

objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.”

Methodology

A descriptive type of study design is the most appropriate for this study, preferably ecological study because it involves collecting data from small portion of Sierra Leone (Africell) and generalizing the findings to the entire portion of the country.

The type of population was heterogeneous because both Africell’s employees and customers were targeted.

From the sample size determination, a sample of 20 employees and 30 customers /subscribers was obtained from various branches of Africell offices to conduct the study.

The most appropriate sampling technique was the probability sampling. The suitable probability sampling methods used for the study was stratified to obtain separate strata for employees and customers / subscribers and from each stratum, simple random sampling was used so that all participants had equal chances to be selected thereby avoiding any form of bias.

Data was obtained from two sources which were primary and secondary: The researcher used questionnaire to elicit information from respondents. The researcher also used text books, pamphlets (lecture notes on Strategic Management by Economist Justice Ganawah) and the Internet as secondary sources of information for the study.

The research used questionnaires with structured closed ended questions to elicit information from respondents. The questionnaires were divided into two Sections: Section A consists of the demographic data of the respondents while Section B consists of the study subject.

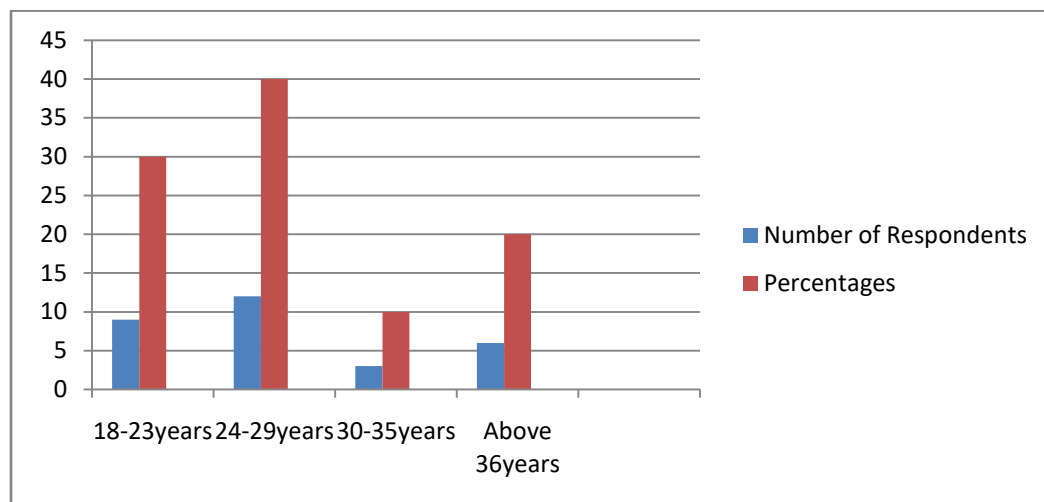
The data were collected by the researcher through admonishing of self-structured questionnaires.

The data collected were analyzed through the use of percentages and presented in distribution in table and charts (both pie and bar charts).

Data Analysis and Interpretation

Quantitative Analysis

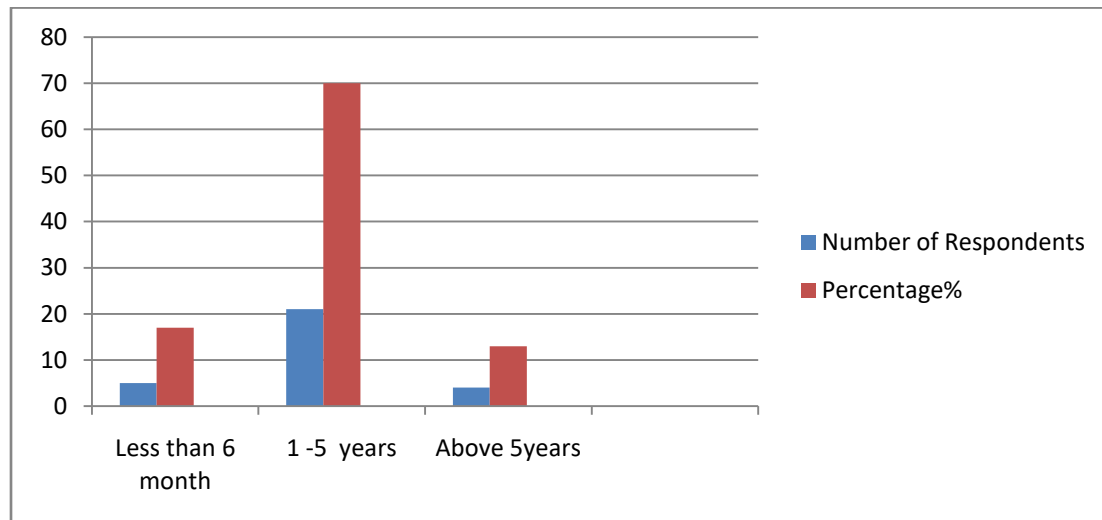
Figure 1: Percentage distribution of respondents (subscribers) in terms of age at Africell - Sierra Leone in August 2019.



