TOP MANAGEMENT TEAM CHARACTERISTICS AND STRATEGIC CHANGE OUTCOMES OF BRANCH SUPERMARKETS IN NAIROBI COUNTY

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ABSTRACT

Organizations of today operate in a progressively unpredictable global environment. The market has significantly transformed due to globalization, fierce competition, technological advancement and a customer focused market. Top management team characteristics are linked with organizations performance. However, previous studies on the relationship between TMT characteristics and performance have produced inconsistent and inconclusive results. It is for this empirical gap that this study sought to explore the influence of Top Management Team Characteristics on strategic change outcomes: A case of branch supermarkets in Nairobi County. Specifically, this study sought to; establish the effect of top management team behavioral characteristics on strategic change outcomes; determine the effect of top management team demographic characteristics on strategic change outcomes; to establish the effect of top management team size on strategic change outcomes; to determine the influence of top management cognitive characteristics on strategic change outcomes. This study was informed by several theories. These theories included: Upper Echelon Theory, Contingency theory and Resource Based Theory. The study targeted all the 21 branch supermarkets in Nairobi county. The study targeted specifically, top managers in each supermarket that is, human resource managers, audit and control manager, finance manager, IT manager and purchasing and supply manager. The target respondents were therefore 105 managers.

The study employed a census since the population of study was small. Primary data was collected using a questionnaire. Descriptive statistics (means and frequencies) and inferential statistics (regression and correlation analysis) were used to perform data analysis. The study found a positive and significant relationship between top management behavioral, demographic and cognitive characteristics on strategic change outcomes. It was also found that team size and strategic change outcomes are positively and significantly related. The study concluded that having a top management that encourages democratic decision making positively influences strategic change outcomes. The study also concluded that motivated top management team is a prerequisite for organizational strategic change outcomes. It was further concluded that top management aggressiveness towards meeting the organizational objectives has a positive influence on organizational effectiveness. It was recommended that top management team members should have the relevant professional qualifications within their departments so as to provide relevance when formulating and implementing strategies. Organizations should also come up with policies on minimum qualifications for top management team members. The study also recommends that policies should be laid out in regards to the tenure of the top management team.

Key Words*: strategic change, team size, demographic characteristics, behavioral characteristics, cognitive characteristics*

INTRODUCTION

Organizations of today operate in a progressively unpredictable world economy. The market has significantly transformed owing to globalization, fierce industry competitors, constant improvement in technology and a market that is focused on meeting the needs of its consumers. Organizations therefore recreate themselves and compete based on speediness, value, cost, flexibility, superiority in invention and consumer responsiveness in order to maintain competitive advantage, paramount for the success of the firm (Klarner & Raisch, 2013).

Strategic change is critical as it helps organizations to maintain a suitable alliance with the frequently-shifting demands of customers, social adaptations and technological upgrades. According to upper echelons theory, executives are usually met with excess data in an environment that is dynamic; as a result, they highly trust their own predispositions in regard to the shifting environment all through strategic decision-making process. These analysis are typically shaped by managers' personalities, experiences and values mirrored by characteristics such as educational background, age, tenure, experience and functional diversity.

Executive leaders play an essential role in determining any organizations strategic change outcome. This is because the top managers formulate a shared purpose within the organization, act as cultural influencers, instill values and decide which strategic plan the organization will adopt and implement. As much as CEOs are significant to any organization's strategic change outcomes, top management teams similarly have significant control on organizational strategic change outcomes as opposed to CEO acting independently (Mackey, 2008). Due to the solid association between top management team functioning and organizational performance, it is paramount to explore the characteristics of CEOs and top management teams that are utmost probable in distressing strategic change outcomes in any given organization.

