

**ASSESSING THE BARRIERS TO EFFECTIVE STRATEGIC LEADERSHIP ON
CORPORATE STRATEGY IMPLEMENTATION IN TANZANIA: A CASE OF SAFINA MEDIA
GROUP IN ARUSHA DISTRICT COUNCIL**

By

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**A Dissertation Report Submitted in Partial Fulfillment of the Requirement for the Award
of the Degree in Master of Business Administration, Leadership and Governance of the
Institute of Accountancy Arusha**

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AUTHOR'S DECLARATION

I, **Masalu Baluhi**, declare that this dissertation report is my original work and that it has not been presented and will not be presented to any college/institute/university for similar or any other degree awards.

Signature..... Date.....

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance for defence by the Institute of Accountancy Arusha the Dissertation entitled: **“Assessing the Barriers to Effective Strategic Leadership on Corporate strategy Implementation in Tanzania: A Case of Safina Media Group in Arusha District Council”** in partial fulfilment of the requirements for the Degree in Master of Business Administration, Leadership and Governance of the Institute of Accountancy Arusha.

.....

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.....

Date

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DEDICATION

I honour my lovely children, Allan and Lilac, with this well-written dissertation. Also, my wife Dianna Aggrey Mndeme, my mother and my late father (Rest in peace). I thank GOD and am honoured to have you by my side, as you always make me proud. These compliments are your reward for the work you have done. God willing, I hope that my son and daughter will be able to use this dissertation as inspiration to further their education.

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ABSTRACT

This research aimed to examine the barriers emerging from organisational structure, communication strategies and management commitment to corporate strategy implementation. The independent variables within the framework were organisational structure, communication strategies and management commitment, and the dependent variable was corporate strategy implementation. The research used a case study design with a quantitative approach. A non-probability sampling technique with a total population sampling procedure was used guided by the three specific objectives (i) To assess the influence of organisational structure on strategic leadership in managing corporate strategy implementation (ii) To determine the influence of communication strategies on strategic leadership in managing corporate strategy implementation at Safina Media Group and (iii) To identify the contributing factors to management commitment in facilitating corporate strategy implementation at Safina Media Group. The main data collection instrument was a questionnaire distributed to 55 workers in total, and all 55 usable responses were received and analysed through SPSS 25. The objectives of the study were achieved through descriptive analysis. The analysis revealed that the highest rated barriers to effective strategic leadership are the information management system, poor communication, innovativeness and technology ($M = 2.31$, $DS = 0.99$ and $M = 3.3304$, $SD = 1.27$ and $M = 2.26$, $SD = 1.04$ and 2.28 , $SD = 1.99$) respectively. This could be interpreted that a poor information management system, poor communication, poor innovativeness and low technology form barriers to effective strategic leadership in corporate strategy implementation at Safina Media Group. The findings and conclusion give recommendations that Management needs to understand the importance of managing information, communication, and technological innovations in a long-term perspective. Staff should be given information to carry out their human resource activities as well as make individual holders of management positions aware of the consequences of weak relationships with any employee on corporate strategic implementation. Last but not least, this similar study should be carried out with other entities of similar characteristics for comparison of the findings obtained and the validity of outcomes.

TABLE OF CONTENTS

AUTHOR'S DECLARATION	i
CERTIFICATION	ii
COPYRIGHT.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT	v
ABSTRACT.....	vi
TABLE OF CONTENTS	vii
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
ABBREVIATIONA AND ACRONYMS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background to the study.....	1
1.2 Statement of the research problem	6
1.3 Research Objectives	7
1.3.1 General Objective.....	7
1.3.2 Specific Objectives	7
1.4 Research Questions.....	7
1.5 Scope of the Study	8
1.6 Limitations of the Study	8
1.7 Significance of the Study	8
1.8 Organisation of the research proposal.....	9
CHAPTER TWO	10
LITERATURE REVIEW.....	10
2.0 Introduction	10
2.1 Theoretical Literature Review	10
2.1.1 Definition of Key terms and Concepts.....	10

2.1.2 Theories Adopted in the Study	15
2.2 Empirical Literature Review	25
2.3 Theoretical Framework	28
2.3.1 The Social Capital Theory	21
2.3.2 Strategic Leadership Theory	28
2.4 Knowledge Gap	31
2.5 Conceptual Framework	31
CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.0 Introduction	32
3.1 Study Area	32
3.2 Research Design	33
3.2.1 Research Approach	34
3.2.2 Target Population	34
3.2.3 Sample Size	35
3.3 Data Collection Methods	36
3.3.1 Questionnaire	36
3.3.2 Interviews	37
3.3.3 Documentary Review	38
3.3.4 Data analysis and presentation methods	38
3.3.5 Pilot Study	39
3.4 Validity and Reliability	39
3.4.1 Validity	39
3.4.2 Reliability	41
3.5 Ethical Considerations	43
3.6 Limitations influenced research methodology	43
3.7 Conclusion	43
CHAPTER FOUR	45
DATA PRESENTATION, ANALYSIS AND DISCUSSION	45
4.1 Introduction	45
4.2 Descriptive Statistical Analysis	45

4.2.1 Safina Media Group Company's profile	46
4.2.2 Respondents Demographic Information.....	46
4.2.3 Measurement Items and Constructs	48
4.3 Discussion of findings.....	54
4.3.1 Discussion of Findings Related to Respondents Demographic Data.....	55
4.3.2 General Findings	58
4.3.3 Organisational structure and effective strategic leadership	60
4.3.4 Communication strategies and effective strategic leadership	61
4.3.5 Management commitment and effective strategic leadership.....	63
4.4 Summary of findings.....	65
CHAPTER FIVE.....	67
CONCLUSION AND RECOMMENDATIONS	67
5.0 Introduction	67
5.1 Overview of the Research	67
5.2 Conclusion	69
5.2 Recommendations	71
5.3 Suggestions for further studies	73
REFERENCES	75
APPENDICES.....	81
Appendix 1: Questionnaires	81
Appendix 2: Interview Guide	84
Appendix 3: Work Plan.....	85
Appendix 4: Budget.....	86

LIST OF TABLES

Table 1: Reliability Statistics.....	33
Table 2: Respondents' Characteristics.....	37
Table 3: Organisational Structure.....	40
Table 4: Communication Strategies.....	42
Table 5: Management Commitment.....	44

LIST OF FIGURES

Figure 1: Conceptual frame work.....	23
Graph 1: Organisational Structure barriers of Strategic Leadership.....	39
Graph 2: Communication Strategies barriers of Strategic Leadership.....	41
Graph 3: Management Commitment as Barrier of Strategic Leadership.....	43

ABBREVIATIONS AND ACRONYMS

OPRAS- Open Performance Review and Appraisal System

PMS – Performance Management System

PSMEP -Public Service Management and Employment Policy

SPSS -Statistical Package for Social Sciences

TZS -Tanzania Shillings

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The background of the study, the statement of the problem, the general objective, the specific objective, the research questions, the scope of the study, the limitations of the study, the significance of the study, the organisation of the dissertation, and the conclusion are all included in this introduction chapter to the research.

1.1 Background to the Study

One of the most often studied subjects in management studies is leadership. In particular, good strategic leadership is crucial for successful plan implementation in an organisation. In particular, "strategic leadership" refers to the capacity of senior management teams to formulate and communicate a strategic vision and mission for their organisation while inspiring and persuading their subordinates to adopt that vision and build long-term competitiveness (Kort, 2008; Peterlin et al., 2015). However, strategic leadership is described as "the leader's capacity for foresight, adaptability, and the ability to enable others to effectuate strategic change when called for" (Hitt et al., 2012; Voelpel et al., 2006). It has multiple functions and has to do with leading teams and managing people to meet the demands of the modern, globally connected business world. The ability to manage both internal and external business settings and involve stakeholders in complicated information processing are additional skills necessary for strategic leadership (Deeboonmee & Ariratana, 2014).

Indeed, one of the potential obstacles to the successful implementation of the plan has been recognised as a lack of strategic leadership in organisations (Jabber & Hussain, 2017). Effective strategic leadership is therefore usually regarded as one of the primary forces behind the implementation of strategy (Barend, 2016). Therefore, from a commercial perspective,

organisational performance is critically dependent on the discovery, development, and utilisation of organisational leadership (Redmond, 2016).

According to Dinwoodie et al. (2014), a leadership strategy helps an organisation succeed in implementing its strategy by liberating the potential of individuals and groups across the entire organisation. Lack of strategic leadership, specifically corporate strategic leadership by the top management of the organisation, has been identified as one of the major barriers to effective corporate strategy implementation because it is widely acknowledged as one of the key drivers of effective corporate strategy implementation (Pearce & Robinson, 2007). (Hrebiniak, 2005).

According to Mapetere et al. (2012), strategically minded leaders who are cognizant of the necessity to strategically plan the future of their organisations must effectively implement carefully prepared corporate strategies in organisations (mass media in particular). The majority of senior executives' leadership initiatives, though, are unrelated to the strategy-making process. Due to the gap caused by this, organisations are unable to implement and choose appropriate solutions (Winfred, 2016).

Strategic leadership and knowledge generation processes in the mass media sector have a beneficial association, according to earlier study (Crawford et al., 2003; Jung et al., 2003). According to Birasnav (2014), strategic leadership is essential for promoting knowledge acquisition in the mass media sector. Strategic leaders provide intellectual stimulation that promotes information exchange to increase knowledge integration (Eom et al., 2015). Furthermore, Lin and Hsiao (2014) discovered that in the mass media sector, strategic leaders create an environment that encourages followers to contribute expertise.

Eyceoz (2009) identified four distinct implementations, including managerial commitment, the use of technology and education, and the display of professionalism in organisations. The results validated the concept that strong employee engagement, backed by the incorporation

of sustainability into an organization's fundamental functions, provides the push for change as the organisation moves toward sustainability. Strategic leadership is necessary for the successful implementation of corporate strategy (Hrebiniak 2006; Pearce and Robinson 2005). Lack of strategic leadership among top management in an organisation like the media had been noted by numerous studies as a fundamental impediment to successful corporate strategy implementation, according to Hrebiniak (2006). The execution of corporate strategies is hampered by a lack of strategic leaders. Since establishing and executing a business plan is a function of leadership, the more strategically strong the firm's leaders, the more strategically strong the organisation is. According to Jooste and Fourie (2009), one of the main obstacles to the successful execution of corporate strategy has been highlighted as a lack of strategic leadership at the top of the organisation. The main reason for major concern in organisations is the high failure rate of corporate strategy execution activities.

Andrews et al. (2011) conducted research on business strategy implementation and public service performance in the United Kingdom. If greater levels of performance are to be obtained, the findings suggested that public organisations must develop a fit between strategic approach and style of implementation.

Langereis (2015) conducted research on the relationship between corporate strategy and municipal performance in the Netherlands. The study unequivocally demonstrated the usage of strategic orientations by Dutch municipalities. The results showed that the creation and utilisation of economic, social-cultural, and ecological capital have an impact on towns' organisational effectiveness.

There has only lately been a little amount of research on strategic leadership in Africa. However, there has been an increase in interest in leadership courses in Africa during the past few decades (Fourie et al., 2017; Muchiri, 2011; Zoogah & Nkomo, 2013). There have been

published books, dissertations, and master's theses on leadership in the African context, it should be mentioned. Additionally, it has been noted that scholars have influenced African political leadership. Despite these initiatives, there is a paucity of information on leadership and management in Africa, and study on these topics is still in its infancy (Walumbwa et al., 2011). Amayah and Haque (2017), Bolden and Kirk (2009), and Nkomo (2017), among others, urged for developing leadership theories and practises for Africa, highlighting the urgent need for research in leadership (and management, in general).

It is clear that prior research on strategic leadership in Africa has concentrated on a particular nation, including Nigeria (Adewale, 2020), South Africa (Chatbury et al., 2011), and Zimbabwe (Winfred, 2016). To ensure good organisational performance, we should devote time and resources to developing a leadership research agenda that is rooted in and a reflection of the experiences of many African countries if we are to have a better knowledge of leadership in Africa.

Aremu & Oyinloye (2014) conducted research in Nigeria on how strategic leadership management affects a firm's success in the country's banking sector. The study's conclusions showed that organisational performance was impacted by strategic leadership management. Winfred (2016) investigated how corporate strategy implementation and organisational culture in Zimbabwe affected the performance of commercial banks. The study's findings demonstrated that culture and strategy implementation had a statistically significant and favourable impact on the performance of commercial banks. Lear (2016) also performed research on the impact of strategic leadership on the implementation of corporate strategy in South Africa. The study's findings demonstrate that choosing an organization's strategic direction is the strategic leadership action that is thought to be most crucial to successfully implementing corporate strategy. Additionally, Barend (2016) claims that strategic leadership

favourably affects the efficient implementation of corporate strategy in organisations in South Africa, particularly if it is developed at all levels of the organisation.

Similar studies conducted in Tanzania, such as those by Mwakajila & Nyillo in 2021, show that strategic leadership has a favourable impact on the execution and performance of company strategy. According to the descriptive data, the comparatively high adoption of idealised influence (attributes), idealised influence (behaviour), and inspiring motivation is responsible for the performance's considerable beneficial influence. One particular issue in the mass media sector and other industries is that some senior executives lack the necessary tactics to put in place a corporate strategy to assure profitability (Seijts, 2016). Since strategic leadership develops the organization's unity of purpose and direction, it has a favourable impact on the implementation of business strategy.

The media industry is selected for this study because; the government of Tanzania envisions the country to be a “well-informed society by promoting quality media sector” towards the vision of becoming a “middle income” country with holistic human development by 2025. As such, there have been massive media companies consisting of 36 televisions, both publicly owned and private and most of them, about 57%, were registered in the period between 2010 and 2016; this includes 21 radios, both public and private, 8 social media, and 27 newspaper and magazine companies (Media Council of Tanzania, 2019). Most media companies have faced barriers to strategic leadership in corporate strategy implementation over the years, aggravated by the “tense political environment” in which it operates (Media Council of Tanzania, 2019). Furthermore, the media industry is currently facing the challenge of the decline of reading habits and advertising by the public. Some media companies were suspended and banned from operating for the reason of not complying with the laws. Some journalists found a tough operating environment which later on contributed to the drop in the

country's position in the World Freedom Index in 2020 (MCT, 2021). Therefore, for the media industry to succeed and for the vision to be realized, there is an urgent need for the deployment of appropriate leadership styles.