Source: Field survey

According to Figure 1, 30% of the Africell subscribers were between the ages of 18 - 23 years, 40% were between the ages of 24 - 29 years, 10% were between the ages of 30 - 35 years, and 20% were above 36 years.

Figure 2: Percentage distribution of respondents (subscribers) in terms of duration as Africell-Sierra Leone subscribers in August 2019



Source: Field survey

In Figure 2 above, out of the 30 Africell subscribers that participated in the study, 5 (17%) had been Africell-Sierra Leone subscribers for under six months/21 (70%) between 1-5 years and only 4 (13%) over 5 years.

Table 1: Percentage distribution of respondents (subscribers) in terms of reason for joining Africell-Sierra Leone subscribers in August 2019.

Reason for joining Africell Sierra Leone	Number of Respondents	Percentages (%)
Low calls and internet cost	12	40%
Wider coverage	15	50%
Promotions	3	10%
TOTAL	30	100%

Source: Field survey

According to table 1, out of the 30 Africell subscribers that participated in the study, 12 (40%) reported to join Africell-Sierra Leone because of low calls costs, 15 (50%) because of wider coverage and only 3 (10%) because of promotions.

Table 2: Percentage distribution of respondents (subscribers) in terms of customers satisfactions at Africell- Sierra Leone subscribers in August 2019.

Customer Satisfaction	Number of Respondents	Percentage %
Had customer satisfaction	24	80%
Had no customer satisfaction	6	20%
TOTAL	30	100%

Source: Field survey

Table 2 illustrates customer satisfaction for subscribers of Africell – Sierra Leone, out of the 30 respondents that participated in the study, 24 (80%) reported to have had customer satisfaction whilst only 6 (20%) had no customer satisfaction.

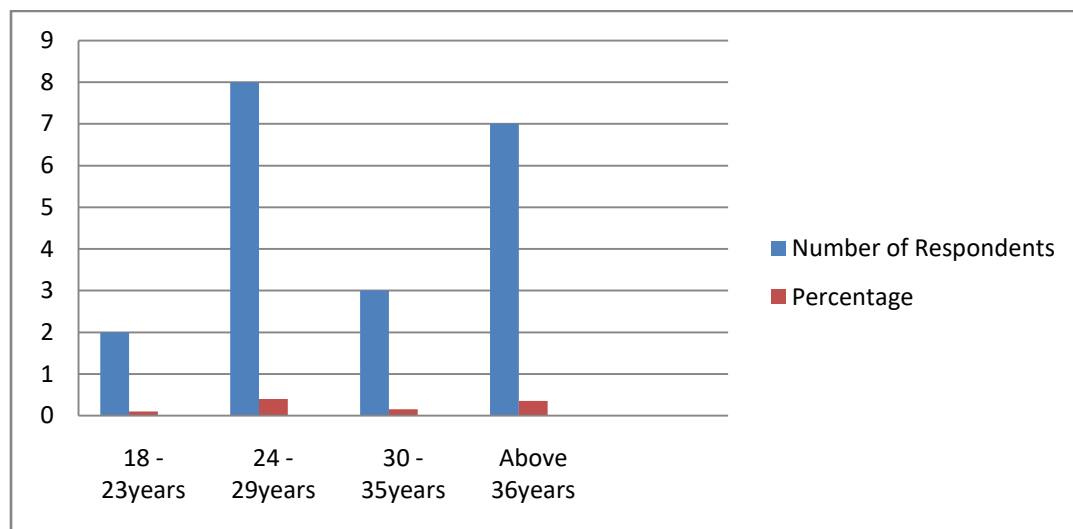
Table 3: Percentage distribution of respondents (subscribers) in terms of whether or not Africell-Sierra Leone offered competitive tariff in August 2019.

