

EFFECTS OF STRATEGIC LEADERS' CHARACTERISTICS ON THE  
PERFORMANCE OF EAST-CENTRAL AFRICA DIVISION OFFICE OF THE  
SEVENTH-DAY ADVENTIST CHURCH

By

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## DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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## DEDICATION

This thesis is dedicated to my beloved husband Jared, our lovely children Abigael and Eleazar and equally to all my colleagues who diligently supported me during my course work and in conducting this research.

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## ABSTRACT

This study focused on the effect of strategic leadership on the performance of East-Central Africa Division Office of the Seventh-day Adventist Church. Meeting the needs of high performance is determined by leadership and the decisions made by them in running organizations. Strategic leaders' characteristics are significant in the performance of an organization. The statement of the problem is built on the following gaps found after reviewing empirical studies; many previous studies are based on corporate organizations, performance has previously been measured using only the financial indicators, no studies have been done on strategic leaders' characteristics on faith based organizations and of the few studies done in faith based organization, performance has not been measured. The objectives of this study were to establish the effect of creativity, instilling accountability, progress monitoring and analytical thoroughness on the performance of East-Central Africa Division Office of the Seventh-day Adventist Church. Literature review was done considering; strategic leadership, the characteristics of strategic leaders, performance indicators, strategic leadership and performance. The study was anchored on participative leadership theory and contingency leadership theory. A conceptual framework showing the relationships between the independent and dependent variables of the study was projected with a summary of the operationalization of the variables. The researcher used a quantitative survey design. The target population of the study was forty (40) leaders in various levels of the ECD and it was a census study. The response rate was 100%. Data was collected using a questionnaire which was validated and its reliability tested using the Cronbach alpha. Data was analysed by use of descriptive statistics and hypothesis tested by correlation coefficient and regression analysis. The findings of the study show that analytical thoroughness and monitoring of progress have strong significant effect on performance while creativity and accountability has moderate. The study will be of significance in providing greater insights into the specific alignment areas in the organization that can be focused on for improvement. The findings will greatly inform future studies on the influence of strategic leaders' characteristics on performance in faith based organizations and finally it will be of great help to the General Conference of the Seventh-day Adventist Church and many other Christian based institutions policy makers, when they review and come up with their working policies. The following are the recommendations; the top leadership of ECD should focus on ensuring that accountability is implanted in the organization's culture. Second, the ECD top leadership should ensure proper structures are put in place to support progress monitoring. The third recommendation is to focus on facilitating analytical thoroughness by putting in place problem-solving tools in the organization. Fourth, the researcher recommends that it is good to try and support creativity of leaders and employees at large. Fifth, the organization may consider increasing the number of female leaders in all levels. Finally, the organization may consider young people in the leadership various leadership levels.



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## ABBREVIATIONS AND ACRONYMS

ECD – East-Central Africa Division of the Seventh-day Adventist Church

GASB – Government Accounting Standards Board

GC – General Conference

ORG. – Organization

SD – Standard Deviation

SDA – Seventh-day Adventist Church

SPSS – Statistical Package for Social Sciences

USA – United States of America

## DEFINITION OF TERMS

Ability to create strong teams: This can be defined as the capacity of grouping people with specific roles and matching skills dedicated to a mutual purpose to produce greater results by exploiting the collective efficiency and energy.

Ability to instil accountability: This is the persistent effort to have employees of an organization accept responsibility and disclose the results of any nature in a transparent manner in their daily work.

Analytical thoroughness: Means a careful, detailed process of ensuring that everything is done correctly without forgetting anything.

Creativity: This is the ability to use mental characteristics that will allow a person to think innovatively and use different approaches to have a particular task done and coming up with new ways of achieving success.

Performance: This is the achievement of given tasks measured against values put in place in regard to accurateness, comprehensiveness and promptness.

Strategic leadership: Means having the ability to anticipate, envision, maintain flexibility and empowering other employees by making them part of the whole process to create strategic change as necessary

## CHAPTER ONE

### BACKGROUND OF THE STUDY

Meeting the needs of high performance is determined by the leaders and the decisions made by them in running those organisations. According to Daft (2011), strategic leadership is the capacity to expect, envision and visualise the forthcoming, contemplate advantageously and recruit modifications flexibly which will build a competitive advantage for the organisation now and in the times to come. Ireland and Hitt (2005) indicate that without a functioning tactical leadership, there is a likelihood that an organisation may not realize high or acceptable performance once faced with the current tests of an ever-changing world. Therefore, strategic leadership is the capability of a knowledgeable leader with an inner understanding and visualization to generate and implement strategies and make substantial choices in the unpredictable, indeterminate, difficult and unclear strategic atmosphere. It involves creating choices transversely in unlike cultures, interventions, plans, natures and needs which requires coming up with plans that are realistic, anticipated and suitable to one's organisation and partners whether joint or transnational (Daft, 2011).

Steve (2012) indicates that performance is all about getting the very best from workers by helping them to achieve their potential for the benefit of the church organization. Unfortunately, this is not happening so because the leaders in these organizations do not have the knowledge and skills required to meet these standards. Further, Haskins (2014) states that the overall goal of performance management of church organizations is to ensure that all its employees, departments and ministries are working together synergistically and in optimum fashion to achieve the mission, vision, objectives and goals of the organization.

## *Strategic Leadership*

Strategic leadership is concerned with the management of organizations and the development of the entire organization together with its fluctuating goals and competencies (Selznick, 1984). Therefore, strategic leadership ought to have the ability to match the organization's goals with the ever changing environment. According to Boal and Hooijberg (2001) strategic leadership focuses on individuals who take complete accountability of the organisation, like the head of an organisation and members of the top management team. Hambrick and Pettigrew (2001) point out that leadership denotes to leaders at any level in the organisation but strategic leadership relates to the leadership at the highest corporate level of an organisation. Strategic leadership centres on executives who have overall accountability of an organisation based on the principle that they will ultimately account for what happens to the organisation (Hambrick, 1989).

The level of organisational performance depends largely on the strategic leadership exercised in the organisation. Daft (2011) argues that strategic leadership is an individual's capability to looking into the future, visualise, uphold flexibility, think tactically and working with other individuals to bring in changes that will generate a feasible future for the organisation. Therefore, strategic leadership is the capacity of a knowledgeable leader who has the intelligence and dream to set up and perform strategic plans. Further, he is able to make significant decisions in the unstable, undefined, challenging and unclear strategic atmosphere (Ireland & Hitt, 2005). This involves making decisions across different philosophies, happenings, programs, temperaments and needs which require the formulation of plans that are attainable,

necessary and satisfactory to the organisation and associates to achieve the required performance (Boal & Hooijberg, 2001).

From the Christian perspective, Haskins (2004) brings out strategic leadership as referring to the top executives of an organization who are called and equipped by God to lead the entire organization and its resources from a Christian biblical worldview to the glory of God. The Bible is the first manual to be used in all the leadership styles that can be applied in running the organization.

Further Brady and Dail (2010) state that it will be very hard for church organizations to meet the required performance expectations if the leaders are not ready to set their personal and organizational targets well. A leader can only set right targets by considering the organization's culture. Further, it is revealed that many church organizations' leaders do not know what organizational culture is. This has largely contributed to the poor performance of church organizations. Steve (2012) states that many church organizations have very poor policies, processes and practices that almost guarantee putting themselves as leaders and the entire workforce in difficult positions. The outcome of this is usually organizational failure.

#### *Characteristics of Strategic Leaders*

According to Paul (2012), it is significant to note that organisations are ever responding to unanticipated external changes and the ever-evolving environments by altering their practices to develop more responsive and flexible networks while upholding effective processes amongst these continuous changes. Strategic leaders help organisations to stay on the path in order to realize their long time goals while concurrently negotiating the day in day out encounters that might impact the firm's

ultimate success. Hence, it is important for strategic leaders to have characteristics that positively affect the success of the organisation (Robert, 2016).

Paul (2012) states that being a strategic leader of an organization will lead one to bigger and better opportunities if the following general characteristics will be upheld. Anticipation: the ability to start looking at the horizon with expectancy of the future outcome which is the vision of the organization; align: configuration of matters at hand that may affect the realization of the organization's vision. Not everyone will agree with what is being offered all the time, so there is need to keep the lines open for communication, build trust and incorporate key people in the whole process. Learning: the ability to push for honest feedback from followers even if it is ugly; interpret: ability to gather information before developing a perspective, uncertainty is not okay, and neither is the incorrect solution; thinking critically: capacity to question everything, challenge current mindsets and disregard the custom; decide: ability to build processes that leaders are sure to maintain as well as enforce them appropriately (Chen et al., 2010).

Senge (1990) describes the characteristic of resourceful pressure which usually arises from the organization's leadership clearly seeing where they would wish to be ultimately. This is holding the organization's vision dearly while facing the truth about the existing reality. Strategic leaders need to have the aptitude to visualize the strategic rise that an organisation needs to make and act as zealous promoters for transformation. They need to have the capability to live with the truth as well as the organizational theories. If by any chance, the organizational culture may not be forward thinking as desired and continue to live with the uncertainty of not being able to change the organisation fast enough, then little or nothing will eventually be achieved. The organization's leadership should have the capacity to eliminate the



intolerance for modification, change and upgrading. Strategic leaders who have who have the aptitude to visualize the strategic rise in the organization usually challenge concepts, thoughts and procedures to pursue improved concepts, thoughts and procedures to achieve greater performance (Paul, 2012).

According to Stuart (2013), a strategic leader is in a unique position to guide the development and delivery of the organisation's strategy. For such a strategic leader to best tackle and drive strategy to deliver the performance needed, he must display the following characteristics. Willingness to make clear choices and trade-offs, continuously raise the bar of success, combine analytical thoroughness with creativity and destiny, create a strong team around him, hold his people to account and always follow through and be a great seller of his organization, sharing its future vision to all the parttiners involved (Stuart, 2013).

### *Organizational Performance*

Performance represents a set of financial and non-financial pointers which offer information on the level of attainment or otherwise of the set goals and outcomes (Lebans & Euske, 2006). Whether at the individual level or organisational level, performance has to be measured. Performance measurement approximates the limitations under which agendas, capitals, and achievements are attaining the agreed results (Perez et al., 2015).

According to Kaplan and Norton (2001) most performance measures can be clustered into one of the following six general categories. First is effectiveness: a process characteristic indicating the degree to which the process output conforms to requirements. Second is efficiency: the degree to which the process produces the required output at minimum resource cost. The third is quality: the extent to which a

product or service meets customer requirements and expectation. Fourth is timeliness: a measure of whether or not a unit of work was done correctly and on time. Fifth is productivity: the value added by the process divided by the value of the labour and capital consumed; safety: the overall health of the organisation and the working environment of its employees.

Kaplan and Norton (1992) suggest that performance measures should be multidimensional covering both financial and non-financial measures. They developed four perspectives in the balanced scorecard model: financial, customer satisfaction, internal processes, and innovation. Kaplan and Norton (2001) further argue that one of the most significant strengths of the Balanced Scorecard approach to the measurement of organizational performance is that each unit in the organization develops its own specific or unique measures that capture the unit's strategy, besides common actions that are employed for all units. The approach derives the four perspectives from its vision, strategy, and objectives (Atkison et al., 2007). According to Zeppau and Tatiana (2003), there is no one particular methodology to performance measurement but the need for balance between quantification and relying on the numbers versus qualitative evidence when attempting to establish the performance of an organisation. This study focuses on customer satisfaction and internal business process as indicators of performance.

Organizational performance is the accurate result of an organisation's projected goals and objectives (Upadhaya et al., 2014). According to Richard et al., (2009), organizational performance covers three specific areas of an organisation's result: organisational economic performance, customer satisfaction and shareholder return. These three broad areas can be broken down to smaller measurable components for each category to cover a wide range of performance of an organization. Liptons

(2003) states that organisational performance is the ability of the organisation to succeed in its dealings. There is barely an agreement about organisational performance definition, dimensionality and measurement and this restricts advances in research and understanding of the concept (Santos and Brito, 2012).

### *Performance in Faith Based Organization*

According to Helen et al. (2008) performance in faith based institutions is linked to obedience rather than outcomes. Measuring performance can lead to ungodly motives. To support their aversion to performance, the faith based institutions instruct spiritual leaders to stop using the world's metrics in measuring the performance of their organizations. On the other hand, Anna et al. (2008) state that, performance needs to be managed well if success has to be obtained. This can be achieved by a standardized set of processes and systems used to create clear goals, track and coach employee progress efficiently and effectively in order to realize the organizational performance is achieved. The overall goal of the performance management of a church organization is to ensure that all its employee, departments and ministries are working together synergistically and in optimum fashion to achieve the mission, vision, objectives and goals of the organization.

According to Anna et al. (2008) performance can be achieved through using the following measures; identifying of standards, coming up with the desired outcome of the expected results, establishing goals and measures for the results, tracking and measuring progress toward results, ongoing feedback communication on the progress and periodical review of progress with supervisors to cab the gaps in good time. Helen et al. (2008) state that performance in faith based institutions has not reached the expected levels because the faith based organizations are more inclined to the core

mission of their existence which is spirituality and little attention is paid to general management of the organizations. Further, it was discovered that many faith based organizations are run by volunteers who may not be professionals. This has greatly hampered the performance of these institutions (Ann et al, 2008).