Based on the available literature, there are few studies focused on the effective management of corporate strategy in the mass media industry, particularly in Tanzania. Therefore, the study on strategic leadership in organisational practice is expected to engage a wide range of very important and sensitive variables explained in this background. Hence, it is from that background that this study examines the barriers to strategic leadership on corporate strategy implementation, focusing on Safina Media Group in the Arusha district council.

1.2 Statement of the Research Problem

Any strategic manager's top priority is to enable the organization's exceptional performance through effective planning and well-organized strategy implementation in order to achieve a competitive advantage over its competitors. The study of strategic leadership in the African setting, and Tanzania in particular, is still in its infancy despite the amount of research on it in the Western and Asian contexts. Therefore, it is presumed that a number of implementation issues are related to leadership positions. Therefore, without an understanding of the barriers to effective strategic leadership, any efforts of corporate strategy implementation will not be achieved. Instead, there will be an increase in conflict in the organisations since the staff may perceive the avoidance towards disturbing and intimidating circumstances by top management. Consequently, an organisation faces barriers to implementing its strategies that normally lead to underperformance of the corporate. Hence, this study seeks to examine the barriers to strategic leadership in corporate strategy implementation with reference to Safina Group Media.

1.3 Research Objectives

1.3.1 General Objective

The main objective of this study is to examine the barriers to strategic leadership on corporate strategy implementation in Tanzania, with reference to Safina Media Group in the Arusha district council.

1.3.2 Specific Objectives

This study is guided by the following specific objectives: -

- i) To assess the influence of organisational structure on strategic leadership in managing corporate strategy implementation at Safina Media Group.
- ii) To determine the influence of communication strategies on strategic leadership in managing corporate strategy implementation at Safina Media Group.
- iii) To identify the contributing factors to management commitment in facilitating corporate strategy implementation at Safina Media Group.

1.4 Research Questions

This study sought to address the following research questions: -

- i) What are the influences of organisational structure on strategic leadership in managing corporate strategy implementation at Safina Media Group?
- ii) What are the influences of communication strategies on strategic leadership in managing corporate strategy implementation at Safina Media Group?
- iii) What are the contributing factors to management commitment in facilitating corporate strategy implementation at Safina Media Group?

1.5 Scope of the Study

This study confined itself to barriers to effective strategic leadership on corporate strategy implementation. It was guided by three specific objectives, namely, the influence of organisational structure, communication styles and facilitative factors on corporate strategy implementation, taking Safina Media Group as a case study.

1.6 Limitations of the Study

The researcher has run into a number of obstacles, like the fact that some respondents were unavailable when needed. When the researcher attempted to contact several respondents and collect completed questionnaires from them, they were busy. Due to their busy schedules, several additional respondents were unable to fully participate and cooperate with the researcher. Consequently, this can have an impact on the process of gathering data. Further, some of the respondents were withholding information for fear of disclosure of vital information, particularly during the questionnaire filling.

The researcher had to encounter limitations by working extra time and asking for leave at the workstation, and during weekends some respondents were accessed, while at the same time prompting respondents for cooperation in the data collection exercise guaranteed them confidentiality and protection of information in an ethical manner.

1.7 Significance of the Study

The present study was of paramount importance in theory, knowledge and practice. This means that the study provided knowledge to practitioners in the process to inform them on the role of strategic leadership in the effective management of corporate strategy in Safina Media Group. The findings from this study were valuable to policy makers and mass media analysts in the process of making decisions and the corporate strategies they make.

1.8 Organisation of the Dissertation

Five chapters make up the organisation of this dissertation. The first chapter contains an introduction, a problem statement, background information about the study that introduces the problem, general and particular objectives, research questions, the study's scope, limitations, importance, organisation, and conclusion. The literature review is presented in Chapter 2. A theoretical literature review, an empirical literature review, a knowledge gap, a theoretical framework, a conceptual framework, and a conclusion are presented after the chapter's introduction. Three chapters later, the research approach is described. The chapter is introduced, and the study area, research design, research approach, targeted population, sampling tactics, data collection techniques, data analysis techniques, and pilot study are all described. The proposal also offers reliability and validity, which encompasses trustworthiness, applicability, dependability, and confirmability. It also discusses the restrictions and ethical issues that affected the design of the study and its outcome.

Chapter four gives a detailed presentation of the results and discussions. It also discusses the study sample characteristics, descriptive analysis and major findings of the study. SPSS software will be used for the assessment of the questionnaire feedback and to give the validity and reliability of all the data collection instruments. The same tool will be used for the analysis of data according to the objectives of this study.

Last but not least, chapter five summarizes the entire dissertation and presents the conclusions and recommendations. This is followed by the references, acknowledgements, and the relevant attached appendices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter illuminates the theories that govern the present study and reviews the literature. Both foreign and local studies were identified. The chapter analysed, criticized and synthesized the literature to show similarities and differences among key scholars of the related studies. Theoretical and empirical related literature was reviewed to identify the knowledge gap which needs to be filled.

2.1 Theoretical Literature Review

2.1.1 Definition of Key terms and Concepts

Corporate Strategy Implementation – It is the managerial activity of implementing a newly selected strategy, according to Michael and James (2020). It involves the managerial activity of managing the continual pursuit of strategy, making it effective, enhancing the competence with which it is carried out, and demonstrating the measurable progress in obtaining the targeted results of a corporate body. Corporate strategy implementation is highly needed in the Tanzania media industry due to the demand for expansion in coverage to inaccessible or remote areas and ensuring organisation performance is in line with the legal requirements to avoid unnecessary banning and suspension of services

Strategic Leadership – The common understanding of the term originated from strategy, which refers to the plan of action laid down in order to ensure that a certain goal is achieved or accomplished. In this regard, we define strategic leadership as the capability of an individual with leadership experience, wisdom, and vision to develop plans, carry them out, and come to meaningful conclusions in the midst of a volatile, uncertain, complex, and ambiguous strategic environment (Günther & Kathrin, 2016).

One of the most popular and comprehensive concepts in leadership theories is strategic leadership, which is built upon four stages of the development process of translating strategy into action theory. Davies, 2002 as cited in Argyle (2020), demonstrated that strategic leadership need to first articulate the strategy through oral communication of shared experiences and images, written (formal statements indicating the purpose and direction of plans and structural (constituting the organisational infrastructure that supports and develops the strategic approach of an organisation). The author argued that strategic leadership is a separate concept which has different dimensions even though Burns, in the works of Wei et al. (2016), sees transformational and transactional leadership to be among the strategic leadership constructs.

Other scholars have posited that strategic leadership is the most widely known component in the field of leadership than management which has a direct determination on the success and failure of organisational outcomes (Carrington et al., 2019; Emmett et al., 2021).

Idealized influence - Idealized influence encompasses behaviours that instil pride in followers for being associated with the leader, often connoted or synonymous with charisma.

Individual consideration - It describes the extent to which a leader attends to each follower's needs and is a mentor, coacher, or guide to the follower

Inspirational motivation - Inspirational motivation refers to the leader's ability to inspire confidence, motivation and a sense of purpose in his followers.

Intellectual Simulation - Refers to making decisions or conclusions through intellectual analysis or rationale to ignore the emotional or psychological significance of the action. To seek or consider the rational content or form of analyse

Leadership practices - They are actions and strategies leaders will take and implement to consistently help their team better themselves and attain growth.

Organisational performance - Refers to the degree to which the organisation, with some informational, financial, and human resources, positions itself effectively on the business market.

Conceptualizing Strategy Leadership and Corporate Strategy Implementation

Strategic leadership, according to Hitt et al. (2007), is the capacity of leaders to enable subordinates to effect strategic change through foresight, adaptability, and anticipation. Long-term objectives, in accordance with Sullivan (2016), call for establishing efficient measurements and reporting procedures to support both team and individual goals. When a plan is in place or being implemented, the metrics offer feedback, focus, and lead to ongoing improvement over time (Domingo, 2016).

A corporate strategy involves a clearly defined, long-term vision that organisations adopt in an effort to build business value and inspire their employees to take the necessary steps to satisfy customers (Redmond, 2016). Organizations that consistently provide customer value are ones that periodically review their corporate strategy to improve any areas where the intended results may not be being achieved (Lear, 2016). Corporate strategy affects the venture's general direction and flexibility in order to meet the demands, expectations, and objectives of stakeholders (Johnson and Scholes, 2005).

According to Kennedy (2020), the history of strategic leadership has been marked by the need for creativity because the media sector is characterised by a fast-moving environment due to changes in technology, regulations, and consumer behaviour. The fact that leadership is dynamic and involves the use of force to accomplish goals or move things along supports this (Khan & Adnan, 2014; Khumalo, 2015). In the media sector, strategic leadership is crucial since an organization's success or failure depends on its ability to respond and adjust to changing circumstances for the organization's benefit. The demonstration of strategic

leadership in business, academia, government, and other public and private institutions is one of the biggest issues of the twenty-first century.

The demand for strategic leadership is compelled by changing contexts and emerging life development challenges. Rottena and Leonard (2019) reaffirm this by opining that firms with success in strategic management processes outperform firms without strategic leadership.

According to Jim and Dave on the role of communication with CEOs of media companies plays a material role to leaders in creating the opportunity for a business partner, cultivating a culture of collaboration and managing the team as an integrated unit to make strategic leadership successful in implementing corporate strategic objectives in media companies and seize the opportunity of communication.

Günther (2016) noted that management commitment to corporate strategy implementation is imperative in the way of provision of vision, support, directives and rewards to subordinates. Management commitment can benefit the industry engagement of workers and increase efforts for performing organisational activities.

Strategic leadership is a significant area of study in strategic management. This line of inquiry focuses on how the firm's top management team influences the company's strategic course (Finkelstein et al., 2009). The majority of the literature on corporate governance and strategic leadership has been on Western and, more recently, Asian businesses (Wang et al., 2012).

The study of leadership in Africa is still in its infancy among strategy academics, having only recently begun to appear in prestigious strategy publications in the middle of the 2000s. The majority of academic studies analyse the corporate governance procedures of African enterprises (Okike, 2007; Wanyama et al., 2009; West, 2006). A descriptive investigation of the corporate governance practises of African enterprises appears to be the main focus and motivation of these studies (Okike, 2007; Vaughn & Ryan, 2006). For instance, Vaughn and

Ryan (2006) looked at how corporate governance practises changed in South Africa after the end of the apartheid era, including specific recommendations for corporate governance reform, like the publication of the King Committee Report (2002) on the establishment of best practises for corporate governance as well as other crucial regulatory provisions to combat insider trading.

The formation of corporate governance codes that direct the procedure, system, and organisational practise was one of the initiatives examined by Okike (2007) in his study of efforts to reform corporate governance practises in Nigeria. Scholars were naturally interested in describing the characteristics of corporate governance practises and how they are influenced by the prevailing political, socio-cultural, and institutional environments among various African countries due to the relatively late emergence of corporate governance research in Africa (Wanyama et al., 2009).

Later academic publications have explored the relationship between the content and structure of corporate governance and the performance of African enterprises in addition to describing the characteristics of corporate governance practises (Acquaah, 2007; Acquaah & Agyapong, 2016; Ntim et al., 2019). For instance, Acquaah (2007) investigated how the competitive tactics of the organisation can affect the relationship between managerial social capital and firm performance. He analysed 115 Ghanaian businesses to corroborate his claims. Ntim et al. (2019) observed a positive relationship between executive pay and performance more recently in their empirical study of the executive pay and firm performance relationship among South African firms. They also found that this relationship was moderated by higher CEO power and a more independent board structure.

Gentile-Lüdecke et al. (2019) employed a qualitative research design to examine if the visions of African CEOs affect their firms' decisions to expand internationally, complementing these

extensive empirical investigations. Their thorough examination of four large banks validated their claims that CEOs' stated vision and excellent communication assisted African institutions in undertaking worldwide expansion. There are some perceptive research studies that concentrate on comprehending the nature, development, and efficacy of corporate governance procedures among African enterprises, as the discussion above reveals. Despite these findings, given the character and context of African countries, there is still much to be learned about the function of leadership and the challenges it faces in the strategy literature.

2.1.2 Theories Adopted in the Study

Over the years, many leadership theories evolved and each attempt to explain a particular Leadership style and bring to the fore the characteristics that a leader must have in order for him to be effective, efficient and successful in achieving the vision, mission, goals and objectives of an organisation. Different theories are examined to gain an understanding of leadership and its styles. Some of these include the Social Exchange theory (SET) and Leader-Member Exchange Theory (LMX). The use of multi-level theory in this study is in line with the deductive approach to research. This also serves as a defence for the proposed model and a step in gaining a deeper insight into leadership. It is also in line with the request by some scholars to situate a work relating to human behaviour in diverse theories. The following part of this research discusses some of the leadership theories in the literature of leadership that are relevant to this study.

Leader-Member Exchange Theory (LMX)

In the 1970s, Graen and Haga created an intriguing method for analysing the connection between leadership styles and organisational success. Three domains—the leader, the follower, and the relationship between them—are included in the relationship-based LMX theory. Prior to its creation, the focus of leadership was on the characteristics or behaviour of

the leader with little emphasis on the relationship that exists between the leader and the followers. First, Graen and Haga developed the theory of "Vertical Dyad Linkage," which later became known as Leader-Member Exchange Theory (LMX).

In every organisational unit, there are various relationships that exist between the leader and the follower. These relationships have both emotional and physical dimensions depending on the work types and can be of a high or low quality. In high-quality relationships, there is a high-quality exchange, trust, communication, mutual respect, and honour, whereas in low-quality relationships, the opposite is true. That is, there would be limited mutual respect and honour

There is a connection between Leader-Member Exchange and organisational performance, according to research. In general, the underlying ideas behind this theory are that different relationships exist between the leader and the follower and these relationships are perceived differently. Where there is a high-level relationship between the leader and the follower, the follower reciprocates the leader's actions.

Social Exchange Theory (SET)

SET was first developed in the late 1950s and early 1960s. This well-known hypothesis was developed by a number of academics, including George Homans, John Thibaut, Harold Kelley, and Peter Blau. Its progress has also been aided by the study of subjects like psychology, sociology, and economics, among others. One of the most studied and applied theories in organisational behaviour and other fields.

It mostly relates to social interactions and trades that produce duties inside the relationship. Interdependent interactions are involved, where one person's behaviours and responses are influenced by another. The fundamental concepts are built on (a) resources exchanged, (b) laws and norms of exchange, and (C) relationships that develop. The majority of management studies concentrate on laws, customs, and methods of exchange. A subjective cost-benefit

analysis is used to build human interactions, according to Homans, who describes social exchange theory as "an influential paradigm in the assessment of every trade relationship."

