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Research Article

The Nexus Between Strategic Visionary Leadership and Organizational Performance: Insights from Telecommunication Providers in Mombasa County, Kenya

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Abstract

The telecommunications sector plays a critical role in promoting economic growth, digital connectivity, and technological advancement. However, telecommunication providers in Kenya continue to face numerous challenges, including market saturation, technological disruptions, cyber-security threats, regulatory pressures, and service interruptions that negatively affect organizational sustainability and performance. These challenges have heightened the need for effective strategic leadership capable of enhancing organizational competitiveness and long-term success. This study examined the nexus between strategic visionary leadership and organizational performance among selected telecommunication providers in Mombasa County, Kenya. Specifically, the study sought to determine the effect of strategic visionary leadership on organizational performance. The study was anchored on the Contingency Theory and supported by the Balanced Scorecard perspective. A descriptive research design was adopted. The target population comprised 320 employees drawn from senior, middle, and lower management levels of selected telecommunication providers operating in Mombasa County. Primary data was collected using structured questionnaires. Validity was established through face and content validity, while reliability was assessed through a pilot study. Data was analyzed using descriptive and inferential statistics, and findings were presented using tables and Figures. The study findings revealed that strategic visionary leadership had a positive and statistically significant effect on organizational performance among selected telecommunication providers in Mombasa County, Kenya. The study concluded that visionary leadership enhances operational efficiency, innovation, strategic adaptability, and sustainable organizational growth. The study recommends that telecommunication providers should strengthen visionary leadership practices by promoting future-oriented thinking, innovation, and clear strategic direction to enhance long-term organizational performance.

Keywords

Strategic Visionary Leadership, Strategic Leadership, Organizational Performance, Selected Telecommunication Providers

1. Introduction

Organizational performance remains a central concern in modern strategic management because it reflects an organization's ability to achieve its goals, sustain competitiveness, and respond effectively to environmental changes [17, 64]. In highly dynamic

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industries such as telecommunications, performance has increasingly become dependent not only on financial resources and technological capabilities but also on the quality of leadership guiding organizational direction and strategic adaptation [28, 65]. Strategic leadership has therefore emerged as a critical organizational capability that enables firms to align internal resources with external opportunities, foster innovation, strengthen operational resilience, and sustain long-term growth in turbulent business environments [40, 42, 61]. As organizations continue to encounter rapid technological disruption, changing consumer preferences, and intensifying competition, leadership characterized by strategic foresight and visionary thinking has become increasingly important in influencing organizational performance outcomes [5, 18, 19]. Consequently, strategic visionary leadership has attracted significant scholarly attention as a determinant of organizational effectiveness and sustainable performance in innovation-driven industries [4, 25].

Globally, the telecommunications industry has experienced mixed performance outcomes despite continued technological advancement and expansion of digital connectivity. In Asia, telecommunication firms such as China Mobile, Reliance Jio, and SK Telecom have demonstrated substantial growth through strategic investments in 5G infrastructure, digital innovation, and customer-oriented services. China Mobile expanded its 5G infrastructure to over 1.2 million base stations between 2020 and 2023, securing approximately 40 percent of China's 5G market share despite rising operational costs associated with supplier diversification following geopolitical restrictions [26, 47]. Similarly, Reliance Jio transformed India's telecommunications market through aggressive pricing strategies and digital expansion initiatives that increased internet penetration from 22 percent to 65 percent within seven years [66]. In South Korea, SK Telecom strengthened its market position through artificial intelligence-driven cybersecurity systems and strategic investments in autonomous vehicle technologies, although the company continues to experience declining average revenue per user due to market saturation and increasing infrastructure costs [33, 63]. These trends illustrate that while global telecommunication firms continue to expand technologically, sustaining organizational performance increasingly depends on strategic leadership capabilities that can anticipate change, inspire innovation, and maintain organizational competitiveness.

In Africa, the telecommunications sector has continued to play a transformative role in enhancing digital inclusion, financial access, and economic integration, although the industry still faces substantial operational and strategic challenges. Major operators such as MTN Group and Airtel Africa have expanded mobile and financial connectivity across several African countries through significant investments in broadband infrastructure and mobile money services. MTN Group, operating in 19 countries with approximately 290 million subscribers, processed more than 13 billion mobile money transactions in 2022 through its MTN MoMo platform while simultaneously investing heavily in fiber-optic infrastructure to improve broadband accessibility [26, 49]. Likewise, Airtel Africa increased its 4G network coverage to approximately 70 percent by 2023 while expanding rural connectivity programs in countries such as Tanzania and Uganda [3]. Despite these achievements, African telecommunication firms continue to experience numerous constraints including high energy costs, regulatory pressures, infrastructural limitations, and intense market competition that negatively affect profitability and operational efficiency [2, 71]. These challenges have reinforced the need for strategic visionary leadership capable of steering organizations through uncertainty while sustaining long-term organizational performance.