According to Steve (2012) performance in the church set up is about helping people to achieve their best, serve the church and its purpose as well as identify as early as possible any obstacles to achieving the very best from all the workforce. Further, it should reflect the culture, strategy and style of a particular church. For this to be achieved, communication of the expected performance ought to be done to all employees at the appointment time. Further, Steve (2012) states that performance management is about getting the best from people by helping them to achieve their potential for the benefit of the church. Further, Steve (2012) states that in secular organizations this is overly associated with issues like reward to boost the morale of workers. In church institutions, rewards are not positively upheld by the leadership because they feel that rewarding will be done by God since they are working for God. This has greatly lowered the staff morale in church institutions thus eventually affecting the organizations' long run performance.

#### East-Central Africa Division Office of the Seventh-day Adventist Church

According to the General Conference (GC) Office of Archives, Statistics and Research (2016) the Seventh-day Adventist Church is a global Protestant Christian denomination well-known by its observance of Saturday as the holy day of worship. Saturday is the seventh day of the week in the Christian calendar. They believe in the second coming of Jesus Christ which is known as 'the Advent'. Much of the doctrine of the Seventh-day Adventist Church agrees to that of the Protestant Christian

teachings such as the trinity and the soundness of the Holy Scripture. The GC governs the world church with smaller regions administered by the division, union conferences/missions and local conferences/fields.

The Seventh-day Adventist Church is global and therefore all its administrative structures worldwide follow a standard outline. The administration is centralised with the General Conference being the highest in the rank, based in Silver Spring - Maryland (USA) (Year Book, 2016). The GC is headed by a president, eight (8) General Vice Presidents, Executive Secretary, one (1) under-secretary, nine (9) Associate Executive Secretaries, Treasurer, one (1) under Treasurer and five (5) Associate Treasurers. The General Conference is further divided into thirteen (13) divisions (Year Book, 2016).

According to the Year Book (2016), the East-Central Africa Division of the Seventh-day Adventist Church is one of the GC's divisions, and it takes care of eleven (11) countries in East and Central part of Africa. Its highest level of leadership is headed by a President, Executive Secretary, Associate Executive Secretary, Treasurer and Associate Treasurer. The management of this organization is founded on Christian values, with the Bible as its main reference. In addition, there is the church manual and the effective policy which both incline towards Christian morals and standards in all areas of work. The leadership organ is clergy-based, and therefore many in the top leadership are members of the clergy except for the specialised functions such as finance (Year Book, 2016). Further to that, the church leadership is hierarchical running from top to bottom. This means that all administrative decisions are made at the top leadership organ in the Executive Committees and should be adopted by all the lower entities. Major decisions are made by the GC and are adopted by all the

Divisions, Unions, Conferences, Fields and Churches at large (Working Policy, 2015).

#### Statement of the Problem

The effect of strategic leadership on performance has been argued to be critical to organisational effectiveness. Pearce and Robinson (2011) indicate that strategic leadership effect on performance is all about willpower, temperament, characteristics and essential abilities at the right time for a specific condition. David (2009) further states that it is all about setting goals and not just responding to agendas, detecting problems and spear heading change that makes considerable development rather than supervising change. This is a multifunctional task that involves managing through others and managing the entire organisation rather than a functional sub-unit of the organisation. It's critical importance can therefore not be gainsaid (Pearce & Robinson, 2011).

From a review of empirical studies, the researcher discovered that many previous studies have concentrated on the effects of strategic leadership on the performance of organisations in corporate and business settings. Jacob (2010) deliberated on the impact of strategic leadership on the operational strategy and performance. Katee (2010) studied the effect of strategic leadership on the performance of commercial and financial state corporations in Kenya. Juliana et al. (2016) considered the effect of organisational leadership on strategy implementation in Kenya's tourism industry and Suzanne and Charles (2013) took a study on strategic leadership regarding values, styles and organisational performance. Furthermore, these studies concentrated on financial indicators as a measure of performance yet there are other indicators of measuring performance other than finances.

Ulmer (2002) carried out a study on tools for effective local church management where the study focused more on the ways to manage the church finances and strongly recommended that church organizations should always have internal and external audit of the church finances. The study further recommended that all faith based organizations should have an investment policy. Brady and Dail (2010) in their study exploring organizational culture and performance of Christian churches discovered that the comparative strength of organizational culture levels influences the performance of church institutions. Therefore, the study recommends that for those leaders who may desire to improve the performance measure of their church organizations should consider focusing on strengthening a good culture scope related to performance.

Several studies have confirmed that faith based organizations tend to rely more on volunteers for their day to day running of businesses which highly affects their performance. Being used to free labour has hindered them from contracting professional manpower to run the organization's affairs. This has greatly hampered their performances (Steve, 2012). Further, Chao and Muhittin (2005) found out that the most unfortunate thing is that many church organizations have poor working policies, processes and practices in running organizational affairs. Organizational guidelines to performance are not always observed. Many at times when these guidelines have been breached no one takes the responsibility of ensuring that order has been restored. Assumptions are quietly made and this has led to many faith based organizations fail to hit their expected performance levels.

A thorough review of previous studies detailed above, indicate that the performance of faith based organization remain unsatisfactory. Moreover, previous studies linking strategic leadership to performance have concentrated in corporate settings and

specifically targeted financial performance. The current study therefore sought to address the existing gaps by examining how strategic leaders' characteristics affect performance in a faith-based institution, specifically (East-Central Africa Division office of the Seventh-day Adventist Church).

The study further sought to measure performance using other indicators like customer satisfaction and internal business processes that have not been utilized in the previous studies to the best of the researcher's knowledge. Faith based institutions in many cases are not profit making organisations and therefore it is difficult to measure their performance using the finance indicator. The Bible is their main guidance in leadership issues; they tend to lean on a top-to-bottom way of leadership thus not factoring in the other workers in matters pertaining to decision making and general running of the organization.

### Objectives of the Study

The broad purpose of this study was to establish the effects of strategic leaders' characteristics on the performance of East-Central Africa Division Office of the Seventh-day Adventist Church.

The specific objectives of this study included the following;

- i. To establish the effect of creativity on the performance of ECD
- ii. To determine the effect of instilling accountability on the performance of ECD
- iii. To establish the effect of progress monitoring on the performance of ECD
- iv. To determine the effect of analytical thoroughness on the performance of ECD

### Hypotheses

H<sub>1</sub>: Creativity does not significantly influence performance of ECD



H<sub>2</sub>; Accountability does not significantly influence performance of ECD

H<sub>3</sub>; Progress monitoring does not significantly influence performance of ECD

H<sub>4</sub>; Analytical thoroughness does not significantly influence performance of ECD

#### Assumptions of the study

This study was based on the premise that not every employee of the Seventh-day Adventist Church globally was to be involved in the survey. Only those who are working in the East-Central African Division of the Seventh-day Adventist Church Office were considered. The researcher assumed that these participants would be representative of the SDA Church entities globally.

Further to that, the study also assumed that all respondents were honest and genuine in giving feedback to the administered questionnaires. This was fostered by the researcher assuring the participants of high levels of confidentiality of their responses without having their identity disclosed. Furthermore, it was assumed that the respondents were willing to give their time to objectively share information regarding the subject in the study through filling the questionnaire. This was achieved by the researcher coming up with clear, straight forward and self-explanatory statements in the questionnaire used. The study, therefore, assumed that responses received from the ECD employees were a representative of the views of the Seventh-day Adventist Church entities globally since they use the same system in running their administrative affairs.

#### Justification of the study

Whereas literature on strategic leadership in corporate settings is in abundance, the inadequacy of research on strategic leadership in faith-based institutions justified this

study. More specifically, to the best knowledge of the researcher, there are no known studies on the characteristics of strategic leadership and their influence in performance of the faith-based institutions.

### Significance of the Study

The findings of this study were intended to help improve the investigator's knowledge of characteristics of strategic leaders and their effect on organisational performance. Further, they were to help in understanding to which extent these strategic leadership characteristics influenced the performance of ECD. This information will be of great benefit to the top leadership of the East-Central Africa Division of the Seventh-day Adventist Church Office and faith based organizations.

In addition to that, this study will contribute to the understanding of the existing theories on strategic leadership on performance. This will help the body of knowledge for scholars and researchers who are interested in characteristics of strategic leadership on organizational performance. Finally, studies focusing on faith-based leadership being rare, findings of this study will greatly inform future studies on the influence of strategic leadership on performance in a faith-based organisation.

### Scope of the Study

This study was conducted on the East-Central Africa Division of the Seventh-day Adventist Church attracting respondents from the eleven (11) countries. Even though the Seventh-day Adventist Church spans worldwide, the study was only confined to the operations of the Church in the region covered by the East-Central Africa Division.

The target population consisted of staff members of the ECD office in various leadership levels, Board members inclusive. The focus of the study was to the effects of strategic leaders' characteristics on the performance of ECD office.

#### Limitations and Delimitations of the Study

The researcher realised two limitations in carrying out this study. First, the lay representatives to the Board who were participants in this study come from the eleven (11) countries which make up the ECD. Getting them at once and having the questionnaires administered to them was not easy. To mitigate this, the researcher took advantage of the various council meetings held at different timings during the study period to administer the questionnaires and have them filled and collected back. The same questionnaire was administered through email to those members whom the researcher was not able to meet physically.

The second limitation was time constraints. The concepts in this study are immense and time did not allow an extensive research on every strategic leaders' characteristics and their effects on organisational performance. However, the researcher limited the study to a selected set of strategic leaders' features that moulded the objectives of this study. The researcher further limited the number of statements in the questionnaire to enable the respondents to spend minimal time in responding to them at the same time expansively addressing the study concepts as presented in the questionnaire.

The Seventh-day Adventist Church is a global movement that attracts believers from all over the world. Due to its vastness, it has offices running administrative issues dispersed all over the world. Owing to this, the researcher limited this study to East-Central Africa Division of the Seventh-day Adventist Church Office only because of

the many technicalities that come along with carrying out a study in vast area coverage.

Another delimitation in this study was the limited time the researcher had in carrying out this study. The researcher had a restricted chance to carry out this study since it was an academic research and there were timelines given by the university which the researcher had to observe. The researcher also realized that a wide area coverage attracted more costs. The researcher confined herself to the ECD office which is situated in Nairobi, Kenya, the country of residence of the researcher. This enabled the researcher to carry out the study within the financial capacity amply.

The study population consisted of all the regular employees on various leadership levels considering the lowest level of leadership in ECD. Lay representatives to the ECD Board were included in the study. Due to the small size of the ECD employees, the study was considered a census study because it involved all the targeted population. The questionnaires were administered to the participants of the survey only.

### Chapter Summary

This chapter detailed the background of the study by discussing the concepts of strategic leadership, the characteristics of strategic leaders, organisational performance and the context of the survey which is the East-Central Africa Division Office of the Seventh-day Adventist Church. The chapter also contains the statement of the problem, the purpose of the study, objectives of the study, research questions, assumptions of the study, justification of the study, the significance of the study, the scope of the study, limitations and delimitations of the study. The next chapter covers a comprehensive literature review.

## CHAPTER TWO

### LITERATURE REVIEW

#### Empirical Review

Jacob (2010) studied the impact of strategic leadership on the operational strategy and performance of business organisations in South Africa. In the study he found out that strategic leadership is openly and certainly connected with operating effectively and performance in business organisations in South Africa. Further, the study discovered that organisations performed very well on their internal rate of return which is a sign that leadership has a solid emphasis on the vision and strategy of an organisation. Three variables were tested to come up with these findings.

Further, Katee (2013) studied the effect of strategic leadership on the performance of Commercial and Financial state corporations in Kenya. The study found out that there is a need for strategic leadership in Commercial and Financial State Corporations in Kenya for better performance. Also, she found out that there is a strong relationship between strategic leadership and organisational performance. The study also discovered that influential corporate strategic direction led to its customer satisfaction and high annual turnover as an organisation.

Juliana et al. (2016) in their study on the effect of organisational leadership on strategy implementation in Kenya Government tourism agencies, found out that organisations in all sectors are striving to succeed. Regardless of the many challenges they face including issues of globalisation, rapid changes in technology and increased competition among others, they still push for excellence. The use of strategic leadership accommodates and assimilates both internal and external industry setting

of organisations to manage and involve in compound information process to bring out excellent performance. The study also found out that there is a relationship between leadership and strategy implementation. Evidently, good strategy implementation leads to greater organisational performance.

Suzanne and Charles (2013) in their study on strategic leadership focusing on values, styles and organisational performance found out that strategic leadership promotes peculiar attraction in organisations. This is realised by providing a balance between complete stability and uncontrollable disorder. Further, the study found out that there is a resilient connection between strategic leadership, organisational values, styles and performance.

Ulmer (2002) carried out a study on tools for effective local church management where the study focused more on the ways to manage the church finances and strongly recommended that church organizations should always have internal and external audit of the church finances. The study further recommended that all faith based organizations should have an investment policy.

Brady and Dail (2010) in their study exploring organizational culture and performance of Christian churches discovered that the comparative strength of organizational culture levels influences the performance of church institutions. The study further found out that many church leaders did not have an understanding on what organizational culture is. Therefore, the study recommended that for those leaders who desires to improve the performance measure of their church organizations should consider focusing on strengthening a good culture scope related to performance.