Competitive Tariff	Number of Respondents	Percentage%
Offers competitive tariff	17	57%
Does not offer competitive tariff	13	43%
TOTAL	30	100%

Source: Field survey

According to Table 3, out of the 30 subscribers that participated in the study, 17 (57%) reported that Africell – Sierra Leone offers competitive tariff while 13 (43%) reported that Africell Sierra Leone does not offer competitive tariff.

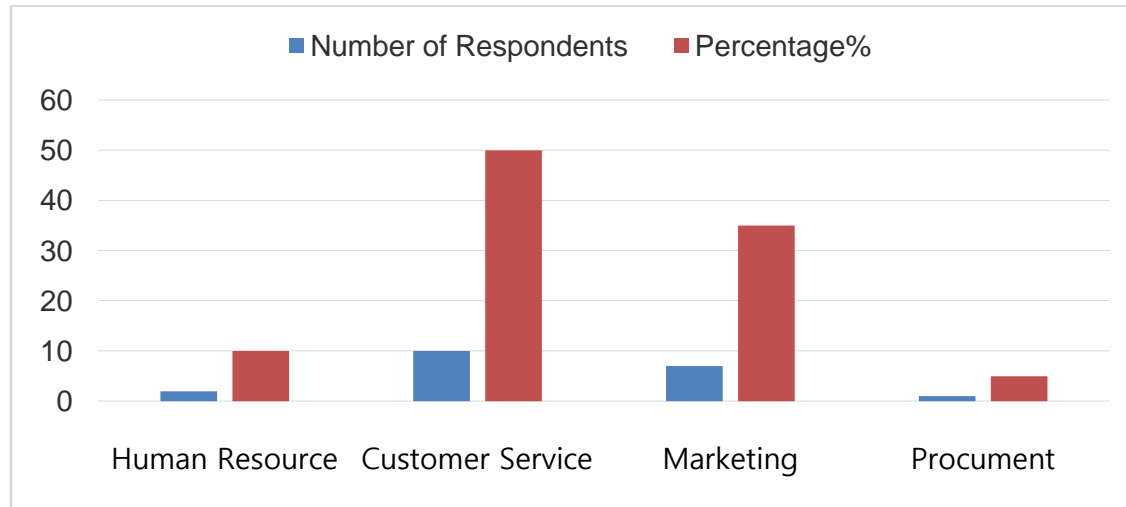
Figure 3: Percentage distribution of respondents (employees) in terms of age at Africell-Sierra Leone subscribers in August 2019.



Source: Field survey

In Figure 3 above, out of the 20 respondents (employees) in Africell-Sierra Leone that participated in the study, 2 (10%) were between the age of 18 – 23 years, 8 (40%) were between the age of 24 -29 years, 3 (15%) were between the age of 30 – 35 years and 7 (35%) were above 36 years.

Figure 4: Percentage distribution of respondents (employees) in terms of departments at Africell-Sierra Leone in August 2019.



Source: Field survey

Figure 8 represents the various departments of Africell - Sierra Leone employees. It was found that 2 (10%) were in the Human Resource department, 10 (50%) were in the customer services department, 7 (35%) were in the Marketing department and only 1 (5%) was in the procurement department.

Table 4: Percentage distribution of respondents (employees) in terms of length of service Africell-Sierra Leone in August 2019.

Length of Service	Number of Respondents	Percentage
Below a year	3	15
1 - 2 years	6	30
3 -5 years	11	55
TOTAL	20	100

Source: Field survey

According to Table 4, out of the 20 Africell- Sierra Leone employees, 3 (15%) had worked for Less than a year, 6 (30%) had worked for between 1 - 2years and 11 (55%) had worked for between 3 - 5years.