In Kenya, the telecommunications sector remains one of the most vibrant contributors to the digital economy, significantly influencing financial inclusion, e-commerce, digital innovation, and socio-economic development. The industry contributes approximately 8 percent of the national gross domestic product and continues to experience growth in mobile penetration, internet usage, and digital financial services [10, 48]. Firms such as Safaricom and Airtel Kenya have intensified competition through investments in 4G and 5G technologies, mobile money innovations, and customer-centered service delivery strategies. Safaricom maintained approximately 64 percent market share in 2023, largely driven by the continued expansion of M-Pesa services and strategic partnerships with global financial technology providers [9]. Conversely, Airtel Kenya expanded its 4G coverage and implemented aggressive pricing strategies aimed at increasing customer acquisition and market competitiveness [56]. However, despite these advancements, the sector continues to experience declining revenues from traditional voice and SMS services, market saturation, cyber-security threats, increasing regulatory requirements, and persistent customer churn, all of which threaten organizational sustainability and long-term performance [44].

Strategic visionary leadership refers to the ability of organizational leaders to articulate a clear future-oriented direction, inspire stakeholders toward shared organizational goals, and proactively position organizations to respond effectively to environmental changes and emerging opportunities [6, 65]. Visionary leaders foster innovation, strategic alignment, organizational learning, and long-term competitiveness by encouraging proactive thinking and mobilizing organizational capabilities toward future growth [22, 32]. Within the telecommunications industry, strategic visionary leadership has become increasingly relevant because firms operate within highly volatile environments characterized by rapid technological disruption, evolving consumer expectations, and intense competitive pressures [4]. Existing studies have associated visionary leadership with improved innovation capability, operational efficiency, employee commitment, customer satisfaction, and organizational adaptability across technology-driven industries [10, 69]. Nevertheless, limited empirical evidence exists regarding the nexus between strategic visionary leadership and organizational performance within the context of telecommunication providers operating in Mombasa

County, Kenya.

2. Statement of the Problem

The telecommunications sector in Kenya remains a major contributor to the country's digital transformation, financial inclusion, and socio-economic development through enhanced connectivity and expansion of digital services. The industry has experienced substantial growth in mobile subscriptions, internet penetration, and mobile money transactions, positioning Kenya among the leading digital economies in Africa [8]. Despite this growth, telecommunication providers continue to experience persistent organizational performance challenges relating to customer retention, employee productivity, and operational efficiency, which threaten long-term competitiveness and sustainability within the increasingly dynamic digital environment.

The sector continues to face rising operational and infrastructural costs associated with 4G and 5G network expansion, cybersecurity compliance, and digital transformation initiatives. Reports by the Communications Authority of Kenya indicate that telecommunication firms invested over KES 57 billion in network upgrades within the previous financial year, yet service interruptions and customer complaints relating to poor network quality and delayed service response continue to increase (CAK, 2024). At the same time, declining revenues from traditional voice and SMS services due to the growth of Over-The-Top (OTT) platforms such as WhatsApp, Telegram, and Zoom have intensified competitive pressure within the sector. Additionally, telecommunication firms continue to experience workforce capability gaps, limited professional development opportunities, and increasing customer churn, all of which negatively affect organizational productivity and operational effectiveness [43, 54].

Empirical studies on strategic leadership and organizational performance have revealed conceptual, contextual, and methodological gaps. Globally, [40] examined strategic leadership and firm performance within European telecommunication firms operating in economically stable environments, limiting the applicability of findings to developing economies such as Kenya. In Africa, [1] focused on leadership effectiveness within extractive industries, thereby creating a contextual gap in the telecommunications sector. Locally, [56, 68] examined strategic partnerships and competitiveness among Kenyan telecommunication firms but paid limited attention to strategic visionary leadership as a determinant of organizational performance. Furthermore, many existing studies have emphasized financial indicators of performance while giving limited attention to non-financial dimensions such as customer retention, employee productivity, and operational efficiency. The current study therefore sought to bridge these gaps by examining the nexus between strategic visionary leadership and organizational performance among selected telecommunication providers in Mombasa County, Kenya.