Top Management Team Characteristics

Top management team is defined as those who are in the upper tier in an organization (Hambrick & Mason, 2006). Hambrick (2006) also add that TMT is every executive at the level of directors. Amason (2006) states that TMT is upper executives involved in the decision -making process for the company. Top management team characteristics are those traits possessed by the management executives. These traits influence the behavior and capabilities of the executives thus influencing the decision-making paradigms. These traits therefore, may have an influence on the strategic change outcomes of the respective organizations. The variables of top management team characteristics include demographics, expertise, cognitive heterogeneity and team size.

Behavioral flexibility is obligatory as it equips an executive with the capacity to adapt to a leadership style that is suitable in meeting present-day task demands and the requirements of the tasks being addressed. Subsequently top management teams' complex nature is embedded in their responsibilities, dealings with subordinates and interactions with key stakeholders, and as

such they must therefore, display behavioral flexibility in their leadership and communication styles by constantly amending to suit the situation at hand and also to capitalize on satisfactory strategic change outcomes (Boal 2011).

Strategic Change Outcomes

A solid change management strategy that reaches across the entire organization is critical to the successful implementation and utilization of a new system. Strategic Change outcomes are the results of changing the organizational Vision, Mission and Objectives (Jeff, 2007). The state of an organization affects the in cooperation of new strategies and strategic change outcomes. For instance, when confronted with financial meltdowns, firms have a tendency of adapting to new strategies for resolve and reverting of the dreadful circumstances. In other scenarios, organizations incline to retain structural inertia this means they preserve their prior strategy and structure (Jeff, 2007). Strategic change process usually occurs after an organization has identified the need for change. Over the years, strategic change has morphed in terms of sophistication, degree and promptness. The launch of change creates a great deal of clash and resistance with the top management. Any form of change in 'status quo' causes apprehension since it has met with a lot of uncertainty especially concerning the future.

Branch Supermarkets

The establishment of branched supermarkets Africa is dominated by several South African and Kenyan chains. The common method of branch expansion is organic. South African pick & peel has extended its branches to West Africa, Australia and Eastern Africa. Kenyan Supermarkets are in South Africa, Rwanda, Sudan and Burundi. Nakumatt has already entered the Burundian retail networks and is bracing the high competition of operators from Belgium, china, Netherlands and Pakistan. The Burundian market is one of the toughest retailing markets which have seen foreign giants such as cash & carry and lucky 7 exit in 2005 after brief operations (Pan & Zinkhan, 2016).

In Eastern Africa, Kenya is leading in terms of supermarket concentration. There is a growing demand for more outlets due to increased urbanization. It is estimated that the number of outlets will reach 129,000 in 2020 from the current 112,000 (Gains report, 2018). Branch supermarkets in Kenya include Naivas, Tuskys, FoodPlus, GreenMatt, EldoMatt, Mulleys, Formatt, Gilanis, Cleanshelf, EastMatt and QuickMatt among others. Foreign branch supermarkets include Carrefour, Gamestore, MassMart, Choppies and Shoprite.

In Kenya, branched Supermarkets represents a third of the retail space and their annual growth is projected to increase at 18% yearly if it positively correlates with self-service demand (Reardon, Henson & Gulati, 2018). According to these authors, the total sales by the top three supermarket chains amounted to $ 800 million in CY 2016 and are expected to keep increasing. These supermarkets include Nakumatt holdings, Tuskys, Naivas and Choppie supermarket. These have a concentration ratio of 75%. They continued to flourish the harsh retail environment amidst the

problems facing their chains and expanded their branch networks successfully to the extent of even threatening major South Africa giants that enjoy economies of scale in Eastern Africa.

