

Strategic Management Practices and Organizational Performance of Business Process Outsourcing Companies in Nairobi County, Kenya

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Abstract

The study examines the impact of strategic management practices on the performance of Business Process Outsourcing (BPO) companies in Nairobi County, Kenya. This research was driven by the declining performance and growth of BPOs despite increasing demand for outsourced services from local and international corporations. A descriptive research design targeted 1,257 employees from 118 BPO companies. A sample of 113 respondents was selected using a stratified random sampling technique. Data was collected through a structured questionnaire and analyzed using descriptive and inferential statistics. The findings indicate that strategic leadership, strategic planning, resource mobilization, and strategic culture alignment are crucial in enhancing BPO performance. However, most surveyed firms had not effectively implemented these strategic management practices, leading to suboptimal performance. Among these practices, strategic leadership had the most significant impact, followed by strategic culture alignment, resource mobilization, and strategic planning. From a practical standpoint, the study highlights the critical role of BPOs in economic growth and employment generation. Their underperformance poses a risk to job security and government revenue. To address this challenge, BPO managers should proactively integrate strategic management practices to improve adaptability to external changes and enhance long-term sustainability. This study provides valuable insights for policymakers and business leaders, emphasizing the need for a strong strategic management framework to boost BPO sector performance. Future research could explore additional factors influencing BPO success in emerging economies.

Keywords: Strategic Management Practices, Business Process Outsourcing, Organizational Performance, Strategic Leadership, Kenya

A. INTRODUCTION

In today's dynamic business environment, organizations—profit-oriented or non-profit, public or private—must adopt strategic approaches to sustain success. Companies must leverage their strengths, mitigate weaknesses, and seize emerging opportunities (Zainuddin, 2022; Lisnik & Majerník, 2023). With increasing competition, leading global firms increasingly embrace strategic management to differentiate operations, products, and services while capitalizing on new market opportunities. Strategic management involves utilizing available resources and capabilities to formulate and implement techniques that drive short-term and long-term organizational goals (Annie, 2020). Unlike traditional management, which focuses on planning and controlling operations, strategic management prioritizes critical organizational aspects and aligns essential resources to meet expectations (Ogbechie, 2018). Therefore, strategic management practices encompass formulating, executing, and evaluating key strategies to achieve organizational objectives (Omoarebun & Zwingina, 2022).

Driven by competitive pressures, technological advancements, and the need to focus on core business functions, many organizations outsource certain operations and processes (Roslender, Hart, & Nielsen, 2023). This has led to the growth of Business Process Outsourcing (BPO) companies, which provide essential yet non-core services to businesses (Muyesu & Kimaku, 2023; Ikerionwu & Edgar, 2019). These firms enhance operational efficiency, customer satisfaction, and service quality (Nyambura et al., 2020). However, the BPO sector operates in a unique environment, serving both end customers and outsourcing firms, which requires adaptability and strategic foresight (Ikerionwu & Edgar, 2019). The success of BPOs is vital to other industries, as they facilitate key business functions such as human resource management, procurement, IT services, customer support, marketing, legal, and financial services (Santos, 2020). BPOs must adopt effective strategic management practices to remain competitive and expand their market presence.

As modern businesses strive for higher revenues and profitability (Ekon & Isayas, 2022), strategic management emerges as a key driver of organizational performance (Kayalık & Akdoğan, 2021). Organizational performance refers to an entity's ability to achieve goals while optimizing resources (Babu et al., 2020; Santos,

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2020). BPOs, in particular, must serve a broad clientele to sustain and grow their operations. With increasing market turbulence and cost-cutting pressures, strategic management becomes crucial for ensuring efficiency and competitiveness. One critical factor for organizational success is the ability to focus on core business activities while ensuring seamless operational flow (Shuo et al., 2021). The concept of outsourcing continues to gain global acceptance (Meneses, 2022), with industry leaders such as Amazon, Microsoft, and Volkswagen allocating over 50% of their budgets to outsourcing non-essential services to enhance core business efficiency (Debnath & Roy, 2020; Babu et al., 2020). Outsourcing specialized functions—such as customer relationship management (CRM), recruitment, supply chain management, and IT services—enables companies to leverage expert capabilities (Cabrera et al., 2019; Mamica, 2020). BPOs are pivotal in ensuring operational efficiency for outsourcing firms while enhancing product and service quality.