Table 5: Percentage distribution of respondents (employees) in terms of knowledge level on strategic management at Africell - Sierra Leone in August 2019.

Knowledge Level	Number of Respondents	Percentage%
Had knowledge	17	85
Had no knowledge	3	15
TOTAL	20	100

Source: Field survey

In Table 5 above, an analysis of knowledge level on strategic management was done. It was observed that out of the 20 Africell - Sierra Leone employees that participated in the study 17 (85%) reported to have heard about strategic management while 3 (15%) reported to have not heard about strategic management.

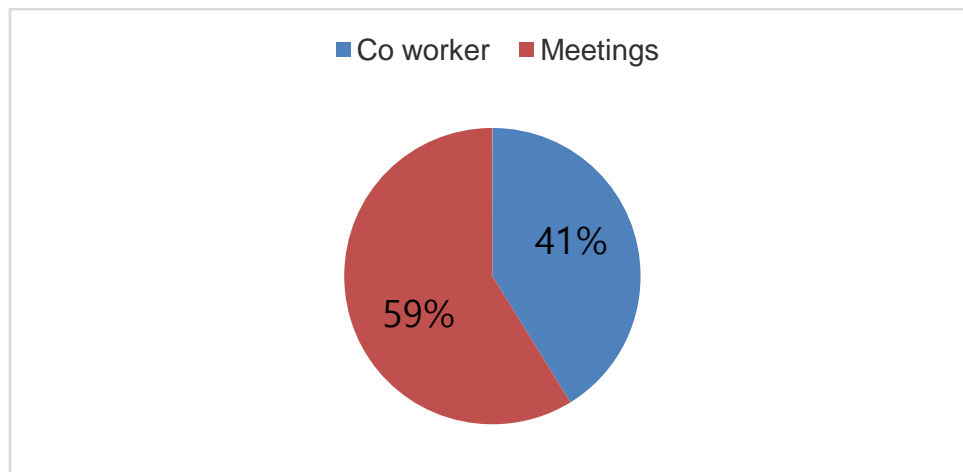
Table 6: Percentage distribution of respondents (employees) that had knowledge on strategic management and can either or not define it at Africell - Sierra Leone in August 2019.

Definition of Strategic Management	Number of Respondents	Percentage%
Can define strategic Management	16	94
Cannot define strategic Management	1	6
TOTAL	17	100

Source: Field survey

According to Table 6 above, out of the 17 Africell - Sierra Leone employees that had knowledge on strategic management, it was observed that 16 (94%) were able to define it whilst only 1 (6%) was unable to do so.

Figure 5: Percentage distribution of respondents (employees) that had knowledge on strategic management and source of their knowledge at Africell - Sierra Leone in August 2019.



Source: Field survey

According to Figure 5 above, out of the 17 Africell - Sierra Leone employees that had knowledge on strategic management, it was found that 7 (41%) heard about it from a co-worker while 10 (59%) heard about it during meetings.

Table 7: Percentage distribution of respondents (employees) that had no knowledge on strategic management and reason for the lack of knowledge at Africell - Sierra Leone in August 2019.

Reason for lack of Knowledge	Number of respondents	Percentage%
Job not concerned with management	2	67
Short length of Service	1	33
TOTAL	3	100

Source: Field survey

In Table 7 above, an analysis of the reason for lack of knowledge on strategic management was done. It was observed that out of the 3 Africell employees that had no knowledge on strategic management, 2 (67%) attributed it to their job not concerned with management while only 1 (33%) attributed it to short length of service.

Table 8: Percentage distribution of respondents (employees) in terms of strategies implemented to improve the growth of Africell - Sierra Leone in August 2019.

Strategies implemented to improve the growth of Africell-Sierra Leone	Number of Respondents	Percentage%
Introduction of 4G internet services and reduction of internet data costs	10	59
Introduction of the free sim cards and mobile banking	5	29
Employee motivation	2	12
TOTAL	17	100

Source: Field survey

According to Table 8 above, an analysis of the strategies implemented to improve the growth of Africell - Sierra Leone was done.