## Strategic Leadership

Organizations face a range of complexes in universal, technical and strategy execution. These hindrances are frequently connected with progressive escalations in the high speed of change (Global, 2012). Many experts suggest the role of strategic leadership to facilitate the employment of a well calculated design to cope with the current operational dilemmas. This is done in a manner that will simultaneously seek ways to develop new capabilities to match the ever changing environment (Montgomery, 2008). Further, Global (2012) indicates that attaining the understanding for strategic leadership efficiency, it requires one to have an aptitude to learn, pay thoughtfulness, recognise, envision and keep up to date on know-hows as well as global directions. Having these fundamentals, one can advance in flexibility, coming up with new ideas of doing things and continuously change as need be in order to fit in the ever evolving environment.

According to Van (1985), business environments and markets have been turbulent, volatile, uncertain, complex and heterogeneous. This has led firms to implement valued experiences, competences and strategies for their industry procedures. By so doing, this has enhanced professional superiority, competitive advantage, corporate survival, business performance and organisational sustainability in all these situations. Daft (2011) states that strategic leadership has become a core aspect of driving and explaining the organization's competitiveness and performance in the current era. Those companies which have superior strategic leadership are likely to attain greater performance with enhanced structural achievements in their business operations and vice versa. Through the effective practice of strategic leadership, the firm ensures strategic objectives, primary to the policy decisions are accomplished.

In a world that is rapidly changing, strategic leaders are always looking forward to a time to set directions of their organisations (Arnott, 1995). They further formulate the organisation's goals and strategies. They come up with provisions, procedures, controls and fundamental proficiencies for the organisation. They also manage numerous constituencies, appoint main administrators, give proper direction and maintain systems of ethical values. Further, they maintain the effective organisational culture and function as a representative of the firm to the government and other organisations to negotiate with them. The strategic leadership also deals with intricacy, uncertainty and information overload requiring compliance and sense of timing (Montgomery, 2008).

Further, Elenkov et al. (2005) state that, lack of effective strategic leadership being in place, the competency of an organisation to realize and withstand a competitive advantage is seriously constrained. It is underlined that leadership at the strategic level is the core subject facing the 21<sup>st</sup> century organisations. For any organisation to remain relevant in this era, the leaders must strive to get to the strategic level of leadership properly working.

From the Christian perspective, Daniel (2004) refers strategic leadership to the top executives of an organization who are called and equipped by God to lead the entire organization and its resources from a Christian biblical worldview to the glory of God. This leader ought to be different from the secular leaders and should be equipped with gifts, abilities, talents, skills and characteristics to do the vocation to which God has called them to. According to Martinez (2003) a strategic leader is a steward of God's creation. The commandments and injunctions in scripture are given to the strategic leaders as categorical imperatives. They specify a means with no guarantee concerning worldly ends. Further, the individual Christian strategic leader



who follows scriptural imperatives regarding to corporate activities may be blessed with greater success or tested with rigor as Job was. In either way, Christian leaders ought to remain committed to a particular way of life.

### Characteristics of Strategic Leaders

Strategic leaders in organisations tend to be concerned with the understanding and alignment of both the external and internal environments of the organisation. These environments are deep-rooted in uncertainty, complexity and information overload. They need to have the ability to understand all these complexities and come up with proper strategies to overcome and handle them. Their tasks are multifunctional, and they mostly rely on mediators to get things done (Bass & Riggio, 2006; Brown & Moshavi, 2005). Therefore, they all share four characteristics which include creativity, accountability, progress monitoring and analytical thoroughness to influence organisational performance (Caldwell, 2011). The use of these features in the organisation has been found to positively impact the performance of an organisation (Burch & Guarana, 2014).

### *Creativity and Performance*

A knowledge-based organisation holds a special benefit that permits movement of intelligence and creativity towards the enhancement of working conditions. This leads to high yields for the organisation (Metaxiotis et al., 2005). The influence of creativity has been associated with the increase in multifactor of output that replicates the growth in the overall effectiveness of the organisation. Creativity enables fast growth and an increase in market share due to skill enhancement and labour effectiveness (Andrews & Criscuolo, 2013). Anderson et al., (2004) suggest that it is difficult to forecast organisational progress without creativity which is crucial to

innovation. In addition to that, development has shown that effectiveness has become an important driver portraying that creativity is essential for the future growth of an organisation.

According to Applet et al. (2015) personnel can easily generate new thoughts which are well-matched with organizational structure and in their work places that improve organisational performance. Further, Bayes (2009) states that creation of new thoughts supports robust and well-organized inventive dispersion of knowledge to all personnel in the organization. Innovation founded on precise information-creativity tackles a variety of obstacles to innovation. This makes creativity an outcome of dialogue (Buckingham et al., 2013). On the other hand, organizing work around strong teams has developed an element of organizational life. Organizations are using team-oriented work to achieve their goals (Hills, 2007). Garrison et al. (2007) state that organizations which remain dependent on teams within the workplace usually realize goals over task performance and vice versa. Achievably, it can be explained that teams have multiplied because they are central to organisational success (Martin & Bal, 2006).

Strong work groups and teams have been well-known to be organisational building blocks (Van, 2003). Practical teams in this phase of technological advantage are growing in number and significance globally. Employees work in teams that potentially make it easier to increase and apply knowledge to serious tasks in organisations (Sole, 2002). According to Phil (2004), well-assimilated and high-performing teams certainly do not lose vision of their goals and are mainly self-sustaining. As a matter of fact, they appear to carry on a life of their own, and it all comes down to the leadership in place. Sharing a clear vision of where the team should be heading and inspiring the group members to make it a reality, is major to

the team's success. This takes significant determination on the portion of a leader and so it is important for the leader to reflect on why it is meaningful to take that direction. The leader should continually visualize a positive result and communicate the same to group members (Phil, 2004).

### *Instilling Accountability and Performance*

Joe and Keith (2012) state that developing a culture of employees owning responsibility is a key focus area for nearly every organization. Unfortunately, there is no magic in creating a culture of accountability for performance. Joe and Keith (2012) further state that instilling accountability is the ability to delegate responsibility, reassigning, restructuring and reallocation of significant organisational resources as needed. Further, it is capacity to ensure that priorities are met for initiatives within the area of responsibility, and long-range standards of performance are met. Doing these basics well is the foundation of any effort to change the existing culture of accountability to the best culture. This means that leaders must ensure that clear direction exists at all levels and the performance cycle managed properly (Joe & Keith, 2012).

According to Chen, Tang, Jin, Xie, & Li (2014), creating higher levels of responsibility in an organization seems to be a topic on every organization's agenda. This defines the mutual expectations of a leader and other employees. Many organizations can draw a connection between the results they are achieving now and the level of responsibility currently manifested throughout the organization. Studies support the notion that leaders who are accountable have a higher chance of enhancing the performance of their organizations as opposed to leaders who are not accountable (Burch & Guarana, 2014; Caldwell, 2011).

Accountability needs to go beyond the leader to facets of the organization to enhance success (Chen, Tang, Jin, Xie, & Li, 2014). Joe and Keith (2012) further say that knowing how to create and sustain a culture of responsibility for many organizations is the greatest challenge, but strategic leadership ought to work hard to attain it. Constant checking of the scope of responsibilities of the leader and others should be done. It has to be put in memory always that monitoring day to day performance and taking remedial action when need be, will ensure that high performance is realized. Organizations that function with an elevated level of accountability outline their results, create alignment around those results, check assumptions about mutual expectations and clarify standards of overall performance (Burch & Guarana, 2014).

#### *Progress Monitoring and Performance*

Yumi and Susan (2007) state that monitoring is a continuous task that purposes at providing the organization and main stakeholders the continuing intercession. It further depicts timely signs of advancement or absence of it in the accomplishment of the projected outcomes. Further, it is the process of maintaining a proactive work review and approval process before project completion. According to Jody and Ray (2008), progress-monitoring solicits internal and external customer evaluation of performance and formulates mechanisms for enhancement. Many studies have supported progress-monitoring as essential in ensuring improvements in the organization's internal process, revenues and customer effectiveness (Corbin, 2014; Brown & Moshavi, 2005).

Monitoring helps organizations to systematically check accomplishments by a systematic way of gathering of information to help in well-timed decision-making hence ensuring performance has been realized. It further provides the basis for

evaluation and learning in the organization (Yumi & Susan, 2007). Building on the balanced-score card model, progress-monitoring is an essential aspect of strategic leadership. Leaders have to set goals and measure progress towards achievement of the organization's objectives and set goals (Chen, Tang, Jin, Xie, & Li, 2014). Strategic leaders develop these provisions as a way of controlling performance and evaluating processes in the organisation towards the achievement of the goals of the organization (Burch & Guarana, 2014).

Jody and Ray (2008) further state that any organization that makes every effort for outcomes requires a vigorous, unceasing and efficient monitoring system for the achievement of results. It also gives the appropriate use of resources at all levels of the organization. They further maintain that setting goals is part of the organisation's corporate leaders' decision-making process at all levels (Jody & Ray, 2008). For the leadership to realize a better outcome, they must review departments' progress against established goals, objectives and service level targets. This will help the leadership to know where they are as an organization and where they intend to be to realize the organization's vision. Burch and Guarana (2014) state that successful monitoring delivers timely and significant information that permits you to track progress towards the desired outcome. Similarly, it makes necessary adjustments to implementation arrangements as needed. This has to be done deliberately and systematically at regular intervals throughout the organization's life if success has to be achieved (Burch & Guarana, 2014).

### *Analytical Thoroughness and Performance*

Analytical thoroughness is a characteristic of strategic leadership that is built on the need to use marked intelligence to make the right decisions for the organization (Bass

& Riggio, 2006; Caldwell, 2011). This is exhibited in the ability of the leader to analyse the data and make appropriate conclusions. With the proper and concrete analyses of issues, there will be an improved overall ability of the organization to make the right strategic decisions (Corbin, 2014; Chen, Tang, Jin, Xie, & Li, 2014). According to Michael et al. (2016), analytical thoroughness is the process of making logical conclusions and anticipating obstacles and coming up with tangible ways of handling them. It further considers different approaches to decision making. Likewise, the process identifies areas of significant concern and opportunities to tap to increase the organization's performance. It also involves the breaking down of raw information and undefined problems into precise, practical mechanisms which in turn detects the issue and the laying down strategies of solving it (Michael et al., 2016).

Corbin (2014) states that analytics is frequently regarded as an implementation in knowledge and information, but the achievement of it all lies on leadership, culture and human capabilities. It further continues to anticipate concerns that are not freely superficial but always apply thoughtfulness to detail on tasks defined in formal, written procedures and oral instructions. Michael et al. (2006) continues to argue that analytical thoroughness is performing tasks to quality productivity standards and setting improvement standards to reduce errors, omissions and oversights. Other studies have linked analytical thoroughness to the ability of the leader to make the right strategic decisions that impact positively on the performance of the organization (Corbin, 2014; Burch & Guarana, 2014).

Evidence also supports the need for the strategic leaders to not only identify strategic information but properly analyse it to make the right decisions that support organization performance (Burch & Guarana, 2014). Corbin (2014) further states that analytical thoroughness helps in setting the vision, defining the value and acting as a

role model for creating a culture that sets superior standards. This leads to delivery on time and budgets set. Therefore, it holds leadership and team members accountable for achievement and publicly recognizing success. Best analytical competitors are always full of leaders who are passionate about balanced decisions (Michael et al., 2006).

### Performance Indicators

Performance represents a set of financial and non-financial indicators. These indicators provide information on the level of accomplishment or otherwise of objectives and results (Lebans & Euske, 2006). Performance has to be measured at individual level and organizational level (Perez et al., 2007). Kaplan and Norton (1992) suggest that performance measures should be multi-dimensional, covering both financial and non-financial measures. They developed four perspectives in the balanced score-card model; financial, customer satisfaction, internal processes, and innovation.

According to Jackson (2017) a Key Performance Indicator(KPI) is a measurable value that demonstrates how efficiency an organization is achieving its objectives. These performance indicators can be categorized as follows; financial, customer, internal process and employee motivation. On the other hand, Kaushik (2007) states that measuring performance is a very important task for every organization that anticipates success. For performance to be successful an organization ought to understand the key performance indicators with specifications that suits the organization by defining and assessing, able to communicate the expectations throughout the organization, should be crucial to achieve the expected goals and finally be applicable to the line of

operation of the organization. This KPI consists of the following; finance metrics, customer metrics, process metrics and employee metrics.

### *Customer Satisfaction*

According to Savkin (2016), organizations will only realize the expected performance when a customer is satisfied. This can only be achieved if an organization has strong customer relationship management systems. Long-lasting customer support services and cherished customer interaction greatly promote customer satisfaction. In addition to that, Jones (2014) agrees that without customer satisfaction, an organization may not say it has attained its expected performance. Strategic Leadership hence needs to always support the objective of adding and retaining high-value customers. They equally need to have the achieving and retaining win-win partner relations. The strategic leadership should always focus on the customer's problems. They should be certain to always align customer objectives with respective metrics and initiative (Dumas et al., 2013).

