

**AN ASSESSMENT OF THE CONTRIBUTION OF STRATEGIC LEADERSHIP  
PRACTICES TO CUSTOMER SATISFACTION IN THE ENERGY SECTOR:  
A CASE STUDY OF KENOL KOBIL LIMITED IN MOMBASA COUNTY**

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## ABSTRACT

Customer satisfaction is an important building block of any organization and strategic leadership practices that lay the foundation for greater organizational performance. Since every organization cannot progress by one or two individual's effort, it is therefore a collective effort of all the members of the organization ranging from their commitment in giving feedback and implementing innovative products to suit the recommendations. This however has not been the case in many organizations as feedback is minimal and in most cases not implemented. This study aimed at assessing the contribution of strategic leadership practices to customer satisfaction in the energy sector, a case study of KenolKobil limited Company. The specific objectives of the study were; to assess the contribution of innovation practice to customer satisfaction in the energy sector; to investigate the contributions of training practice to customer satisfaction in the energy sector; to determine whether accountability practice contributes to customer satisfaction in the energy sector and to make recommendations on the best practices of enhancing customer satisfaction in the energy sector. The target population of the study was 400 customers of Kenolkobil limited company in Mombasa County. The study used a stratified random sampling technique to obtain a sample of 200 respondents from both corporate and retail clients. Data was collected using questionnaires and analyzed by both descriptive and inferential techniques. The bivariate correlation revealed that all the tested variables were significant as all of them had a  $p$ -value of less than 0.05. Analyzed data in the regression analysis revealed that 84.1 per cent of the variance in dependent variable (Customer satisfaction) was explained and predicted by independent variables (Innovation, training and accountability). The analysis further revealed that accountability was the highest determining factor of customer satisfaction as it had a significant coefficient of 0.647 followed by training with a coefficient of 0.503 and finally innovation with a value of 0.314 this is when all other variables are held constant. The study concludes that all the tested variables had an effect on customer satisfaction with accountability having the highest effect. This is in line with several studies conducted across the globe. The study also concludes that accountability should be a combined effort in order to improve efficiency in an organization. The study recommends that the management should engage the customers in establishing their need and then tailor-make their products to fit the customer. The study also recommends that training should be in tandem with the organizational culture in order to capitalize on the effects it might cause. The study recommends further research on effects of past return shocks emanating from the energy sector on foreign exchange volatilities in an aim to establish the efficiency of regulation of the industry.