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Relevance of Management Support and Consideration in Augmenting Organizational Resilience: Evidence from Telecommunication Companies in Kenya

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Abstract

The emergence of crises and shocks in the last few decades has left devastating disruptions in businesses across the world. Such disruptions often lead to unexpected disorientation, low profitability and losses, stagnation, and in some cases liquidation of businesses. As a result, there have been continuous calls for developing systems within the business that would enable businesses to be resilient and absorb such shocks. Existing literature on organizational resilience has focused on the relationship between resilience and other constructs such as performance, efficiency, competitiveness, and productivity: Giving little or no attention to the role that management support consideration in attaining organizational resilience. The objective of the study was therefore to examine how management support and consideration affect organizational resilience in telecommunication companies in Kenya. The study was anchored on the Managerial Grid of Leadership Theory. A positivist research philosophy was adopted. The preferred research design was a quantitative descriptive approach and cross-sectional descriptive survey. The study population comprised 9,847 participants drawn from all 19 registered telecommunication companies in Kenya. From this population, a sample size of 384 respondents was selected using a stratified sampling technique. Primary data was used which was collected via structured questionnaires. Corrected data were analyzed using descriptive statistics and inferential analysis via correlation analysis and regression analysis. Hypothesis testing was based on regression results analysis. The predictive power of the model was tested using the coefficient of determination (R^2), the fitness of the model was tested using Analysis of Variance (ANOVA) while the significance of management support and consideration in predicting organizational resilience was based on P-value in Student t-test at 0.05 significance level. Results showed that management support and consideration existed among telecommunication companies in Kenya. There was an agreement among the respondents that telecommunication companies in Kenya were resilient in the last five years. Correlational results revealed that management support and consideration had a positive correlation with organizational resilience. Hypothesis testing results established that there is a significant relationship between management support and consideration of organizational resilience in telecommunication companies in Kenya. Therefore, it was concluded that management support and consideration have a significant effect on organizational resilience in telecommunication companies in Kenya. The study thus recommends that organizational leaders should develop capacity-building programs, spur creativity, innovation, and organizational efficacy to accomplish the set corporate goals and gain resilience through robust business continuity plans among other relevant initiatives.

Keywords: Consideration, Management Support, Organizational Resilience

1. Introduction

The emergence of global crises such as the credit crisis of 1772 in Europe, the great depression of 1932; the Suez crisis (1956), the oil price shock of 1973, the international debt crisis (1982); the East Asian economic crisis of 1997-2001; the Russian economic crisis (1992-1997), the Latin American debt crisis (Mexico, Brazil and Argentina 1994-2002), the collapse of the U.S. Housing Market in 2006 and the global economic recession (2007-2009) often cause economic tsunamis. Besides the financial crisis such as the global COVID-19 crisis in 2020 and the oil crisis in 2022 have adversely affected the performance of many businesses subjecting their continuity at risk. The challenge is more pronounced in developing and less developed nations. It is noted that despite the observable decrease in commodity prices, inflation rates continue to accelerate in developing and least-developed countries due to their low levels of income and exposure to global financial shocks. Consequently, International players have called on leaders to develop resilient practices, especially in the fiscal space to enable organizations to provide safety nets for organizations and grow resilience both at the people and organizational levels.

The telecommunication industry is a key industry globally because it provides a pivotal point for all other sectors of the economy. For instance, Bhaskar, Bradley, Chattu, Adisesh, Nurtazina, Kyrykbayeva, and Ray (2020) noted that the telecoms have a critical role in diverse disaster interventions, such as the telemedicine concept witnessed during the COVID-19 pandemic, where it facilitated the "safety-net" in response to the global public health outbreak among other internet-driven interventions in other industries. Unfortunately, the telecommunication sector has not been spared by the crisis: and receiving an unparalleled failure rate globally when confronted by the disturbance in the operating landscape. This includes but is not limited to the 2008 global economic crisis according to Kruk and the Coronavirus pandemic that has changed the rules of the game (Wodak, 2021). As a result, the shocks have increased interest in organizational resilience and the role it plays during such trying times (Haldane, et al., 2017). Telecommunication companies in Pakistan and New Zealand are the notable sectors affected by crises globally (Khan, Rao-Nicholson, & Akhtar, et al., 2019). In the African continent, the development of the internet has provided opportunities for Africa the acceleration of economic growth and alleviation of poverty (Global monitor, 2020). However, it has brought new challenges by placing large demands on the underlying telecoms infrastructure and stiff competition from the more developed world.

A business is said to be resilient if it possesses the capacity to "bounce back" after undergoing stressors (Captain & Hammer, 2014). That is the firms' structures are such that the organization can withstand shocks. For an organisation to be considered resilient, it should manifest adaptive capacity which requires a good level of flexibility in responding to needed change in times of crisis, an absorptive capacity that calls for forward flexible planning for improved learning and innovation, and a transformative capacity that includes process commitment to make structural changes that spur conscious decision-making during a crisis (Shannon, Tracey, Lane, Guy, Jill, 2017). Resilient organizations are less vulnerable to crises are better prepared, respond effectively, and are more adaptable when it comes to change (Blanchet, et al., 2017), and even in the face of challenges, their core services are maintained or minimally disrupted (Kieny, et al., 2014).