### *Internal Business Processes*

According to Jones (2014), strategic leadership needs to put measures in place regarding to reducing operation costs and progression time. They need to ensure great standards of excellence and distribution time are always observed. Dumas (2013) states that, customer-based procedures are significant and they are required to be transformed into procedures of what the organization must do internally to meet its customers' expectations. Leadership needs to put their attention on critical internal processes that facilitate them to perform better.



Further, Dumas (2013) specifies that strategic leadership need to ensure that the following are observed; efficiency of information systems, average decision-making time, labor productivity growth, risk measures are put in place, delivery of tasks in full and on time, emissions of hazardous substances to the environment and ensure that expenses related to correction of mistakes in managerial decisions are minimized. Sykin (2016) indicates that internal business process measures help management to monitor how the business is working. This is about the entire management of events, activities and decisions that ultimately add value to the organization consequently enhancing its performance. In addition, strategic leaders should identify core competencies and technologies needed to ensure continued performance. This can only be achieved by setting goals on cycle time, quality, productivity, learning, employee skills and cost-cutting measures (Dumas et al., 2013).

### Strategic Leadership and Performance

According to Ireland and Hitt (2000), there is a certain connection between the leadership's characteristics, organization's strategies, and its performance. When the Board of directors and the management of the organization are involved in modelling an establishment's course, the establishment largely increases its performance. The critical component of strategic leadership and organizational performance is the capability of leadership to manage and employ the organization's means collection. This usually comprises of assimilating resources to create competences and leveraging those competences through strategies to come up with a competitive advantages and high performance (Ireland & Hitt, 2000).

## Theoretical Framework

The participative leadership theory and Contingency leadership theory were used for purposes of developing a theoretical background for the study.

### *Participative Leadership Theory*

This theory was founded by Likert in 1950. He strongly indicates that a member of staff participation provides improved outcomes than close administration with limited contribution to the organization. According to Kakabadse et al. (2009), numerous researchers have studied the theory of participative leadership, and they reason that owing to the multiple varying atmospheres, ancient styles of leadership appear to obstruct organizational performance. Due to that, there is a necessity for new leadership styles founded on participative principles to be competent to handle the fast speed of changes. Helms (2009) states that the influence of participative leadership on employees' inspiration, job satisfaction and origination of ideas are perceived as a set of standards and characteristics demonstrated by the leader to encourage involvement, obligation and growth of the personnel. Further, candidness to innovative thoughts is an important component of widely encouraging participation of personnel since there is an increasing necessity for an added participative culture of leadership (Helms, 2009).

Participative leadership theory recommends that the best leadership style is that which values the contribution of others and considers them as part of the overall useful information in decision making. Lamb (2013) states that participative leaders stir involvement and contribution from group members and help them to feel pertinent and devoted to the decision-making process. A strategic leader uses participative leadership style not to make all the resolutions alone but pursues to include other

employees in decision making. This eventually improves commitment and it increases partnership which ultimately will lead to better superiority judgments and a better-performing industry.

A strategic leader not only leads but also he should be more receptive to pleasant and undesirable criticism from other workers. He should also try to assimilate the fundamental sustainability agenda with “hearts and mind” of all the workers (Rok, 2009). The core reason for the necessity of participative leaders is the rapidly changing organizational environment. Hay group (2011) claims that because of aspects such as climate change, globalization, digital lifestyle and individualization, organizational structures will dramatically change by 2030. Fletcher (2004) claims that the doctrines of leadership are already changing and the management model has moved from individual to shared. Further, mechanism to knowledge, self to self in relation and power over to power within is lessening. Jordan (2011) foretells that because of the observed changes, future leaders of prosperous establishments ought to solidly put emphasis on inspiring a participative working setting.

The influence of participative leadership on employees’ motivation, job satisfaction and innovation, form a structure called the network-based organization. This network forms a structure that is non-hierarchal. It is organized from the bottommost upward and decisions made are shared in collections (Schmidt, 2009). Participative leadership has a great mark of discussions between the leader and other employees mainly in matters of decision making (Quick & Nelson, 2013). This kind of involvement is essential for attaining high personnel performance. It further leads to a high personnel commitment to their assigned duties and leadership too. The employees’ feeling of being cherished and appreciated is high hence leading to better organizational performance (Luthan, 2011). Leaders tend to gain respect from their employees and

impart a sense of accountability in their workforce when they let their workers share and communicate their views. On the other hand, those who make decisions while keeping employees in the dark may at the long run lose their trust in them hence demoralizing them (Jones, 2013).

From the theoretical literature above, it is evident that key aspects of strategic leadership have been studied and argued out. For any strategic leadership to improve on performance, team work has to be embraced at all levels of the organization. Opening forums for new ideas and new ways of doing things have to be embraced. This theory brings out clearly that the strategic leadership characteristics which form the basis of this study are important for.

### *Contingency Leadership Theory*

This theory was founded by Fred Fielder in 1950. The emphasis of this theory is the integration of the leader, the follower and situational characteristics in choosing the kind of leadership to be used. According to Ellyson et al. (2012), contingency theory also known as the situational theory was primarily supported by those who started thinking about leadership in relation to the situation. Fred Fielder was the first to introduce contingency leadership, and later many others contributed to the field. His model was the first leadership research to integrate leader, follower and situational characteristics.

Contingency theory focuses on variables related to the environment that influences the type of leadership style that is appropriate in particular working situations. According to Charry (2012), there is no particular leadership style adequate in all situations. Therefore, it is usually ideal for a strategic leader to have a couple of different leadership styles to successfully lead an organization to higher levels of

success. Contingency theory states that real leadership rests on the point of fit between a leader's potentials and the leadership style that is needed for a specific condition (Lamb, 2013).

This theory foresees that those leaders who are more focused on relationship are more effective in average situational regulation and that those who are more job oriented are more effective in high and low control situations (Ellyson et al., 2012). If the leader's alignment agrees with the situation at hand, he is projected to likely perform more effectively and vice versa. Fielder was certainly a pioneer in taking leadership research beyond the pure trait or purely situational viewpoints that heralded his input (Vroom & Jago, 2007).

Contingency theory tries to match a specific leadership style to a specific situation or occurrence, and it underlies the theme of one type of leadership being more effective in one situation over the other (Sims et al. 2009). The leader's capacity to efficiently assess workers is serious because individual development is not stationary nor is the level of personal development steady from employee to employee. According to Northouse (2010), workers are likely to move both frontward and backwards along the development scale. Assuming that a leader is able to appraise his workers and measure their degree of capability and commitment, the situational method suggests that effective leadership will happen when a leader can precisely analyse a condition and then tie his leadership style to it. Situational leadership is well-known and is frequently used for training leaders within organizations. Grint (2013) states that situational leadership concept proposes that effective leadership needs a balanced understanding of the condition and an appropriate response rather than a charismatic leader with a large group of devoted supporters.

This model brings out the concept of multiple leadership styles for various situations dependent on the situation at hand. For any organization to realize the expected performance, strategic leadership ought to have more than one leadership style in their day-in-day-out leadership roles. This has a wide range of advantages in ensuring that each aspect of the organization's operation is handled with the duly required attention. The Church situation is unique as compared to other organizations thereby the use of situational leadership model is many at times ideal.

#### Summary of the Previous Studies Gaps

The literature reviewed has brought out various gaps in relation to the effect of strategic leadership on performance. The gaps relate to conceptual, contextual and methodological aspects as summarized in Table 2.1.

*Table: 2.1 Summary of Previous Studies Gaps*

Researcher(s)	Focus of Study	Findings	Knowledge Gaps	How the Current Study Addresses the Gaps
Jacob (2010)	Impact of Strategic Leadership on the operational strategy and performance	Organizations performed very well on their internal rate of return. This is an indication that the leadership has a strong focus on the vision and strategy of the organization.	<p>The study focused on the internal rate of return (finance indicator) but did not consider other indicators of performance.</p> <p>The study was focused on business organizations and not on other types of organizations</p> <p>The study tested three variables, that is strategic leadership, operational strategy and performance operational strategy being the moderating variable</p>	<p>This study sought to find out the effect of strategic leadership characteristics on performance variable (customer satisfaction and internal business processes).</p> <p>This study focused on a faith-based institution.</p> <p>This study used only two variables that are strategic leadership and performance</p>
Katee (2010)	Effect of Strategic Leadership on the performance of Commercial and Financial state corporations in Kenya	<p>There is a strong relationship between strategic leadership and organizational performance.</p> <p>The study also found out that influential corporate strategic direction lead to its customer satisfaction and high annual turnover as organizational performance aspect</p>	<p>The study did not measure the effect of strategic leadership on organizational performance but measured the relationship.</p> <p>This study did not measure the effect of strategic leadership characteristics on performance.</p> <p>The study focused on strategic leadership of commercial and financial state corporation in Kenya</p>	<p>This study sought to find out the effect of strategic leadership (characteristics of strategic leadership) on performance (customer satisfaction and internal processes).</p> <p>This study sought to find out the effect of strategic leadership on performance of faith-based institutions</p> <p>This study intended to focus on the effect of strategic leadership characteristics on organizational performance with indicators being: customer satisfaction and internal business processes.</p>

Juliana et al. (2016)	The effect of organizational Leadership on Strategy Implementation in Kenya's Tourism Industry	<p>The study found out that there is a relationship on leadership and strategy implementation.</p> <p>The study also found out that good strategy implementation leads to realization of high returns (finance indicator).</p>	<p>The study only dealt with leadership and strategy implementation and not the effect of strategic leadership on performance.</p> <p>The study focused on leadership which entails any leader and not strategic leadership which lies at the corporate level.</p>	This study intended to find out the effect of leadership at the corporate level on organizational performance
Suzanne and Charles (2013)	Strategic leadership: Values, styles and organizational performance.	The study found out that there is a strong relation on strategic leadership on values styles and organizational performance.	The study concentrated on how strategic leadership influences organizational values, leadership styles and organizational performance but it did not consider other factors that can affect organizational performance in a positive or negative way.	This study intended to measure performance using two indicators as follows; customer satisfaction and internal business processes.
Ulmer (2002)	Tools for effective local church management	The study found out that many church organizations do not run internal and external audits and also that they do not have investment policy	The study focused more on the ways to manage the church finances	This study did not measure performance in any way

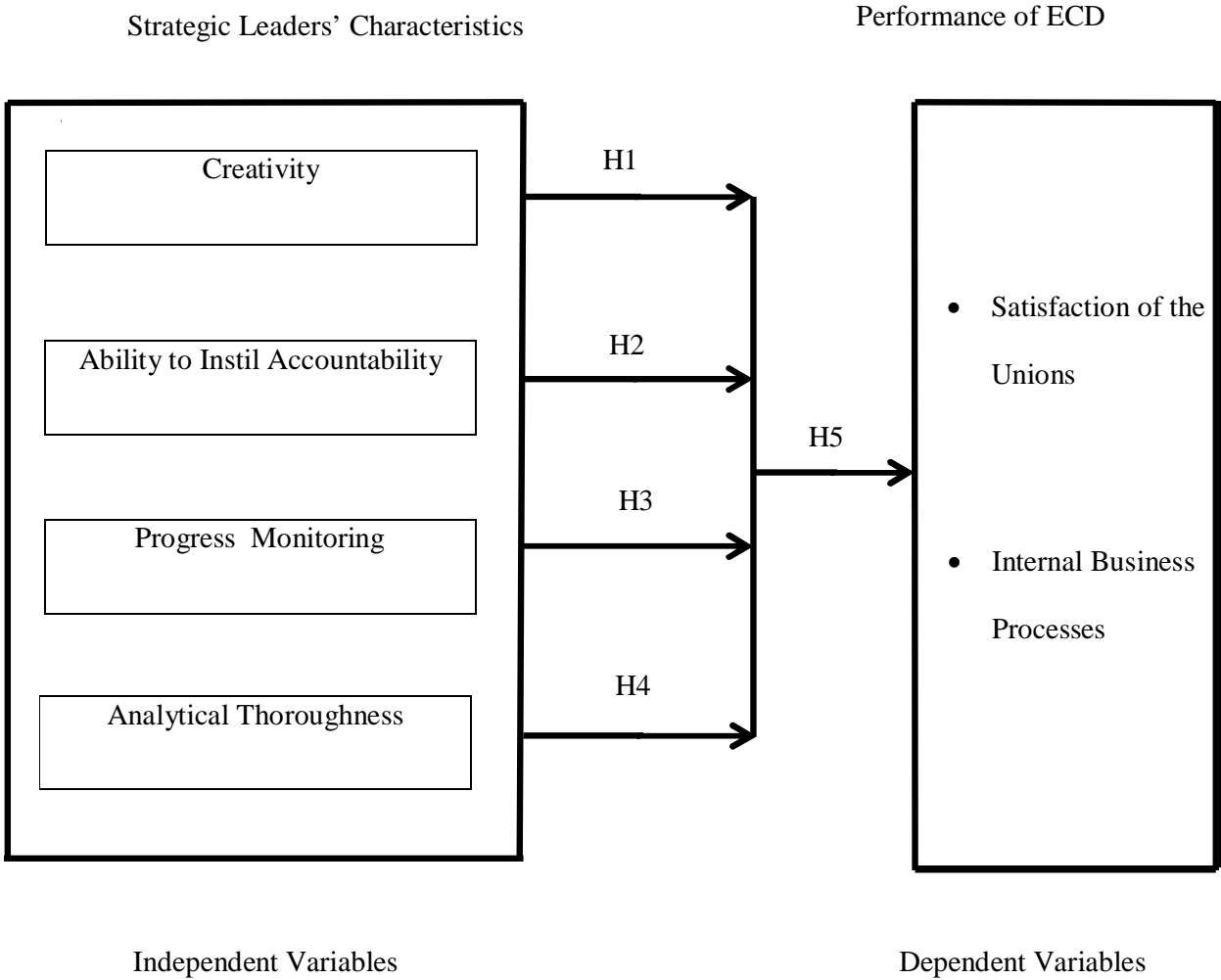


Brady and Dail (2010)	Exploring organizational culture and performance of Christian churches	The study discovered that the comparative strength of organizational culture extents influence the performance of church institutions	The study focused more on how organizational culture can influence performance of church institutions	This study measured performance on the existence of an organizational culture in the church institutions the study was carried on
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Source: Research (2017)

## Conceptual Framework

From the literature review, it is evident that the characteristics of strategic leaders can affect the performance of an organization. The model in Figure 2.1 shows how individual strategic leadership characteristic affects performance in East-Central Africa Division of the Seventh-day Adventist Church. The independent variables are as follows; creativity, ability to instil accountability, progress monitoring and analytical thoroughness. The dependent variables, on the other hand, consist of satisfaction of its Unions and the internal business processes.