In Kenya, the BPO industry has expanded in recent decades, with increasing adoption of outsourcing strategies (Chege, 2021). Both local firms and multinational corporations now operate in the Kenyan BPO market, providing services such as finance, accounting, procurement, customer service, IT, hospitality, and research and development. However, BPO performance in Kenya remains suboptimal, primarily due to the low adoption of outsourcing strategies and a rapidly evolving business environment (Nyambura et al., 2020). To compete globally, Kenyan BPOs must adopt strategic management practices that strengthen market positioning and long-term sustainability. Kenya's corporate sector has recently undergone significant shifts, with companies prioritizing core operations for market survival (Mulli, 2021). Although outsourcing is widely recommended, BPO service providers receive limited attention despite their crucial role in supporting other industries. Kenyan BPOs struggle with stagnant growth, limited market penetration, and low outsourcing demand (Chege, 2021). Compared to global trends, Kenya's BPO market remains underdeveloped—valued at less than Kshs. 500 million, significantly trailing South Africa's USD 460 million BPO sector (OECD, 2022). The Ministry of Economic Planning (2022) reports that Kenya's BPO sector employs fewer than 30,000 people, falling short of the target of 200,000 jobs by 2030. Moreover, between July 2019 and June 2022, over seven BPOs exited the Kenyan market, while 35% of firms reduced their workforce by 20-50% due to financial challenges (KEPSA, 2022). The Kenya National Bureau of Statistics (2021) notes that many BPOs fail to capitalize on emerging markets and struggle to optimize market penetration, impacting overall performance.

Existing literature strongly links strategic management practices to organizational performance. Globally, studies highlight resource mobilization and strategic planning as key performance drivers (Graebner et al., 2023). Research further establishes that strategic leadership and corporate culture alignment enhance organizational competitiveness (Singh et al., 2021). Similar findings emphasize that strategic planning, resource mobilization, and customer focus significantly contribute to SME growth (Addae-Korankye & Aryee, 2021). Strategy formulation, execution, and evaluation positively influence firm performance (Daudi & Mbugua, 2018), while strategic leadership and human resource mobilization enhance organizational effectiveness (Dahir & Nyang'au, 2019). (Karanja and Juma, 2020) demonstrate that strategic planning significantly improves service delivery. However, these studies vary in their conceptualization of strategic management practices, employ diverse methodologies, and focus on different geographical contexts. Limited research has explored BPOs in Kenya, leaving a significant research gap. This study aims to fill this gap by examining how strategic management practices influence BPO performance in Kenya. This research provides valuable insights for BPO managers, policymakers, and business leaders, highlighting the critical role of strategic management in enhancing competitiveness and sustainability in the Kenyan BPO sector.

B. LITERATURE REVIEW

Path-Goal Theory of Leadership

The Path-Goal Theory of Leadership, first introduced by (House, 1971), suggests that a leader's traits, behaviors, and leadership style significantly impact the motivation and success of their team (House & Mitchell, 1974). A leader's commitment to setting a clear strategic direction directly influences the team's performance and ability to meet organizational objectives. (Saide et al., 2019) emphasize that leaders must set a vision and guide employees in achieving it through clear communication and role modeling. (Olowoselu et al., 2019) highlight that effective leadership requires aligning team members' skills and competencies with the organization's strategic goals. Within the Business Process Outsourcing (BPO) sector, strategic leadership is crucial in enhancing performance by ensuring managers provide the necessary guidance and structure for their teams (Nasser & Al-Taie, 2021; Saleem & Noshaba, 2021). The Path-Goal Theory supports the idea that strong strategic leadership

can foster organizational alignment and workforce engagement, which are critical for driving BPO performance in Kenya.