STATEMENT OF THE PROBLEM

The objective of the Kenya Vision 2030 is to create at least 10 wholesale hubs to improve the supply chain of small operator retail market and expand formal market outreach, the rationale being to establish a world class retail sector in Kenya. This can only happen when individual supermarkets which are significant stakeholders in the retail sector grow individually and their growth contributes to that of the market. In Nairobi, cutthroat competition has seen some leading retail chain superstores perform poorly in terms of profitability culminating into eventual closure of business or reduction in number of branches. A case in point is Nakumatt, which has closed more than 15 branches since the year 2016. The failure of these stores has been attributed to hefty financial obligations and failure to attract a large number of customers despite their locations in high traffic areas. A report by Food Business Africa in 2016 explained that the family business had been incurring a loss of Ksh. 15 billion annually since 2013. Uchumi supermarket is another case more than 10 branches have closed down due to increased cost of operations giving up to Carrefour, a giant modern trade French retailer The retail chain posted losses of Sh895.12 million in the half year ending December 31, 2017, a 63.55 per cent increase from a loss of Sh547.3 million made by the cash strapped retailer within the same period in 2016.The poor performance of the retail supermarkets has led to looming job losses especially to youths due to the closures. This has immensely contributed to poverty among the unemployed and increased crime rates. The poor performance of the supermarkets has meant losses to the investors and shareholders. It has also adversely affected the Kenyan economy as it has led to decline in the industry's contribution to GDP relative to other sectors. Evidence from literature review link TMT characteristics with organizational performance. However, previous studies on the relationship between TMT characteristics and performance have produced inconsistent and inconclusive results. While Hambrick et al. (1996) established a positive link between TMT characteristics and performance, Barrick (2007) posit that TMT's influence on performance is subject to the degree of cohesion and communication positively influence organizational performance. Marimuthu & Kolandaisamy (2009) established non-significant relationship between TMT characteristics and performance. In contrast, Kinuu (2014) established a statistically significant relationship between psychographics of TMT and non-financial performance. TMT characteristics were operationalized using psychographic dimension only. As a result, the demographic, behavioral, size and cognitive characteristics were not investigated. Therefore, the current study assessed all these dimensions of TMT characteristics and their influence in strategic change outcomes. The study sought to analyze the effect of TMT characteristics on strategic change outcomes: case of branch supermarkets in Nairobi County.

GENERAL OBJECTIVE

The general objective of this study was to investigate the influence of top management team characteristics on strategic change outcomes of branch supermarkets in Nairobi County.

SPECIFIC OBJECTIVES

1. To establish the effect of top management team behavioral characteristics on strategic change outcomes of branch supermarkets in Nairobi County.
2. To determine the effect of top management team demographic characteristics on strategic change outcomes of branch supermarkets in Nairobi County.
3. To establish the effect of top management team size on strategic change outcomes of branch supermarkets in Nairobi County.
4. To determine the influence of top management cognitive characteristics on strategic change outcomes of branch supermarkets in Nairobi County.

REVIEW OF THEORETICAL LITERATURE

Upper Echelon Theory

The upper echelon theory proposes that executives make decisions that are consistent with managerial background characteristics (Hambrick & Mason, 1984) which consists of the elements of psychological characteristics and observable experiences. Hambrick (2007) suggested that executive experiences, values and personalities greatly influence their interpretation of the situations they face and in turn affect their choices. The upper echelon theory highlights that executive cognitive base, demographic characteristics, resource utilization, quality of decisions and capabilities influence the strategy choice and corporate performance. Consequently, corporate performance can be explained by different characteristics of TMT (Finkelstein & Hambrick, 1990). In addition, Finkelstein and Hambrick (1996) posit that in line with the upper echelon theory, TMT as humans cannot depict the whole complexity of a situation when scanning the competitive environment. As a result of selective perceptions, they only notice and register a certain amount of all information available to them and the interpretation of information is based on their background characteristics. Tacheva (2007) postulates that limitations of executives influence their evaluations of and decisions on organizational problems and outcomes. These personalized actions are a function of the executives, experiences, functional background, age, gender, education, ethnic background.