*Figure: 2.1 Conceptual Framework Model*

### Operationalization of the Study Variables

Operationalization is the process of defining the indicators of measurements for the independent and dependent variables giving meaning to a concept by stating procedures required to measure it. The operationalization of the variables of this study is presented in Table 2.2.

*Table: 2.2 Operationalization of the Study Variables*

Variable	Operational Indicators	Supporting Literature	Measurement Scale	Questionnaire Items
Strategic Leadership Characteristics  (Independent)	Creativity 1. Strong working groups 2. Generate new thoughts/ideas 3. Innovation 4. Dialogue 5. Sensitization of creation of new ideas 6. Trying is encouraged	Metaxiotis et al., 2005 Andrews & Criscuolo, 2013 Applet et al., 2015 Bayes, 2009 Buckingham et al., 2013	5 point Likert Scale	7
	Ability to Instill Accountability 1. Delegate responsibility 2. Reassigning 3. Restructuring 4. Meet priorities 5. Create and sustain responsibility culture 6. Confession of limitations	Joe and Keith, 2012 Partners in Leadership, 2009	5 point Likert Scale	8
	Progress Monitoring 1. Proactive work review and approvals 2. Evaluation and learning 3. Track achievement 4. Appropriate use of resources 5. Review progress against goals and objectives 6. Track progress	Yumi and Susan, 2007 Jody and Ray, 2008 McPhee, 2006	5 point Likert Scale	13
	Analytical Thoroughness 1. Making logical conclusions 2. Diverse approaches to decision making 3. Breaking down raw information and undefined problems to workable components 4. Anticipate issues and obstacles that are not readily superficial 5. Perform tasks to quality and creates a culture that sets superior standards	Michael et al., 2016 Ngenera Corporation, 2008	5 point Likert Scale	12

	6. Set improvement standards to reduce error, omission and oversights			
Performance (Dependent)	Satisfaction of the Union (Customers) <ol style="list-style-type: none"> <li>1. Strong customer relationship systems</li> <li>2. Positive customer interaction</li> <li>3. Adding and retaining high value customers</li> <li>4. Focus on the customer's problem</li> <li>5. Achieving and retaining win-win partner relations</li> <li>6. Align customer objectives with respective initiative</li> </ol>	Savkin, 2016 Jones, 2014 Dumas et al., 2013	5 point Likert Scale	8
	Internal Business Processes <ol style="list-style-type: none"> <li>1. Decrease operational costs</li> <li>2. High productivity standards of quality</li> <li>3. Timely delivery on tasks</li> <li>4. Efficiency of information systems</li> <li>5. Labor productivity growth</li> <li>6. Employee skills and learning</li> </ol>	Jones, 2014 Dumas, 2013 Sykin, 2016	5 point Likert Scale	10

Source: Research (2017)

## Chapter Summary

This chapter was dedicated to a detailed literature review. The review was important to help the study appreciate what existed together with what other studies had discovered both in the corporate organizations and in faith based organizations. The chapter provided a detailed description of two theories that guided the study which formed its groundwork. The main theories anchoring the study are participative leadership theory and contingency leadership theory. A summary of some of the previous studies and gaps were summarized in a table. A conceptual framework demonstrating the relationship between the independent and dependent variables of this study was derived from the literature critically reviewed. The next chapter presents the research methodology employed in this study.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### Research Design

The study used a quantitative approach seeking to understand the organization in depth both contextually and holistically. Bernard (2012) there are four types of quantitative research designs namely; descriptive design which seeks to descriptive the current status of a variable or phenomenon. A correlational design on the other hand explores the relationship between variables using statistical analyses. A quasi-experimental design which is often referred to as causal-comparative seeks to establish a cause-effect relationship between two or more variables. The last one is the experimental design that is often called true experimentation used in the scientific method to establish cause-effect relationship among a group of variables in a research study. However, this study used three types of quantitative design as follows; descriptive, correlational and a quasi-experimental design. This approach attracted a collection of deeper information that eventually provided an understanding of the effect of strategic leadership on the performance of ECD. According to Kombo and Tromp (2006), the use of quantitative design is highly recommended for researchers since it promotes a deeper understanding and interpretation of the study concepts.

#### Population of the Study

The targeted population consisted of all individuals who are regular employees in various leadership levels the lowest leadership level inclusive. The lay representatives to the ECD Board were also considered in the study. According to the ECD



Secretariat office, there was a total of forty (40) members who fit in this category as follows; administration, secretariat, treasury, human resource, procurement and lay representatives. This was considered as the population of the study. Due to the small size of the population, the study was considered a census study since it involved every member of the target population. The target population is as presented in Table 3.1

*Table: 3.1 Population of the Study*

Category	Number	Total
Leaders in the administration section	3	3
Leaders in the secretariat section	8	8
Leaders in the treasury section	7	7
Leaders in the human resource section	4	4
Leaders in the procurement section	5	5
Lay representatives from all unions (Board Members)	13	13
Total	40	40

Source: Field Data (2017)

#### Data Collection Instrument

Data was collected using a questionnaire on a 5 point Likert scale. This was arrived at due to the time consideration since the questionnaire collects data quite quickly. All participants were given the opportunity to provide feedback, and feedback was generally anonymous which encouraged openness and honesty. The structured questionnaire data was easily processed by SPSS. According to Godwin and Harry (2010) questionnaire as a data collection tool is the best because it gives chance to collect different types of data in one set. It also allows collection of data from far and wide by either self-administration or via email. Finally, a questionnaire may include check lists, attitude scales, projective techniques and rating scales which play a great role during analysis.

## Validity and Reliability

According to Leedy and Ormrod (2010), validity is the capability of the research instrument to measure what it is supposed to measure. There are several types of validity including content, construct, face and criterion-related validity. The researcher used the face and content validity in this study. Validity tests were done by having the questionnaire reviewed by the university's five (5) faculty members inclusive of the supervisors. Their input was important in assisting the researcher in revising the questions so as to ensure they measure what the study sought to measure. Double-edged and sensitive questions were recast or removed. Further, the process of presenting the proposal at Pan Africa Christian University where discussants and panellists made suggestions on improving the questionnaire helped to increase its validity.

Reliability, on the other hand, is the measurement of the degree to which the questionnaire yields regular results after recurrent trials (Diamantopoulos & Schlegelmilch, 2006). Further, they posit that reliable devices are robust, and work well at unlike times under unlike conditions. The researcher used Cronbach alpha version 23 to assess the reliability of the questionnaire. The Cronbach alpha ( $\alpha$ ) is most regularly used by scholars to determine a measuring instrument's reliability. According to Bryman and Bell (2007), Cronbach alpha calculates the average of all possible split-half reliability coefficients. A computed alpha coefficient varies between 1 and 0. Some authors accept lower figures. For instance, Sekeran (2003) suggests that any values between 0.5 and 0.8 are adequate to accept internal consistency. The researcher opted to use the lowest alpha of 0.65 and above for this study. Table 3.2 presents the Cronbach alpha values of the items in the questionnaire.

*Table: 3.2 Reliability Test*

Study Variables	Number of Items	Cronbach Alpha	Decision
Characteristics of Strategic Leaders	40	.701	Reliable
Performance Indicators	18	.691	Reliable

Source: Data (2017)

The findings of the reliability analysis in Table 3.2 above indicate that the lowest alpha value was 0.691 on performance statements while the highest was 0.701 on the characteristics of the strategic leaders' statements. In line with Sekeran (2003), it can be concluded that the data collecting instrument was highly reliable and all the variables considered in this study were reliable.

#### Data Collection

According to Sekeran (2003) data collection done by the use of a questionnaire is highly reliable compared to other methods of data collection. This study collected primary data through a structured questionnaire in which a Likert 5 scale was used. Personal administration of the questionnaires was used to administer the questionnaires to all the respondents. Respondents were employees of ECD and lay representatives who form part of the Board members from all the thirteen (13) Unions in the eleven (11) countries. The researcher took advantage of the various ECD council meetings that were held in the months of June and July 2017, at the office headquarters in Nairobi to seize various leaders who are members of those councils. Further, the researcher sent the tool through email to the few remaining respondents who are not members of these councils. All the respondents managed to fill in the questionnaires and gave them back, though some delayed especially the ones that were administered through email. The questionnaire consisted of three (3) main

sections. Section one focused on general information; section two focused on strategic leadership characteristics while section three focused on performance.

### Data Analysis and Interpretation

Data collected was cleaned, coded and entered into statistical software for analysis (SPSS, Version 23). The SPSS software was used to calculate the mean and standard deviation, frequencies and percentage of the collected data. Inferential statistics were analysed using correlation coefficient and regression analysis for the results interpretation. Inferential statistics allows the study to make predictions from the analysed data. Further sample data can be used to answer the research question in the process of hypothesis test (May, 2011).

### Ethical Considerations

According to Delvin (2006) ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviours in an organization. For ease of accessibility to the organization, the researcher had an introductory letter from the university which played a great role in introducing her to the organization. The national commission for science, technology and innovation gave the researcher authority to carry on with the research. Due to the observance of protocol and giving the institution its due respect, the researcher sought approval from the ECD Human Resource office to administer the questionnaire in the organization. Respondents were assured complete confidentiality throughout the research process. This was achieved by ensuring that respondents did not disclose their identities on the research instrument. Access to the complete questionnaires was restricted to the researcher only.

## Chapter Summary

This chapter was dedicated to the research methodology used in this study. The chapter further explained that this study employed a descriptive design. The population of the study was described that qualified it to be a census study. The study also indicated that the study questionnaire was to be validated and its reliability tested by the use SPSS Cronbach Alpha. The next chapter presents data analysis, findings and discussions.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### Response Rate

The response rate of the targeted population was one hundred percent. According to Jack (2008) a higher response rate of the target population is acceptable because it generally gives a larger representation of the population. Further, 80% and above of the response rate is acceptable.

#### Demographic Analyses

Demographic data of various natures was collected from the respondents of the questionnaire of the ECD. The considered demographics were gender, age and the number of years the respondent has worked for the organization. The subsequent Tables below show the findings of the demographic statistics of data.

*Table: 4.1 Gender Analysis*

Gender	Number	Percentage
Male	33	82.5
Female	7	17.5
Total	40	100

Source: Field Data (2017)

The results from Table 4.1 show 82.5% of male with 17.5% of female. Out of the forty respondents, there were only seven ladies with a figure of 33 for male. This could likely imply that ECD prefers male leaders to female leaders. It also appears likely that they take the Bible perspective of leadership in Genesis where the male is the head.

*Table: 4.2 Age Analysis*

Age	Number	Percentage
20 - 30	0	0
31 - 40	3	7.5
41 - 50	9	22.5
51 - 60	23	57.5
Above 61	5	12.5
Total	40	100

Source: Field Data (2017)

The outcome from Table 4.2 show the following age gaps in ECD leadership; 20-30 has 0%, 31-40 has 7.5%, 41-50% has 22.5, 51-60 has 57% and above 61 has 12.5%. The highest age group of workers in various leadership levels is 51-60 years while 20-30 years has zero representation.

From these results, it is evident that the East-Central Africa Division of the Seventh-day Adventist Church Office prefers the elderly people for leadership positions. Probably, this can be as a result of the belief that wisdom comes with age. It could also imply that young people are not welcome to the leadership circles of ECD due to little experience in leadership matters. It also appears as if ECD values family so much that they don't wish to engage young people who have young families in leadership positions. This may be so since it is assumed that leadership is a time and energy consuming exercise that requires people who have few family responsibilities.

*Table: 4.3 Years Worked in the Organization*

Years worked in the Org.	Number	Percentage
Below 5 years	4	10
5 to 10	21	52.5
Above 10	15	37.5
Total	40	100

Source: Field Data (2017)

From the results presented in Table 4.3 the following can easily be observed; below five years of service in the organization 10%, 5-10 years of service in the organization 52.5% and above 10 years of service in the organization 37.5%. There is a greater representation of 5-10 years of service in the organization in the top leadership and small representation of below 5 years of service in the organization.