2.1. Research Objective

The study sought to determine the effect of strategic visionary leadership on organizational performance of selected telecommunication providers in Mombasa County.

2.2. Research Hypotheses

The study was guided by the following hypotheses:

Null Hypothesis (H_0): Strategic visionary leadership has no statistically significant effect on organizational performance among selected telecommunication providers in Mombasa County, Kenya.

Alternative Hypothesis (H_1): Strategic visionary leadership has a statistically significant effect on organizational performance among selected telecommunication providers in Mombasa County, Kenya.

3. Theoretical Literature Review

The study is anchored on contingency theory and the Balanced Scorecard, which collectively provides the theoretical foundation for explaining the relationship between strategic visionary leadership and organizational performance.

3.1. Contingency Theory

Contingency Theory was advanced by Fred Fiedler in 1964 and later developed in 1967 to explain that leadership effectiveness depends on the alignment between leadership style and the prevailing organizational situation [20]. [20] The theory emerged in response to universal leadership approaches by arguing that no single leadership style is effective in all circumstances. Instead, organizational performance is influenced by how well leaders adapt their strategies, structures, and decisions to environmental conditions, technological changes, task complexity, and workforce dynamics [16, 23].

The theory assumes that organizational environments are dynamic and that leadership effectiveness is contingent upon the leader's ability to align strategies and behaviors with situational demands. It further assumes that different organizational contexts require different leadership approaches and that leaders who effectively match organizational needs with environmental conditions are more likely to achieve superior organizational performance [21]. In rapidly changing industries such as telecommunications, the theory assumes that leaders must remain flexible, adaptive, and future-oriented in order to sustain competitiveness and organizational effectiveness.

The theory is highly relevant to strategic visionary leadership because organizations operating in technology-driven and competitive environments require leaders capable of anticipating change, responding to uncertainty, and aligning organizational direction with emerging opportunities. In the telecommunications sector, rapid technological advancement,

changing customer expectations, regulatory pressures, and digital disruption demand leaders who can provide strategic direction while remaining responsive to environmental shifts. Strategic visionary leadership therefore becomes effective when leaders successfully align future-oriented organizational vision with prevailing market realities and operational conditions.

The theory guides the current study by explaining how strategic visionary leadership influences organizational performance among telecommunication providers in Mombasa County, Kenya. Visionary leaders are expected to enhance customer retention, operational efficiency, and employee productivity by fostering innovation, adaptability, strategic alignment, and proactive decision-making within the rapidly evolving telecommunications environment. Empirical studies have supported the relevance of contingency theory in explaining leadership effectiveness in dynamic industries. For instance, Makori and Kinyua (2020) established that leadership effectiveness significantly improves when leadership strategies align with organizational and environmental conditions, while [24] found that adaptive leadership approaches positively influence performance in technology-oriented firms.

Despite its wide application, contingency theory has attracted criticism from several scholars. Critics argue that the theory lacks precise operationalization of situational variables and may be difficult to apply practically because organizational environments are often too complex and unpredictable to categorize accurately [60, 67]. Other scholars contend that the theory places excessive emphasis on external conditions while giving limited attention to internal organizational culture and leader personality traits. Nevertheless, the theory remains highly relevant in explaining leadership effectiveness in uncertain and rapidly evolving industries because it recognizes the importance of contextual flexibility, strategic adaptation, and environmental responsiveness in influencing organizational performance [11, 23].

3.2. Balanced Scorecard Framework

The study was anchored on the Balanced Scorecard, which provides a comprehensive approach to performance measurement by integrating financial and non-financial indicators into a unified strategic evaluation system. Developed by Kaplan and Norton, the framework translates organizational vision and strategy into measurable performance outcomes through four interrelated perspectives: financial, customer, internal business processes, and learning and growth [34, 35]. Rather than focusing solely on traditional financial outcomes, the Balanced Scorecard enables organizations to align day-to-day operations with long-term strategic objectives, making it particularly suitable for assessing performance in dynamic and innovation-driven sectors such as telecommunications [36, 52].

In this study, the Balanced Scorecard framework was applied to operationalize organizational performance through three key dimensions relevant to strategic visionary leadership in the telecommunications sector. These include customer retention (customer perspective), employee productivity (learning and growth perspective), and operational efficiency (internal business processes perspective). These indicators provide a balanced and multidimensional view of performance by capturing both human capital and operational outcomes, which are critical in assessing how visionary leadership influences organizational effectiveness in a competitive digital environment [15, 29].