Contingency Theory

The contingency theory of leadership was proposed by an Austrian psychologist Fred Edward Fiedler in a landmark article "A Contingency Model of Leadership Effectiveness" published in 1964 article (Robbins & Coulter, 2002). From this research, he established that personalities single-handedly could not successfully aid in selecting a leader. He realized that the situation in which a leader was, greatly determined his success. He therefore referred to the leader's

personality as the 'leadership style' and the situation as the 'situational favourableness. This theory suggests that in order for a governance structural design to be effective and suitable it should be able to match its contingencies. The theory therefore emphasizes that when managers come up with decisions concerning processes within their organizations, they ought to weigh all the aspects of the present circumstances and make adjustments on those facets that are trivial to the circumstances imminent (Olum, 2004). Proposed remedies of resolutions to management problems and concerns is influenced by certain prevailing environment in the organization (Andrews *et al,* 2012).

Contingency theory proposes that an organization is an open system that basically depends on the environment and work for the environment (Morgan, 2007). This theory is therefore relevant to this study since top management team supports the need for organizations to scan the environment, prior to selecting and implementing suitable strategic choices. This essentially needs to be executed in ways that is attentive to environmental dynamics and offer instruments for adaptation whilst understanding ideal outcomes that will be able to guarantee competitive advantage and success of the organization (Chandler, 1962).

Resource Based View

The resource-based view (RBV) is a widespread theoretic basis for numerous studies looking to describe sources of sustainable competitive advantage for organizations (Newman *et al.,* 2014). The proponents of this opinion maintain that organizations ought to scrutinize within the internal environment to discover the sources of competitive advantage other than the external environment. According to RBV supporters, it is considerably feasible to explore external opportunities via the use of current resources instead of obtaining skills for every change in the environment (Wernerfelt, 2009).

Resources of the firm form the basis of its long-term strategy because it offers the basic course for a firm's strategy. The RBV theory proposes that the specific type of strategy a firm adopts and its performance are dependent on its pool of resources and capabilities. This theory is relevant to this study because the core resources that an organization has mainly guides the organization on the best strategy to adopt. Resources in an organization form the basis for its long-term strategy since it offers the basic direction for an organization's strategy and equally the main source of profit. The RBV theory suggests that the specific type of strategy a firm chooses to adopt and its performance are conditional on its pool of resources and capabilities, top management team as part of human capital enhances organizational effectiveness.

EMPIRICAL LITERATURE REVIEW

Behavioral Characteristics and Strategic Change Outcomes

Kaloki (2009) studied the influence of management behavior on employee productivity, case of Gilanis supermarkets, Nakuru County. The study was aimed at establishing the effect of various leadership styles on employee's productivity. This study used a descriptive research design. The research population comprised every employee in Gilanis supermarket. The findings were that those branches with charismatic and transformational leaders had their employees motivated which led to overall improvement in performance.

Jensen (2011) carried out a research on the effect of top management behavior on the subordinates' behavior, case of Kenya Bus Company. A survey research design was used. The study revealed that daily attendance was highest amongst employees with friendly managers who motivated and rewarded them and that poor performance amongst employees was synonymous with unconcerned managers who view employees as mere subordinates and who set impossible targets for them.

Demographic Characteristics and Strategic Change Outcomes

Mutuku, (2012) conducted a study to assess the relationship between team diversity and commercial banks performance. The Heads of Human Resources were the target respondents in all the 43 banks. The diversity attributes of TMT in this study were gender, academic qualifications, age, tenure in the bank, professional and functional background diversity. The study found that most of the factors making up TMT diversity, namely gender, age and tenure have an undesirable effect on quality of decisions and also the performance of banks.

Hassan (2012) conducted a study to assess the Managerial and organizational factors influencing strategic change outcomes, a case of oil companies in Kenya. The study aimed at investigating the managerial educational characteristics influencing these outcomes. A descriptive research design was used. By focusing on oil companies currently operating in Kenya the study targeted all the 32 oil companies registered by the Ministry of energy, the findings of the study were that chief executive and top management education have greater influence on strategic change outcomes. Companies with top executives with a relatively higher education performed better.