Strategic Choice Theory

The Strategic Choice Theory, attributed to (Child, 1972), further expands on the role of strategic management by emphasizing that different organizations require different strategies based on their unique environmental conditions (Harmey, 2016). This theory asserts that organizations must tailor their strategies to align with their specific operational contexts and industry dynamics (Montanari, 1979). (Tokman et al., 2016) strategic choice is crucial because it determines how an organization adapts or maintains its internal processes in response to external changes. The theory underscores strategic planning as an essential component of business success, involving the identification of key goals and the development of structured frameworks for their implementation (Horner et al., 2019). Managers who embrace Strategic Choice Theory are better positioned to make informed decisions about resource allocation and operational priorities, particularly relevant in Kenya's BPO industry, where firms must continuously adapt to evolving market conditions.

Strategic Leadership and Organizational Performance

Empirical studies emphasize the significance of strategic leadership in driving organizational success. (Rajest et al., 2022) strategic leadership, alignment, flexibility, and integration enhance competitive advantage. Similarly, (Hunitie, 2018) highlighted that strategic leadership fosters sustained competitiveness, creating unique organizational capabilities that are difficult for competitors to replicate. (Schaedler et al., 2022) Furthermore, strategic leadership enables organizations to navigate challenges effectively and enhance long-term stability. (Gore and Kanyangale, 2022) support this view, noting that strategic thinking and vision-setting are critical leadership traits that influence organizational performance. A study by (Mailu and Kariuki, 2022) on Non-Governmental Organizations (NGOs) in Nairobi County revealed that strategic direction-setting, competence development, and change management significantly impact organizational performance, reinforcing the broader applicability of strategic leadership across industries.

Strategic Planning and Business Success

Strategic planning is another essential management practice that influences business success. (Chiwawa et al., 2021) define strategic planning as setting clear organizational goals and outlining steps to achieve them. (Ahmad and Ahmad, 2019) emphasize that effective strategic planning involves assessing an organization's current position, identifying future objectives, and formulating actionable implementation strategies. (George et al., 2019) assert that strategic planning facilitates the efficient allocation of resources and enhances performance. Wun (2019) found that organizations that engage in goal-setting, benchmarking, and performance assessment achieve higher levels of efficiency and competitiveness. (Chawla, 2020) further supports this claim, arguing that strategic planning enables organizations to learn from past experiences and continuously refine their operational strategies. (Kisilu et al., 2019) examined the impact of strategic planning on SME financial performance, concluding that enterprises with clearly defined vision and mission statements generate higher profits than those without structured planning processes. Similarly, (Kabeyi, 2019) notes that even small businesses benefit from strategic planning, providing a roadmap for sustainable growth and improved financial stability.

Resource Mobilization and Organizational Growth

Resource mobilization is another crucial aspect of strategic management. (Supardi et al., 2023) emphasize that strategic managers must proactively seek resources beyond what is provided by shareholders to enhance operational capacity. (Vanacker et al., 2020) define resource mobilization as securing financial, human, and infrastructural resources and allocating them efficiently to maximize organizational performance. (Thornton et al., 2019) found that companies with strong resource mobilization strategies successfully launch new products and expand market share. (Abbas et al., 2019) highlight that resource mobilization enhances a firm's ability to develop competitive and innovative offerings, strengthening its market position. (Ansebo and Gaywala, 2021) also established a link between resource mobilization and customer acquisition, demonstrating that businesses seeking funding and partnerships experience higher customer engagement and retention rates. Similarly, (Drencheva et al., 2022) argue that resource mobilization accelerates the implementation of strategic goals, enabling firms to achieve their objectives more efficiently. Studies by (Mworia et al., 2019; Wanyama, 2021)

reinforce the importance of resource mobilization in ensuring the long-term sustainability of projects and enterprises.