Empirical evidence supports the relevance of the Balanced Scorecard in enhancing performance measurement and strategic alignment across industries. Studies have shown that organizations adopting the framework experience improved integration of strategic goals with operational activities, resulting in better performance outcomes in both financial and non-financial dimensions [31, 37, 45]. In the Kenyan context, its application has been associated with improved service delivery, enhanced accountability, and strengthened organizational efficiency in the different economic sectors. Despite criticisms regarding its complexity and implementation challenges in highly dynamic environments [53, 58], the framework remains one of the most widely accepted tools for linking strategic leadership practices with measurable organizational outcomes [30, 38].

4. Empirical Review

Yang, H et. al [73] examined the influence of visionary leadership on employee performance in medium-sized service firms in China. Visionary leadership was conceptualized as a leader's ability to articulate a compelling future-oriented vision that aligns employee goals with organizational direction. Using a cross-sectional design and structured questionnaires from 416 respondents, the study established a positive relationship between visionary leadership and employee performance. However, the study presents a contextual gap, as it was conducted in a relatively stable and medium-scale Chinese service environment, which differs significantly from Kenya's highly competitive, technologically volatile telecommunications sector. The current study addresses this gap by examining the same construct within Kenyan telecommunication providers, a context characterized by rapid technological disruption, regulatory pressure, and intense competition.

Similarly, [72] investigated Islamic visionary leadership and employee outcomes in Indonesian state-owned enterprises. Visionary leadership was framed within ethical and spiritual dimensions such as moral guidance and inspirational communication. The study employed a descriptive survey of 180 managers and found that visionary leadership positively influenced employee commitment and organizational effectiveness. However, a contextual and conceptual gap is evident because the study integrates religious and cultural leadership dimensions that are not applicable in secular, commercially driven telecommunications environments like Kenya. The current

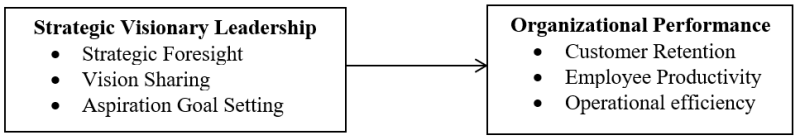
study addresses this limitation by focusing on strategic visionary leadership grounded in organizational foresight and competitive positioning within a non-religious, market-driven industry.

Odhiambo, R., & Wanjiku, M [55] explored the relationship between visionary leadership and organizational performance in Kenya's horticultural export sector. Their findings revealed that leadership vision significantly influences performance outcomes such as productivity and revenue generation. However, a sectoral contextual gap exists since horticulture is a seasonal, commodity-based industry, unlike the fast-paced, innovation-driven telecommunications sector. Additionally, a methodological gap is observed in their use of non-stratified sampling, which may have limited representation across managerial levels. The current study addresses these gaps by focusing on telecommunication firms and applying stratified random sampling to ensure balanced representation of leadership levels.

Smith et. al [62] examined visionary leadership and organizational performance in U.S. firms, introducing strategic alignment as a mediating variable. The study established that visionary leadership enhances performance through improved alignment of organizational goals. However, a conceptual gap arises from the overlapping definition of visionary and transformational leadership, which weakens theoretical clarity. The present study addresses this limitation by clearly defining visionary leadership as strategic foresight, future-oriented direction, and aspirational goal articulation, distinct from broader leadership constructs.

5. Conceptual Framework

Figure 1 illustrates the conceptual framework showing how the independent variables in the study are related to the dependent variable.



Source: Author (2026)

Figure 1. *Conceptual Framework.*

In this study, strategic visionary leadership is operationalized through strategic foresight, vision sharing, and aspiration goal setting, where strategic foresight enables leaders to anticipate industry trends, technological disruptions, and competitive shifts to support proactive decision-making in the telecommunications sector; vision sharing ensures effective communication of organizational direction across all levels, enhancing employee alignment, commitment, and coordination toward goals such as innovation, customer satisfaction, and digital transformation; and aspiration goal setting involves establishing ambitious performance targets that drive innovation, competitiveness, and employee motivation. The dependent variable, organizational performance, is measured through customer retention, employee productivity, and operational efficiency, reflecting the firm's ability to retain clients, enhance staff output, and optimize resource use for cost-effective and timely service delivery. Overall, the framework posits that strategic visionary leadership enhances organizational performance by strengthening direction, alignment, and goal orientation, thereby improving service quality, efficiency, and customer loyalty within telecommunication firms in Mombasa County.