It could imply that those who have served in the organization have a high likelihood of moving to leadership positions in ECD. It also appears as if that those with few years of service in the organization are not likely to hold any leadership positions even the lowest level of leadership. This may be attributed to lack of enough experience on how SDA entities are run.

#### Strategic Leaders' Characteristics

This study took into consideration four characteristics of strategic leaders namely; creativity, accountability, progress monitoring and analytical thoroughness to establish their influence on performance. Descriptive statements were offered on the four characteristics to the respondents on a 5 point Likert scale for them to indicate the extent to which the statements applied to their organization. The findings are presented in Table 4.4

*Table: 4.4 Leaders Characteristics Analysis*

	N	Mean	Std. Deviation
Statements of Creativity			
Top leadership encourage strong working groups and assist in their formation	40	3.75	1.565
Top leaders embrace employees' generation of new ideas/thoughts	40	3.53	1.281
Top leaders encourage innovativeness on the part of employees	40	3.60	1.172
Top leaders reward the efforts of innovativeness	40	2.25	1.056
Top leaders encourage dialogue with their employee on job related issues	40	1.85	1.210
Top leadership encourages trying again even after failure in coming up with viable new ideas	40	2.73	1.281



The top leadership frequently calls for meetings to sensitize employees on new ideas	40	2.52	.784
Statements on Accountability			
Top leadership delegate and accept responsibility of their behaviour in regard to their duties	40	1.78	.423
They encourage employees to accept responsibility of their behaviour in regard to their duties	40	1.80	.464
Top leaders always assign and reassign employees' duties according to the organizational raising needs and capabilities	40	1.82	.385
Top leaders are keen to restructure the organization's operational structure as need arise in order to help them remain relevant in the fast changing environment	40	1.85	.362
Top leaders know the expected results to be achieved and they endeavour to meet priorities	40	1.77	.423
Top leadership exhibit integrity in their daily practice because it is the right thing to do	40	1.80	.405
The top leaders create and sustain the integrity culture within the organization	40	1.40	.496
Top leadership willingly admit limitations to their knowledge and mistakes whenever there is any	40	1.33	.474
Statements on Progress Monitoring			
Top leadership has a proactive work review and approvals for every work or project being undertaken by the organization	40	2.53	.506
Top leadership has progress reporting tools in place for every department	40	1.57	.501
The top leadership always do evaluations to check the progress of the organization	40	1.80	.405
The top leadership always give feedback after evaluations	40	1.38	.490
The top leadership has regular planned learning sessions to improve the employees' performance	40	1.33	.474
The top leadership team has in place a support program to enable employees perform to their best	40	1.30	.464
The top leadership has put proper mechanisms in place to track all employees' achievement as per the set organizational goals for every department	40	1.40	.496
Top leadership is able to ensure that there is appropriate usage of resources both human and capital	40	2.38	.490
Top leadership team encourages employees working in various departments of the organization to set personal goals	40	1.80	.405
The top leadership is able to review progress of each employee against the goals and objectives set	40	1.30	.464
Top leadership has sensitized all employees on the organizations goals	40	1.85	.533
The top leadership has progress reporting tools	40	1.78	.423
The top leadership is able to track progress for each department in the organization	40	1.95	.504
Statements on Analytical Thoroughness			
Top leadership is able to make logical conclusions to all issues affecting the organization whether positive or negative	40	1.97	.480
Top leadership has the ability to use diverse approaches to decision making	40	1.18	.385
The top leadership has the ability to assess the accuracy of decisions made in all departments in the organizations	40	1.77	.423
Top leadership has the ability of breaking down raw information and	40	1.18	.385

undefined problems to workable components			
The top leadership is able to draw interpretations and proper conclusions on organizational issues	40	1.95	.221
Top leadership has the ability to anticipate issues and obstacles that are not readily superficial and prepare adequately	40	1.37	.490
The top leaders perform tasks to superior standards	40	1.77	.423
The top leaders encourage all employees to perform tasks to superior standards	40	2.03	.530
The top leadership has set a culture that sets superior performance standards	40	1.33	.474
The top leadership has set improvement standards to reduce error	40	1.72	.452
The top leadership has set improvement standards to lessen omission	40	1.95	.450
The top leadership has set improvement standards to diminish oversights	40	3.08	1.366

Source: Field Data (2017)

From Table 4.4 the maximum mean of 3.75 was presented by the statement indicating that the top leadership encourage strong working groups and assist in their formation. This is found under the category of creativity. The lowest mean of 1.18 was presented by two statements as follows; top leadership has the ability of breaking down raw information and undefined problems to workable components and top leadership has the ability to use diverse approaches to decision making. These two statements are found under analytical thoroughness section.

On the other measurement of standard deviation from Table 4.4, the highest standard deviation was 1.565 presented by this statement; top leadership encourage strong working groups and assist in their formation. This statement is found in the creativity section. The lowest standard deviation recorded was 0.221 representing the statement; the top leadership is able to draw interpretations and proper conclusions on organizational issues. This statement falls under analytical thoroughness category.

## Performance

This study sought to establish the level of performance. Statements were presented which respondents were required to indicate the extent to which they applied in their organization. According to the 5 point Likert scale presented to them Table 4.5 presents the findings.

*Table: 4.5 Performance Analyses*

	N	Mean	Std. Deviation
Statements on Customer (Union) Satisfaction			
The organization is able to create strong customer relationship systems	40	3.88	1.265
The organization responds to customer complaints promptly	40	3.10	1.630
The organization has a positive customer interaction	40	1.77	.423
The organization has increased and retained high value customers	40	2.55	.504
The organization has the ability to focus on the customer's problem and have laid down strategies to do so	40	1.92	.474
The organization has the ability to achieve and retain win-win partner relations with its customers	40	1.78	.423
The organization has a customer rewarding system	40	1.35	.483
The organization has the ability to align customer objectives with respective initiatives	40	1.82	.385
Statements on Internal Business Procedures			
The organization is able to decrease operational costs as much as possible	40	2.23	.733
The organization encourages high productivity standards of quality in every sector of operation	40	2.30	.464
The organization observes timely delivery on tasks	40	2.32	.656
The organization upholds efficiency of information systems	40	2.18	.594
The organization has a continuous re-engineering of internal processes to meet customer expectations in the fast changing environment	40	3.85	1.460
The organization encourages labour productivity growth	40	3.93	1.328
The organization has a proper asset management system	40	2.50	.506
The organization recognizes employee skills and learning	40	2.13	.516
The organization's processes are documented into procedure manuals	40	1.85	.362
The cost incurred in completing internal business processes has been reduced significantly in the organization	40	1.77	.423

Source: Field Data (2017)

The results in Table 4.5 clearly show that the highest mean of 3.88 is in the statement; the organization is able to create strong customer relationship systems under satisfaction category. On the other hand, the lowest mean of 1.35 is clearly shown in the statement; the organization has a customer reward system represented in the customer satisfaction category.

In regard to the standard deviation from Table 4.5, the highest SD of 1.630 with this statement; the organization responds to customer complaints promptly, was realized. This statement falls under customer satisfaction category. The lowest SD of 0.362 was realized on this statement; the organization's processes are documented into procedure manuals represented under the internal business processes category.

The highest standard deviation could likely imply that some customers' complaints are responded to promptly, others not so promptly while other customers are not responded to. On the lowest standard deviation, it appears ECD's processes are documented into procedure manuals making work easy even for the new employees on board.

### Test of Hypotheses

This section of the study focused on the testing of the different hypotheses to understand whether strategic leadership influences performance of ECD. This section paid attention to the use of correlation tests that helped to effectively point out whether there exists any relationship among the different variables. On the other hand, the regression tests effectively helped in pointing out the causal relationships among the study variables. This was proved through the tests of the hypotheses.

*H1; Creativity does not Significantly Influences Performance of ECD*

This hypothesis sought to understand whether there existed a significant relationship and influence between creativity and performance. A simple regression test was run to find out whether there existed any influence and to what extent creativity influences performance of ECD. The findings of the analyses are as shown in Table 4.6

*Table: 4.6 Independent Effects of Creativity on Performance*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.159 <sup>a</sup>	.025	.000	9.92132		
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	97.538	1	97.538	.991	.326 <sup>b</sup>
	Residual	3740.437	38	98.433		
	Total	3837.975	39			
Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.943	6.552		8.844	.000
	Creativity	.313	.315	.159	.995	.326

a. Dependent Variable: Performance

b. Predictors: (Constant), Creativity

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether creativity had an impact on performance of ECD. Table 4.6 explains various results as follows; correlation coefficient (R) had a value of 0.159<sup>a</sup> which implies that there is a weak positive linear relationship. The regression analysis (R<sup>2</sup>) shows a 2.5 percent of variance in performance which was found to be a bit weak. On the other hand, F (1,38) = .991, P<.001, N=40 found out that the analysis of the variance was moderately significant. Finally, the coefficients present an inspection of the predictor

variable which revealed that creativity was a moderate significant predictor of performance (Beta=.159,  $p>.326$ ). This means that creativity was a moderate significant predictor of organizational performance in the context of the study.

Generally, it can be concluded that creativity has a moderate relationship with performance. It can also be concluded that there is a very moderate influence of 2.5% of creativity on performance in ECD.

*H2; Accountability does not Significantly Influences Performance of ECD*

This hypothesis sought to understand whether there was a significant influence and relationship between accountability and performance. A simple regression test was run to find out whether there was any influence and to what extent accountability influences performance in ECD. The findings of the analyses are as shown in Table 4.7.

*Table: 4.7 Independent Effects of Accountability on Performance*

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.520 <sup>a</sup>	.176	.154	9.12185	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	676.065	1	676.065	8.125	.007 <sup>b</sup>
	Residual	3161.910	38	83.208		
	Total	3837.975	39			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.153	9.971		3.626	.001
	Accountability	1.835	.644	.520	2.850	.007

a. Dependent Variable: Performance

b. Predictors: (Constant), Accountability

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether accountability had an impact on performance. Table 4.7 explains various results as follows; the correlation coefficient (R) had a value of .520<sup>a</sup> which implies that there is a moderate positive linear relationship of accountability and performance. The regression analysis (R<sup>2</sup>) shows a 17.6 percent of variance of accountability in performance which was found to be statistically significant. This means that accountability affects performance with 17.6% which is a moderate significance. On the other hand,  $F(1,38) = 8.125$ ,  $P < .007$ ,  $N=40$  found out that the analysis of the variance was significant. Finally, an inspection of the predictor variable revealed that accountability was a significant predictor of performance (Beta=.420,  $p > .007$ ).

Largely, this means that there exists a moderate positive relationship between accountability and performance. The higher levels of accountability were associated with higher levels of overall performance in the organization with a presentation of 17.6% which indicates a moderately high influence of performance.

### *H3; Progress Monitoring does not Significantly Influences Performance of ECD*

This hypothesis pursued to understand whether there exists a significant influence and relationship between progress monitoring and performance. A simple regression test was run to find out whether there existed any influence and to what magnitude progress monitoring influences performance in ECD. The findings of the analyses are as shown in Table 4.8.

Table: 4.8 Independent Effects of Progress Monitoring on Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.770 <sup>a</sup>	.593	.582	6.41083	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2276.221	1	2276.221	55.384	.000 <sup>b</sup>
	Residual	1561.754	38	41.099		
	Total	3837.975	39			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.035	8.024		.627	.534
	Progress Monitoring	1.728	.232	.770	7.442	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Progress monitoring

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether progress monitoring had an impact on performance. Table 4.8 explains the following outcomes; correlation coefficient (R) had a value of 0.770<sup>a</sup> which implies that there is a strong positive linear relationship. The regression analysis (R<sup>2</sup>) shows a 59.3 percent of variance in performance which was found to be statistically significant. This means that progress monitoring contributed 59.3% to the performance of the organization. On the other hand,  $F(1,38) = 55.384$ ,  $P < .001$ ,  $N=40$  which means the analysis of the variance was significant. Lastly, an inspection of the predictor variable revealed that progress monitoring was a significant predictor of performance (Beta=.770,  $p > .0071$ ).

Generally, this means that there is a very strong relationship between progress monitoring and performance of ECD. The higher levels of progress monitoring were associated with higher levels of overall performance in the organization presented



with 59.3% which shows a very high influence of progress monitoring on performance of ECD.

*H4; Analytical Thoroughness does not Significantly Influences Performance of ECD*

This hypothesis sought to understand whether there was a significant influence and relationship between analytical thoroughness and performance. A simple regression test was run to find out whether there existed any influence and to what degree analytical thoroughness influences performance in ECD. The findings of the analyses are as shown in Table 4.9.