Khan, Rao-Nicholson, & Akhtar, et al. (2019) in the study of Pakistan's telecommunication industry noted that the key areas of human resource management practices such as information sharing, job design, and total reward systems are critical enablers for employees' resilience (Manning & Robertson, 2016; Bardoel, Pettit, De Cieri, & McMillan, 2014). Walker et al., (2014), in their study of New Zealand's Infrastructure, telecommunications, water, waste services, and roading firms observed that work engagement influences adaptive resilience, and planned resilience. Coleman and Adim (2019) and Walker et al., (2014), for example, emphasize adaptive resilience in the context of uncertainty.

In times of economic crises, firms confront numerous pressures, which according to Rudrajeet, Håkan, & Heikki (2014) include the threat to their profitability, growth, and subsequently to their survival in the ever-changing business environment. The above dynamics call for greater internal resilience both at the people, and the corporate level. As a result, there is a need for good leadership in telecoms to achieve and sustain resilience. As such telecommunication companies' leaders and management should provide a bigger picture of intended achievements and proposed processes to meet the broad goals of an organization (Sundnes, 2014). Such strategies should learn

from past experiences and expertise, converting organizational needs into strategic action (Sundnes, 2014), especially at a time when the resilience of a firm is critical. The social learning proposition describes how people could develop resilient profiles (Everly, 2011), for example, by utilizing mentorship, to improve collective commitment to adopt the corporate mission, and learning about stress management practices, thus promoting creativity and innovation.

Leadership has poised as a key ingredient in the running of firms, especially to build resilient profiles noting that there are economic recessions that have rocked the global and different national markets, creating challenges for organizations looking to thrive in the long run (Kruk, et al., 2015). Organizations with good leaders can bring into play the necessary experience that goes a long way in fetching out the strengths of workers in telecommunication organizations. The workers, as a result, are motivated to voluntarily ensure efficacy in the application of the primary corporate strategies (Keter, 2015), especially for telecommunication organizations in growing economies like Kenya. Notably, the process of deploying strategy in Kenyan telecoms has faced several internal organization challenges thus stifling innovations needed for better strategy execution (Keter, 2015). This can be done by leveraging superior employee capabilities. To do so there is a need for organizational leaders to identify key competencies among their employees and support them to tap into more markets.

Enhanced supervisory support spurs positive perceptions and behaviors that appreciate change as the only constant (Ferreira et al., 2018); making informed relational adjustments at the workplace based on the degree of reciprocity and the quality of dyadic connections. These patterns of reciprocity create trade-offs and, in turn, strengthen the relationships that take care of the socio-emotional needs exhibited by the employees, efforts commitment, and loyalty; Positively influenced supervisory support satisfaction, fairness perception, positive mood, favorable job conditions, and organizational rewards (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017), as well as inversely relating to work stress among other work-related challenges. As a result, when employees get adequate support from their superiors, they can discharge their mandate confidently which leads to better-performing telecommunication firms that exhibit resilience characteristics.

In addition, leaders should as a way of support, demonstrate creativity, and innovation to team members, noting that the leadership style or the leader in person is considered a meaningful capacity for enhancing the efficacy of the workers' level of contribution and accomplishment of corporate goals (Tyssen et al., 2014). Based on this argument, telecommunication companies can achieve resilience through training to develop competence among their employees. The Social Exchange Theory is alive to the fact that people and especially in the workplace assess and make a judgment about the quality of relational dyads that bring to light the perceived balance of exchange. The healthy perception that a firm takes up the socio-emotional burdens of the employees, through quality reward systems, improves loyalty anchoring on quality supervisory support, negatively impacting stress and other workplace encounters (Sutcliffe et al., 2016).

Perceived organizational support links directly to diverse workplace positive attitudes and behaviors, such as citizenship behavior and commitment according to Simosi (2012). Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016). However, McKinsey (2020) notes that organizational communications from the formal leader should consistently progress once the crisis has passed to offer a realistic and optimistic outlook to encourage multiple stakeholders, inspiring them to support structural recovery in a firm, preparing them adequately for the uncertain future of a possible next large-scale challenge.

1.1 Statement of the Problem

The recent global crisis such as the collapse of the U.S. housing market in 2006, the global economic recession in 2007, and COVID-19 in 2020 significantly affected businesses globally (Duchek, 2020). Such unprecedented crises and shocks lead to reduced profitability, slow or no growth, and in adverse cases collapse of the

organizations. Therefore, if the situation is not arrested in time many organizations, especially in the telecommunication sector face survival threats. The telecommunication sector around the world has experienced a lot of disruptions resulting in business failures estimated to be between 70% and 86%. Such disruptions have resulted in massive resource wastage (Mueller-Jacobs & Tuckwell, 2012) such as loss of quality employees (Mukabi, Marwa & Kiragu, 2019).

The onset of COVID-19 in 2020 resulted in shocks across all sectors in Kenya including the telecommunication sector which compelled the government to intervene. Interventions initiated led to an increase in the number of mobile subscriptions to 57.0 million and mobile SIM penetration in the country to 119.9 percent. However, these benefits could be eroded if telecommunication companies do not develop resilience. As a result of the shocks and their resulting adverse effects, there has been increased interest globally in organizational resilience. According to Blanchet et al (2017), resilient organizations are less vulnerable to the crisis are better prepared, respond effectively, and are more adaptable when it comes to change. Thus, there is a need for firms to develop internal structures so that they can withstand shocks.