Practically speaking, the theory holds that when an action has been rewarded in the past, followers believe that there is a greater chance of receiving a reward when such an action is repeated. For that reason, they would like to repeat actions that will attract rewards in accordance with the rules of engagement. SET can be used in many contexts, including management and leadership. It is important to note that the transformational and transactional leadership styles have aspects of the social exchange theory that are inherent in the Leader-Member Exchange theory. As a result, SET is a component of the fundamental theories of leadership and this study.

The Traits Model of Leadership

Effective leaders typically exhibit the following characteristics, according to numerous studies: intelligence, emotional maturity, achievement-drivenness, honesty and integrity, self-confidence, motivation, problem-solving, energy, and taking the initiative. The characteristics model was deemed insufficient for a number of reasons, although being generally recognised in the late 1940s. First of all, there is no certain correlation between particular attributes and leadership performance, and it varies from one organisation and circumstance to another. Again, leadership is a complicated phenomena that cannot be understood solely in terms of a person's features and attributes; similarly, the assessment of a leader's successful traits is subjective.

In addition, the characteristics model was unable to compile a list of universally recognised important traits. Additionally, identifying the characteristics that set leaders apart from non-leaders (followers) does not ensure the success of the organisation or the leadership. Last but

not least, because different situations call for different traits, the trait theory neglected the significance of situational and environmental elements in defining leadership.

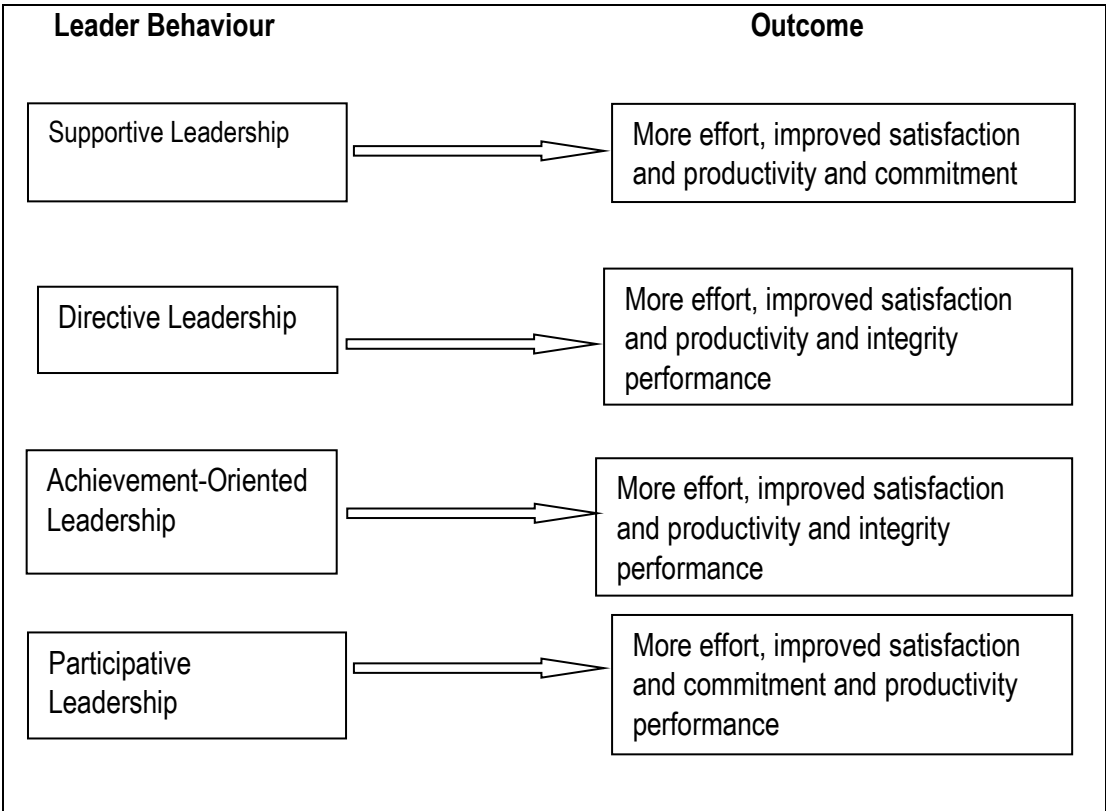
The Path-Goal Theory of Leadership

The expectation theory of motivation served as the foundation for Robert House's 1970 hypothesis. The notion is predicated on the idea that a leader's actions have a significant impact on how an employee perceives the relationship between his or her effort and performance. By making clear the routes to the objectives and reducing barriers to performance, the group leaders assist the members in achieving rewards. They accomplish this by offering the data, assistance, and other resources needed by staff to fulfil the assignment. The theory of House promotes servant leadership. According to the servant leadership philosophy, leadership is not seen as a position of authority; rather, it is seen as a way for leaders to help their subordinates by acting as coaches and facilitators. According to House's path-goal theory, a leader's performance is influenced by several environmental and employee dependent elements as well as particular leadership philosophies.

The path-goal theory states that it is the duty of the leader to raise employee motivation to achieve both individual and organisational goals. By making it clearer for the subordinates how to obtain the incentives that are accessible or by enhancing the benefits that the subordinates value and crave, the leader can improve their motivation. Path clarification refers to a leader's collaboration with followers to identify and teach the behaviours that will result in task completion with success and organisational incentives. The diagram that follows describes the various situations, leadership behaviours and the impact on follower outcomes (See table 2.2). In that table, supportive leader behaviour is necessary for situations where followers lack self-confidence; the behaviour is needed to increase the confidence of human resources to

achieve work outcomes. Directive leadership operates in situations in which human resources face ambiguities in executing duties, and its main purpose is to clarify the path to reward. Furthermore, achievement-oriented leadership behaviour is highly needed in situations where human resources do not face job challenges; therefore, leaders will set high goals for human resources. Lastly, the participative leadership style works in situations where in organisations, incorrect rewards prevail, and its purpose is to clarify followers' needs and change rewards, as demonstrated in Table 2.1.

Table 2.1 Path-Goal Preferred Leader Behaviours and Outcomes



Source: Developed by Researcher and adopted from (Kolzow, 2014; and Mirumbe, 2020).

Numerous studies have empirically tested the theory, and it has gained a lot of research support. This notion frequently serves as a reminder to leaders that their primary responsibility

as a leader is to help their subordinates define their goals and then to help them achieve those goals in the most effective and efficient way possible. This idea provides leaders with a road map on how to raise subordinates' levels of satisfaction and productivity.

The Behavioural Model of Leadership

The behavioural model of leadership was created as a result of the inability to describe effective leadership solely in terms of personality attributes. The behavioural model, as its name implies, focuses on the behaviours of the leader and how they may contribute to either successful or unsuccessful leadership. Any leader who has the right training can adopt the proper behaviour. There have been described as being two fundamental leadership behaviours. These two types of behaviour are task- and people-oriented.

Some of the studies and research in the area of leadership behaviours are included below. In the 1940s, Stogdill investigated 120 attributes that had been analysed by academics and discovered that there was no reliable pattern or list of beneficial leadership traits that are shared by successful leaders. According to Fielder, effective leadership is more than just a person's personality or traits, and it greatly depends on the abilities a leader brings to the position as well as the environment in which they work. Theory X and Theory Y are two competing management theories developed by McGregor that are connected to the actions taken by the Leader. According to theory X, the manager believes that his staff members are just motivated by money and are not willing to accomplish their jobs or act responsibly. For followers of this calibre to do their jobs, supervision and motivation are necessary. The workers, on the other hand, are strongly motivated to complete their work; they enjoy doing it and are ready to contribute positively and innovatively to the organisation if given the opportunity, according to theory Y.

Following a survey of leaders to examine hundreds of variables of leadership behaviour, researchers from The Ohio State University discovered two key behaviours: thoughtfulness and initiating structures. The degree to which a leader is considerate of subordinates, values their opinions and feelings, and builds trust between them is considered people-oriented behaviour.

Polite, open-minded, and committed to their subordinates' well-being, considerate leaders foster teamwork. By giving the work activities a structure, initiating structure involves developing a task-oriented relationship with the employees and focusing on the fulfilment of the task's quality and quantity. The Ohio studies were significant in that they established that good leadership is not always a genetic feature and can instead be taught and acquired. The findings of the Ohio State University study on leadership have been supported by numerous studies and research, but its two primary conclusions could not tell successful leaders from unsuccessful ones because both effective and ineffective leaders can be considerate and structure-oriented.

The Social Capital Theory

According to the social capital theory put forth by Adler and Kwon in 2002, there are three different approaches to social capital theory. The first (external) approach is informed by network theorists who emphasise the function of social networks in building ties between actors that may potentially facilitate actions and ultimately improve the performance of individuals and organisations (e.g., Burt, 1992). The connections between the actors will span the entire social spectrum, going well beyond the confines of a certain organisation. Thus, according to Wacquant and Bourdieu (1992), social capital is a resource that may be used by actors who have mutually beneficial interactions and social networks. The second method

(internal) emphasises the value of internal structures in enhancing cohesion to accomplish goals and assesses social capital as a result of the internal traits of collective actors (Adler and Kwon, 2002). This definition of social capital could be expanded to include "the existence of a particular set of informal values or standards shared among members of a group that permit collaboration among them" (Fukuyama, 1995).

The third strategy uses both external and internal strategies and emphasises that an employee's relationships with other individuals are both internal to the company and external to the person (Adler and Kwon, 2002). Nahapiet and Ghoshal (1998) defined social capital before Adler and Kwon's (2002) research by summing up the real and potential resources that are ingrained in, accessible through, and derived from the network of relationships that an individual or social unit possesses. Thus, social capital includes the network as well as the resources that may be accessed through the network. According to the aforementioned definitions, social capital is based on the inherent traits of social networks and actors, such as values and relationships built on trust, as well as the social structures of organisations.

Strategic leaders' top priority is to successfully manage significant organisational changes. A strategic leader is aware that significant organisational changes require altering both individual and group norms, beliefs, attitudes, and presumptions. Therefore, strategic leaders stress the significance of employees' attitudes and values in accomplishing organisational goals and emphasise the value of viewing organisational change as a result of social capital and relationships. According to Burns (1978), the growth of connections between leaders and followers is simultaneous to an effective transformation at the organisational level. By connecting individual interests to group interests, strategic leaders enable subordinates to transcend self-interests (Garca-Morales et al., 2012; Gillespie and Mann, 2004). Therefore, in order to implement change and generate priceless new human resources for organisations,

strategic leaders collect human capital as social capital. In such situation, we can observe from this research that strategic leadership theory and social capital are strongly aligned.

Strategic leadership, according to Coakes and Smith (2007), is suited for creating communities of practise for knowledge-sharing workplaces that are innovative. This is because strategic leaders promote social network engagement. Strategic leaders, according to Braga (2002), are themselves skilled networkers who facilitate "a flow of ideas, questions, and assumptions" within organisations. Strategic leaders inspire followers to build trust-based connections that produce and disseminate information by fostering the flow of ideas and social capital (Arthur and Hardy, 2014; Henker et al., 2015). This encourages followers to become role models for strategic leaders. This review depicts strategic leaders as social architects who strengthen knowledge management by increasing the social capital of their organisations, demonstrating that strategic leadership is highly connected with the social capital theory.

2.1.3 Theoretical Literature - General Review

According to the theories that have been reviewed again, leadership is the capacity to persuade others to achieve organisational objectives. Leadership happens between people in a reciprocal fashion. Leadership is defined in a variety of ways, but all definitions include the following characteristics, according to Blanchard (2008): leadership is a process that affects people and groups' concerns with facilitating the performance of organisational tasks and focuses on defining and attaining goals (Bhargavi and Yaseen, 2016).

Power is used by a dynamic leader to accomplish goals or move things along (Khan & Adnan, 2014; Khumalo, 2015). Because it determines whether an organisation succeeds or fails, leadership is crucial. The demonstration of effective leadership in commercial, academic, and political settings is one of the biggest issues of the twenty-first century.

Task-oriented behaviour and people-oriented behaviour are two fundamental strategic leadership behaviours that have been recognised as critical for successful business strategy implementation in a range of settings. In every organisation, human resources are among the most crucial resources for accomplishing organisational goals; yet, the achievement of these goals depends on the leader modelling the right behaviours. In order to maximise every opportunity within this pool of human resources, leadership is essential. These leaders possess special qualities that are worth studying, like intelligence, physical stamina, self-confidence, honesty, sociability, persistence, diplomacy and tact, and a will to succeed. Kuchynkova (2016) wrote on the impact of an organization's leader and leadership style on the operation of the organisation. "The literature on organisational performance variables has generally disregarded the importance of the organisational role of leaders, and his or her leadership style in managing human resources performance," according to Kuchynkova (2016). This may be because the majority of research sought the perspectives of institutional leaders, and the respondents did not adequately acknowledge their own influence on human resources performance. Or it can be because the research did not account for the influence of the institutional leaders by measuring it. It could also be because the institution's leader has no influence. The general management literature, which holds that a leader's competency and leadership style have an immediate and measurable impact on an organization's or company's success, stands in stark contrast to the final conclusion.

Therefore, the author has been asked by the higher learning Institute to investigate whether management's leadership style has an impact on human resources performance and whether various styles are suitable for various organisational performance aspects.

According to Mwombeki (2017), Robbins and Judge (2017), and Sitorus (2017), a capable leader in an organisation is frequently seen as having an impact on the performance of the

entire organisation. Researchers have also demonstrated that good people management provides outcomes for human resources that go beyond technical variables, such as productivity, integrity, and commitment (Robbins & Judge, 2017).

The performance of human resources is directly related to transformational leadership, according to research by Kuchynkova (2016). According to Mwakajila and Nyello (2021), the performance of human resources is closely correlated to the transformational leadership style's virtues of serving as a positive role model for a team, integrity, honesty, and individual consideration. Additionally, by integrating fresh concepts, loftier goals, and moral role models within the organisation, as well as by inspiring followers to prioritise the needs of the group, one can change the culture of the organisation (Gachingiri, 2015; Hossain & Saleh, 2016; and Mwakajila & Nyello, 2021). Additionally, a study found that transformational leaders have a high likelihood of boosting the organization's productivity, integrity, and dedication by giving their team members purpose and challenge in their work.