Corporate Culture Alignment and Employee Engagement

Corporate culture alignment plays a fundamental role in organizational success. (Imran et al., 2022) assert that corporate culture influences how employees engage with organizational goals and values, ultimately impacting performance. (Pathiranage et al., 2020) argue that aligning corporate culture with strategic objectives fosters a harmonious work environment, ensuring employees remain committed to achieving company goals. (Paramita et al., 2020) found that corporate culture significantly affects employee productivity and motivation, establishing a shared sense of purpose within the organization. (Okwata et al., 2022) analyzed the impact of strategic corporate culture on performance and found that employee relationships, shared norms, and organizational values play a critical role in enhancing competitiveness. Their findings align with those of (Suryaningtyas et al.2019), who emphasize that organizational culture is a key driver of employee engagement and commitment, shaping the overall performance trajectory of an enterprise.

Conceptual Framework

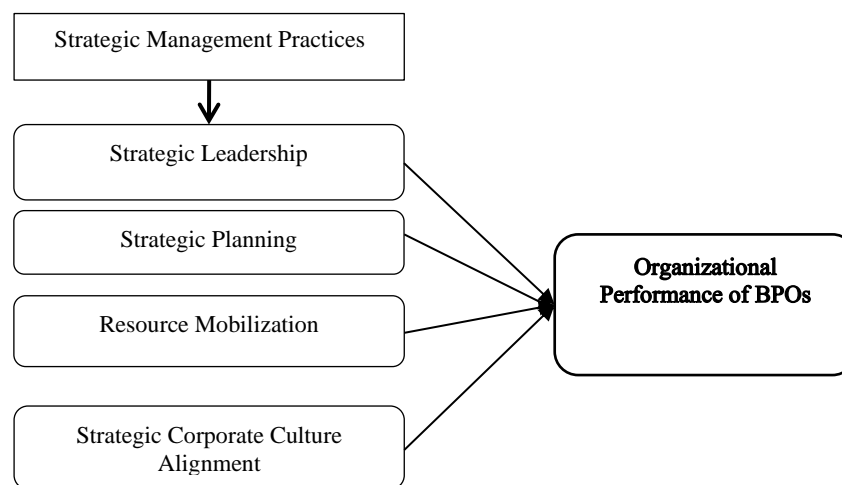


Figure 1: Conceptual Framework

Source: Research data, 2025

C. RESEARCH METHODS

This study employed a descriptive survey design to examine the role of strategic management practices in the organizational performance of Business Process Outsourcing (BPO) companies in Kenya. According to Mertler et al. (2021), a descriptive research design enables an in-depth exploration of a research problem by facilitating the collection and analysis of both qualitative and quantitative data. This approach was chosen to ensure a comprehensive assessment of strategic management practices, allowing for more informed conclusions and practical recommendations. The target population consisted of 118 registered BPO companies in Kenya as of June 2023. The study focused on employees across three managerial levels: senior management, middle management, and bottom-level management. Specifically, the study targeted 1,257 employees, comprising 293 senior managers, 406 middle managers, and 558 bottom-level managers. Since Nairobi County is the primary hub for BPO operations in Kenya, the study concentrated on firms within this region to capture a more representative analysis of the sector's strategic management practices.

To determine the appropriate sample size, the study employed stratified random sampling, ensuring that participants were selected proportionally from each management level. The sample size was calculated using the (Yamane, 1967) formula, which is expressed as:

$$n = \frac{N}{1 + N(e^2)}$$

Where N represents the total population (1,257), e is the level of precision (0.09 or 9%), and n is the required sample size. Substituting these values:

$$n = \frac{1257}{1 + 1257(0.09^2)}$$

$$n = 1257$$

Rounding up, the study selected 113 respondents. The stratified random sampling technique ensured that employees across all managerial levels were represented, providing a balanced perspective on the impact of strategic management practices within the BPO industry.