Existing literature on organizational resilience shows that most studies were conducted in different economies such as Turkey (Yamamoto & Şekeroğlu, 2011), New Zeeland (Girish, Mesbahuddin, Samuel & Orchiston, 2018), and Nigerian (Nnamdi, 2020). Although the studies provide an insightful contribution to the body of knowledge, the findings may not be generalized in the current study. Thus, there exist contextual gaps. The few studies in the local context (Soyres, Abdel, Cerruti, and Kiwara, 2018; Mukabi, Marwa & Kiragu, 2019; Wandabwa & Kilika, 2020) linked resilience to other constructs such as efficiency, performance, competitiveness, and productivity. However, existing literature has not considered the relevance of management support and consideration in achieving organizational resilience. Therefore, there are conceptual and empirical gaps in the study. The study sought to fill these gaps by examining how management support and consideration affect organizational resilience in telecommunication companies in Kenya.

1.2 Literature Review

Relevant literature is reviewed in this section with a view to finding the relationship between management support and consideration and organizational resilience. In this section, both theoretical and empirical literature are discussed.

1.2.1 Theoretical Review

The study was anchored on the Managerial Grid of Leadership Theory developed by Blake and Jane Mouton in 1964. According to the theory, there are five styles of leadership, and each is based on the concern for people and the concern for production. The theory is represented graphically on a grid where the vertical axis takes the 'concern for people and the Y-Axis takes 'concern for production. The X-axis tests the intensity with which a manager configures a leadership approach to determine the desired level for meeting the interests of the team members, including the aspect of personal development. The Y-axis, on the other hand, measures the degree in terms of deciding how best to achieve a given task by focusing on concrete objectives, high productivity, and organizational efficiency (Islam, Karunarathne & Tatiane). The grid generates five possible leadership styles as detailed in figure 1.
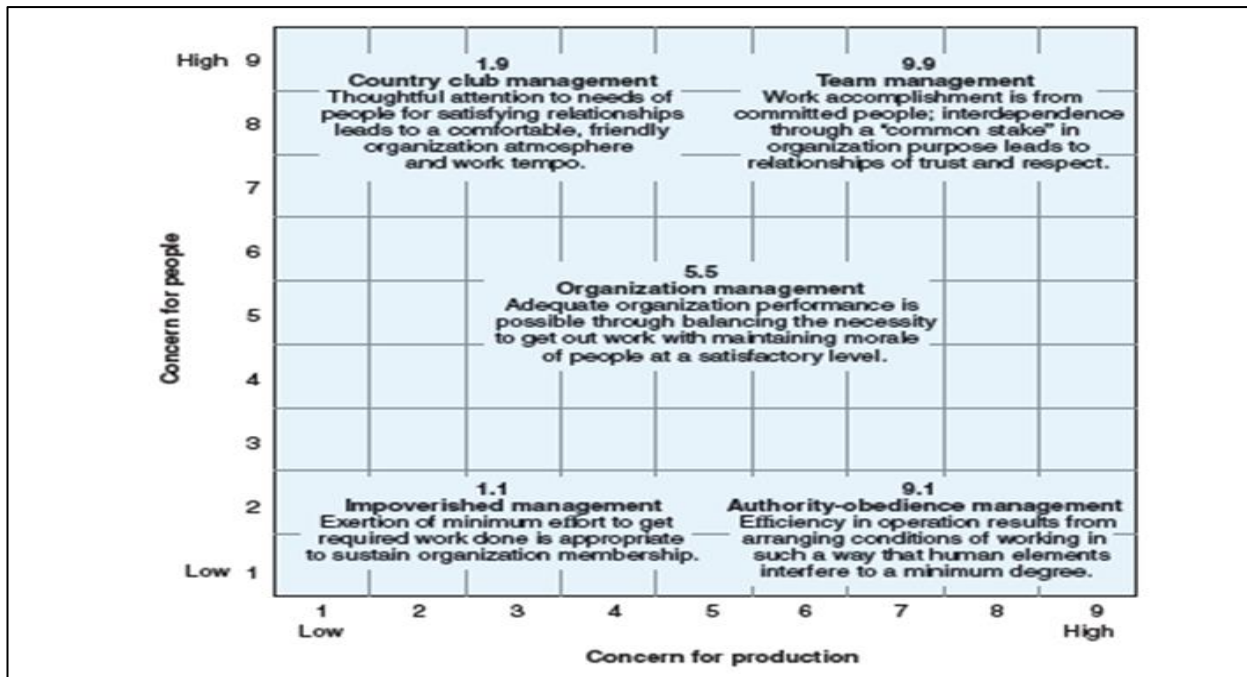
Figure 2.1: The Managerial Grid

Source: Blake, R. & Moulton, J. (1964). The Managerial Grid: The Key to Leadership Excellence. Houston, TX: Gulf Publishing Company Country Club Style Leadership

The quadrant represented by the coordinates (1, 9) represents the Country Club Management or Club Style Leadership, where the manager is more focused on relationships to fulfill the concerns of the people. Such managers pay much consideration to the well-being of the employees, and their safety to fast-track the performance of a firm. The manager fears failure and jeopardy and correspondingly the manager are essentially powerless and helpless to discipline the staff when in error. The leaders fear that using more powers could jeopardize their relationships with their subordinates, eventually risking the aspect of productivity (Islam, et al., 2019).