Berg and Karlsen (2016) assert that while "enthusiasm and optimism are expressed to result in responsive workers, rewards and punishment, and appeal to own self-interest," the transactional leadership style "leads to the arousing of the team's productivity spirit and dedication." Consequently, it might be concluded that there is a strong link between the effectiveness of human resources and both transformational and transactional leadership (Hossain & Saleh, 2016; Kuchynkova, 2016; and Mwakajila & Nyello, 2021).

2.2 Empirical Literature Review

Strategic leadership in organisations is frequently regarded as a tool for promoting corporate strategy implementation. It can assist employees of an organisation to perform effectively and utilize the other resources to their optimal level, build teamwork spirit, and enhance the

capacity of performing tasks which are critical issues of achieving targets and objectives. Strategic leadership is necessary to fully develop a company's productivity and sustainability performance (Waweru, 2016; Kitonga et al., 2016; Muasya, 2017; and Kerzner, 2018).

Strategic leadership across the globe contribute to change management by creating strategic communication, core capabilities, effective corporate culture and developing human capital, according to (Obadha and Deya, 2020). Strategic leadership enables stakeholders of the organisation as assets can be controlled and facilitate the execution of activities. This is because public consumers of products like information demand moral pioneers to impact various levels of capability for employees. Effective strategic leadership may benefit a media organisation in particular since much of the information generated by workers is evaluated by the public on the basis of ethical and moral values.

Edeliman (2021) conducted study on the performance of the public sector and the implementation of corporate strategy in the United States. If greater levels of performance are to be obtained, the findings show that public organisations must develop a fit between strategic approach and style of implementation. Due to the difficulties of a rapidly evolving digital environment and the disadvantages of businesses who were unable to quickly adapt new technology investments, traditional media corporations and social media were found to be in decline in this study. 200 people took part in the quantitative study survey, and media industry communication leaders were interviewed in-depth.

Langereis (2015) conducted study on the relationship between corporate strategy leadership and the effectiveness of Dutch municipalities. The study unequivocally demonstrated the usage of strategic orientations by Dutch municipalities. The results show that strategic leaders who discover to comprehend the economic, social-cultural, and ecological context of their

operations to follow the organization's vision and strategies have an impact on the organisational performance of towns.

Aremu and Oyinloye (2014) conducted study on strategic leadership management and the performance of enterprises in the Nigerian banking sector in Africa. The study's conclusions showed that strategic leadership management has an impact on organisational performance in terms of speed and cost.

Winfred (2016) conducted research on how corporate strategy implementation and organisational culture affect the performance of commercial banks in Zimbabwe. The study's findings demonstrate that culture and strategy implementation have a statistically significant and favourable impact on the performance of commercial banks. Lear (2016) used the ratio of 85/60 respondents (leadership/employee) to provide insights on the perception of leadership on strategy implementation in a study conducted in South Africa on the influence of Strategic Leadership on strategy execution.

According to the study's findings, setting the organization's strategic direction is the strategic leadership action that is thought to be most crucial to implementing corporate strategy successfully. This is because organisations need strategic leadership support to foster unity by taking into account the needs of all interested parties and creating a clear vision of the organization's future setting and performance. This is necessary for organisations to succeed in developing competencies and competitive advantages.

Eyceoz (2009) did a cross-case analysis and described four possible implementations. The study's findings supported the idea that effective employee involvement can spur change as an organisation progresses toward sustainability by integrating sustainability into its fundamental business practises. Under this role, Eyceoz demonstrates that strategic leadership can establish confidence, eliminate fear, provides necessary resources and

freedom to employees, and inspires, encourages and recognizes people's contributions to the organisation.

Strategic leadership roles contribute to corporate strategy implementation by involving workers by increasing their decision-making capacity and improving their engagement process. According to (Waweru, 2018), workers make up a major and rising component of the determinant of success and failure of corporate strategy implementation, whereas ignoring issues such as planning, organizing, leading and directing activities and resources from the early stage may lead to slow down of organisation performance (Kitonga et al., 2016; Muasya, 2017).

In East Africa, studies of strategic leadership on corporate strategy implementation have been conducted in Kenya by Omoro (2016), Purity and Ouma (2017) and Titus and Rugami (2019). In the mentioned studies, it is generally pointed out that strategic leaders vary in how they engage in solid media organisations. The top leaders in Omoro (2016) had a low interaction rate with employees, while in Purity and Ouma (2017), the top leadership had low communication and ambition to invest in technology.

2.3 Theoretical Framework

This study was guided by one theory, namely, strategic leadership theory, as hereunder.

Strategic Leadership Theory

To study how top managers affect strategic decision-making, strategic leadership theory was established and evolved upon Hambrick and Mason's (1984) Upper Echelons Theory (Finkelstein & Hambrick, 1996). This study, which examines how top leadership influences strategic choices like those that result in the successful implementation of business strategy, is based on the strategic leadership theory. According to Carter and Greer (2013), a substantial amount of academic research has been done over the past 30 years on the analysis and

comparison of various leadership styles, a lot of which has focused on transactional, transformational, and charismatic leadership. Recent studies have started to explore leadership approaches and styles such as servant, authentic, and responsible leadership, providing insights into how these types affect performance outcomes. It is argued that little of this research has been done in the context of strategic leadership and has instead concentrated on the leadership styles of lower-level managers and how those styles affect how well teams perform within organisations, rather than how well those organisations perform overall in terms of meeting stakeholder expectations. The academics point out the dearth of research on the connection between strategic leadership and organisational effectiveness (Carter & Greer, 2013).

The charismatic, transformational, and visionary leadership theories are at the centre of the new leadership theories, which also tend to emphasise the interpersonal dynamics and connections between the leader and the followers. Strategic leadership, according to Hitt et al. (2013), is a type of leadership that involves inspiring followers to go above and beyond expectations, continually enhancing their talents, and prioritising the interests of the organisation over their own. Strategic leaders create and express a vision and create plans of action to realise the vision by persistently motivating subordinates to pursue greater levels of success (Hitt et al., 2013). In some aspects, managerial leadership is similar to transactional leadership, and neither creates nor preserves wealth. If managerial leadership predominates, however, it may eventually lead to asset destruction (Rowe, 2001).

Rowe (2001) makes the case for strategic leadership, arguing that an organisation will be more viable in the long run and better able to maintain its financial stability in the short term if strategic leadership is prevalent in the organisation. The two organisational mindsets (managerial and visionary) co-exist, but with visionary being more influential than managerial.

In that they dream and act on their dreams, strategic leaders are described as a synergistic combination of management leaders (who never stop dreaming) and visionaries (who only dream). Additionally, it is asserted that a strategic leader would likely generate more wealth than a mix of a visionary and managerial leader because the latter's synergistic combination would increase long-term viability while preserving short-term financial stability. The lack of a direct examination of strategic leadership behaviour in strategic leadership theory has drawn criticism. However, concerns have been raised about the use of demographic data as a stand-in for strategic leadership behaviours by Priem et al. (1999).

According to studies, employees who are primary executors of corporate strategy frequently complain about strategic leadership barriers to their performance, despite the fact that according to the research by Rowe (2001) cited earlier, strategic leaders should be responsive to functions needs whether financial, skills and support capacity. Several strategic leadership constraints hinder corporate strategy implementation. As previously stated, leadership have disproportionately constrained corporate strategy implementation owing to a variety of barriers related to workers' and other stakeholders' responsibilities in organisations, particularly in the media industry. Those needs to perform at the level needed by the public consumers of information are constrained by the technology on products and inputs, making them reliant on the substandard level of production. Those who need resources, particularly the financial capacity to market products, do not make a great performance due to inadequate funds. Strategic leadership is constrained to the extent that many media entities can fail to achieve most of the targets of competing with producers of similar or related products to the market. Furthermore, strategic leadership can be constrained by difficulty in obtaining the finance necessary to develop their operations.

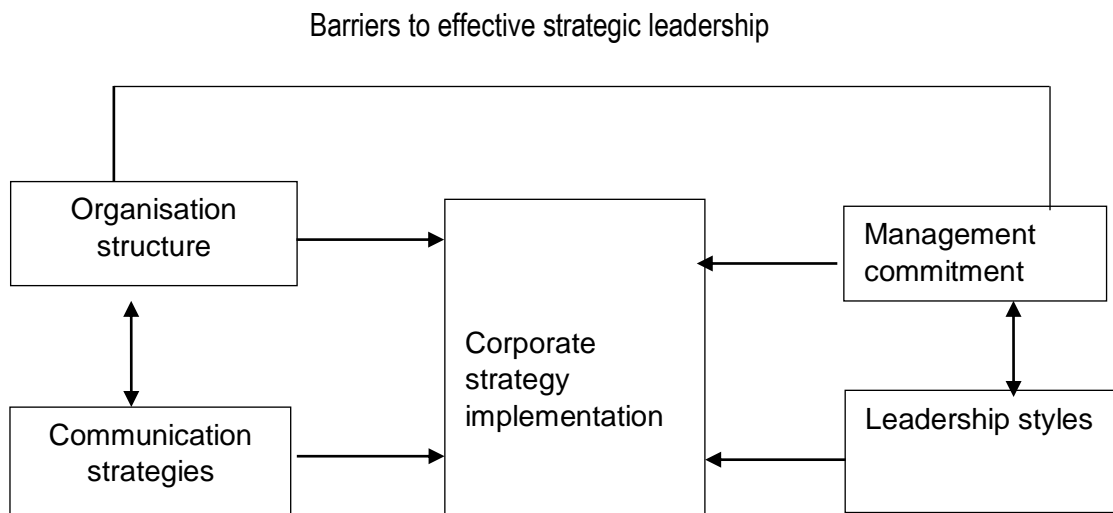
2.4 Knowledge Gap

Studies reviewed reflect on the importance of strategic leadership in organisation strategy implementation, leaving out the barriers to strategic leadership in corporate strategy implementation. Specifically, the study focuses on the mass media industry in the country. This is the gap to be filled by this study.

2.5 Conceptual Framework

The conceptual framework is shown in Figure 2.1. An abstract idea or theory that is utilised to create new concepts or reframe old ones is what is meant by this. It reveals how the dependent and independent variables are related (Saunders et al. 2017).

Figure 1: Conceptual Framework



Source: Synthesized, adopted and modified ideas from Hitt et al. (2013); Andrews et al. (2011); Rowe (2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology refers to the general strategies of work to be followed when dealing with research (Kothari, 2003). This chapter presents the research design, area of study, the population of the study, sampling frame, sample and sampling technique, instruments, data collection procedures, data processing and analysis, validity and reliability, limitations and ethical considerations.

3.1 Study Area

This study was conducted at Safina Media Group in Arusha city council. The reason for conducting the study in this area is that the specific business problem is that some senior executives in implementing corporate strategy lack the required strategies to ensure profitability, mass media included (Seijts, 2016). Concisely, the area is selected for the reason that it has similar characteristics to other similar media groups in the country.

The Safina Media Group has been selected for the current study because; the government of Tanzania envisions the country becoming a well-educated and informed society by 2025. As such, the country embraces the attainment of creativity, innovativeness and high-level quality information to respond to development challenges and effectively compete regionally and internationally. However, most Tanzania media enterprises face challenges in improving the production and marketing quality; for these entities to succeed and realize their visions, there is an urgent need for deploying an active corporate strategy implementation as well as overcoming the barriers in the process. Thus, the effects of the barriers to strategic leadership on corporate strategy implementation in the Tanzanian media industry are investigated. The study provides guidelines for improving media performance through capacity building for

engaging in activities and satisfying customers who are the public consumers of information and the government regulators of quality practices.

3.2 Research Design

A research design is an arrangement of parameters for data collecting and analysis that seeks to balance procedural economy with relevance to the study goal. It is a conceptual framework in which research is carried out. It provides a summary of the steps taken by the researchers, starting with the formulation of the hypothesis and its operational implications and ending with the data analysis (Powell & Connaway, 2014).

The arrangement of conditions for data collection and analysis in a way that tries to combine relevance to the researcher's purpose with economy in a technique is referred to as the research design, according to Tkachenko, Hahn, and Peterson (2017). It lays forth the guidelines for data collection, measurement, and analysis. Survey, experimental, and case study designs are examples of research designs.

A case study research design was employed in this investigation. A case study design is a qualitative investigation that entails thorough observation of a social unit, an individual, a family, an institution, a cultural group, or even the entire community (Kumar, 2014). It works best when a thorough investigation of a particular unit of study is required since it offers a focused and in-depth understanding of a phenomenon that could otherwise be ambiguous (Tkachenko, Hahn, & Peterson, 2017). When a "how" or "why" question is being asked regarding a current set of circumstances that the investigator has no control over, case study has historically been the chosen method (Powell & Connaway, 2014).

In order to get a thorough grasp of the study on the obstacles to effective strategic leadership on corporate strategy implementation, the researcher adopted the case study design. As a

result, the case study enables the researcher to follow concerns and information pertaining to the phenomenon under study in great depth.

3.2.1 Research Approach

The study used a mixed methodology that combines qualitative and quantitative methods. Due to the lack of knowledge about the situation, the qualitative approach seeks to examine and identify concerns (Cresswell, 2018). The qualitative technique is intended to aid researchers in comprehending individuals and the social and cultural environments in which they live and work, claim Saunders et al. (2017). These investigations enable the exploration and representation of the complexity and diversity of the worlds-under-study. Observation and participant observation (fieldwork), interviews, documents and texts, as well as the researcher's feelings and emotions, are all examples of sources of qualitative data (Cresswell, 2018). However, the study made use of in-depth interviews with the Safina Group management team.

Utilizing questionnaires, surveys, and experiments, the quantitative approach collects data that is then revised, summarised, and categorised through the use of statistical analysis (Saunders et al., 2017). In this investigation, questionnaires were used. The primary goal of quantitative researchers is to test theories, therefore they measure variables on a sample of people and characterise the relationships between variables using efficient statistics like correlations, relative frequencies, or differences between means (Cresswell, 2018). The qualitative approach aims to understand the events in their natural settings, in contrast to the quantitative approach, which delivers statistical outcomes as numerical or statistical data.

3.2.2 Target Population

A target population is generally a large collection of individuals or objects that is the main focus of a scientific inquiry, and it is for the benefit of the population that research is done (Sekaran,

2003 & Kothari, 2009). In this study, the target population included all staff from Safina Media Group 55 in number. The present study does not involve any sampling strategies because the study uses total population sampling. The sample was 55 respondents, including all workers of the Safina Media group. However, Saunders et al. (2017) advise that too large a population should be sampled because it could become a problem and recommended sample sizes between 30 and 500. Similarly, he recommended that a minimum number of samples for survey and case study research should be 30.