It was found that out of the 17 Africell - Sierra Leone employees that had knowledge on Strategic management, 10 (59%) attributed the growth of the company to the introduction of 4G services and reduction of internet data cost, 5 (29%) attributed it to the introduction of free Sim cards and mobile banking while only 2 (12%) attributed it to employees' motivation.

Table 9: Percentage distribution of respondents (employees) in terms of change of strategies implementation of Africell -Sierra Leone in August 2019.

Change of Strategies Implemented	Number of Respondents	Percentage%
Have changed strategies	16	94
Have not changed strategies	1	6
TOTAL	17	100

Source: Field survey

According to Table 9 above, it was found out that out of the 17 Africell – Sierra Leone employees involved in strategic management, 16 (94%) reported to have changed their strategies while only 1 (6%) reported not to have changed their strategies.

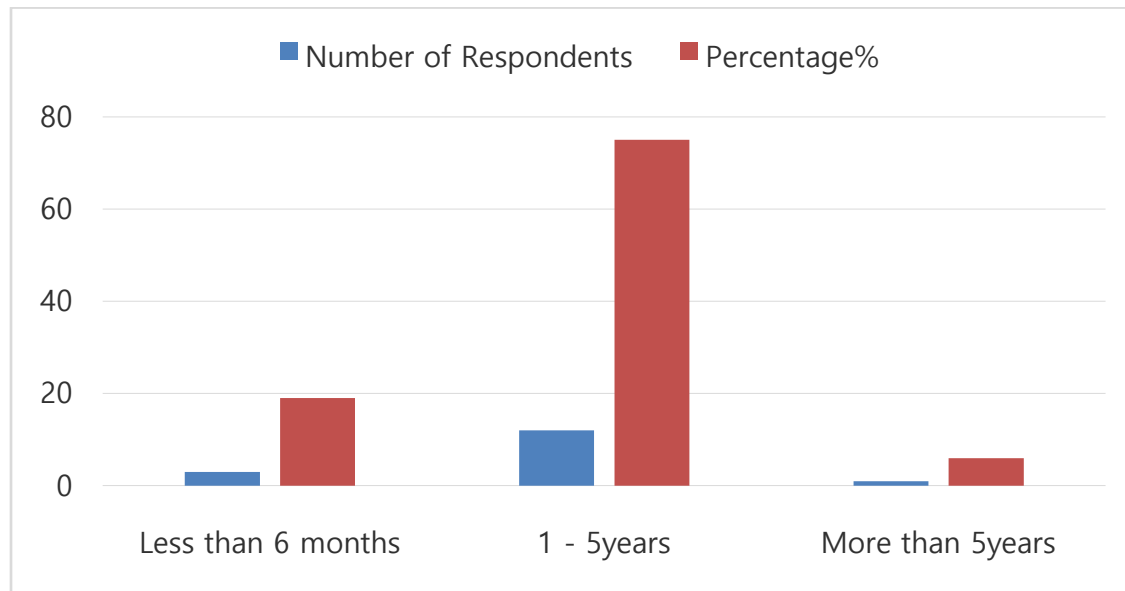
Table 10: Percentage distribution of respondents (employees) in terms of reasons for change of strategies at Africell - Sierra Leone in August 2019.

Reasons for change of strategies Implemented	Number of respondents	Percentage%
Competitive advantage	5	31
Low market share	9	56
Maximize profit	2	13
TOTAL	16	100

Source: Field survey

Table 10 illustrates the reason for change of strategies at Africell -Sierra Leone. It was observed that 9 (56%) of the employees have changed their strategies as a result of low market share, 5 (31%) as a result of competitive advantage and only 2 (13%) as a result of maximizing profit.

Figure 6: Percentage distribution of respondents (employees) in terms of frequency of change of strategies at Africell-Sierra Leone in August 2019.



Source: Field survey

According to Figure 6 above, an analysis of how often strategies were changed at Africell- Sierra Leone was done. It was found that out of the 16 employees that reported to have change their strategies, 3 (19%) did so every six months, 12 (75%) every 1 – 5 years and only 1 (6%) did so after 5 years.

Figure 7: Percentage distribution of respondents (employees) in terms of parties responsible for making strategic decisions at Africell-Sierra Leone in August 2019.