The quadrant represented by the coordinates (9,1) represents managers concerned with production as the only goal where the manager engages more in task-oriented strategies combined with a low concern for people (Roy, 2019). In this sense, the manager provides the needed resources to perform and expects the employees to perform. The leader is rarely concerned about the needs of employees and therefore has little or no allowance for collaboration and cooperation and considers the workers as replaceable resources.

The quadrant represented by the coordinates (1,1) represents managers that delegates-and-disappears. It is thus often viewed as a "lazy" management approach with minimal concern for both people and production. Generally, the managers apply this style focusing more on preserving their job and seniority, avoiding any conflict situation. Such leaders are mostly ineffectual for the reason that they have less impetus for crafting systems and a favorable atmosphere for both production and meeting employees.

The team leadership represented by the coordinates (9,9) is a contribute-and-commit type of leadership where the manager gives high interest to both individuals and production consequently spurring high levels of motivation (Ahmed, 2019). The manager promotes teamwork at the workplace and has a high concern about strategies that would achieve high levels of employee commitment, making them feel valued as they get involved in realizing the corporate purpose and aspirations thus empowering the team leaders intentionally (Islam, et al., 2019). This type of leadership is likely to lead to a highly motivated labor force as a result of recognition and support from the leader. This study thus assumes that a good leader is a team leader and the voice of each team member is given a chance. Since the leader is concerned with employee commitment this approach would yield resilience.

The middle-of-the-road approach represented by the coordinates (5,5) is a type of leadership that rests in the middle of the grid by striking a balance between concern for people and production but without ambition. Such managers try to balance the aspirations and the needs of the employees and competing corporate goals, hoping to achieve acceptable performance (Roy, 2019). The leader likes to relax and build a friendly relationships with the subordinates (Islam, et al., 2019). This approach calls for a comprise of individual aspirations and those of the organization aimed at striking a balance between personal goals and organizational goals. Since the employees willingly pursue organizational goals optimal performance and resilience are likely to be achieved.

Based on the arguments presented in the theory, leaders should encourage the development of group cohesion through the tweaking of the work environment that increases task interdependence (Ullah and Dong Soo, 2013) and employees get the needed support from other both group members and the official leader. The leaders reduce role conflict and ambiguity to set expectations for the team members thereby increasing job satisfaction (Wood, and Fields, 2007). The theory is thus relevant in anchoring management support and consideration which calls for according employees to the needed support to enable them to achieve their personal goals and those of the firm.

The Managerial Grid of Leadership Theory has received incredible support and has been applied in research in various studies including a study by Darshani (2016) that sought to review the modes of conflict resolution in management and the managerial grid theory of leadership, Cho, et al., (2018) concerning the correlation between the types of leadership and an organization's level of performance in South Korea and Yücel, Karataş, and Aydın (2013) applied the managerial grid theory to investigate the interplay of the level of the school principal's leadership roles and organizational culture according to perceptions by teachers about the principals.

However, the theory has received criticism for being analogical to the proverbial double-edged sword, hence having some limitations which include. The model, for example, does not look at the internal and external context, constraints, and circumstances, and more dimensions of leadership can be relevant (Islam, et al., 2019). Despite the challenges, since the theory has been successfully adopted in other related studies, this study finds it appropriate in supporting management support and consideration as an antecedent for organization resilience.

1.2.2 Empirical Review

This section reviewed studies that have been carried out on the study variables. A few studies have been conducted on resilience and telecommunication companies. For instance, Williams et al. (2017) in a United States study on organizational response to adversity sought to determine how organizations and individuals anticipate responding to adversity. The study centered its focus on exploring the dynamic relationship between resilience and crisis, noting that leadership, time, complexity, and mindfulness are critical elements beyond individual organizations, and varying levels of social capital are key enablers of resilience. Also, quality community social networks among nearby firms provide possible access to valuable resources in difficult situations, among others emotional, and psychological support, and the information needed to tame the pangs of the disaster. The study highlights the need for social capital (Shepherd & Williams, 2014; Aldrich & Meyer, 2014) to support to energize recovery from adversity, especially in firms.

A study in telecommunication firms in Nigeria that focused on the interplay between organizational resilience, and ambidexterity applied cross-sectional research by Onwughalu & Amah (2017) revealed that, for survival and sustainability to happen, the leader's primary role is that of instituting structures that are consistently flexible, and permeable, allowing for continual alignment for business to remain responsive to changes in the operating business environment. This is possible through the encouragement of individual employees to divide their resources between demands of adaption and alignment referred to as ambidexterity in the context due to their conflicting call for attention by the employees. Arguably, organizations that are ambidextrous in their leadership support their staff to exhibit dynamic capabilities to drive resilience. The arguments in this study concur with the postulations made in the current study although they were conducted in different study contexts. However, the results may not be perfectly generalized since the study results were based on Spearman's Rank order correlation coefficient which only shows the nature relationship existing between the variables but does not show the effect that a variable has on the other as envisaged in the current study.