Team Size and Strategic Change Outcomes

Wolfe (2012) studied the effects of different team sizes on business game performance. The study involved effects in a multifaceted business game of four dissimilar team sizes. Firm size was linked with non-linear performance outcomes, diverse learning outcomes, attrition rates, learning sources and decision-making behaviors. The highest learning level was achieved by 3-member firms whereas firms with 2-members witnessed negligible knowledge growth. The firms with single- membership saw the utmost drop-outs and bankruptcies.

Biddle (2013) studied the effects of business team size and strategic decisions, case of Njiwa country club. The study aimed at finding out whether the number of business team members influenced the nature and implementation of strategic decisions. A descriptive research design was adopted. The findings from this study indicated that a group of five odd numbered participants struck a favorable outcome for group creativity, accountability and decisiveness devoid of dysfunctional number of in-house administrative hitches. It also revealed that certain qualities for others are sacrificed in extreme sizes even though the ideal size continues to be a function of the group's assignment, time limitations, the participants' individual skills and motivations.

Remus & Jenner (2013) performed an attitudinal study on single-member versus three to five member firms. Despite the fact that there were no controls between-group on game complication, course levels, and course credit, their conclusions concerning individual accountability and responsibility distribution are justifiable. Single- member firms experienced the influence of performance rankings powerfully compared to the bigger firms.

Cognitive Characteristics and Strategic Change Outcomes

Wasike (2015) conducted a study on Top Management Team Characteristics and Performance of Tea Factory Companies in Kenya. The focus of the study was assessment of the relationship between cognitive characteristics of top management and performance. The study adopted a descriptive cross-sectional survey design. The study constituted a population of all tea factory companies in Kenya. The findings of this study were that top management team cognitive characteristics largely influence performance of the firm.

Wambua (2012) Studied top management innovation and organizational performance of major hotels in Kitui County. This study was concerned with establishing the relationship between top management innovation and organizational performance. The population of this study comprised of all the four-star and five-star hotels in Kitui County. The study adopted a descriptive cross-sectional survey design. The findings of this study found that top management innovation had a significant and positive relationship with organizational performance.

Githaiga (2013) conducted a study on relationship between employee cognitive characteristics and performance, a case of swift knitting firm, Nairobi. The study intended to establish the correlation between employee cognitive characteristics and performance of the employee. The findings established that employee cognitive aspects highly influenced the employee performance.

RESEARCH MEYHODOLOGY

Research Design

A descriptive cross-sectional study design was used in this study. The study was conducted within a defined timeframe and focused on describing phenomena i.e. top management effects on

the retail chains performance. By using the descriptive research design, the study eliminated bias and ensures reliability in data collection and analysis (Kothari, 2008; Mugenda & Mugenda, 2003).

Target Population

The target population is the population of interest, that is, the group of people or items that will help address the research question. The study targeted all the 21-branched supermarkets in Nairobi. The study specifically targeted top managers in each supermarket that is CEO, Manager in charge of HR, Manager in charge of internal audit, manager in charge of finance, manager in charge of ICT and manager in charge of procurement. The target respondents were therefore 105 managers.

Sampling Technique

The study adopted a simple random sampling to identify the management staff to participate in the study from among the targeted list of supermarkets. Simple random sampling allows for every targeted person to have equal chances of being selected for the study, it is simple and reduces bias and improves generalizability of the study findings (Black, 2004). This study considered five top level managers in each supermarket in the Nairobi County through simple random sampling to give a sample size of 105 senior managers.

Data Collection Methods and Instruments

A structured questionnaire was used to collect primary data for the study. The structured questionnaire was self-administered with a clear set of questions specifically addressing the research questions (Ngechu, 2004). Likert-type scale questions were included in the questionnaires.