*Table: 4.9 Independent Effects of Analytical Thoroughness on Performance*

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.707 <sup>a</sup>	.500	.487	7.10693	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1918.652	1	1918.652	37.987	.000 <sup>b</sup>
	Residual	1919.323	38	50.509		
	Total	3837.975	39			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.156	7.406		2.586	.014
	Analytical Thoroughness	1.122	.182	.707	6.163	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Analytical Thoroughness

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether analytical thoroughness had an impact on performance. Table 4.9 explains the following results; correlation coefficient (R) had a value of 0.707<sup>a</sup> which implies that there is a strong positive linear relationship. The regression analysis (R<sup>2</sup>) shows a 50.0 percent of

variance in performance which was found to be statistically significant. This means that analytical thoroughness contributed 50% to the performance of this organization. On the other hand,  $F(1,38) = 37.987$ ,  $P < .001$ ,  $N=40$  which means that the analysis of the variance was significant and finally, an inspection of the predictor variable revealed that analytical thoroughness was a significant predictor of performance ( $Beta=.707$ ,  $p > .001$ ).

Largely, this means that there exists a strong positive relationship between analytical thoroughness and performance of ECD. The higher levels of analytical thoroughness were associated with higher levels of overall performance in the organization. The presentation of 50% influence of analytical thoroughness on performance is an indication of a high influence of performance of ECD.

*H5; Combined Strategic Leaders' Characteristics do not significantly influence the  
Performance of ECD*

Under this section, the researcher sought to find out the combined effects of strategic leaders' characteristics on the performance of ECD. A simple regression test was run to find out whether there existed any influence and to what level combined strategic leaders' characteristics influence performance in ECD. The findings of the analyses are as shown in Table 4.10.

Table: 4.10 Combined Effects of Strategic Leaders' Characteristics on Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.820 <sup>a</sup>	.672	.634	6.00011		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2577.931	4	644.483	17.902	.000 <sup>b</sup>
	Residual	1260.044	35	36.001		
	Total	3837.975	39			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.812	9.507		-.296	.769
	Creativity	.079	.221	.040	.358	.723
	Accountability	.232	.525	.053	.442	.661
	Progress Monitoring	1.178	.305	.525	3.867	.000
	Analytical Thoroughness	.535	.221	.337	2.422	.021

a. Dependent Variable: Performance

b. Predictors: (Constant), Analytical Thoroughness, Creativity, Accountability, Progress Monitoring

Source: Field Data (2017)

A regression analysis test was carried out to understand whether the four predictor variables: creativity, accountability, progress monitoring and analytical thoroughness predicted performance. Table 4.10 show the following outcomes; regression analysis ( $R^2$ ) findings present a 67.2 percent of the variance in performance. This means that the four strategic leaders' characteristics contributed 67.2% to the performance of this organization. This indicates that the strategic leaders' characteristics positively influence performance. The correlation coefficient (R) had a value of 0.820<sup>a</sup> which implies that there is a strong positive linear relationship between the independent and dependent variables of the study. An assessment of the variance established that it was

statistically significant,  $F(4,35) = 17.902$ ,  $N=40$ ,  $P<.001$ . A further assessment of the regression coefficients established that progress monitoring ( $\beta = .525$ ,  $P<.001$ ) and analytical thoroughness ( $\beta = .337$ ,  $P<.021$ ) were highly significant while accountability and creativity were found to be moderately significant.

Generally, this implies that the strategic leaders' characteristics positively influence the performance of the East-Central Africa Division of the Seventh-day Adventist Church Office.

### Discussion of Findings

This study comprised of four hypotheses that were subject to test. In the subsequent sections, discussions are done in reference to the outcomes of the study and the theoretical domains. The study brought out varied findings which prompted the need for this discussion. The discussions draw attention to whether the findings of this study agree with or contradict other studies done before. They are discussed in the order of the study's hypotheses.

#### *Descriptive Analyses Discussions*

From the descriptive analyses of the characteristics of strategic leaders it clearly shows that the top leadership of ECD encourage strong working groups and they equally assist in their formation. Conversely, the top leadership of ECD has no ability of breaking down raw information and undefined problems to workable components leading to wrong decision making in the organization. It could also imply that the top leadership of ECD does not have the ability to use diverse approaches in decision-making thus leading to poor conclusions which lead to poor performance of this organization.

Further, the statement with the highest standard deviation could likely imply that the data does not support the hypothesis at test thus concluding that it does not influence performance. The lower standard deviation appears to supports the hypothesis at test thus influencing performance. Still further, the highest mean implies that ECD has the ability of creating strong customer relationship systems. On the other hand, the lowest mean could likely imply that ECD does not have a customer reward system which leads to customer demoralization.

*H1; Creativity does not Significantly Influences Performance of ECD*

In this study, this hypothesis required an understanding of whether there exists a significant relationship between creativity and performance and whether creativity influences performance of ECD. The findings of the correlation coefficient analysis indicated that there was a moderate significant relationship between creativity and performance of ECD presenting a moderate value of  $R = .159$ . The findings further showed that there was a moderate significant influence of creativity on performance of ECD which was presented with a value of 2.5%. Given that the relationship and influence were found to be moderate, it was concluded that creativity was moderately associated with improved performance of ECD.

Previous studies have shown that the creativity of the strategic leader is what helps the leader to manoeuvre challenges that come with working in a complex environment. It is being creative that results in their ability to find innovative solutions that drive firm performance in the midst of uncertainty (Caldwell, 2011). Therefore, the findings of this study quite agree with what has been established in previous studies on the concept (Bass & Riggio, 2006). The minimal differences in findings could be attributed to methodological differences that impacted on the outcomes of these

studies. Further, these differences in findings could also be ascribed to the conservative nature of the faith based organizations. However, these findings are still important especially in the context of faith based organizations because they provide an important pointer to these organizations that they need to embrace creativity in order to enhance performance in organizations.

*H2; Accountability does not Significantly Influences Performance of ECD*

This hypothesis sought to understand whether there exists a significant relationship between accountability and performance and the influence of accountability on performance of ECD. The results of the correlation coefficient analysis as indicated in the findings showed a moderate positive significant statistical relationship between accountability and performance of ECD with a value of  $R = .520$ . The results of regression analysis on the other hand gave a value of 17.6% of the influence of accountability on performance of ECD which is fairly high. Given that the relationship and influence were found to be significant, it was concluded that higher levels of accountability were associated with improved performance of ECD.

Studies have consistently agreed that accountability remains a critical aspect of leadership (Cummings, 2012; Corbin, 2014). True leadership accountability is about holding others and the leader to account for their personal performance and performance of their teams and the organization at large. Previous studies support the notion that leaders who are accountable have a higher chance of enhancing the performance of their organizations as opposed to leaders who are not accountable (Burch & Guarana, 2014; Caldwell, 2011). Many of these studies show that accountability needs to go beyond the leader to facets of the organization to enhance success (Chen, Tang, Jin, Xie, & Li, 2014). Thus, the findings of this study mirror

what has been done in other studies and hence help to provide support and lead to acceptance of the important role played by strategic leadership in improving firm performance.

*H3; Progress Monitoring does not Significantly Influences Performance of ECD*

This hypothesis sought to understand the association between progress monitoring and performance of ECD and the influence of progress monitoring on performance of ECD. The findings of the correlation coefficient analysis indicated that there was a strong positive significant statistical relationship between measures of progress monitoring and performance of ECD,  $R = .770$ . The regression analysis showed a high influence of progress monitoring on performance of ECD with a value of 59.3%. Given that the relationship was found to be significant and the influence highly significant, it was concluded that higher levels of progress monitoring were associated with improved performance of ECD.

Previous studies have alluded that building on the balanced-score card model, progress monitoring is an essential aspect of strategic leadership because such leaders have to set goals and measure progress towards achievement of the organization's objectives (Chen, Tang, Jin, Xie, & Li, 2014). Further, strategic leaders develop these measures as a way of controlling performance and evaluating processes in the organization towards achievement of the goals of the firm (Burch & Guarana, 2014). Previous studies have supported progress monitoring as essential in ensuring improvements in the organization's internal process, revenues and customer effectiveness (Corbin, 2014; Brown & Moshavi, 2005). This study's findings support what has been established in previous studies on the topic. The findings are thus

important in lending credibility to the important role played by strategic leadership in organizations in enhancing performance.

*H4; Analytical Thoroughness does not Significantly Influences Performance of ECD*

This hypothesis sought to understand the association between analytical thoroughness and performance of ECD and the influence of analytical thoroughness on performance of ECD. The findings of the correlation coefficient analysis indicated that there was a strong positive significant relationship between measures of analytical thoroughness and performance of ECD with the value of  $R = 707$ . On the other hand, the regression analysis indicated a high influence of analytical thoroughness on performance of ECD with the value of 50%. Given that the relationship and influence were found to be highly significant, it was concluded that higher levels of analytical thoroughness were associated with improved performance of ECD.

Considering previous studies, analytical thoroughness is a characteristic of strategic leadership that is built on the need to use marked intelligence in order to make the right decisions for the organization (Bass & Riggio, 2006; Caldwell, 2011). This is exhibited in the ability of the leader to analyse the data and make conclusions that will help improve the overall ability of the firm to make the right strategic decisions (Corbin, 2014; Chen, Tang, Jin, Xie, & Li, 2014). Along this perspective therefore, previous studies have linked analytical abilities to the ability of the leader to make the right strategic decisions that impact positively on the performance of the firm (Corbin, 2014; Burch & Guarana, 2014). Evidence also supports the need for the strategic leaders to not only identify strategic information but properly analyse the information to make the right decisions that support organization performance (Burch & Guarana,



2014). In the context of this study, the findings support previous studies on the role played by analytical thoroughness in influencing firm performance.

*H5; Combined Strategic Leaders' Characteristics do not significantly influence the Performance of ECD*

This summary of the tests of all variables sought to understand the relationship between the four strategic leaders' characteristics and performance of ECD and the influence of these variables on performance of ECD. The regression analysis ( $R^2$ ) findings show a 67.2 percent of the variance in performance. This indicates that the strategic leaders' characteristics positively influence performance. The correlation coefficient ( $R$ ) had a value of 0.820<sup>a</sup> which implies that there is a strong positive linear relationship between the independent and dependent variables. An assessment of the variance established that it was statistically significant,  $F(4,35) = 17.902$ ,  $N=40$ ,  $P<.001$ . A further assessment of the regression coefficients established that progress monitoring ( $\beta = .525$ ,  $P<.001$ ) and analytical thoroughness ( $\beta = .337$ ,  $P<.021$ ) were statistically significant while accountability and creativity were found to moderately significant.

Given that the relationship between the independent and dependent variables was found to be significant and the influence highly significant, it was concluded that the strategic leaders' characteristics; creativity, accountability, progress monitoring and analytical thoroughness were closely associated with improved performance of ECD.

Previous studies confirm that strategic leaders in organizations are concerned with the understanding and alignment of both the external and internal environments of the firm; they are entrenched in uncertainty, complexity and information overload, their tasks are multifunctional; and they rely on intermediaries to get things done (Bass &

Riggio, 2006; Brown & Moshavi, 2005). Therefore, they all share four characteristics which include creativity, accountability, progress monitoring and analytical thoroughness. The use of these characteristics in the organization has been found to impact positively on the performance of an organization (Burch & Guarana, 2014).

### Chapter Summary

This chapter presented the descriptive statistics of the demographic data, strategic leaders' characteristics and performance. All the hypotheses of the study were tested by the use of the SPSS Version 23 to help the study find out the levels of influence and relationship of each variable on performance. A combined variable test was also run. The study's response rate was 100 percent of the population of the study. Results were analysed, interpretations were done and the results were compared to the existing literature. The results indicate statistically significant relationships and influence in the variables of the study. The results further indicate that the strategic leaders' characteristics positively influence the performance of ECD. The next chapter presents the summary of the findings, conclusions and recommendations.

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### Summary of Findings

This section of the study deals with the summary of findings. Table 5.1 gives a statistical summary of the study's finds in regards to the four hypotheses tested.

*Table: 5.1 Summary of Findings*

Variables Relationship	R	R <sup>2</sup>	F	Sig.	Decision
Creativity on Performance	.159 <sup>a</sup>	2.5%	.991	.326 <sup>b</sup>	Moderately significant
Accountability on Performance	.520 <sup>a</sup>	17.6%	8.125	.007 <sup>b</sup>	Moderately significant
Progress Monitoring on Performance	.770 <sup>a</sup>	59.3%	55.384	.000 <sup>b</sup>	Highly significant
Analytical Thoroughness on Performance	.707 <sup>a</sup>	50.0%	37.987	.000 <sup>b</sup>	Highly significant
Objectives	Hypotheses			Decision	
To establish the effect of creativity on the performance of ECD	H <sub>1</sub> ; Creativity does not significantly influence performance of ECD			Rejected	
To determine the effect of instilling accountability on the performance of ECD	H <sub>2</sub> ; Accountability does not significantly influence performance of ECD			Rejected	
To establish the effect of progress monitoring on the performance of ECD	H <sub>3</sub> ; Progress monitoring does not significantly influence performance of ECD			Rejected	
To determine the effect of analytical thoroughness on the performance of ECD	H <sub>4</sub> ; Analytical thoroughness does not significantly influence performance of ECD			Rejected	
To determine the effect of strategic leaders' characteristics on performance of ECD	H <sub>5</sub> ; Combined strategic leaders' characteristics do not significantly influence performance of ECD			Rejected	

Source: Field Data (2017)

Following the statistical findings in Table 5.1, it can be summarised that creativity was moderately associated with improved performance of ECD being presented by a correlation coefficient (R) of .159<sup>a</sup> and a regression (R<sup>2</sup>) of 2.5% which is moderately significant. Accountability showed a moderately positive relationship and influence with a correlation coefficient (R) of .520<sup>a</sup> and a regression (R<sup>2</sup>) of 17.6% which proved to be moderately significant. Therefore, accountability moderately influences the performance of ECD. Progress monitoring showed the highest relationship and influence to performance of ECD with a correlation coefficient (R) of .770<sup>a</sup> and a regression (R<sup>2</sup>) of 59.3%. Finally, analytical thoroughness proved highly significant with the correlation coefficient (R) of .707<sup>a</sup> and a regression (R<sup>2</sup>) of 50.0%.