A study by Bavel, Baicker, Boggio, et al. (2020) in West Africa noted that leaders must not pursue interests that improve the sense of collective purpose which accelerates the team members to offer the needed support to one another, especially in a crisis. Consequently, telecommunication companies can achieve better results if there is goal congruence between the organization, management, and employees. Any conflict of interest hinders the firm from achieving its goals. Barasa, Mbau, and Gilson (2018) noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa. The leaders should deploy support that enhances creativity and innovation at all levels in the organization.

Young and Jordan (2018) conducted a study on top management support aimed at determining the effect of management support on project success. Based on a descriptive research design, the study concluded that top management support is the most important critical success factor for project success. However, although the study findings reveal that top management support is important for project success, the study does not show whether the organisation becomes resilient as a result of the success of projects. There was thus a need to conduct the current study to examine the effects of management support and consideration on organisational resilience.

Chege and Gakobu (2017) studied the impact of diverse leadership styles on performance in the Kenyan telecommunication industry, observing that transformational and transactional leadership positively influenced organizational performance more than the laissez-faire type of leadership which posted a positive relationship with corporate performance. Further, transformational leadership practices are positively related to corporate performance, emphasizing the significance of role-modeling by leaders to the subordinates; inspiring them with challenging assignments at work and providing needed stimulation to guide their efforts to innovation, and creativity. However, the focus of the study was on performance while the current study focused on resilience.

Studying top management support, external expertise, and information systems implementation in small businesses in the United States of America, Thong, Yap & Raman (2016) concluded that top management support is a key recurrent factor critical for effective information systems implementation. They however noted that external information systems expertise such as consultants and vendors are more important owing to the unique nature of small businesses. However, the study was conducted in a different context from the current study presenting contextual gaps.

In a study on the influence of performance management on employee productivity in the civil service, Gichuki (2014) used a descriptive survey design to study 300 staffs at the immigration department of Kenya who were selected from a population of 1200 through random sampling. Results revealed that performance management systems significantly influenced employee productivity. The study noted that recognition for good performance based on performance appraisal improves the morale and productivity of employees. Similarly, training and development. Training and development promote and motivate staff to be creative. However, although the study showed the relevance of management support in improving the performance of the firm, the study did not consider the effect of management support on organisational resilience, presenting a conceptual gap.

2. Research Methodology

The section presents the methods used by the researcher in addressing the research problem. Specifically, the section contains the research philosophy adopted in the study, research design, study context, population, sampling technique, and sample size as well as data and analysis.

2.1 Research Philosophy

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

2.2 Research Design

The study adopted a quantitative descriptive approach and a cross-sectional descriptive survey of telecommunication industry players in Kenya. The descriptive design aims to explain the population of interest, a situation, or a phenomenon accurately and systematically: Regarding the when, where, and how of a phenomenon of interest (Levers, 2013). Further, the design is an appropriate choice when the research's main focus is that of identifying frequencies, characteristics, and, trends, and categorization of happenings (Jovancic, 2020). The cross-sectional survey was preferred because the study conducted surveyed all telecommunication companies in Kenya.

2.3 Study Context and Population

The study population comprised all staffers of 19 registered telecommunication companies in Kenya, among them Safaricom PLC, the market leader, Airtel Networks Limited, Telkom Kenya Limited, Equitel, and Jamii Telecommunications Limited. The total population of the staff working for the 19 registered telecoms was 9,847 as shown in Table 1.

Table 1: Total Population

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

Source: Source: Glassdoor (2021)

2.4 Sampling Technique and Sample Size

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

Table 2: Sample Size Distribution

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

2.5 Data and Analysis

The study utilised primary data by using a blend of research questionnaires. The obtained data was analysed using descriptive statistics such as frequency mean score and standard deviation. Inferential analysis was conducted via

correlation analysis (Pearson's product-moment correlation) as well as regression analysis. Correlation analysis sought to determine the nature and strength of the relationship existing between the variables while regression analysis was used to predict the variations in organizational resilience as a result of variations in management support and consideration. Hypothesis testing was based on regression results analysis. The predictive power of the model was tested using the coefficient of determination (R^2), the fitness of the model was tested using Analysis of Variance (ANOVA) while the significance of management support and consideration in predicting organizational resilience was based on P-value in Student t-test. A 0.05 significance level was considered in this study.

3. Research Findings

3.1 Response Rate

The study sample comprised 304 subordinates and 80 senior team members. Questionnaires were distributed to 304 subordinates and 80 senior teams. Out of the 304 questionnaires issued to subordinates, 230 were returned while a total of 49 questionnaires that were issued to the management team were returned making a total of 279 returned questionnaires. The response rate was as illustrated in Table 3.

Table 3: Response Rate

	Frequency		**Percentage**
Response	279		72.7%
Non-response	105		27.3%
Total	384		100%
	Targeted	**Response**	**Response rate**
Subordinates	304	230	75.7%
Senior Team	80	49	61.3%
Total	384	279	72.7%

From the results shown in table 3, it is established that the overall response rate was 72.7% with a 27.3% non-response rate. Further analysis showed that the response rate among the subordinates was 75.7% while that of the senior management team was 61.3%.