Primary data was collected through a structured questionnaire designed to capture both qualitative and quantitative insights into strategic leadership, strategic planning, resource mobilization, and corporate culture alignment. The questionnaire was designed to measure respondents' perceptions and experiences regarding the adoption and effectiveness of strategic management practices within their respective organizations. For data analysis, the study applied descriptive statistics, including mean scores, standard deviations, and percentages, to summarize key trends and insights. Inferential analysis was conducted using correlation and regression models to examine the statistical relationships between independent variables (strategic leadership, strategic planning, resource mobilization, and strategic culture alignment) and the dependent variable (organizational performance). These analytical techniques enabled the study to draw meaningful conclusions regarding the influence of strategic management practices on the performance of BPO firms in Nairobi County.

D. RESULTS AND DISCUSSION

Response Rate of the Study

The study achieved a response rate of 91.2%, with 103 out of 113 distributed questionnaires duly completed and returned for analysis. According to Creswell (2018), a response rate above 60% is considered sufficient for a study to accurately represent the target population and support valid conclusions and recommendations. Given that this study achieved a significantly higher response rate, the data collected was deemed robust and reliable for further analysis.

Extent of Strategic Management Practices Adoption in BPO Companies

The first objective of the study was to assess the extent to which core strategic management practices were implemented within Business Process Outsourcing (BPO) companies in Kenya. These practices included strategic leadership, strategic planning, resource mobilization, and strategic culture alignment. The results in Table 1 indicate that a majority of respondents disagreed with the assertion that their respective BPOs had effectively integrated and embraced strategic leadership. This finding suggests that strategic leadership remains inadequately implemented across most BPO firms, which could negatively impact their overall performance. According to (Gore and Kanyangale, 2022), strategic leaders must play an active role in aligning organizations with their strategic objectives and ensuring a clear framework for implementing business strategies. Similarly, (Kurere, 2022; Ambilichu et al., 2022) emphasize that strong strategic leadership is essential in modern organizations, as it facilitates the alignment of organizational operations with external business environments, thereby enhancing performance.

A similar trend was observed in strategic planning, where most respondents indicated that their organizations had not effectively embraced structured planning processes. (Wun, 2019) suggests that poor strategic planning often leads to ineffective business performance, as organizations fail to establish and communicate both short-term and long-term objectives. (Hawkins et al., 2021) highlight that BPO firms operating in highly competitive environments require well-defined strategic plans to ensure sustained growth and adaptability. Resource mobilization was also found to be underutilized in most surveyed BPOs. (Nyathi and Kekwaletswe, 2023; Abbas et al., 2019) argue that organizations struggling with performance should prioritize mobilizing partnerships and collaborations as part of their strategic resource allocation to enhance operational effectiveness.

The findings on strategic culture alignment revealed that most BPOs had not successfully integrated corporate culture into their strategic management frameworks. The lack of cultural alignment may hinder team cohesion and internal efficiency, which are crucial for maintaining high organizational performance. (Okwata et al., 2022; Imran and Jingzu, 2022) assert that a strong organizational culture fosters trust and enhances relationships between management and employees, ultimately improving organizational performance. However,

the findings suggest that a significant proportion of BPOs in Kenya have yet to achieve this level of cultural alignment, potentially limiting their overall effectiveness.

Table 1. Extent of Embrace of Strategic Management Practices

Statements	Not Effectively Upheld	Effectively Upheld	Mean	Std. Dev.
Strategic Leadership	56.39%	43.58%	2.85	1.44
Strategic Planning	60.35%	39.71%	2.72	1.56
Resources Mobilization	57.23%	42.77%	2.82	1.42
Strategic Culture Alignment	55.11%	44.90%	2.91	1.37