6. Research Methodology

The study adopted a descriptive research design, which was appropriate for examining the extent to which strategic visionary leadership influence organizational performance without manipulating the natural setting. The design enabled the researcher to capture the current state of Kenyan telecommunication firms and analyze relationships among variables using quantitative data collected at a single point in time. It was particularly useful in identifying prevailing visionary leadership and linking it to performance outcomes across organizations. This approach has been widely applied in management and leadership studies, including research on leadership and performance across different industries in Kenya [39, 41, 46, 50]. Overall, the design supports broad data collection, enhances generalizability, and facilitates the identification of statistical relationships that inform managerial decision-making [27, 51].

The appropriate sample size was determined through the use of the formula by Krejcie and Morgan, which is widely applied as it provides a widely accepted method for determining sample size in social science research, and has been updated and applied in recent management studies.

$$n = \frac{N \times X^2 \times p(1-p)}{(N-1)E^2 + X^2 \times p(1-p)}$$

Where:

1) $X = 1.96$ (Z-value for 95% confidence interval)
2) $X^2 = 3.8416$
3) $p = 0.5$ (maximum variability)

4) $E = 0.05$ (margin of error)
5) $N = 320$ (target population)
Substituting the values:

$$n = \frac{320 \times 3.8416 \times 0.25}{(320-1) \times 0.0025 + (3.8416 \times 0.25)}$$

$$n = \frac{307.328}{1.7579}$$

$$n \approx 174.8 \approx 175$$

The 175 subjects were selected using a stratified proportionate sampling method to ensure balanced representation across the three management levels in the survey. The sampling factor (k) for each stratum was obtained by dividing the total sample size (n) by the target population (N). This value k was then multiplied by the number of individuals in each management cadre to determine the specific sample size to be drawn from each stratum as shown below.

Where Sample size $n = 175$ and Population $N = 320$.

$$k = \frac{n}{N} = \frac{175}{320} = 0.5469 \approx 0.55$$

Table 1. *Sample Size Distribution.*

Management Levels	Population Size (N)	Sampling Factor (k)	Sample Size (n) = k*N	Percentage
Upper-level Management	48	0.55	26	15%
Middle-level Management	112	0.55	62	35%
Lower-level Management	160	0.55	88	50%
Total	320		175	100%

Source: Researcher (2026)

Table 1 presents distribution of the study sample across the three-management level. The participants drawn from upper-level management account for 15% of the sample 26 participants, while 62 participants were selected from middle-level management, representing 35% of the sample. The majority of the respondents, 88 participants, were drawn from lower-level management, representing 50% of the sample. This distribution ensures balanced representation across all management levels, with proportionate emphasis on the operational leadership tier.

The study utilized a structured self-administered questionnaire to collect primary data. According to Mugenda and Mugenda, structured questionnaires enhance consistency and efficiency in data collection while minimizing interviewer bias. Responses were measured using a 5-point Likert scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5) to capture respondents’ perceptions and opinions. The instrument comprised three sections: demographic information, strategic leadership dimensions (visionary, adaptive, customer-focused, and ethical leadership), and organizational performance indicators, namely customer retention, employee productivity, and operational efficiency. This structure enabled systematic and comprehensive collection of data aligned to the study objectives.

Validity was ensured through face, content, construct, and criterion validity techniques. Face validity was established through consultation with the supervisor and experts in business administration to confirm the clarity, relevance, and appropriateness of the questionnaire items [57]. Content validity was achieved by aligning the questionnaire items with the study objectives, conceptual framework, and existing literature on strategic leadership and organizational performance (Mugenda & Mugenda, 2003). Construct validity was reinforced through exploratory factor analysis during the pilot study to confirm that the items adequately measured the intended constructs [13]. Criterion validity was assessed by examining the relationship between strategic leadership dimensions and organizational performance indicators such as customer retention, employee productivity, and operational efficiency, ensuring the instrument effectively predicted the expected outcomes.

Reliability was assessed through internal consistency using Cronbach’s alpha coefficient, which measures the extent to which items within a construct consistently represent the same concept [14]. A Cronbach’s alpha value of 0.70 and above was adopted as the threshold for acceptable reliability, indicating that the research instrument consistently measured the intended constructs and produced reliable results [13, 57].

Table 2. Reliability Statistic.