Source: Field survey

In Figure 7 above, out of the 17 Africell-Sierra Leone employees that had knowledge on strategic management, 16 (94%) reported that top managers are responsible for strategic decisions while only 1 (6%) reported that marketing officers are responsible for strategic decisions.

Table 11: Percentage distribution of respondents (employees) in terms of frequency of making strategic decision at Africell-Sierra Leone in August 2019.

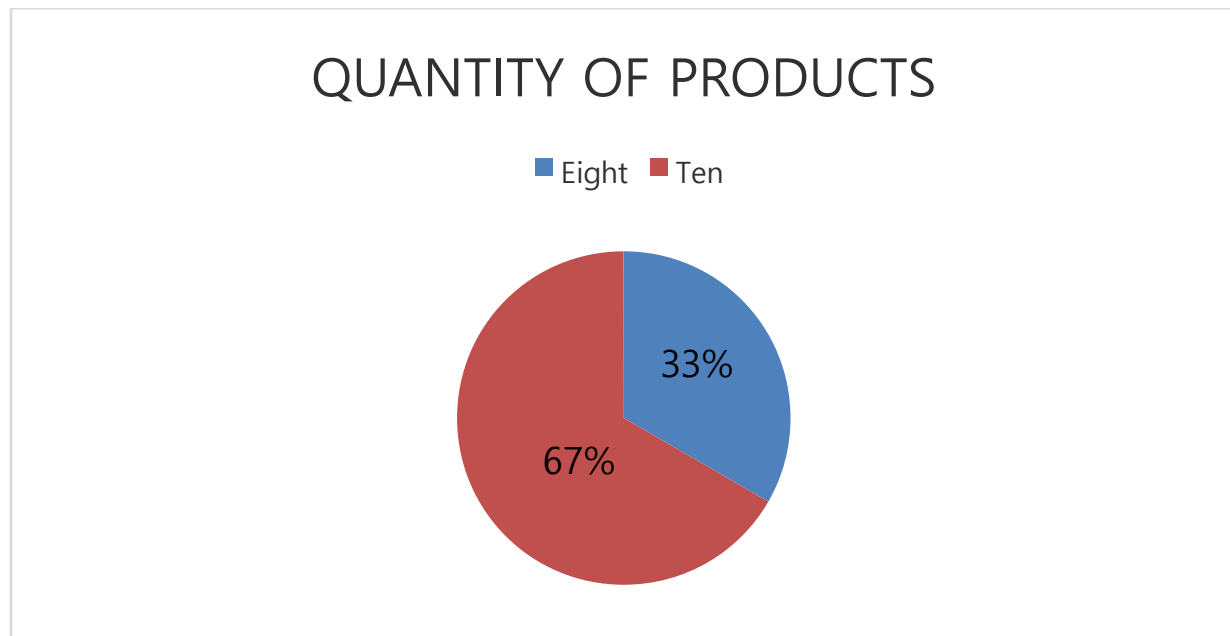
Frequency of making strategic decisions	Number of Respondents	Percentage%
Every 6 months	13	76
1 – 5 years	3	18
More than 5 years	1	6
TOTAL	17	100

Source: Field survey

According to Table 11 above, an analysis of the frequency of making strategic decisions was done. It was observed that, out of the 17 Africell -Sierra Leone employees that had knowledge

on strategic management, 13 (76%) revealed that it was done every 6months, 3 (18%) between 1 --5 years and only 1 (6%) revealed that it was done after every 5 years.

Figure 8: Percentage distribution of respondents (employees) in terms of quantity of products offered by Africell - Sierra Leone in August 2019.



Source: Field survey

Figure 8 illustrates the quantity of products offered by Africell - Sierra Leone. It was found out that out of the 17 Africell-Sierra Leone employees involved in strategic management, 3 (18%) reported that Africell - Sierra Leone offer 8 products while 14 (82%) reported that the company offers 10 products.

Table 12: Percentage distribution of respondents (employees) in terms of Africell-Sierra Leone interest in showcasing a new innovation in the telecommunication industry in 2019.