Source: Research data, 2025

Performance of Business Process Outsourcing Companies

The second objective of this study was to evaluate the performance status of BPO firms in Kenya. The data collected from respondents suggests that most BPO firms have not experienced significant revenue growth over the past three years. The mean score for revenue growth was 2.47, with a standard deviation of 1.073, indicating that most firms disagreed with the statement that their sales revenue had increased significantly. Similarly, profit growth remained stagnant, with a mean score of 2.36 and a standard deviation of 1.172. According to (Keng'ara and Makina, 2020), profitability is expected to correlate positively with sales revenue, as higher sales typically lead to increased profit margins. However, the findings of this study indicate that even when revenue generation occurred, poor strategic focus and inefficiencies in cost management resulted in shrinking profit margins. This aligns with the conclusions of (Khalid et al., 2019), who argue that continued underperformance in businesses often stems from either challenging economic conditions or ineffective internal processes that fail to optimize strategic management practices. Similarly, (Abd-Elrahman and Kamal, 2022) emphasize that a well-performing organization should consistently improve service quality and customer satisfaction while simultaneously maintaining sustainable revenue streams. The findings indicate that BPOs in Kenya face challenges in achieving this balance, suggesting a need for more structured strategic approaches to improve financial and operational outcomes.

Table 2. Descriptive Statistics on the Performance of BPO Companies

Statements	Mean	Std. Dev.
The organization's sales revenue has increased significantly for the last three years	2.47	1.073
The annual profits have been increasing significantly for the last three years	2.36	1.172
The profits generated are commensurate with the sales made.	2.67	1.399
The flow of customers has significantly increased over the past three years	2.61	1.315
The demand for the services offered by our company has been on the increase for the past five years	2.73	1.405
The quality of services offered in our organization has advanced significantly over the past five years	2.59	1.035
The company has seen more referrals from existing customers in the recent past	2.86	1.401
Our company's revenue is projected to grow significantly in the next three years	2.58	1.354

Source: Research data, 2025

Relationship Between Strategic Management Practices and BPO Performance

The third objective of this study was to examine the relationship between strategic management practices and the performance of BPO firms in Kenya. To achieve this, correlation and regression analyses were conducted to determine the extent to which strategic leadership, strategic planning, resource mobilization, and strategic culture alignment influenced BPO performance.

The Pearson Correlation Analysis results, presented in Table 3, indicate a strong positive correlation between strategic management practices and BPO performance. Strategic culture alignment showed the strongest correlation ($r = 0.772$, $p < 0.05$), followed by strategic leadership ($r = 0.761$, $p < 0.05$), strategic planning ($r = 0.754$, $p < 0.05$), and resource mobilization ($r = 0.751$, $p < 0.05$). These findings align with those of Krishna et al. (2022), who established that strategic management practices, particularly strategic planning and cultural alignment, significantly influence organizational performance. Similarly, Karanja and Juma (2020) emphasize that resource mobilization and corporate culture alignment play a crucial role in streamlining internal business processes, thereby ensuring better strategic execution and overall success.

Table 3. Correlation Analysis Results

Independent Variables	Pearson Correlation (r)	Sig. (2-tailed)
Strategic Leadership	0.761	0.000
Strategic Planning	0.754	0.000
Resource Mobilization	0.751	0.000

Independent Variables	Pearson Correlation (r)	Sig. (2-tailed)
Strategic Culture Alignment	0.772	0.000

Source: Research data, 2025

The regression analysis results further confirmed the significant influence of strategic management practices on BPO performance. The model summary results showed that strategic management practices accounted for 76.5% of the variation in BPO performance ($R^2 = 0.765$). The ANOVA results indicated that the model was statistically significant ($F = 79.561$, $p < 0.05$), confirming that strategic management practices positively impact the performance of BPO firms.

Among the independent variables, strategic leadership exhibited the highest impact on BPO performance, with a Beta coefficient (β) of 0.303, followed by strategic culture alignment ($\beta = 0.232$), resource mobilization ($\beta = 0.214$), and strategic planning ($\beta = 0.212$). These findings align with (Rajest et al., 2022), who emphasizes that strong strategic leadership is essential in guiding an organization toward achieving its strategic goals. Additionally, Wun (2019) highlights that effective strategic planning is a fundamental factor in organizational performance, as it provides a clear framework for strategy execution. Furthermore, (Kayalik and Akdoğan, 2021) emphasize that organizations with well-mobilized resources, both financial and human, are more likely to achieve higher competitiveness and profitability.