3.2.3 Sample Size

A sample size is a subset of the population to which the researcher intends to generalize the results (Kumar, 2014). Tkachenko, Hahn and Peterson (2017) state that a sample size of more than 30 subjects is representative enough and guarantees the study be conducted. Usually, it is required to provide a stepwise determination of sample size for funded research proposals ((Tkachenko, Hahn, & Peterson, 2017). However, in practice number of required subjects usually becomes evident as the study progresses (Ibid). The sample size of the study will comprise 6 members of the management team, 10 heads of departments and 39 staff of Safina Media Group.

Sampling Techniques

Kumar (2014) argues that the sampling technique is a procedure that the researcher would adopt to select items for the sample. It is a definite plan for obtaining a sample from a given population since it is difficult to study a whole population (Ibid). Furthermore, Kumar (2014) emphasised that there are two major goals that sampling techniques intend to achieve.

The first is to establish representatives of what is being studied and, conversely, to reduce bias. The second is to be able to make inferences from findings based on a sample to a larger population from which that sample was drawn. In this study, the researcher employed a non-

probability sampling technique to get the required subjects for the sample from the population specified in the study. From the non-probability sampling technique then, a total population sampling procedure was used. These management team members, heads of department, and employees are mostly expected to be available in their workstations during the time of the researcher's data collection exercise.

3.3 Data Collection Methods

Kumar (2014) defined the data collection method as the technique of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. The researcher collected data by the use of semi- structure questionnaires, interviews, and documentary reviews. These methods were employed because, in research work, no one method is enough to gather reliable and valid data. Kumar (2014) argues that one method usually tends to deceive the researcher's depiction of the reality of the phenomenon under investigation.

3.3.1 Questionnaire

Stemler (2013) defined a questionnaire as a research instrument consisting of a series of questions for the purpose of gathering information from respondents. The questionnaires will be distributed to sections and units as a park in general. The reason to apply questionnaires for data collection is that; the method makes respondents free to air their own views to enable the researcher to get more information from respondents. The questions in the questionnaires will be semi-structured.

Before distributing questionnaires, a pilot study was conducted so as to pre-test respondents to ensure that there were no ambiguous or unnecessary questions and make the instrument able to draw the responses requiring achieving the research objectives. The process of clearing doubts in the pre-test stage ensures that the content of the questionnaire is relevant,

adequate, clear in wording, and suited to the understanding of the respondents just like (Stemler, 2013). This also laid the ground for developing appropriate procedures for administering the questionnaire with orientation to the situation of the field (*Ibid*).

The time for pre-testing will be about 30 minutes per respondent. The questionnaires will be administered by starting to explain the purpose of the study to the earmarking respondents as well as to clarify the meaning of the items that needed clarification, just like as noted by (Tkachenko, Hahn, & Peterson, 2017). The questionnaires will be self-administering through the drop-and-pick method to reduce interviewer bias.

3.3.2 Interviews

An interview as an instrument of data collection involves verbal interaction between the interviewer and interviewee in the collection of data on the topic at hand. Powell and Connaway (2014) explain that an interview is regarded as an interchange of views between two or more people on a topic of mutual interest. It allows for in-depth probing while permitting the interviewer to keep the interview within limits outlined by the aimed of the study (Kumar, 2014; Gubbins & Rousseau, 2015).

In this study, semi-structured interviews were conducted to collect data from sections and units that are the management team of Safina Group Media. This is expected to get in-depth information about the barriers to effective strategic leadership on corporate strategy implementation. This technique was applied because it provided an opportunity to probe further issues that needed more information. Face-to-face interviews are used to get detailed information from the respondents about their experience, views, ideas and understanding regarding the barriers to effective strategic leadership on corporate strategy implementation.

3.3.3 Documentary Review

A review of the published and unpublished documents, especially those considered more relevant and pertinent to the research problem, was undertaken. The sources were books, past government reports, and administrative documents such as employees' personal files and subject files from the Safina Group registry. Powell and Connaway (2014) argued that often the insights gained through the review of documents save much time in conducting the research as the review required.

3.3.4 Data Analysis and Presentation Methods

After data collection, the researcher embarked on a data analysis process which involved identifying common views from the respondents' descriptions of their experiences. The responses to the close-ended items will be assigned codes and labels. Frequency counts of the responses were obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that are under investigation (Saunders et al., 2017).

Thus, the data collected through the questionnaire (quantitative data) were subjected to descriptive analysis through Statistical Package for Social Sciences (SPSS), and multiple regression analyses will be used to predict the relationship that exists between variables as assumed that more than one independent variables and one dependent variable are used (Hair et al., 2014) while data collected through the in-depth interview (qualitative data) were analysed through content analysis (Cresswell, 2018). Content analysis involves transcribing all information from verbal discussions with informants followed by breaking the recorded information into meaningful smallest units of thematic information, subjects and tendencies and presented as a text.

3.3.5 Pilot Study

This involves pre-testing of tools before field data collection. The tools to be tested included questionnaires and an interview guide to a few samples before actual data collection.

3.4 Validity and Reliability

3.4.1 Validity

Validity is defined as the instrument's ability to measure exactly what concept it is supposed to measure (Cresswell, 2018). It also refers to the credibility or believability of the research. In order for the researcher to validate the data and instruments (in-depth interviews and questionnaires) to be used in the research were asked to the experts to recommend their representativeness and suitability. Besides, he allowed suggestions to be made to the structure of the questions, as argued by Saunders et al. (2017).

The validity of the instrument was ensured by the use of the following strategies: the researcher computed the validity coefficient using the content validity index (CVI), which considers the items declared valid over the total items declared invalid. Theoretically, the minimum value of the validity measure should be 0.5. And the CVI index in the questionnaires was found to be far greater than the critical minimum value of 0.5, confirming that the instrument is valid and excellent (Madondo, 2015). The validity coefficient value is obtained using the formula below:

$$V = \frac{CVI}{TI}$$

Where CVI = number of items declared valid

TI = total number of items

Two standardized research instruments were used in this research to collect data. These are standardized NSSLS (National Survey of Strategic Leadership Styles) developed by the Pew

foundation's effort to bring together a panel of experts to develop a survey to measure Strategic Leadership Styles under the accepted theory that good strategic leadership styles mean successful corporate strategy implementation, at the University of Indiana (Leadership, 2008) and Barriers to Strategic Leadership Scales (BSLS) developed by (Redmond, 2016) based on self-determination theory (Deeboonmee and Ariratana, 2014). Such instruments were adopted because they are one of the most widely used survey instruments on the organisational experience, developed by academic professionals and leading researchers in the field of public administration and Leadership (Dinwoodie et al.2014).

The NSSLS claims to have high content validity and instrument reliability, continually adjusted based on data collected over the years (Redmond, 2016). The advantage of the NSSLS questionnaire over the other measuring tools is that it covers the full range of organisational experience to leadership performance (Dinwoodie et al., 2014). On the other hand, (BSLS) instruments have been used in previous student surveys with substantial validity; also, it is easy to understand and use (Jung et al., 2003). According to (Hitt et al., 2013), two studies were conducted in Hong Kong and New Zealand to examine various aspects of its reliability and validity, and initial supportive evidence of reliability and construct validity of Barriers to Strategic Leadership Scales scores was found.

The NSSLS has 29 items measuring dimensions in 3 constructs of leadership. Out of the 13 items, 6 items were used to assess the organisational structure dimensions, 3 items were used to assess the communication strategies dimensions and 4 items were used to measure management commitment. The (BSLS) which is the second questionnaire that was used to assess the barriers of strategic leadership, has 21 in total; however, 13 items were found necessary for measuring corporate strategic implementation in Tanzania.

The NSSLS questionnaire, in combination with the BSLS items, is preferred and used in this research because it helps to investigate the environment and behavioural part towards the barriers to corporate strategy implementation related to leadership. A 5-Likert scale was used to rate the observed dimensions of organisational structure, communication strategy and management commitment, and it bears a magnitude estimation based on 1:2:3:4:5. A Likert scale with less than 5 points decreases reliability and validity while more than 7 scarcely increases the psychometric properties of the scale (Arthur and Hurdy, 2014; Cresswell, 2018). The questionnaire described above consists of general and specific questions and an attached letter. The letter describes the purpose of the survey. Both the letter and the questionnaire were subject to much effort to make questions concerning social- the demographic information of the respondents such as age, gender, education level, position or qualification, and experience. Specific questions were considered to investigate and examine the views of respondents about research questions with the Likert scale. The complete set of questions and the order in which they appeared are attached to this research report (See **Appendix 1**).

3.4.2 Reliability

Reliability refers to the consistency of a research study or measuring test or the repeatability of findings. If findings from the research are replicated consistently, they are reliable. To ensure reliability, repetitive tests were used, and the results were observed for consistency. A correlation coefficient can be used to assess the degree of reliability. If a test is reliable, it should show a high positive correlation (Cresswell, 2018). In this study pilot study is carried out to test the interview guide and questionnaires in the respective study area for their reliability; afterwards, corrections are done in order to obtain reliable data for the research. Since the reliability of data goes with the accuracy or precision of a measuring instrument, in this

research study, reliability will be concerned with the questions' consistency of responses in repeated measurements (Saunders et al., 2017).

The results were coded into the SPSS program to establish Cronbach's alpha, which has the purpose of confirming the internal consistency of the questionnaire items. The findings are depicted in Table 2 below.

Table 1: Reliability Statistics

Variables	Measures	Cronbach Alpha Coefficients
Organisational structure	Allocation of resources	0.84
	Performance management system	0.87
	Training and development	0.78
Communication strategies	Workers understanding	0.75
	Effective communication	0.74
	Poor communication management	0.81
Management commitment	Information technology	0.80
	Capacity building	0.84
	Decision making	0.78
	Effective strategy	0.82
	Organisation innovativeness	0.79

Source: Researcher's Computation (2022)

Since the computed Cronbach's alpha coefficients of all the variable measures were observed to be above the minimum level of 0.7, the instrument is said to be reliable and, therefore, acceptable for data collection.

3.5 Ethical Considerations

Ethical issues were considered for the purpose of notifying participants of issues to be done. The researcher sought permission from the directors of postgraduate studies at the Institute of Accountancy Arusha to present it to the director of Safina Media Group. Moreover, in every stage of collecting data, the researcher showed the permission given, explained the purpose and asked the respondents to assist in carrying out the study in their departments. The researcher abode with confidentiality from the media and people with whom he has been involved in collecting the required information. There was no leakage of the information without the consent of the person who provided them. There were no biases, exposing, leaking, hyperbolising or understatement of the information from the respondents. The respondents were requested by his/her consent to be interviewed and provide responses. Also, their individual names are not mentioned.

3.6 Limitations Influenced Research Methodology

Limitation means a lack of abilities that control what a researcher can not be able to do. In this study, the researcher can encounter the constraints emanating from research methods, research design, samples and sampling strategies, uncontrolled variables, faulty instrumentations, and other compromises to internal and external validity (Omari, 2011). Vividly, during the process of data collection, the researcher can be constrained by some respondents who can not be willing to provide the information required.

3.7 Conclusion

From a broader perspective, the qualitative and quantitative research approach was employed. The case study design was fundamental to this study. The details of what was done, how it was done and where it was done and, of course, to whom it was done have been outlined step by step. Generally, the methodological part of the study helps a researcher to keep the study

on track, guiding the research on key issues that may significantly impact the validity and reliability of the data and the findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and discussion of the findings. Data presentation is organized deductively into themes based on the study objectives, namely, i) What are the influences of organisational structure on strategic leadership in managing corporate strategy implementation at Safina Media Group? ii) What are the influences of communication strategies on strategic leadership in managing corporate strategy implementation at Safina Media Group? iii) What are the contributing factors to management commitment in facilitating corporate strategy implementation at Safina Media Group? The sub-themes were developed inductively based on the issues that emerged from the data.

In sum, out of the 55 questionnaires distributed, all 55 were returned, and after the data quality checks, all responses were found completed and suitable for use in analysis for most of the questionnaire items. The 55 responses were exported into SPSS for statistical analysis according to research questions.

4.2 Descriptive Statistical Analysis

This section deals with information regarding the biota of the respondents and how it contributes to the result of this research. The demographic information of the respondents was obtained to assess how biota contributes to the responses on the organisational structure, communication strategies on strategic leadership, and contributing factors to management commitment at Safina Media Group. The main demographic characteristics considered were respondents' job positions, experience, gender, age and level of education. The following is the descriptive analysis of respondents' filled questionnaires.

4.2.1 Safina Media Group Company's Profile

All of the media company's workers have been contacted via emails and face-to-face meetings after booking an appointment. In terms of size and experience in media sector corporate strategy implementation, the contacted persons, especially management team members, can be considered as experienced and semi-experienced with media practices of seven (7) years and above. For example, the Production and Marketing manager was found with over 10 years of experience in media company management. This information was obtained from the personal interview conducted by the researcher. Notable heads of departments contacted and responded to the questionnaires and interviews were: Finance department, Public relations, Production and marketing.

4.2.2 Respondents' Demographic Information

The majority of the respondents are from production and marketing department staff, 54.6%, 15.9% are managers, 5.88% are top managers, 12 (21.8%) from the finance department, 14 representing 25.5% are other respondents like graphics and design, and public relations team. Broadly the managers assessed the organisational structure, and this has been analysed in collaboration with that of their team members where the need be to see the level of discrepancies involved. In terms of gender, the majority of the respondents, constituting 51.2%, are males, and 48.8% are females, qualification wise majority of the respondents, 57.8%, are bachelor's degree holders, followed by 26.2% holding their master's degree and 29 holders of Diploma. 5.8% are leaders holding professional qualifications like media project management professionals (MPMP), among others. For the age of the respondents, 52.9% are between the age of 23-30, 38.4% are between the age of 31-40, and 8.7 are 41 and above years old.

On the experience of the respondents, 45% of the participants have experience in media groups between 1-5 years. 32.8% are well experienced in media activities within the 6-9 years of experience range. 15.8% have media-related experience between 10-12 years, and 6.9% have required professional experience of 13 years and above. It can be deduced from the vast experiences of the respondents that they have substantial practical knowledge of media activities and are worth responding to the questions.