New innovation in the telecommunication industry	Number of Respondents	Percentage%
Interested in new innovation	15	88
Not interested in new innovation	2	12
TOTAL	17	100

Source: Field survey

According to table 12 above, an analysis of Africell in terms a new innovation in the telecommunication industry in 2019 was done. It was observed that out of the 17 Africell-Sierra Leone employees involved in strategic management, 15 (88%) reported that the company has interest in a new innovation in the telecommunication industry in 2019 while only 2 (12%) reported that the company has no interest in doing so.

Conclusion and Recommendations

Conclusion

The study investigated the effectiveness of strategic management in organizational growth in telecommunication industries. The case study was Africell-Sierra Leone where all primary data were collected.

The study will serve as empirical evidence to the multiple challenges faced by Africell-Sierra Leone as a telecommunication company in its bid to ensure effective and efficient service delivery to their clients using strategic management as an integral tool. It will also serve as a stimulus that may prompt private organizations and partners with relevant evidence on institutional gaps within Africell-Sierra Leone.

In order to achieve the objectives of the study, the researchers analyzed the concept from various perspectives. These are theoretical literature i.e. strategic management, stages in strategic management, benefits of strategic management, types of strategy, managerial function/processes of management, characteristics of management, and studies conducted on Strategic Management in the field of telecommunication.

The findings of the study however, correlated with some of the literatures done on strategic management by other researchers, as clearly seen in the literature review.

The researchers used a sample size of 50 respondents to conduct the study with a simple random sampling as a technique. The study design used was descriptive type using a questionnaire as a data collection tool.

Both primary and secondary sources were used to elicit information for the study. The data collected was analyzed through percentages and finally presented in tables and charts. After the analysis of the result, I made the following conclusions.

- Majority of the subscribers joined Africell-Sierra Leone because of low calls and internet cost.
- There still exists a gap in customer satisfaction among respondents.

- Africell - Sierra Leone offers competitive tariff even though there are challenges in doing so.
- Most of the respondents had knowledge on strategic management, even though there is still a gap in knowledge level of the concept.
- The strategies used by Africell-Sierra Leone to improve their growth were introduction of 4G internet services and reduction of internet data cost, introduction of free Sim cards and mobile banking, employees' motivation was not considered very important in the growth of this telecommunication company.
- Africell-Sierra Leone changed its strategies due to competitive advantage, low market share, and profit maximization.
- It was observed from the findings that top managers were responsible for making strategic decisions, at Africell-Sierra Leone.

Recommendations

Based on my findings, in order to realize the effectiveness of strategic management in organizational growth in telecommunication industries the following recommendations must be given due consideration:

- Efforts should be made by service providers to take the necessary action for them to know the effect that will make customers more satisfied in choosing their services and also retain the existing customers and attract new customers into their company.
- The mobile network operators should look at whether their services are compatible or not with the price, the quality and also the attitude of the staff handling their customers. The mobile network operators or providers should continuously satisfy their customers by improving all factors.
- Mobile industry should adopt first mover advantages strategic concept whereby a firm that is early in the market can establish a customer base, which increases the firm's likelihood of surviving a price war that might ensue following the entrance of rivals, and discourage entering rivals from starting a price war, since they are likely to lose.
- The mobile network operators should focus on employees' motivation. They must offer opportunities for advancement to the employees. Your employees are more motivated when they know they're working towards something. If they think there's no opportunity for advancement, they don't have much to work for. Nobody wants to work at dead-end job. Motivate your employees by offering training that gives them the skills they need to climb their career ladder. Grooming young employees to move on to better opportunities is valuable to you as well because it enables you to build your company's reputation as a great place to work.
- Another area of employees' motivation is to be an example. You can't expect your employees to work hard or behave the way you want them to if you don't lead by example. If you show your excitement about the company's goals, your employees will get on-board and work to achieve those goals. Good moods are always infectious- especially in the workplace.
- Empowerment should be given to employees. Give your employees more of a say in how they do their job. Ask for their input and get suggestions on how they can improve their performance. Most employees have ideas about how they can be more efficient, but they may not share them with you unless you specifically ask them. Use regular employee reviews to discuss these improvements, but don't just ask. If they really want to empower and motivate your employees, they need to take their advice and implement it. They should also give them the authority to make their own decisions.

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