviation of 0.552 strongly agreed that understanding a firm’s Mission promotes customer satisfaction. The mean of 4.79 and standard deviation of 0.539 strongly agreed that involving employees in developing Action Plans a firm’s Mission promotes Staff Turnover. The overall mean of 4.525 shows that a big number of respondents strongly agreed that strategic intent practices play a significant role on organizational performance of Proj Telecoms Ltd, Rwanda. The descriptive results of the third objective revealed that strategic

intent play a significant role on organizational performance of Proj Telecoms Ltd which is supported by the results of the study of Obonyo (2020).

Table 4: Assessment on Organizational Performance

Statements concerning Organizational Performance	SD	D	N	A	SA	Mean	Std
	F	F	F	F	F		
Rating of customer satisfaction		9	11	39	38	4.09	0.936
Rating of Staff Turnover		7	12	38	40	4.14	0.901
Overall Mean						4.115	

Key SD: strongly disagree, D: disagree, N: neutral, A: agree, SA: strongly agree, M; Mean, Std: Standard Deviation, and F: frequency

Source: Field Data (2023)

The results in Table 4 show a mean of 4.09 and standard deviation of 0.936 implying that a big number of respondents asserted that customer satisfaction is achieved to a very great extent, a mean of 4.14 and standard deviation of 0.901 implying that a big number of respondents asserted that Staff Turnover is achieved to a very great extent. Thus, the overall mean of 4.115 implies that a big number of respondents asserted that organizational performance was achieved to a very great extent in Proj Telecoms Ltd, Rwanda.

Table 5: Coefficients of strategic management practices and customer satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.677	1.378		2.669	.009
	Strategic Leadership	.016	.100	.017	.165	.001
	Strategic Planning	.026	.184	.015	.143	.002
	Strategic Intent	.043	.206	.022	.211	.000

a. Dependent Variable: Rating of customer satisfaction

Source: Field Data (2023)

The findings in Table 5 revealed that there is a positive relationship between strategic leadership and customer satisfaction (b=0.017 and sig=0.000), between Strategic Planning and Customer Satisfaction (b=0.015 and sig=0.002), between Strategic Intent (b=0.043 and sig=0.000). The regression model of $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ becomes customer satisfaction which is equal to 3.677 plus 0.016 times Strategic Leadership plus 0.026 times Strategic Planning and 0.043 of strategic intent. Thus, this implies that Strategic Management Practices plays a significant effect on customer satisfaction of Proj Telecoms Ltd, Rwanda. The regression analysis results of the current research have revealed that the predictors of Strategic Management practices such as strategic leadership, strategic planning and strategic intent play a significant and positive effect on customer satisfaction of Proj Telecoms Ltd.

Table 6: Coefficients of Strategic Management practices and staff turnover

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.844	1.254		5.457	.000
	Strategic Leadership	-.218	.091	-.239	-2.392	.019
	Strategic Planning	-.331	.167	-.196	-1.980	.041
	Strategic Intent	-.019	.188	-.010	-.099	.021

a. Dependent Variable: Rating of Staff Turnover

Source: Field Data (2023)

The findings in Table 6 revealed that there is a negative relationship between strategic leadership and staff turnover ($b=-0.231$ and $sig=0.019$), between strategic planning and staff turnover ($b=-0.331$ and $sig=0.041$), between Strategic intent and staff turnover ($b=0.019$ and $sig=0.021$) at 0.05 level of significance.

The regression model of $Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\varepsilon$ becomes staff turnover which is equal to 6.844 plus -0.218 times strategic leadership plus -0.331 times strategic planning plus -0.019 times strategic intent. Thus, this implies that strategic management practices play a significant but negative effect on staff turnover of Proj Telecoms Ltd, Rwanda.

5. Conclusion

The descriptive results of the first objective concerned with the effect of strategic leadership on organizational performance of Proj Telecoms Ltd have revealed that a big number of respondents asserted that strategic leadership practices have a significant effect in organizational performance of Proj Telecoms Ltd. These descriptive results are supported by the correlation results which proved that strategic leadership has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda.

The descriptive results of the second objective concerned with the effect of strategic planning on organizational performance of Proj Telecoms Ltd have revealed that a big number of respondents asserted that strategic planning practices have a significant effect in organizational performance of Proj Telecoms Ltd. These descriptive results are supported by the correlation results which proved that strategic planning has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda.

The descriptive results of the third objective concerned with the effect of strategic intent on organizational performance of Proj Telecoms Ltd have revealed that a big number of respondents asserted that strategic intent practices have a significant effect in organizational performance of Proj Telecoms Ltd. These descriptive results are supported by the correlation results which proved that strategic intent has a strong significant and positive relationship on organizational performance of Proj Telecoms Rwanda, Rwanda.

6. Recommendations

Basing on the findings of the study, the researcher recommends to the management of Proj Telecoms Ltd to enhance Strategic Management practices in the sense of strategic leadership, strategic planning and strategic intent to ensure high organizational performance. The researcher would also like to recommend to the owners and leadership of the organizations to emphasize on hiring managers who are capable of reinforcing strategic management practices in order to enhance organizational performance because the results of the study revealed that strategic management practices have a significant effect on organizational performance Proj Telecoms Ltd, Rwanda.

The researcher would like to recommend to the government and industry players especially those in Telecom sector to keep improving their strategic leadership, planning and intent in order to keep the organizational performance on track in terms of customer satisfaction and staff turnover since the correlation results revealed that strategic management practices and organizational performance have significant relationship.

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