3.2 Demographic Characteristics of Respondents

This section covers the analysis of the demographic information of respondents. This includes age, gender, level of education, respondents' period of service, position in the organization, respondents' years in the current position, and team members.

Table 4: Respondents Characteristics

	Subordinates		**Senior Team**	
	Frequency	**Percent**	**Frequency**	**Percentage**
18–29 years	43	18.7%	2	4.1%
30-49 years	149	64.8%	33	67.3%
Above 50 years	38	16.5%	14	28.6%
Total	230	100.0%	49	100.0%
	Subordinates		**Senior Team**	
	Frequency	**Percent**	**Frequency**	**Percentage**
Male	94	40.9%	21	42.9%
Female	136	59.1%	28	57.1%
	230	100.0%	49	100.0%

| | Subordinates | | Senior Team | |
	Frequency	Percent	Frequency	Percentage
High school	4	1.7%	0	0
College/Undergraduate	169	73.5%	19	38.8%
Post-graduate	57	24.8%	30	61.2%
Total	230	100.0%	49	100.0%
	Subordinates		**Senior Team**	
	Frequency	**Percent**	**Frequency**	**Percentage**
Below 1 year	18	7.8%	1	2.0%
1-3 years	89	38.7%	7	14.3%
4-5 years	62	27.0%	24	49.0%
Above 5 years	61	26.5%	17	34.7%
Total	230	100.0%	49	100.0%

Results show that the majority of the subordinates (64.8%) were aged between 30-49 years, 18.7% were aged between 18 and 29 years and 16.5% were over 50 years of age. Regarding the senior management team, results show that the majority (67.3%) were also aged between 30 and 49 years, 28.6% were over 50 years and 4.1% were aged between 18 and 29%. This implies that the majority of subordinates and senior teams in telecommunication companies were aged between 30-49 years. However, it is also noted that most of the subordinates in the telecommunication companies were aged between 18- and 49 years accounting for 83.5% of all employees in the company. This suggests that the junior staff category in the telecommunication industry is dominated by young people. However, among the senior management team, it was noted that the majority of staff were aged 30 years and above (95.9%) indicating that age could have been a critical factor for an employee to be recruited or promoted to senior management positions. Consequently, to progress to senior management levels, the age of the employee was considered.

On the gender, the findings show that majority of respondents were female with 136 (59.1%) among the subordinates and 28 (57.1%) among the senior management team. Male respondents were 94 (40.9%) subordinates and 21 (38.5%) in the senior management team. This implies that more females were available to respond to the research instrument. However, both males and females were represented in this study indicating that there was no bias on gender.

The results show that majority of respondents among the subordinates had a college/undergraduate level of education at 169 (73.5%). However, for the senior management team, it was observed that the majority of them 30 (61.2%) had post-graduate qualifications. This suggests that more skills were required at the management level and therefore the level of education was a key indicator for recruitment or promotion to the senior management level. These results also suggest that for assimilation into top management, education level may have been a critical requirement and, therefore, employees motivated to pursue higher education for progression to higher positions in the company.

At the same time, results showed that among the subordinates, 57 (24.8%) had post-graduate qualifications indicating that other than the basic qualifications, employees in telecommunication companies in Kenya sought to enhance their skills by furthering their education to master's level and post qualification certification. Among the senior management team, results showed that 19 (38.8%) had a certificate, diploma, or undergraduate degree as their highest level of education. However, it was also noted that among the subordinates, 4 (1.7%) had no post-basic education qualification with high school being their highest level of education. This means that some roles required very low skills which could be learned through apprenticeship.

Results for subordinates show that 38.7% have served in their organization for 1-3 years, 27.0% have served in their organization for 4-5 years 26.5% have been working in their organization for more than 5 years while another 7.8% have been working in their organisation for less than a year. Among the senior management team, the majority 24 (49.0%) have been working in their organisation for between 4 and 5 years, 17 (34.7%) have worked in their organization for more than 5 years, 7 (14.3%) have worked in their organization for 1 to 3 years and only 1 (2.6%) has worked in their organization for less than 1 year. This implies that the respondents have served in

their organization for more than 1 year hence the likelihood that they understood their leaders: Increasing their ability to provide the information needed in this study.

3.3 Descriptive Characteristics

The respondents were required to indicate their level of agreement on the statements about shared leadership using the scale SD = strongly disagree, D = disagree, N = neutral, A = agree, SA = strongly agree. The results were presented in Table 5.

Table 5: Management Support and Consideration

Statements	N	Subordinates		N	Senior Team	
		Mean	Std. Dev		Mean	Std. Dev
The team members treat each other with courtesy.	230	3.99	1.307	49	4.69	.508
The organization's work environment is supportive especially for team members who need help.	230	4.05	1.046	49	4.53	.544
Team members provided the needed encouragement to perform my tasks, especially when upset by the demands of work.	230	3.92	1.111	49	4.55	.647
The leader fosters a cohesive team atmosphere	230	4.11	1.003	49	4.53	.649
Aggregate	**230**	**4.018**	**1.117**	**49**	**4.575**	**0.587**

Results show that there was an aggregate mean score of 4.018 for subordinates and 4.575 for the senior management team indicating that there was an agreement among the respondents that management support and consideration were emphasised among telecommunication companies in Kenya as an anticipated ingredient for organizational resilience. The standard deviation of 1.117 and 0.587 for subordinates and the senior management team respectively suggested that there was more agreement among the senior management team than subordinates regarding the level of focus on management support and consideration in the firms.