Table 2: Respondents' Characteristics

Characteristics	Items	Frequency	Percentages
Position	Graphics and Designs department	13	23.64
	Finance department	9	16.36
	Public Relations department	10	18.18
	Production and marketing	15	27.27
	Human resources manager	8	14.55
Sex	Male	29	51.88
	Female	26	48.22
Qualification	Master's Degree	6	10.90
	Bachelor's Degree	19	34.55
	Diploma	10	18.18
	Professional	5	9.1
	Certificate	8	15.42
	Others	3	5.45
Age	21-30	21	38.18
	31-40	23	41.82
	41 and above	11	20.00
Experience	1-5 Years	29	34.55
	6-10 Years	13	18.18
	11-15 Years	5	9.1
	16 Years and above	8	15.42

Source: Field Data (2022)

4.2.3 Measurement Items and Constructs

In a descriptive form, this section presents the means and standard deviations of the measurement constructs which operate around barriers to effective strategic leadership. The constructs originate from those describing the organisational structure, communication strategies, leadership styles and management commitment. The constructs were analysed to identify the items that largely contribute to the measurement construct and are worth considering by organisations and other stakeholders for use in dealing with barriers to effective strategic leadership on corporate strategy implementation.

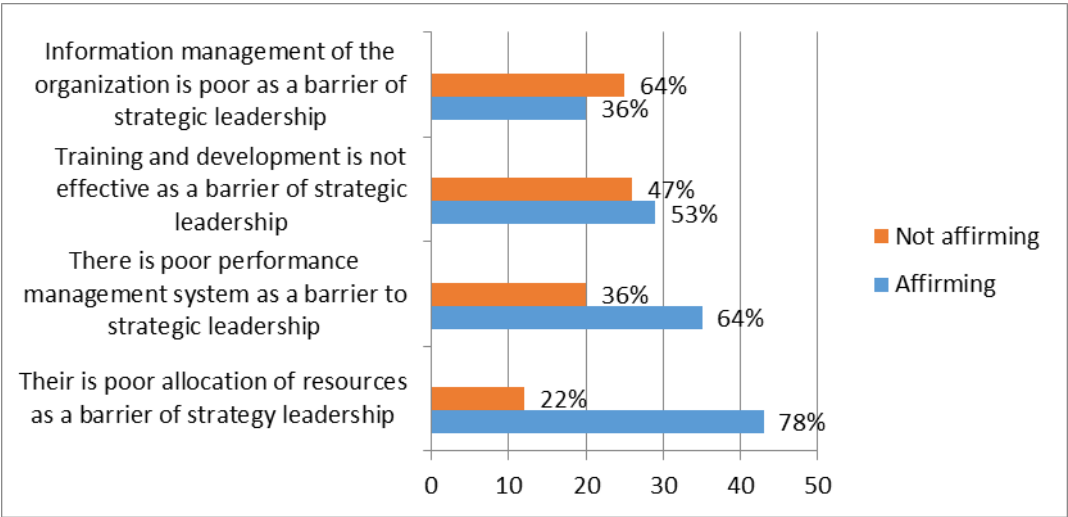
4.2.3.1 Organisational Structure

“Organisational structure” here refers to the arrangement of tasks and authority with regard to the management of activities using all the resources of a system to achieve pre-determined goals of the entity like customer satisfaction, quality process, cost efficiency, time and so on. There are diverse systems of organisational structure, and a notable one is a hierarchical structure. In this study, the items measuring organisational structure on the barrier to effective strategic leadership were rated using 1 = strongly disagree to 5 = strongly agree. In this study, the respondents were asked to tick (✓) one of the responses to determine the probability of organisational structure that they have experienced in the Safina Media Group within the last five years being a barrier to effective strategic leadership.

The behaviour of the Safina Media Group Organisation in terms of the reality of facing barriers to strategic leadership on corporate strategy implementation according to respondents' views, whereas the respondents were asked with regard to four barriers of strategic leadership. From the data, the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing a barrier of strategic leadership in terms of allocation of resources is 78%, and the number of respondents who did not affirm is 22%, according to

(graph 1). Furthermore, strategic leadership on corporate strategy implementation, according to respondents' views on performance management systems, reveals that 35 respondents (64%) affirmed and 20 respondents (36%) did not affirm. This means from the data the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing barriers of strategic leadership in terms of the performance management system is 64%, and the respondents who did not affirm is 36%, according to (graph 1). In addition, strategic leadership on corporate strategy implementation, according to respondents' views on ineffective training and development, reveals that 29 respondents (53%) affirmed and 26 respondents (47%) did not affirm.

Graph 1: Organisational Structure Barriers to Strategic Leadership



Source: Field Data, 2022

Among the items, the participants rated “we are confident that allocation of resources in the organisation influences effective strategic leadership in the organisation” (M = 1.36, SD = 1.012), “enhancing performance management system of the organisation influences effective strategic leadership on leaders who make use of it” (M = 1.17, SD = 1.08), “training and development of the organisation influences effective strategic leadership” (M = 1.14, SD =

1.06) as the items that largely measured barriers to effective strategic leadership. This is in agreement with existing literature that effective strategic leadership is influenced by elements of organisational structure like allocation of resources, performance management, training and development, and information management, among others. The item “information management of the organisation influences effective strategic leadership on corporate strategy implementation” (M = 2.31, SD = .9901) was rated as the highest among the observable organisational structure variables that influence effective strategic leadership on corporate strategy implementation, see Table 4-3.

Table 3: Organisational Structure

Organisational structure items	N	Mean	Std. Deviation
Allocation of resources in the organisation influences effective strategic leadership	55	1.3611	1.01218
Performance management system of the organisation influences effective strategic leadership	55	1.1733	1.0854
Training and development of the organisation influence effective strategic leadership	55	1.1436	1.0612
Information management of the organisation influences effective strategic leadership	55	2.3125	.99013
Valid N (listwise)	55		

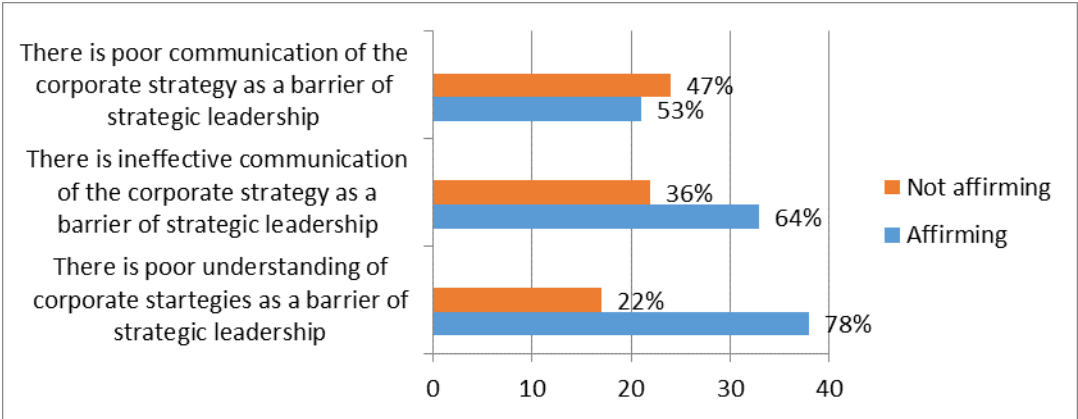
Source: Field Data (2022)

4.2.3.2 Communication Strategies

The behaviour of the Safina Media Group Organisation in terms of the reality of facing barriers to strategic leadership on corporate strategy implementation according to respondents' views is examined on communication strategies, whereas the respondents were asked with regard to

three barriers of strategic leadership. From the data, the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing barriers of strategic leadership in terms of poor understanding of the corporate strategy is 38 (69%), and the respondents who did not affirm is 17 (31%) according to (graph 2). Furthermore, strategic leadership on corporate strategy implementation, according to respondents' views on ineffective communication, reveals that 33 respondents (60%) affirmed and 22 respondents (40%) did not affirm. This means from the data, the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing a barrier of strategic leadership in terms of ineffective communication is 60%, and the respondents who did not affirm is 40%, according to (graph 2). In addition, strategic leadership on corporate strategy implementation, according to respondents' views on poor communication management, reveals that 21 respondents (38%) affirmed and 24 respondents (62%) did not affirm.

Graph 2: Communication Strategies Barriers to Strategic Leadership



Source: Field Data, 2022

A communication strategy was used as an independent variable as well, which influences strategic leadership. The results from Table 4-4 showed the items that measured less on communication strategies. It could be seen that “poor understanding of corporate strategy by the work force” is rated highly, largely contributing to barriers to effective strategic leadership

(M = 3.33, SD = 1.27). This could be because when decisions are made, the consideration to transmit information to other stakeholders or interested parties in the organisation is not affected. Interested parties might not be getting an opportunity to ask questions, get clarifications and so on. This was followed by the “ineffective communication of the corporate strategy to the workforce” (M =2.26, SD = 1.04), with the “poor management of the corporate strategy” as the least measure of communication strategies (M = 1.71, SD =1.05).

Table 4: Communication Strategies

Communication strategy items	N	Mean	Std. Deviation
There is a poor understanding of corporate strategy by the workforce	55	3.3311	1.27218
There is ineffective communication of the corporate strategy to the workforce	55	2.2633	1.0434
There is poor management of the corporate strategy	55	1.7136	1.0512
Valid N (listwise)	55		

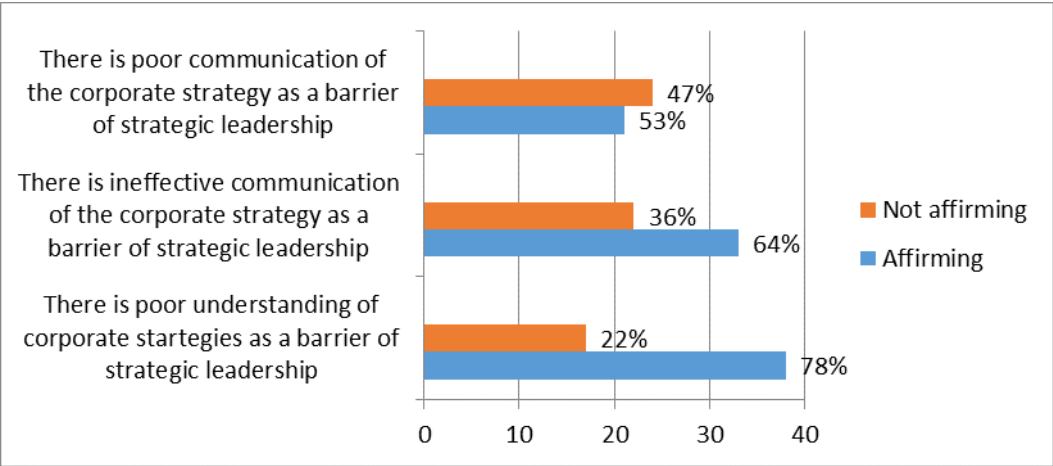
Source: Field Data, 2022

4.2.3.3 Management Commitment

Similarly, the behaviour of the Safina Media Group Organisation in terms of the reality of facing barriers to strategic leadership on corporate strategy implementation according to respondents' views is examined on management commitment, whereas the respondents were asked with regard to four barriers of strategic leadership. From the data, the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing barriers of strategic leadership in terms of less enhancement of information technology

and capacity building is 38 (69%), and the respondents who did not affirm is 17 (31%) according to (graph 2). Furthermore, strategic leadership on corporate strategy implementation, according to respondents' views on ineffective communication, reveals that 33 respondents (60%) affirmed and 22 respondents (40%) did not affirm. This means from the data, the percentage of respondents who affirmed that corporate strategy implementation at Safina Media Group is facing a barrier of strategic leadership in terms of ineffective communication is 60%, and the respondents who did not affirm is 40%, according to (graph 2). In addition, strategic leadership on corporate strategy implementation, according to respondents' views on poor communication management, reveals that 21 respondents (38%) affirmed and 24 respondents (62%) did not affirm.

Graph 3: Management Commitment as a Barrier to Strategic Leadership



Source: Field Data, 2022

The respondents were asked to rate the items within each of the measures of management commitment as they applied to their leader or manager. The items were measured using a five Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree, and 5 = strongly agree. The respondents rated “the enhancement of information technology and

capacity building” poorly rated, which means the least influence on leadership management commitment (M = 1.28, SD 0.99), followed by “enhancement of organisational innovativeness and competitive advantage”, which has a mean value (M = 1.59), and standard deviation (SD 1.04) and “contributing to effective decision making” (M = 1.88, SD 1.29) while “effective strategy implementation” is not a barrier (M = 2.28, SD 1.99) for managing corporate strategy implementation at Safina Media Group. This is an indication that the enhancement of information technology and capacity building enhancement of organisational innovativeness and competitive advantage, and effective decision-making are particularly very important barriers to effective strategic leadership on corporate strategy implementation. This means leaders have to pay attention when planning for organisational success and future sustainability.

Table 5: Management Commitment

Management commitment items	N	Mean	Std. Deviation
There is an enhancement of information technology and capacity building	55	1.2836	0.9943
There is an enhancement of organisational innovativeness and competitive advantage	55	1.5964	1.0434
Management is contributing to effective decision making	55	1.8836	1.2912
Management has an effective strategy implementation	55	2.2839	1.9932

Source: Field Data, 2022

4.3 Discussion of Findings

The aim of this study is to examine the barriers to strategic leadership by (looking at the dimensions of organisational structure, communication strategies and management commitment) to corporate strategy implementation in Tanzania, with reference to Safina Media

Group in the Arusha district council. Pertinent literature has been reviewed to ascertain the research gaps and outline the research objectives and questions. Consequently, measures of each dimension: organisational structure, communication strategies and management commitment have been analysed to examine the research problem. The findings of this research underscored the barriers to effective leadership have both theoretical and practical implications for strategic leadership on corporate strategy implementation and organisational success, particularly within the discipline of the Media industry.

4.3.1 Discussion of Findings Related to Respondents' Demographic Data

Employees of Safina Media Group were asked to indicate their perceptions of leadership supervision of the organisational structure; their response was presented in graph 1. The results show that out of the 55 surveyed, 78 percent perceived that there is poor leadership in managing the allocation of resources to effectively implement corporate strategy, while only 22 percent perceived that poor allocation of resources is not a leadership barrier to implementing corporate strategy. It was revealed that many required activities needed to operationalize strategies, as demonstrated in the company strategic plan, were not executed on time, and some were not done at all, while the fewer activities implemented were not adequately supplied with resources as budgeted. However, this study found that leadership was not responsible for speeding up the demand for resources by the employees. This was because most departments applied the leadership structure of vesting decisions on few individuals rather than team work which means the top-down leadership approach.