Data Collection Procedure

A questionnaire developed based on the key thematic areas of the study will be used. The tool was pilot tested and adjusted to ensure validity and reliability. The questionnaires were distributed to the targeted sample after receiving permission from the university to proceed with data collection.

Data Processing and Analysis

Completed questionnaire was assessed for completeness and inconsistencies and data entered into and analyzed with help of a SPSS version 23. Continuous data was analyzed using mean and standard deviations while categorical data was analyzed using frequencies and percentages. The relationships between the dependent and independent variables was assessed using the Pearson's correlation test and linear regression. Multiple linear regression model was used to assess factors associated with the relationship between characteristics of the supermarkets' top management

and strategic change outcomes while adjusting for the independent variables. A simple regression analysis was first performed and variables with a p-value of >0.25 will be included in the multiple regressions in a forward stepwise procedure. The regression formula was:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X4 + e$$

RESEARCH RESULTS

Behavioral Characteristics

The first objective of the study was to determine the effect of top management behavioral characteristics on strategic change outcomes. The findings revealed that there was a significant association between top management behavioral characteristics and strategic change outcomes. The findings were also supported by the statements in the questionnaire whereby majority of the respondents agreed with the statements provided. This was also supported by the regression results which revealed that top management behavioral characteristics had a positive and significant effect on strategic change outcomes

Demographic Characteristics

The second objective of the study was to determine the effect of top management demographic characteristics on strategic change outcomes. The findings revealed a significant relationship between top management demographic characteristics and strategic change outcomes. The findings were also supported by the statements in the questionnaire which majority of the respondents agreed. This was also supported by the regression results which revealed that top management demographic characteristics had a positive and significant effect on strategic change outcomes.

Team Size

The third objective of the study was to determine the effect of top management team size on strategic change outcomes. The findings revealed that there was a significant association between top management team size and strategic change outcomes. The findings were also supported by the statements in the questionnaire which majority of the respondents agreed. This was also supported by the regression results which revealed that top management team size had a positive and significant effect on strategic change outcomes.

Cognitive Characteristics

Fourthly, the study aimed at determining the effect of top management cognitive characteristics on strategic change outcomes. The findings revealed that there was a significant association between top management cognitive characteristics and strategic change outcomes. The findings were also supported by the statements in the questionnaire which majority of the respondents agreed. This was also supported by the regression results which revealed that top management cognitive characteristics had a positive and significant effect on strategic change outcomes.

INFERENTIAL STATISTICS

The results presented the fitness of model of regression model used in explaining the study phenomena.

Table 1: Model Fitness

Indicator	Coefficient
R	0.966
R Square	0.933
Adjusted R Square	0.929
Std. Error of the Estimate	0.08986

Behavioral characteristics, demographic characteristics, team size and cognitive characteristics were found to be satisfactory variables in explaining strategic change outcomes. This was supported by coefficient of determination also known as the R square of 93.3%. This meant that top management behavioral characteristics, demographic characteristics, team size and cognitive characteristics explain 93.3% of the variations in the dependent variable, which was strategic change outcomes. The results further meant that the model applied to link the relationship of the variables was satisfactory. In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 2: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.503	4	1.876	232.32	0.000
Residual	0.784	98	0.008		
Total	8.044	102			

The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of strategic change outcomes. This is supported by an $F_{(4,98)}$ statistic of 232.32 and p value (0.000) which is less than the conventional probability of 0.05significant level. The critical $F_{(4,98)}$ statistic from the table (5.31) is also much less compared to the calculated F statistic.

Table 3: Regression of Coefficients

	β	Std. Error	T	Sig.
(Constant)	0.828	0.119	6.957	0.000
Behavioral characteristics	0.266	0.093	2.86	0.001
Demographic characteristics	0.182	0.087	2.089	0.040
Team size	0.313	0.055	5.69	0.000
Cognitive characteristics	0.336	0.12	2.8	0.030

Regression coefficients of the results in table 3 reveal that Behavioral characteristics and strategic change outcomes are positively and significantly related (β=0.266, p=0.001). This findings agrees with that of Kaloki (2009) who found that those supermarket branches with charismatic and transformational leaders had their employees motivated which led to overall improvement in performance. The table further indicates that Demographic characteristics and strategic change outcomes are positively and significantly related (β =0.182, p=0.040).