Table 4. Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.874 ^a	.765	.755	.48226		
Model	Sum of Squares		df	Mean Square	F	Sig.
	Regression	74.016	4	18.504	79.561	.000 ^b
	Residual	22.793	98	.233		
	Total	96.809	102			
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
(Constant)	.151	.163			.925	.357
Strategic Leadership	.303	.062	.339		4.868	.000
Strategic Planning	.212	.077	.215		2.734	.007
Resource Mobilization	.214	.077	.230		2.787	.006
Strategic Culture Alignment	.232	.094	.223		2.469	.015
a. Dependent Variable: Organizational Performance						

a. Dependent Variable: Organizational Performance

Source: Research data, 2025

CONCLUSION

The study established that the declining performance of Business Process Outsourcing (BPO) companies in Kenya is primarily attributed to the lack of effective implementation of key strategic management practices, including strategic leadership, strategic planning, resource mobilization, and organizational culture alignment. The findings revealed a strong and significant correlation between strategic leadership and organizational performance, suggesting that ineffective strategic leadership is a major factor contributing to poor performance. Similarly, the study confirmed that strategic planning plays a critical role in shaping organizational success, and the absence of well-defined strategic plans has hindered the ability of BPO companies to achieve sustainable growth.

Furthermore, the study found that resource mobilization has a significant and positive impact on BPO performance, underscoring the importance of effective financial, human, and infrastructural resource management in maintaining operational efficiency. However, the findings also indicated that most BPO companies in Kenya have not effectively aligned their corporate culture with their strategic goals, leading to suboptimal performance and a lack of organizational cohesion. Based on these findings, the study concludes that enhancing strategic leadership, improving strategic planning, strengthening resource mobilization, and fostering corporate culture alignment are fundamental to the long-term success of BPO companies in Kenya.

Recommendations

To address the challenges identified, the study provides the following recommendations:

First, the management teams of BPO companies should place greater emphasis on effective strategic leadership as a core driver of performance and organizational success. Leaders should develop and communicate a clear and compelling vision that aligns with the company's goals while ensuring that all stakeholders understand strategic objectives well. Additionally, leaders must provide clear guidance on strategy implementation and create an organizational culture that encourages innovation, accountability, and adaptability in an evolving business environment.

Secondly, BPO companies should prioritize the adoption and effective execution of strategic planning practices to ensure better decision-making and long-term sustainability. Management should define and communicate clear short-term and long-term goals to employees while establishing regular monitoring and evaluation mechanisms to assess the effectiveness of these strategies. By incorporating structured review processes and performance tracking systems, organizations can identify potential weaknesses and make necessary adjustments to stay competitive in the industry.

To enhance resource mobilization, BPO companies should develop comprehensive financial and human resource management strategies to support their operational needs. Management teams must ensure that adequate financial resources are allocated efficiently, with clearly defined budgets to support various internal functions. Organizations should also invest in talent acquisition and workforce development, ensuring that employees receive continuous training and skills enhancement programs to remain competitive. Strengthening strategic partnerships and collaborations can also help organizations gain access to additional resources and expand their market reach.

Aligning corporate culture with strategic goals is essential for improving performance and fostering employee engagement. BPO companies should integrate core values, norms, mission, and vision into daily organizational practices, ensuring that employees understand and embrace the company's strategic direction. Creating a supportive and inclusive work environment can boost employee morale, enhance productivity, and encourage teamwork. Additionally, clearly defining roles and responsibilities will help minimize confusion and inefficiencies within the organization. Conducting regular assessments of corporate culture alignment with strategic objectives will allow management to make necessary adjustments and improvements, ensuring that organizational values remain aligned with business goals.

By implementing these recommendations, BPO companies in Kenya can significantly enhance their strategic positioning, operational efficiency, and overall performance, leading to sustained growth and competitiveness in the industry.

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