Further, the subordinates and managers agreed the leader fosters a cohesive team atmosphere as shown by a mean of 4.11, the organization's work environment is supportive especially for team members who need help as shown by a mean of 4.05, team members treat each other with courtesy as shown by a mean of 3.99 and team members provided the needed encouragement to perform my tasks, especially when upset by the demands of work as shown by a mean of 3.92. The findings concur with those of Barasa, Mbau, and Gilson (2018) who noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa.

The leaders should deploy support that enhances creativity and innovation at all levels in the organization. Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016).

The study also descriptively analysed the responses given by respondents relating to resilience in their organisation. The results were summarised in table 6.

Table 6: Organization Resilience

Statements	N	Subordinates		N	Senior team	
		Mean	Std. Dev		Mean	Std. Dev
Adaptive Capacity						
The organization has robust systems in place to anticipate potential risks, threats, and vulnerabilities e.g., monitoring and evaluation.	230	3.87	.880	49	3.98	1.108
There exist policies that support the organization to adapt proactively.	230	3.83	1.116	49	4.37	.727
The organization has crisis-aware teams to support the identification of potential threats to the smooth flow of operations.	230	3.91	.974	49	4.31	.683
Aggregate	**230**	**3.870**	**0.990**	**49**	**4.220**	**0.839**
Absorptive Capacity						
The organization's operations allow forward flexible planning.	230	4.10	.855	49	4.33	.689
The operations have checks and balance to foster accountability at all levels.	230	4.13	.890	49	4.35	.694
The organization has a stable financial performance	230	4.22	.875	49	4.49	.681
The organization fosters a culture of learning to drive innovation	230	4.47	.745	49	4.47	.649
Aggregate	**230**	**4.230**	**0.841**	**49**	**4.410**	**0.678**
Transformative Capacity						
The firm's processes are committed to service delivery.	230	4.43	.725	49	4.49	.582
The management team encourages the use of quality data to inform decisions that lead to structural change.	230	4.27	.844	49	4.39	.702
When our programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making.	230	4.27	.914	49	4.43	.764
Aggregate	**230**	**4.323**	**0.828**	**49**	**4.437**	**0.683**
Overall	**230**	**4.141**	**0.532**	**49**	**4.356**	**0.440**

The findings showed that the overall mean score for resilience among subordinates and senior management team were 4.141 and 4.356 indicating that there was an agreement among the respondents that telecommunication companies in Kenya were resilient in the last five years. On adaptive capacity, the results showed that there was an aggregate mean score of 3.870 for subordinates and 4.220 for the senior management teams indicating that there was an agreement among the respondents that adaptive capacity was emphasised among telecommunication companies in Kenya. The standard deviation of 0.990 and 0.839 for subordinates and the senior management teams respectively suggested that there was more agreement among the respondents regarding the level of emphasis on adaptive capacity in the organizations.

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

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

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

On transformative capacity, the results showed that there was an aggregate mean score of 4.323 for subordinates and 4.437 for the senior management team indicating that there was an agreement among the respondents that transformative capacity was emphasized among telecommunication companies in Kenya. The standard deviation of 0.828 and 0.683 for subordinates and the senior management team respectively suggested that there was more agreement among the respondents regarding the level of emphasis on transformative capacity in the organizations. Further, the respondents agreed that the firm's processes are committed to service delivery as shown by a mean of 4.43, the management team encourages the use of quality data to inform decisions that lead to structural change as shown by a mean of 4.27, and when programs are not effective in achieving our goals, we adjust accordingly through conscious decision-making as shown by a mean of 4.27.

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

3.4 Correlation Analysis

The product-moment correlation coefficient was used to determine the relationship between the study variables. Correlation results were as shown in Table 7.

Table 7: Correlational Analysis

		Organizational Resilience	Management support and consideration
Organizational Resilience	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	279	
Management support and consideration	Pearson Correlation	.167*	1
	Sig. (2-tailed)	.005	
	N	279	279

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

The study revealed that a positive correlation existed between management support and consideration and organizational resilience among telecommunication companies in Kenya with a correlation coefficient of 0.167. The associated P-value of 0.005 indicates that the correlation between the variables was significant. The conclusion of Straatmann et al. (2016) that human beings react to change processes depending on how to support much support they receive which help them build positive perceptions resonates with the conclusions arrived at in this study.

Similarly, Ferreira et al. (2018) supported the argument that enhanced supervisory support spurs positive perceptions and behaviours among employees that lead to better performance.

3.5 Test of Hypothesis

Hypothesis testing was done through regression analysis. The significance of management support and consideration in influencing organizational resilience was based on P-values at 0.05 significance level. The third objective was to examine how management support and consideration affect organizational resilience in telecommunication companies in Kenya. The null hypothesis was that there is no significant relationship between management support and consideration and organizational resilience in telecommunication companies in Kenya. To test the hypothesis organizational resilience was regressed on management support and consideration. The model results were summarised in table 8.