Constructs	No. of Test Items	Cronbach Alpha Score	Remarks
Strategic Visionary Leadership	10	0.815	Reliable
Organizational Performance	12	0.801	Reliable
Overall Score	22	0.822	Reliable

Source: Pilot Study Observations (2026)

The study constructs demonstrated acceptable internal consistency, with all Cronbach's alpha coefficients exceeding the recommended threshold of 0.70 [13]. Strategic Visionary Leadership recorded a reliability coefficient of $\alpha = 0.815$, indicating strong internal consistency among its 10 test items, while Organizational Performance yielded an alpha coefficient of $\alpha = 0.801$ across 12 test items, confirming reliable measurement of the construct. The overall Cronbach's alpha of 0.822 for the 22 items further confirms that the research instrument was reliable, stable, and suitable for data collection and subsequent analysis.

Data collection commenced after obtaining an authorization letter from Kenyatta University and a research permit from NACOSTI. Permission to conduct the study was then sought from the selected telecommunication firms through their human resource or research departments. Questionnaires, together with introductory letters, were distributed to the selected respondents using the drop-and-pick-later method. Contact persons within the firms assisted in questionnaire distribution, follow-up, and collection to ensure timely retrieval of completed questionnaires for analysis.

Descriptive statistics, including frequencies, means, and standard deviations, were used to summarize respondents' demographic characteristics and the key study variables. To examine the relationship between strategic visionary leadership and organizational performance, inferential analysis was conducted using simple linear regression, with organizational performance regressed on strategic visionary leadership as presented in the study model below:

$$Y=\beta_0 + \beta_1 X + \varepsilon \quad (1)$$

Where:
Y = Organizational Performance
X = Strategic Visionary Leadership
β_0, β_1= Beta Coefficients
ε = Error Term

All inferences in this study were evaluated at a 95 percent confidence level, with a significance level of 0.05. Field observations were presented using descriptive and inferential statistics in the form of tables and Figures.

Ethical compliance was observed throughout the study. Ethical clearance was obtained from Kenyatta University and research authorization sought from National Commission for Science, Technology and Innovation. Participants were informed about the study objectives, voluntary participation, confidentiality, and their right to withdraw at any stage [7]. Confidentiality and anonymity were maintained by excluding personal identifiers and securely handling the collected data. All research processes were conducted objectively and transparently in line with established ethical research standards [59].

7. Descriptive Results

This section presents the analysis and discussion of the response rate, mean scores, and standard deviations obtained from the study sample.

7.1. Response Rate

Upon the acquisition of research approvals from the Kenyatta University and NACOSTI, the researcher distributed a total of 363 questionnaires to the participants and the outcomes were reflected in Table 3.

Table 3. Response Rate.

Status of Questionnaire	Number of Questionnaire	Percentage
Filled Questionnaire	145	82%
Unfilled Questionnaire	31	18%
Total	176	100%

Source: Field Observations (2026)

As per Table 3, out of the 176 questionnaires distributed to participants, 145 were completed and collected, while 18 remained unfilled, resulting in a total response rate of 82%. According to [7], low response rate may result to biased results and recommends that a response rate of 50 percent is adequate, 60 percent is good and a response rate of 70 percent is very good. Consequently, the response rate of 82 percent attained during data collection was sufficient for this research.

7.2. Descriptive Analysis of Strategic Visionary Leadership Results

As indicated in Table 4, the respondents were asked to rate how well they understood visionary leadership and how it affected the organizational performance of several telecom providers in Mombasa County, Kenya.

Table 4. *Descriptive Statistics of Strategic Visionary Leadership.*

Statements	n	Mean	Std. Deviation
Leaders are able to provide a long-term strategic direction.	145	3.896	0.926
Leadership is able to anticipate industry trends.	145	4.206	0.717
Visionary goals guide the company's planning and activities.	145	4.517	0.501
The organization frequently revisits and reaffirms its vision.	145	4.275	0.692
Vision is effectively communicated throughout the organization.	145	4.551	0.564
Employees understand how their roles support the organizational vision.	145	4.310	0.615
There is a strong alignment between vision and operations.	145	4.275	0.692
Leadership encourages staff to contribute to future planning.	145	4.275	0.640
Leadership sets a clear mission aligned with future goals.	145	3.448	0.726
Leaders motivate employees with a compelling vision.	145	3.310	0.595
Overall Scores for Strategic Visionary Leadership		4.106	0.670

Source: Field Observations (2026)

Findings in Table 4 indicate that strategic visionary leadership is generally strong in the organization, with an overall mean score of 4.106 (SD = 0.670). Vision sharing recorded the highest aggregate mean (M = 4.353, SD = 0.637), showing strong agreement that vision is effectively communicated and aligned across the organization. Strategic foresight also reflected high agreement (M = 4.224, SD = 0.709), indicating that leaders provide direction, anticipate industry trends, and consistently guide planning through a clear vision. However, aspirational goal setting recorded a relatively lower mean (M = 3.379, SD = 0.661), suggesting moderate agreement on mission clarity and motivational influence. Overall, the results show that while visionary leadership practices are well established, there is comparatively weaker emphasis on aspirational goal setting.