Further, the findings of the study rejected all the four hypotheses meaning that all the four strategic leaders' characteristics positively influence the performance of this organization. This is also evident in the combined strategic leaders' characteristic hypothesis too.

### Recommendations

There are several recommendations that are suggested for ECD that will be important in enhancing the performance of the department. These recommendations are built on the significance of this study.

First, the top leadership of ECD should focus on ensuring that accountability is implanted in the organization's culture. Accountability should not just be exercised on the part of the leader only but ought to extend beyond the leader to holding other individuals within the organization to account for their actions and decisions. This will lead to improvements in organizational performance over the long term.

Second, the ECD top leadership should ensure proper structures are put in place to support progress monitoring. Monitoring of progress can only be ensured if there is a system in place with goals and performance measures. This system can help also enhance accountability while at the same time improving overall performance. In the context of this study operational, department and employee measures ought to be implemented to support progress measuring in the organization.

The third recommendation is to focus on facilitating analytical thoroughness. Analytical thoroughness is an aspect that can be achieved with the right analytical and problem-solving tools in the organization. The organization's leadership should focus on ensuring that there are problem-solving tools at the firm that can support the ability to analyse data and implement effective decisions that enhance the performance of the organization.

Fourth, the study recommends that it is good to support creativity of leaders and employees at large since the current study proved its influence and from previous studies there is strong support of creativity influencing an organization's performance positively. The organization's leadership should encourage generation of new ideas and improved ways of doing things to cope-up with the ever changing environment.

Fifth, the organization may consider increasing the number of female leaders in all levels of East-Central Africa Division of the Seventh-day Adventist Office. Finally, the organization may consider young people in the leadership various leadership levels.

## Future Studies

This study examined the characteristics of strategic leadership style and its influence on organization performance in the context of ECD. Future studies should aim at looking at how different leadership styles influence performance of organizations. This is driven by the fact that not one leadership style is found in an organization and hence measuring different styles of leadership and how they impact on a firm can help understand this relationship. Secondly, given that multiple perspectives of strategic leadership were used, future studies should seek to examine in depth how one aspect such as visionary impacts on organizational performance. Finally, from the empirical literature, it was revealed that there is a need for faith based organization to have proper working policies, future studies should aim at finding out what could be the cause of this and how to help the faith based organizations to come up with viable working policies.

## Conclusions

Strategic leadership remains an important approach of leadership used in many organizations. This kind of leadership has been linked to enhanced performance of the firm in different markets. However, previous studies have not properly brought out this relationship and hence the need for this study. Four measures of strategic leadership were used to test their relationship and influence of these measures with performance. The findings of the analysis found all measures for strategic leadership: creativity, accountability, progress monitoring and analytical thoroughness to have a significant positive impact on performance of the ECD.

These findings are important because they provide an important perspective of the influence of this strategic leadership approach on organizational performance

especially in faith based organizations. Considering their conservative nature, many times they shy off from buying in new ideas for the fear of the unknown. From this study, it is suggested that the top leadership of the faith based institutions should open up and welcome new ideas that can greatly improve organization performance. The empirical evidence therefore points to the strong influence of strategic leaders' characteristics on performance which is an aspect that remains consistent with previous studies on the influence of strategic leaders' characteristics on organization's performance.

The discussion of the findings points to the important role played by strategic leadership in organizations as this study has been able to find that previous studies support the role played by the four strategic leaders' characteristics in influencing organizational performance. From these findings, it is suggested that it would be important for ECD to consider the implementation of this kind of leadership if it seeks to continue enhancing performance. However, the focus should be more on accountability, analytical thoroughness and monitoring of progress. Creativity could be included since other studies support the relationship in as much as in this study the characteristic's relationship was found to be moderate and the significant equally moderate.

### Chapter Summary

This chapter entailed a summary of the study findings, recommendations, future studied and the study conclusion. The chapter provided a tabulated overview of the objectives, the hypotheses and decisions on the results of tests of hypotheses. Conclusions have been drawn. Generally, the study concluded that strategic leaders' characteristics positively influence the performance of East-Central Africa Division of

the Seventh-day Adventist Office. This can equally apply to other faith based institutions at large.



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## APPENDIX I: The Research Questionnaire

### The Research Questionnaire

This questionnaire is developed to collect data from East-Central Africa Division Office of the Seventh-day Adventist Church (ECD) on The Effect of Strategic Leadership on Performance of the East-Central Africa Division office of the Seventh-day Adventist. The data collected shall be used for academic purposes only and will be treated with strict confidence. Your participation in facilitating the study is highly appreciated.

#### PART I – DEMOGRAPHIC INFORMATION

1. Gender

Male

☐

Female

☐

2. Age

1. 20 – 30

☐

2. 30 – 40

☐

3. 40 – 50

☐

4. 50 – 60

☐

5. 60 and above

☐

3. Years worked in the organization \_\_\_\_\_



## PART II – CHARACTERISTICS OF STRATEGIC LEADERS

This part presents statements related to the characteristics of strategic leaders.

Indicate the extent to which you Agree/Disagree with following statements in relation to the Characteristics of Strategic Leaders on a scale of 1 -5 whereby, 5. Strongly Agree 4. Agree 3. Not Sure 2. Disagree 1. Strongly Disagree.

Characteristics of Strategic Leaders		1	2	3	4	5
1.	Top leadership encourage strong working groups and assist in their formation					
2.	Top leaders embrace employees generation of new ideas/thoughts					
3.	Top leaders encourage innovativeness on the part of employees					
4.	Top leaders reward the efforts of innovativeness					
5.	Top leaders encourage dialogue with their employee on job related issues					
6.	Top leadership encourages trying again even after failure in coming up with viable new ideas					
7.	The top leadership frequently calls for meetings to sensitize employees on new ideas					
8.	Top leadership delegate and accept responsibility of their behaviour in regard to their duties					
9.	They encourage employees to accept responsibility of their behaviour in regard to their duties					
10.	Top leaders always assign and reassign employees duties according to the organizational raising needs and capabilities					
11.	Top leaders are keen to restructure the organization's operational structure as need arise in order to help them remain relevant in the fast changing environment					
12.	Top leaders know the expected results to be achieved and they endeavour to meet priorities					
13.	Top leadership exhibit integrity in their daily practice because it is the right thing to do					
14.	The top leaders create and sustain the integrity culture within the organization					
15.	Top leadership willingly admit limitations to their knowledge and mistakes whenever there is any					
16.	Top leadership has a proactive work review and approvals for every work or project being undertaken by the organization					
17.	Top leadership has progress reporting tools in place for every department					
18.	The top leadership always do evaluations to check the progress of the organization					
19.	The top leadership always give feedback after evaluations					

20.	The top leadership has regular planned learning sessions to improve the employees' performance					
21.	The top leadership team has in place a support program to enable employees perform to their best					
22.	The top leadership has put proper mechanisms in place to track all employees' achievement as per the set organizational goals for every department					
23.	Top leadership is able to ensure that there is appropriate usage of resources both human and capital					
24.	Top leadership team encourages employees working in various departments of the organization to set personal goals					
25.	The top leadership is able to review progress of each employee against the goals and objectives set					
26.	Top leadership has sensitized all employees on the organizations goals					
27.	The top leadership has progress reporting tools					
28.	The top leadership is able to track progress for each department in the organization					
29.	Top leadership is able to make logical conclusions to all issues affecting the organization whether positive or negative					
30.	Top leadership has the ability to use diverse approaches to decision making					
31.	The top leadership has the ability to assess the accuracy of decisions made in all departments in the organizations					
32.	Top leadership has the ability of breaking down raw information and undefined problems to workable components					
33.	The top leadership is able to draw interpretations and proper conclusions on organizational issues					
34.	Top leadership has the ability to anticipate issues and obstacles that are not readily superficial and prepare adequately					
35.	The top leaders perform tasks to superior standards					
36.	The top leaders encourage all employees to perform tasks to superior standards					
37.	The top leadership has set a culture that sets superior performance standards					
38.	The top leadership has set improvement standards to reduce error					
39.	The top leadership has set improvement standards to lessen omission					
40.	The top leadership has set improvement standards to diminish oversights					

### PART III – PERFORMANCE

This part presents statements related to the organization's performance.

Indicate the extent to which you Agree/Disagree with following statements in relation to the organization's performance on a scale of 1 -5 whereby, 5. Strongly Agree 4.

Agree 3. Not Sure 2. Disagree 1. Strongly Disagree.

Performance Indicators		1	2	3	4	5
1.	The organization is able to create strong customer relationship systems					
2.	The organization responds to customer complaints promptly					
3.	The organization has a positive customer interaction					
4.	The organization has increased and retained high value customers					
5.	The organization has the ability to focus on the customer's problem and have laid down strategies to do so					
6.	The organization has the ability to achieve and retain win-win partner relations with its customers					
7.	The organization has a customer rewarding system					
8.	The organization has the ability to align customer objectives with respective initiatives					
9.	The organization is able to decrease operational costs as much as possible					
10.	The organization encourages high productivity standards of quality in every sector of operation					
11.	The organization observes timely delivery on tasks					
12.	The organization upholds efficiency of information systems					
13.	The organization has a continuous re-engineering of internal processes to meet customer expectations in the fast changing environment					
14.	The organization encourages labour productivity growth					
15.	The organization has a proper asset management system					
16.	The organization recognizes employee skills and learning					
17.	The organization's processes are documented into procedure manuals					
18.	The cost incurred in completing internal business processes has been reduced significantly in the organization					

Thank you!

## APPENDIX 2: University Introduction Letter

7<sup>th</sup> June 2017



P.O. Box 56875, 00200 Nairobi, Kenya  
+254 721 932050, +254 734 400694  
enquiries@pacuniversity.ac.ke,  
admissions@pacuniversity.ac.ke  
www.pacuniversity.ac.ke

### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: DEBORAH KEMUNTO OGOCHI REG. NO. MBAD/6369/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing Master of Business Administration.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is "The Effect of Strategic Leadership on Performance of East-Central Africa Division Office of The Seventh Day Adventist Church".

We therefore kindly request that you allow her conduct research at your organization

Warm Regards,

**Dr. Lilian Vikiru**  
**Registrar Academics**

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*Where Leaders are made*

### APPENDIX 3: Certificate of Correction



Pan Africa Christian University  
P.O Box 56875-00200  
Nairobi, Kenya  
Tel: +254 721-932050/734-400694  
Website: [www.pacuniversity.ac.ke](http://www.pacuniversity.ac.ke)

#### CERTIFICATION OF CORRECTION OF THESIS PROPOSAL

##### PART I: RELEVANT DETAILS OF THE THESIS

Department: BUSINESS Degree Title: MBA  
Candidates' Name: Agnes Daniel Registration No: 19010110 Signature: [Signature]  
Date of Oral Defense: 19/05/2017  
Title of Thesis: The Effect of Strategic Leadership on Performance of East-Central Africa Division of The Southern Baptist Church

##### PART II: DECLARATION BY SUPERVISOR(S) AND THE REVIEWER(S)

I / we, the undersigned do hereby confirm that I / we have closely looked at the corrections as instructed by the Post Graduate Defense Committee and I / we do hereby certify that ALL the corrections have been effected as agreed.

NAME: Dr. Wilson Odigo SIGN: [Signature] DATE: 7/6/2017  
(SUPERVISOR)  
NAME: Dr. Walter Ongeti SIGN: [Signature] DATE: 7/6/2017  
(SUPERVISOR)  
NAME: Margaret Kamukia SIGN: [Signature] DATE: 7/6/2017  
(REVIEWER)

##### PART III: CONFIRMATION BY GRADUATE SCHOOL

Confirmed that the Supervisor and Reviewer appointed to oversee the corrections have done so as per the Instructions of the Post Graduate Committee



NAME: Dr. Honours Kambui SIGN: [Signature] DATE & STAMP: 7/6/2017  
Dean, Graduate School

*The Leadership University of Choice*

## APPENDIX 4: NACOSTI Certificate

**CONDITIONS**

1. The Licence is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

  
**REPUBLIC OF KENYA**  
  
**National Commission for Science, Technology and Innovation**  
**RESEARCH CLEARANCE PERMIT**  
**Serial No.A 14733**  
**CONDITIONS: see back page**

APPENDIX 5: NACOSTI Research Authorization Letter



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

5<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/76765/17804**

Date: **6<sup>th</sup> July, 2017**

Deborah Kemunto Ogochi  
Pan Africa Christian University  
P.O. Box 56875-00200  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *"The effect of strategic leadership on performance of the East-Central Africa Division office of the Seventh-Day Adventist Church,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **6<sup>th</sup> July, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*