Furthermore, the results on performance management show that out of the 55 surveyed respondents, 64 percent perceived that there is poor performance management to guarantee effective implementation of corporate strategy, while only 36 percent perceived that poor performance management is not a leadership barrier to implementing corporate strategy. It

was revealed that the organisation of Safina Media Group as a whole is below the indicators of performance management. Leadership is not adequately supervising human resources and other resources to promote higher productivity. Marketing, financial and other dimensions of performance do not perform at the standard, which could ultimately lead to effective corporate strategy implementation. The criteria used to evaluate performance and target achievement are not clear and are not used in most cases.

Employees of Safina Media Group were asked to indicate their perceptions of training and development of the organisational structure; their response, as illustrated in graph 1, shows that out of the 55 surveyed, 53 percent perceived that there is poor performance affecting training and development to implement corporate strategy while only 47 percent perceive that poor training and development performance is not a leadership barrier to implement corporate strategy. It was revealed that many activities need workers to build the capacity of employees to operationalize strategies, as demonstrated in the company strategic plan, which was not executed on time. Furthermore, some were not done at all, while the fewer activities implemented were conducted on a basis not related to corporate strategy implementation. Adequate training and development are most significant to foster new ideas, skills and knowledge in workers, especially in the situation of achieving particular objectives like corporate strategy.

Employees of Safina Media Group were asked to indicate their perceptions of leadership supervision of the organisational structure; their response was presented in graph 1. The results show that out of the 55 surveyed, only 36 percent perceived that there is poor leadership in information management to effectively implement corporate strategy, while 64 percent perceived that poor information management is not a leadership barrier to implementing corporate strategy.

Employees were asked to indicate the strategic leadership barriers originating from the communication strategies used by the management in implementing corporate strategy; their response was presented in graph 2. The results show that out of the 55 respondents surveyed, 69 percent were clear in understanding the corporate strategies, and another 31 percent did not affirm to lack a clear understanding of the corporate strategy implementation.

The results also show that out of the 55 respondents surveyed, 60 percent were of the perception that ineffective communication in the normal routine of the corporate strategies existed at Safina Media Group, and another 40 percent did not affirm that ineffective communication is a barrier of leadership on the corporate strategy implementation. Respondents acknowledged having seminars and meetings; however, they did not see particular meetings or seminars held and conducted for corporate strategy implementation. This means that the company took a larger stake in the governance of Safina Media Group with inadequate seminars and meetings to disseminate information with specific procedures and strategies to perform organisation activities in view of achieving a certain target and objective in the short-term or long-term operations of the organisation.

For the scientific and systematic management of an organisation clear understanding of the organisation and practices are imperative to be articulated through communication. Taking a corporate strategy implementation case, any policy formulated at the managerial level had a direct impact on employees' performance, for example, the organisation's vision which aims at strengthening information delivery, equipping the employees with relevant skills for emphasized through communication process. This is a deliberate leadership drive to create information dissemination and exchange. The increase in information and knowledge for employees to understand an organisation's corporate strategy automatically leads to better intellectual and moral equipping and performance.

Employees of Safina Media Group were asked to indicate their perceptions of leadership supervision of the management commitment; their response was presented in graph 3 in terms of four dimensions: enhancement of information technology and capacity building, enhancement of organisational innovativeness and competitive advantage, contribution to effective decision making and effective strategy implementation. The results show that out of the 55 surveyed, only 36 percent perceived that there is poor leadership in information management to effectively implement corporate strategy, while 64 percent perceived that poor information management is not a leadership barrier to implementing corporate strategy.

4.3.2 General Findings

The research done by Mwakajila (2021) was of the same view suggesting that the main building blocks of effective strategic leadership in corporate strategy implementation include information management of the organisation, technology and capacity building. All these enhance effective communication within the organisation so that employees are not only aware of the objectives and the business plan but can contribute to their formulation, clarifying individual responsibilities and accountabilities. Also contributes to defining and measuring individual performance, implementing appropriate reward strategies and developing staff to improve performance and their career progression further in the future.

The findings also indicate that leadership style also helps in the identification of good and poor performers. Identifying good and poor performance gives the chance of training and workshops to develop the major key competencies needed by the organisation for its success. Because of the practical implications of training, it is important to have training that is effective. Studies have proven that more costly but effective training can save money that is wasted on cheap but inefficient training (Langereis, 2015).

In the words of Lear (2016), dimensions of strategic leadership are context-specific. Owing to the fact that there are numerous leadership styles, each one is appropriate within a particular industry. Theories surveyed in this study were used to choose the dimensions of effective strategic leadership used in. Study results revealed three dimensions of strategic leadership which can be barriers to effective corporate strategy implementation, notably, engagement of the workforce, technological innovativeness and information management within the Media group by the judgements of staff, department heads and management team.

This result is supported by a study in the Zimbabwe Media industry by Mapetere et al. (2012), who found that low workers' engagement and failures to undergo technological innovations in many organisations were the highest contributors to ineffective strategic leadership. It must be emphasized that there are other useful dimensions of strategic leadership used. However, the goal of this study was to select the highly ranked dimensions causing barriers to effective leadership, using the ability of the dimension to make considerations of all interested parties in the organisation. This establishes a clear vision of the organisation's future in setting general and specific objectives, creating and maintaining shared values and ethical models, establishing confidence, eliminating fear, provision of necessary resources, training and freedom to employees, inspiring, encouraging and recognizing peoples' contributions. Following this preliminary research, the main study is conducted using organisational structure, communication strategies and management commitment strategic leadership styles. The implication is that other studies can make use of the three variables in making decisions where there are several alternatives and diverse criteria. This will help the decision maker to come out with informed and better strategies of leadership for effective corporate strategy implementation.

4.3.3 Organisational Structure and Effective Strategic Leadership

The descriptive analysis shows that the information management of the organisation creates a barrier to effective strategic leadership on corporate strategy implementation when the mean and standard deviation values are examined. The dimension is found to be the largest contributor to barriers to effective implementation when compared to other domains of organisational structure like enhancing performance management system and the training and development of the organisation influence effective strategic leadership.

Participants experienced *under supply of resources*, which was attributed to several factors. Some of these are discussed in the literature. Titus and Rugami (2019) state that employees are undersupplied with resources when the planned resources for the worker in fulfilling the company responsibilities are not delivered to the employee sufficiently on time. Dyson and Mapetere et al. (2012) highlight that human resource constrained of resources is equivalent to creating poor working conditions and distorting efforts of human resource performance management. Some organisation duties cannot be performed without resources, and achieving the corporate strategy implementation becomes more difficulty (Mwakajila, 2021). An inadequate supply of resources in the organisation makes employees less tolerant of the task procedure (Omor, 2016).

Respondents in the questionnaire revealed that top management mostly carries out the performance management system in corporate strategic planning, with very little engagement of employees. The execution of the corporate plans is seen to be the responsibility of the supervisors with the assistance of employees, but most of the management process is undertaken by the top leaders. Eyceoz (2009) also acknowledged the occurrence of this situation in most of the organisational practices of the business environment. They postulated, for example, that most corporate strategic management theories and nearly every corporate

planning system are vested in a strategy hierarchy in which corporate goals are articulated better by top management. In this hierarchy, senior management develops strategies, and lower levels execute them. Eom and Yayla (2015); and Mapetere et al. (2012) argued that this pivotal arrangement undermines Performance management by promoting an elite group which reduces teamwork spirit in most organisations.

Media industries in the world are facing increasing pressure to improve information systems for clear and open communication that ultimately affects engagement relations to enhance strategy implementation and development. Information sharing through clear and open communication may have an impact on such outcomes as inspiring, encouraging, and recognizing implementations and achievements by employees. The literature suggests that media companies – actively engaging in effective communication – benefit more, enjoy economies of scale, and generally perform better in development than media industries doing otherwise (Kahn, 2014; Zhoc, 2019; Boulton, 2019). Engagement relations represent three vital features of a collegiate information system, namely, sharing information and future plans, establishing relationships, and effective decision-making (McCarrell & Selznick, 2020). The engagement is made possible if data and information are correct, accurate and sufficiently reliable.

4.3.4 Communication Strategies and Effective Strategic Leadership

As expected, communication fosters relationship among stakeholders in the organisation and hence have a direct link to effective strategic leadership. Specifically, communication strategies determine the effectiveness of the strategic leadership in implementing corporate strategy. This means that the use of communication strategies dimensions by leaders and managers within the media industry requires that attention is given to the engagement of people and information sharing to ensure effective strategic leadership in corporate strategy

implementation. Thus, it is important to foster effective communication and workforce understanding of the corporate strategy.

Although effective communication is regarded as an effective tool for promoting strategy implementation, the factor still contains a package of dimensions whose implementation by a particular media and non-media entity cannot be determined at once. There are dimensions that influence the movement of the institution to the modern stage by building human capacity, and this calls for the media industry to spend a substantial amount of resources to keep up with global media development. For Safina Media Group, since its establishment (2009), effective communication at the internal and external development levels is highly needed. This is because different opinions, views, and perceptions expressed can bring in new challenges and promote competence in media performance, whereby stakeholders are identifying existing and emerging opportunities for utilizing various political, economic and social potentials.

With regard to communication strategies, poor understanding of corporate strategy and ineffective communication stand out as major barriers to corporate strategy implementation. Poor understanding of corporate strategy leads to a lack of buy-in of the idea of corporate strategy; it is difficult for executors of various activities demonstrated in the corporate strategic plan to understand them. Employees need to understand the ideas and thereby adopt them in their day-to-day tasks. Furthermore, understanding a corporate strategy promotes clear interpretations and minimizes resistance to changes that need to be undertaken for the fulfilment of corporate strategy requirements.

In addition to that, effective communication leads to a lack of vertical and horizontal dissemination of corporate strategy plans, a lack of regular feedback on strategic achievements among employees and strategically important issues that can be given heavy emphasis. Various shortcomings of corporate strategy implementation have been identified in

the literature relating to a lack of effective leadership (Hitt et al., 2013; Eom & Yayla, 2015; Titus & Rugami, 2019).

4.3.5 Management Commitment and Effective Strategic Leadership

In support of the previous study by Mapetere (2012) in Zimbabwe using a sample of 124 from the public media organisation, management commitment is found to determine the success and failure of effective strategic leadership within the Media industry of Zimbabwe. The practical application is that where organisations have less invested in appropriate technology and innovations and competitive advantage effectiveness of corporate strategy implementation declines. However, when there is a moderate investment, effectiveness increases slightly. This result is highly commendable because the significant achievement of quality and saving of resources and time are not common in many organisations. An organisation like Safina Media group may take advantage of the market industry in Tanzania if management commits itself to technology and innovative activities.

In seeking to improve media activities and address the emerging challenges across the world, adherence to relevant strategy implementation policy is a necessary strategy arousing interesting debates among media professionals, policymakers, researchers and stakeholders (Kahn, 2014; Bowden, 2021). Over the years, studies from different countries like the U.S., the People's Republic of China, Australia, New Zealand, and South Africa, among others, demonstrate that in promoting successful developments, effective management commitment to strategy policy is among the most important factor. Effective management commitment predicts systematic and continuous product and service processes, marketing, technology and innovation and information use, enterprise stability, and performance (Carini, 2006; Christenson, 2012; Kahu, 2013; Quaye, 2014).

Management commitment is one of the enterprise development tools to systematically define

activities necessary to obtain the desired result, establishing clear responsibility and accountability in managing key activities. Management commitment is evaluated by measuring performance and analyzing it. Effective management commitment focuses on the factors such as resources, methods and materials that will improve key activities of the organisation. Effective management commitment evaluates risks, consequences and impacts of activities on customers and other interested parties of the organisation. But amidst most media entities across the country, various challenges in relation to procedures and regulations that guide media performance emerge frequently. Some of such challenges have compelled entities to suffer from government bans and have affected business players and consumers from achieving their expected objectives. Sometimes the occurrence of conflicts arises on interests related to media taking place between public officials and individuals have contributed to fines and penalties on media owners. As it has been a practice in different societies for the occurrence of conflicts, appropriate management commitment of media enterprise helps to dissolve misunderstanding, hatred and disputes, thereby facilitating strategy implementation processes to continue. Unless management is effectively committed, expected mutual benefits cannot be established to guarantee sustainable strategy implementation.

Inadequate technology and innovations weaken organisations' competitiveness and survival in the aggressive world. Although it is possibly ignored by some individuals holding positions in corporations and companies, especially today, in the 21st Century, we are witnessing the drastic collapse of entities that are affected by a lack of technological and innovative strategies. It is unimaginable that 30 % of business entities worldwide suffer from technological and innovative difficulties. It was expected that private businesses could be powerful entities in enhancing resource utilization and performance with technological development.

Striving organisations in fulfilling corporate strategy implementation have and seek the necessary resources and effective means to prevent and combat constraints of organisation performance. Therefore, however, it is crucial to understand the commitment of the organisation's management to acquire and provide them in implementing corporate strategy. Yet, in order for this commitment to be sustainable, it is not enough to appeal to philanthropy and good will. Instead, it is indispensable to demonstrate that organisational performance does not only increase and attract resources which means it has an impact on a business' productivity, but also has a sufficient network to convince external funders to inject their resources into the organisation. Resource constraint has a negative effect on the whole organisation, and corporate strategy implementation is no exception.

4.4 Summary of Findings

This section reports on the responses to the questionnaires. Three major barriers were identified from the responses, and the responses of the respondents are presented according to the research objectives and questions and how the individual respondents touched on these variables of effective strategic leadership in their responses to the questions (refer to Appendix I for the raw data on the responses).

For the purpose of analyzing and reporting the findings from the responses, the thirteen items measure the variables of organisational structure, communication barriers, and management commitment which constitute three variables identified earlier in the first major variable of study: organisational structure. The findings identified one barrier of low information management of the organisation. In the second variable: Communication strategies, the findings identified three barriers which are a lack of fostering workforce to understand corporate strategy, lack of effective communication and information sharing. In the third variable: Management commitment, the findings identified three barriers which are low level of

technology and capacity building, low innovativeness and competitive advantage and poor decision making. After presenting the findings according to these variables, there is a reflection on how these barriers respond to the research questions of this study.