Overall, the findings suggest that strategic visionary leadership plays a significant role in enhancing organizational performance within telecommunication providers by strengthening teamwork, employee commitment, and organizational alignment. This supports the findings of [10] who established that visionary leadership promotes a shared sense of direction, open communication, inclusivity, and employee empowerment, all of which contribute to improved team performance and a positive organizational culture.

7.3. Descriptive Analysis of Organizational Performance

The participants were requested to provide their response regarding the extent to which they perceive organizational performance of selected telecommunication providers in Mombasa County, Kenya, as indicated in Table 5.

Table 5. *Descriptive Statistics of Organizational Performance.*

Statement	n	Mean	Std. Deviation
The company has been successful in retaining its customers over time.	145	3.793	0.999
Customers are loyal and continue to subscribe to the company's services.	145	2.586	0.854
The organization has effective strategies for reducing customer churn.	145	3.552	0.857
Long-term customer relationships are consistently maintained.	145	2.310	0.954

Statement	n	Mean	Std. Deviation
Services provided meet and exceed customer expectations.	145	2.310	1.152
The company delivers reliable and uninterrupted services.	145	2.035	0.853
Customer complaints are resolved promptly and effectively.	145	3.276	0.982
Employees are able to adapt to new technologies.	145	4.345	0.605
Operations are completed with minimal delays.	145	4.000	0.697
Resources are used efficiently.	145	4.000	0.697
Technology improves operational workflows.	145	4.414	0.619
Overall Scores on Organizational Performance	145	3.329	0.843

Source: Field Observations (2026)

In Table 5, on whether the company has been successful in retaining its customers over time, the organization has effective strategies for reducing customer churn, Employees are able to adapt to new technologies, Operations are completed with minimal delays, Resources are used efficiently and Technology improves operational workflows, it was observed that most of the responders to a large extent agree with the claim at a mean of 3.793, 3.552, 4.345, 4.000, 4.000 and 4.414 with a variation of 0.999, 0.857, 0.605, 0.697, 0.697 and 0.61898 respectively. On whether Customers are loyal and continue to subscribe to the company's services and Customer complaints are resolved promptly and effectively, it was observed that most of the responders to a moderate extent agree with the claim at a mean of 2.586 and 3.276 with a variation of 0.855 and 0.982 respectively. On whether Long-term customer relationships are consistently maintained, Services provided meet and exceed customer expectations and the company delivers reliable and uninterrupted services, it was observed that most of the responders to a less extent agree with the claim at a mean of 2.310, 2.310 and 2.035 with a variation of 0.954, 1.152 and 0.853 respectively.

8. Inferential Analysis

This study employed correlation analysis to determine the relationship between strategic visionary leadership and organizational performance among selected telecommunication firms in Mombasa County, Kenya. Pearson's product-moment correlation was conducted at a 5% level of significance, with associations considered statistically significant when $p<0.05$ and insignificant when $p>0.05$. As noted by [12], correlation coefficients reveal both the strength and direction of relationships. A negative coefficient reflects an inverse association, where an increase in one variable corresponds to a decrease in the other. Conversely, a positive coefficient indicates a direct relationship, where growth in one variable is accompanied by an increase in the other. The outcomes of this analysis are presented in Table 6.

Table 6. *Correlations Analysis.*

		Strategic Visionary Leadership	Organizational Performance
Strategic Visionary Leadership	Pearson Correlation	1	.486**
	Sig. (2-tailed)		.000
	N	145	145
Organizational Performance	Pearson Correlation	.486**	1
	Sig. (2-tailed)	.000	
	n	145	145

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

Source: Field Observations (2026)

There is a moderately favorable correlation (r = 0.486, p < 0.05) between strategic visionary leadership and organizational success. This means that organizations with stronger strategic visionary leadership tend to report better performance levels. However, this does not mean that visionary leadership directly causes improved performance, but rather that the two move together. This finding is in line with [70, 72], who found that strategic visionary leadership is associated with improved employee commitment and overall organizational effectiveness.

Table 7. Regression Results.