The finding is supported by that of Elmaawy (2010) who found that experience and success is hinged upon the following skills, gained and developed through employment; problem-solving skills, social relation skills, risk taking, negotiating skills, team work, creativity, technical knowledge, marketing, administration, planning skills and communication skills. This result however, disagrees with that of Mutuku (2011) whose study established that most of the factors making up TMT diversity, namely gender, age and tenure have a undesirable effect on quality of decisions and also the performance of organizations.

It was further established that team size and strategic change outcomes were positively and significantly related (β =0.313, p=0.000). Simons (2009) also found a positive relationship between TMT size and changes in profitability. In addition, it was found that cognitive characteristics and strategic change outcomes were positively and significantly related (β =0.336, p=0.030). This finding agrees with that of Wasike (2015) who found that top management team cognitive characteristics largely influence performance of the firm. Wambua (2012) also finds that top management innovativeness had a significant and positive relationship with organizational performance. Thus, the optimal model for the study is;

Strategic change outcomes = *0.828 + 0.226 Behavioral* characteristics + *0.182 Demographic characteristics + 0.313 Team size + 0.336 Cognitive characteristics.*

From the regression equation, it can be concluded that 1unit change in behavioral characteristics leads to 0.226 units increase in strategic change outcomes. 1 unit change in demographic characteristics leads to 0.182 units increase in strategic change outcomes. 1 unit change in the team size leads to 0.313 units increase in strategic change outcomes and finally 1 unit change in cognitive characteristics leads to 0.336 units increase in strategic change outcomes.

CONCLUSIONS

Based on the study findings, the study concluded that having a top management that encourages democratic decision making positively influences strategic change outcomes. The study also concluded that motivated top management team is a prerequisite for organizational strategic change outcomes. It was further concluded that top management aggressiveness towards meeting the organizational objectives has a positive influence on organizational effectiveness.

The study further concluded that a large number of top management team members leads to poor communication of decisions. Additionally, it was concluded that a top management team could be small but efficient in decision making. The study further concluded that large number of top management team leads to groupthink phenomenon which may result to harmful consequences. It was also concluded that a small top management team allows for members to express their opinions effectively.

The study concluded that creative top management team members enhance organizational effectiveness in achieving the strategic objectives. The study also concluded that the problem-solving ability of the top management team members influences the resolution of conflict arising from strategic decisions. Further, it was concluded that the ability of top management team to brainstorm influences the nature of strategic decisions.

RECOMMENDATIONS

The study recommends that top management team should adopt transformational leadership styles that allows for participation of junior staff in decision making. In addition, the top management team should exhibit competitive aggressiveness in meeting the organizational objectives. From the findings, the study recommends that top management team members should have the relevant professional qualifications within their departments so as to provide relevance when formulating and implementing strategies.

Organizations should also come up with policies on minimum qualifications for top management team members since an educated top management team is able to effectively handle complex information related to administrative, planning, and budgeting issues plus also formulate and implement a magnitude of strategic decisions over a given period of time to achieve intended results The study also recommends that policies should be laid out in regards to the tenure of the top management team to avoid scenarios where long tenured top management teams are retained in the organization for extended period since they are inflexible and are more comfortable with the status quo.

The study recommends that firms should adopt efficient and effective top management team size. The team size should be adequate to enhance sharing ideas and promote cohesion among the team members. Smaller top management team sizes should be adopted for faster decision making. The study recommends that top management members should be recruited on basis of

their creativity and ability to solve problems. Additionally, the study recommends that policies should be developed on the minimum requirements for top management team members.

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