Table 8: Hypothesis Testing Results for Management Support and Consideration

Model	R	R Square		Adjusted R Square		Std. Error of the Estimate	
1	.461[a]	.212		.197		.51437	
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	
1	Regression	5.371	1	5.371	20.301	.000[b]	
	Residual	73.287	277	.265			
	Total	78.659	278				

Model		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta		t	Sig.
1	(Constant)	3.320	.154			21.628	.000
	Management support and consideration	.164	.036	.261		4.506	.000

The results in table 8 show that the adjusted R^2 was 0.197 indicating that the model predicted 19.7% of all variations in organizational resilience of telecommunication companies in Kenya. The results also showed that the F-statistic for the model was 20.301 which was more than that of the F-critical (1,277=3.8752). The P-value for the model was 0.000<0.05 indicating that the F-value was significant. The study, therefore, concluded that the model fit in predicting organizational resilience of telecommunication companies in Kenya.

The coefficient results showed that the model constant was 3.320 indicating that in the absence of management support and consideration, organizational resilience of telecommunication companies in Kenya would be equal to 3.320. Results also showed that the coefficient for management support and consideration was 0.164 indicating that holding all other factors constant, a unit increase in management support and consideration would lead to 0.164 units increase in organizational resilience of telecommunication companies in Kenya. The results further showed that the P-value for management support and consideration was 0.000<0.05 indicating that management support and consideration was significant in predicting organizational resilience of telecommunication companies in Kenya. Since management support and consideration was significant, the study rejected the null hypothesis and concluded that there is a significant relationship between management support and consideration and organizational resilience of telecommunication companies in Kenya.

The findings relate to the demographic features of the respondents, the majority of the employees in the telecommunication companies were between 30-49 years. The employees of this age group are part of the management team in the organization. Therefore, they are aware that management support and consideration for their subordinates would help in the achievement of organizational resilience (Meintjes & Hofmeyr, 2018). Most of the employees in the telecommunication companies were female. Since female employees are risk averse as alluded by Nyamu (2012), they are likely to appreciate the need for management support and consideration for organizations to gain and sustain resilience through improved risk management practices. The results also showed that many of the employees had college/ undergraduate and postgraduate educational levels. This implies that the

respondents were knowledgeable about how management support and consideration can be used to achieve organizational resilience.

The findings further showed that the majority of the respondents had served in their organization for more than one year implying that they understand how management support and consideration have been important in the achievement of organizational resilience. The majority of the employees had more than one year in their current working teams an indication that they have been working together to achieve organizational resilience through the support and consideration they are offered by the management of the telecommunication companies.

In line with the descriptive results, the average mean score was 4.018 for subordinates and 4.575 for managers an indication that the respondents agreed that management support and consideration is vital to the attainment of organizational resilience in telecommunication companies in Kenya. Consequently, management support and consideration can be enhanced through a cohesive team atmosphere, provision of support when needed by the team members, and encouraging team members to undertake their duties even when upset by work demands.

The results support the views of the Managerial Grid of Leadership Theory which provides for a contribute-and-commit type of leadership where the manager gives high interest to both individuals and production consequently spurring high levels of motivation. The manager promotes teamwork at the workplace and has a high concern about strategies that would achieve high levels of employee commitment, making them feel valued as they get involved in realizing the corporate purpose and aspirations and empowering the team leaders intentionally. Therefore, telecommunication companies can achieve their purpose if their leaders can promote teamwork in the workplace. This can be achieved through management support and consideration to ensure that the subordinates are committed to achieving organizational resilience.

The findings concur with the conclusions by Barasa et al. (2018) who noted that leaders should support their constituents to develop organizational culture characterized by organizational learning from past experiences to build organizational resilience in companies drawn from Africa. The leaders should deploy support that enhances creativity and innovation at all levels in the organization. Bowers et al. (2017) noted that a supportive team culture may enhance resilient team processes. Shared values and norms may promote mutuality in the workplace helping in the development of a shared identity among team members, which consequently can further enhance connectedness within teams (Shin et al., 2016). The organizational culture that values teamwork support and employee participation is known to immeasurably contribute to the progression of social ties in teams and the enhancement of mutual support during disturbances (Shin et al., 2016).

The results are consistent with correlational results that, a positive correlation existed between management support and consideration and with organizational resilience among telecommunication companies in Kenya with a correlation coefficient of 0.167. The relationship was statistically significant implying that management support and consideration is vital in building organizational resilience.

3.6 Conclusions

The third objective was to examine how management support and consideration affect organizational resilience in telecommunication companies in Kenya. The study revealed that team members treat each other with courtesy, the organization's work environment is supportive especially for team members who need help, team members provided the needed encouragement to perform their tasks, especially when upset by the demands of work and leaders foster a cohesive team atmosphere. The correlational results revealed that management support and consideration had a positive correlation with organizational resilience. Hypothesis testing results established that there is a positive and significant relationship between management support and consideration of organizational resilience in telecommunication companies in Kenya. It was thus concluded that management support and consideration have a significant effect on organizational resilience in telecommunication companies in Kenya.

4. Acknowledgements

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