This result supports the findings of (Langereis 2015 and Mapetere et al., 2012). In organisations where there exists workforce communication and support, there is mutual trust between the workers and the organisation, that is, the management, and this causes employees to be involved more in work. Trust, according to Lear (2016), explains why employees are willing to go beyond the call of duty in their work with no outstanding reward, a characteristic of an engaged employee. Thus, Langereis (2015) and Mapetere et al. (2012) have argued that information sharing and engagement is a prerequisites to effective corporate strategy implementation and that the presence of a supportive and trusting work environment is a vital factor for enhancing employee job performance.

It can thus be deduced that when the mentioned barriers are eliminated in all forms and promote information sharing and innovativeness. As a result, there is effective coordination and management, and employees get engaged, thus explaining the results of this study. Results from the study showed that strategic leadership has an effective contribution to corporate strategy implementation when leadership styles do not create performance barriers. Strategic leadership engenders a strong sense of cooperation in organisations, innovativeness instils purpose and builds competitiveness, and communication promotes trust.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the conclusion, recommendations and future research directions. It highlights the major findings of the study, which were obtained from the data analysis. It also presents academic, managerial and policy recommendations. There are some questions and objectives that this study addressed. The achievement of those objectives culminated in some recommendations to guide future works in this subject area.

5.1 Overview of the Research

The study was a descriptive case study. The researcher adopted a quantitative approach to achieve the objectives of the study. A semi-structured, close-ended questionnaire was administered to fifty-five employees of Safina Media Group, who were purposively selected as participants. The questions in the questionnaire were conducted in English and then transcribed and analysed. The findings that emerged from the data were augmented with literature, including literature from leadership and management. The trustworthiness of the data was assured, and ethical considerations were respected (Yogeshi, 2014; Powell & Conaway; and Alok & Mishra, 2017).

The conclusions and recommendations described below are centred on the experiences of the fifty-five employees, the research question, the objectives and the main variables of the study.

The research questions to be answered were: i) What are the influences of organisational structure on strategic leadership in managing corporate strategy implementation at Safina Media Group? ii) What are the influences of communication strategies on strategic leadership in managing corporate strategy implementation at Safina Media Group? And iii) What are the

contributing factors to management commitment in facilitating corporate strategy implementation at Safina Media Group?

By answering research questions, the study achieved the following objectives:

- To describe the experiences of strategic leadership in using the organisation structure to achieve corporate strategy targets and objectives from employees' perceptions who participated in the procedures related to resource allocation, performance management of resources like human resources, training and development and the way through which the management manage the information of the organisation at Safina Media Group.
- To describe the experiences of strategic leadership in using communication strategies to achieve corporate strategy targets and objectives from employees' perceptions who participated in the procedures related to the understanding of corporate strategy, leadership communication to employees on corporate strategy, and the way through which the management manage the organisational practices at Safina Media Group.
- To describe the experiences of strategic leadership in using the management commitment to achieve corporate strategy targets and objectives from employees' perceptions who participated in the procedures related to information technology and capacity building, innovativeness and competition, and effective decision-making at Safina Media Group.
- to gain an understanding of what employees perceive of the factors which play a major role in constraining corporate strategy implementation

5.2 Conclusion

The objective of this research was to address the media sensitivity to the barriers of strategic leadership dimensions that affect corporate strategy implementation. This research has provided policy and practice guidance through the following accomplishments.

1. Documentation of institution practices, as found at the Safina Media Group and its departments, is highly needed to overcome barriers to corporate strategy implementation through accurate, correct and reliable record references and review of decisions.
2. Analysis of the information through rigorous and scientific methods for effective corporate strategy implementation.
3. Identification and definition of the key activities, resources, methods and materials necessary to obtain the desired result, the dimensions of management commitment are imperative to measuring and evaluating their risks, consequences and impacts.
4. The development of an institutional development performance model that matches the system of corporate strategy implementation is one of the guiding tools.
5. Increasing the management capability in terms of skills, technology, and resources can foster innovative abilities and performance.
6. Providing employees with adequate information on media activities with a road map of emerging and expected changes that can be accommodated in corporate strategy implementation.

The barriers to strategic leadership that affect corporate strategy implementation in Tanzanian media institutions are evolving, with a high demand of making innovations in corporate strategy implementation. This research made use of Hambrick and Mason's (1984) theory of strategic leadership and Adler and Kwon's (2002) Social Capital theory to choose the three variables (organisational structure, communication strategies and management commitment)

as demonstrated in the conceptual frame work developed from Hitt et al., (2013); Andrews et al., (2011) and Rowe, (2001). The studies investigated the influence of each variable on the effectiveness of strategic leadership on corporate strategy implementation in a developing economy, specifically from the context of the Tanzanian Media industry. The variables were selected using a combination of an in-depth interview and expert judgement. Based on the literature, the study incorporated various measures for each dimension. The references were gathered from books, publications in relevant international journals and the internet.

The six mentioned observations have their unique significance in the sense that they directly affect the two dimensions of leadership styles, namely, idealized influence and intellectual stimulation (Andrews et al., 2011), which have got bearing on many media entities in Tanzania in fostering stability or weakness. The findings in this research in regard to the six observations agree with some of the scholars like (Sullivan, 2016 and Redmond, 2016). This study has underscored the entity individualized considerations in corporate strategy implementation; leaders (managers) in media institutions in Tanzania should pay more attention to these leadership styles to reduce the probability of emerging barriers of strategic leadership negatively affecting corporate strategy implementation.

The data analysis and result revealed that organisational structure, communication strategies and management commitment create barriers to effective strategic leadership on corporate strategy implementation in some situations. Also, it is realized that the influence of information management workforce communication on corporate strategy, technology and innovation should be improved to build an environment for effective strategic leadership in corporate strategy implementation. This is because it has been found in the study that the mentioned factors create barriers in the Safina media group.

5.2 Recommendations

The organisation must view effective strategic leadership as a crucial instrument in the process of implementing corporate strategy carrying all the elements (organisation structure, communication strategies and management commitment) needed from management by all the interested parties of the organisation in the process. Without this recognition, the management as a team and individually is likely to bypass some of the significant ways in organisation decisions of planning, organizing, leading, directing and controlling activities of a system to effectively achieve the pre-determined goals.

Sensitization to all members of the organisation: management team, heads of department, and employees must be taken into account to create awareness on the role of effectively using the strategic leadership styles and implications of specific dimensions. Following the measures of effective strategic leadership provides tangible benefits to the organisation, including the ability to ensure development plans are in line with “set objectives and ensure there is a direct correlation between the two, thus providing growth opportunities to the organisation.

In creating awareness of the corporate strategy implementation, the top management must set-up communication mechanisms like conferences, seminars, and fora to communicate all needed information by the employees and other stakeholders. The communication must also involve the planned activities, achievements and failures emerging in the implementation process. The mentioned communication platforms should not be used to disseminate information in one direction only; feedback is in both directions, whereby management can also solicit ideas and constructive opinions and criticism from the organisation's stakeholders.

Empirically, the influence of each of the barriers to strategic leadership has not been studied within the context of developing countries in Africa like Tanzania. As such, this research investigated the influence of each of the dimensions of organisational structure,

communication strategy, and management commitment adding original knowledge to the existing literature on the existing barriers contributing to each of the dimensions of leadership styles and then on corporate strategy implementation. The study argued that the barriers explain the more idealized influence and intellectual stimulation leadership styles in creating barriers to strategy leadership.

Workers should be trained properly to keep up with the dynamic requirements of organisational performance as one of the elements of effective strategic leadership and corporate strategy implementation. Management also needs to understand the importance of technological innovations from a long-term perspective. Staff should be given the motivation to carry out their human resource activities as well as make individual holders of management positions aware of the consequences of weak relationships to any employee on job performance. This can be ensured by evaluating their interactions with them and their constant attitude of positive welcome on any issue that can demand clarification.

There should be reasonable compensation for higher employee performers, and this compensation should be clearly based on OPRAS's fair and transparent evaluation. Supervisors have a role to play in terms of rewarding higher performers, but high performance should be proportional to its reward if we are to increase the morale of the employees.

There should be a clear methodology while conducting capacity building to avoid misconception about it, and this means the organisation should be strategic in building staff capacity. Strategies should be clearly understood as well as the expectation of the outcome for individual staff that undergoes particular skill development of relevance to the organisation.

This study provided further interpretation and understanding of the relationship that exists among barriers from organisational structure, communication strategy, and management commitment and corporate strategy implementation through the proposed conceptual

framework. Practically, the study identified modifiable variables by using the analysis, thus adding knowledge to the literature in research and mainstream theory of leadership and corporate strategy.

5.3 Suggestions for Further Studies

As the current study has potential limitations. The effect estimates in the descriptive analysis are based on respondents' ratings and opinions. They are, therefore, subject to biases of a lack of quantifiable measures that may have influenced our analysis. However, the study did not go further to undertake hypothesis testing and regression analysis with confirmatory validity analysis, including statistical tests, which in some other studies, such methods are used, especially in cross-sectional designs.

Our estimates may be conservative and underestimate the full effects of the barriers of strategic leadership and overestimate the effects on corporate strategy implementation, as (1) our baseline scenario assumed that recent observed developments of the Safina Media Group would continue into the future, therefore moderating the benefits on performance scores of all strategic leadership dimensions; (2) We did not include other factors related to strategic corporate implementation in the main analysis as this study focused only on barriers faced on leadership styles.

Our analytical results cannot replace evidence from evaluating the actual institutional assessment policy tools for customers, owners, regulators and other external partners indicating that any implementation of the strategic leadership tools relevant to the institution but outside the institution policy should be accompanied by robust independent assessment. Due to the nature of the research questions and the limited use of the dimensions of strategic leadership, this research was based largely on staff ratings of the dimensions, and the researcher gave the following suggestions for further study.

There is still room for further research, and it is advisable that the research be undertaken in the area of barriers to effective strategic leadership, focusing on the leadership styles prevailing in the organisation.

Another study should be carried out to analyse the challenges that the management face when implementing a corporate strategy that incorporates both external and internal factors. This is because the study has only looked at the internal factors ignoring external circumstances of the community, regulators, competitors and ownership of a particular organisation. Last but not least, this similar study is carried out with other entities of similar characteristics for comparison of the findings obtained and the validity of outcomes.

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APPENDICES

Appendix 1: Questionnaires

Dear Prospective Respondents;

This questionnaire is designed to solicit information from you. The purpose of this research is for the academic award of a Master's of Accounting and Finance from the Institute of Accountancy Arusha. Kindly fill in the required information as per the researcher's requirement.

Gender: Male (), Female ()

Age: Under 20 (), 21 to 30 (), 31 to 40 (), 41 to 50 (), over 50 ()

Length of services with the organisation (In years) -----,

Employment status: Employed (), Casual labour ()

Education level: Diploma (), Degree (), Masters (), PhD ()

1. Influence of organisation structure

i) Please indicate your agreement or disagreement regarding the strategic leadership role as follows; Strongly Disagree, Disagree, Uncertain, Agree and Strongly Agree

Statement	Choice					
	Strongly disagree	Disagree	Uncertainty	Agree	Strongly agree	
Allocation of resources in the organization						
Enhancing the performance management system of the organisation						
Training and development of the organization						
Information management of the organization						

What are other influences of organisation structure in corporate strategy implementation?

Specify

.....

2. Communication strategies

Please indicate your agreement or disagreement regarding the strategic barriers as follows;

Strongly Disagree, Disagree, Uncertain, Agree and Strongly Agree

Statement	Choice				
	Strongly disagree	Disagree	Uncertainty	Agree	Strongly agree
Poor understanding of corporate strategy by the workforce					
Ineffective communication of the corporate strategy to the workforce					
Poor management of the corporate strategy					

What are the other influences of communication strategies in corporate strategy

implementation? Specify

.....

3. Influence of management commitment in managing corporate strategy implementation

Please indicate your agreement or disagreement regarding the influence as follows; Strongly

Disagree, Disagree, Uncertain, Agree and Strongly Agree

Statement	Choice				
	Strongly disagree	Disagree	Uncertainty	Agree	Strongly agree
Enhancing organisational innovativeness and competitive advantage					
Enhancement of information technology and capacity building					
Effective strategy implementation					
Contributing to effective decision making					

What are other influences? Specify

.....

Appendix 2: Interview Guide

Dear Prospective Respondents;

This questionnaire is designed to solicit information from you. The purpose of this research is for the academic award of a Master's of Accounting and Finance from the Institute of Accountancy Arusha. Kindly fill in the required information as per the researcher's requirement.

Gender: Male (), Female ()

Age: Under 20 (), 21 to 30 (), 31 to 40 (), 41 to 50 (), over 50 ()

Length of services with the organisation (In years) -----,

Employment status: Employed (), Casual labour ()

Education level: Diploma (), Degree (), Masters (), PhD ()

i) What is the perceived strategic leadership role in managing corporate strategy at Safina Media Group?

ii) What are the perceived strategic leadership barriers in managing corporate strategy at Safina Media Group?

iii) What is the influence of management commitment in managing corporate strategy at Safina Media Group?

Appendix 3: Work Plan

The study will be completed in 2022 as the Schedule of Activities shown hereunder.

Activity	Duration in Months of 2022							
	Jan	Feb	Ma	Apr	Ma	Jun	Jul	Aug
Preparation of Research Concept, Proposal, and Submission of Research Proposal	✓							
Pilot study tools testing			✓					
Fieldwork and Data collection				✓				
Data Processing and Analysis						✓		
Dissertation writing and Submission							✓	

Appendix 4: Budget

The following is the budget that will support the execution of the study. The whole budget will come from the researcher's pocket money.

Budget Items	Details	Cost (Tshs)
Research proposal preparation and submission	-Proposal preparations and stationeries	350,000/=
	-Tools preparation	150,000/=
Sub-Total		500,000/=
Pilot study	-Transport	80,000/=
	-Training 3 research assistants @ 20,000/= per diem per person for 2 days	120,000/=
Sub-Total		200,000/=
Primary Data collection	-Transport to and from the study area 30 days	1,500,000/=
	-Subsistence allowance for principal research @ 25,000/= * 30 days	750,000/=
	-Subsistence allowance for research assistant @ 15,000/= * 30 days	1,800,000/=
Sub-Total		4,050,000/=
Data processing and report writing	-Data entry, cleaning and editing	140,000/=
	-Correction of dissertation	80,000/=
	-Printing and photocopy	70,000/=
	-Soft binding 4 copies @ 12,000/=	48,000/=
	-Hard binding 5 copies @ 50,000/=	250,000/=
Sub-Total		588,000/=
TOTAL		5,338,000/=