Model	R	R Squared	Adjusted R Squared	Std. Error of Estimate	the	Durbin- Watson
1	0. 878a	0.771	0.764	0.674		1.821

F-Statistics

Table 8. ANOVA.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.138	4	0.535	117.6	.001b
	Residual	.636	140	.005		
	Total	2.775	144			

a. Dependent Variable: Organizational Performance
b. Predictor: (Constant), Strategic Visionary Leadership
Source: Field Observations (2026)

The model that looks at how strategic visionary leadership impacts organizational performance is summarized in Table 7. The coefficient of determination, or R square, is 0.771, indicating that the effect of strategic visionary leadership can account for around 77.1% of the variation in organizational performance. A stronger positive association between the study's primary variables is further suggested by the higher correlation coefficient of 0.878. Therefore, this demonstrates that the empirical model has substantial explanatory power in determining how strategic visionary leadership affects organizational performance. The 22.9% remaining of organizational performance variation is attributed to other factors that are not captured in the empirical model.

Table 9. Coefficients of Regression Analysis.

	Unstructured Coefficients	Standardized Coefficients	T	Sig.
	B Std. Error	Beta		
Constant	3.399.125		27.12	.000
Strategic Visionary Leadership	.179.021	.454	8.365	.000

a. Dependent Variable: Organizational Performance
b. Predictor: (Constant), Strategic Visionary Leadership.
Source: Field Observations (2026)

The regression analysis results indicate that the estimated model was generated from the unstandardized coefficient values obtained from the statistical output.

Organizational Performance = 3.399 +.179 Strategic Visionary Leadership

Findings showed that one unit rise in strategic visionary

leadership was associated with a 0.179 rise in the performance of the organization. As the p-value was less than the significance level, visionary leadership was established as a positive and statistically significant predictor, and the first null hypothesis was rejected. This has been attributed to the contribution of strategic visionary leadership in catalyzing innovation, inspiring teams and harmonizing organizational goals, hence creating a progressive work environment. These findings are consistent with those of [73], who have found a positive correlation between visionary leadership and performance of employees in Chinese medium-sized enterprises, and [72], who observed that Islamic visionary leadership has the same effects on employee commitment in state-owned firms in Indonesia. This is also supported by the Upper Echelon Theory, which focuses on the role of values, vision and cognitive orientation of the leaders to influence organizational outcomes.

9. Conclusion

Regression analysis was conducted to examine the relationship between strategic visionary leadership and organizational performance among telecommunication firms in Mombasa County, Kenya. The results revealed that strategic visionary leadership has a positive and statistically significant influence on organizational performance. This establishes strategic visionary leadership as a key predictor of organizational performance that should be prioritized by telecommunication providers to enhance efficiency, innovation, and long-term sustainability. Based on these findings, it is recommended that telecommunication providers enhance strategic visionary leadership practices by equipping leaders with the necessary skills to inspire teams, foster innovation, and develop a clear long-term organizational vision that can significantly contribute to organizational success.

10. Limitations and Suggestions for Further Research

This study examined the nexus between strategic visionary leadership and organizational performance among selected telecommunication providers in Mombasa County, Kenya. Although the findings confirmed that strategic visionary leadership influences organizational performance, the study focused on a limited set of leadership dimensions and therefore did not fully capture all possible factors affecting performance within the telecommunications sector. In addition, some respondents may have been cautious in disclosing sensitive organizational information despite assurances of confidentiality, which could have influenced the depth of responses obtained. The study was also geographically confined to telecommunication firms in Mombasa County, limiting the generalizability of the findings to other regions or sectors with different operational environments. Future research should therefore explore additional determinants of organizational performance beyond strategic visionary leadership, replicate the study in other sectors such as banking, manufacturing, and public institutions, and consider longitudinal designs to better understand how leadership practices influence organizational performance over time.

Abbreviations

AFDB	African Development Bank
CAK	Communications Authority of Kenya
GSMA	Global System for Mobile Communications Association
ITU	International Telecommunication Union
KES	Kenya Shillings
KNBS	Kenya National Bureau of Statistics
NACOSTI	National Commission for Science, Technology and Innovation
OTT	Over-The-Top
PLS-SEM	Partial Least Squares Structural Equation Modeling
SMS	Short Message Service
TRAI	Telecommunications Regulatory Authority of India

Author Contributions

Patrick Kibet Rop: Conceptualization, Data curation, Funding acquisition, Resources, Writing – original draft

Godfrey Kinyua: Supervision, Validation

Conflicts of Interest

The authors declare no conflicts of interest.

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