

STRATEGIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE:
A CASE OF SOUTHERN AFRICA UNION CONFERENCE OF SEVENTH-
DAY ADVENTIST CHURCH

BY

MILAN NJELWA KASHANDULA

A THESIS SUBMITTED TO THE POST-GRADUATE STUDIES IN PARTIAL FULFIL-
MENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF ARTS IN LEADERSHIP PAN AFRICA CHRISTIAN UNIVERSITY

SEPTEMBER, 2018

DECLARATION

I declare that this thesis is my original work and has not been presented to any other college or University for academic credit.



27 September 2018

Milan Njelwa Kashandula
MALD/6948/1625

Date

We hereby declare that this Thesis has been submitted to the University with our approval as supervisors. .

Dr Kepha Matena

Date

Dr Wilson Odiyo

Date

DEDICATION

This work is dedicated to my wife Julia and children Ezra, Milan, and Haniel for their constant prayers, support, and love. It is also dedicated to all my lecturers who have guided me through this academic journey.

TABLE OF CONTENTS

DEDICATION	iii
TABLE OF CONTENTS.....	iv
ACKNOWLEDGEMENT	viii
ABSTRACT.....	ix
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
DEFINITION OF TERMS.....	xiii
CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY	1
Introduction.....	1
Background to the Study.....	1
Statement of the Problem.....	3
Objectives of the Study.....	4
General Objective	4
Specific Objectives	4
Research Questions.....	5
Significance of the Study.....	5
Assumption of the Study.....	6
Limitations of the Study.....	6
Delimitations of the Study	7

Chapter Summary	7
CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
Introduction.....	8
Strategic Leadership.....	8
Strategic Vision and Mission	9
Organization’s Strategic Planning	13
Managing Individual Behaviour	14
Organizational Culture Change.....	15
Organizational Performance	19
Key Organizational Performance Indicators.....	21
High-Performance Management Systems.....	23
Financial Performance	24
Behaviour Approach	26
Results Approach.....	26
Trait Approach.....	27
Organizational Team Performance	28
Theoretical Framework.....	30
Conceptual Framework.....	34
CHAPTER THREE.....	35
RESEARCH METHODOLOGY	35

Introduction.....	35
Research Design.....	35
Population of the Study.....	35
Sample Size.....	36
Data Collection Instruments	36
Pre-Testing.....	37
Validity	37
Reliability.....	38
Data Analysis.....	38
Ethical Consideration and Permission Required.....	39
CHAPTER FOUR:.....	40
RESULTS AND DISCUSSION OF THE FINDINGS.....	40
Introduction.....	40
Descriptive Statistics.....	46
Strategic Leadership.....	46
Strategic Vision and Mission.....	48
Organizational Strategic Planning	49
Managing Individual Behaviour	50
Organizational Culture Change.....	51
Organizational Performance	52
Inferential statistics	54

Effect of Strategic Leadership on Organizational Performance	54
Effect of Strategic Vision and Mission on Organizational Performance.....	55
Effect of Organizational Strategic Planning on Organizational Performance	56
Effect of Managing Individual Behaviour on organizational Performance.....	57
Effect of Organizational Culture Change on Organizational Performance	57
CHAPTER FIVE.....	59
SUMMARY OF THE FINDINGS, RECOMMENDATIONS AND CONCLUSIONS	59
Summary of the Findings.....	59
Strategic Vision and Mission	60
Organizational Strategic Planning	60
Managing Individual Behaviour	61
Organizational Culture Change.....	61
Organizational Performance	61
Recommendations.....	62
Areas for Further Research	63
Conclusions.....	63
REFERENCES:.....	64
APPENDIX 1: QUESTIONNAIRE.....	67
APPENDIX: II LETTER OF INTRODUCTION FROM THE UNIVERSITY	74
APPENDIX: III CONFIRMATION LETTER OF DATA COLLECTION AT SOUTHERN AFRICA UNION CONFERENCE OF SEVENTH-DAY ADVENTIST CHURCH.....	75

ACKNOWLEDGEMENT

I thank the Almighty God for His strength, knowledge, and wisdom in my academic journey. I would like to express my gratitude to the following people and organisations for their contribution towards the completion of this study:

My academic main supervisor, Dr Kepha O. Matena and the second Adviser Dr Wilson Odiyo, who have guided through their insightful reviews. They have shaped this research project into a meaningful piece. My heartfelt gratitude goes to my wife and children for their prayers and for encouraging me through my academic program. I thank the leadership of Seventh-Day North Namibia Conference and the Southern Africa Union Conference for their financial and spiritual support throughout my studies. I am really grateful to Southern Africa Union Conference of Seventh-Day church for allowing me to conduct this research at their organization. I am also thankful to all my respondents who took their time to respond to the research questionnaires.

ABSTRACT

This study addressed strategic leadership and organizational performance in the achievement of organizational goals. The independent construct in this study was strategic leadership and the dependent construct was organizational performance. I used descriptive survey study to collect quantitative data at Southern Africa Union Conference of Seventh-day Adventist Church in South Africa. A descriptive survey involves asking questions in the form of a questionnaire of a large group of individuals. The study was anchored on a causal model of organizational performance & change model developed by Burke & Litwin (1992). Strategic Leadership is anchored on transformational leadership theory which is one of the prominent theories style of leadership which was associated with Burns and Bass. This is a type of research model that is used to obtain data that helps to determine specific characteristics of a group. I used stratified random sampling technique through selecting existing subgroups in the population to access the sample. From the target population, the resultant sample size was 93. Data was collected using a self-administered questionnaire to top management who are the Union officers and their associates such as president, executive secretaries, chief financial officer and financial officers. Middle managers (departmental directors) and support staff (accountants, secretaries, IT technicians, human resources officers and pension fund administrators) also participated. During the process of data collection, out of the 93 respondents to whom the questionnaire was administered, only 83 filled and returned it. This was a response rate of 89.3%, summarized using the mean and standard deviation from the descriptive statistics. The findings indicated a significant statistical relationship between the independent and dependent variables. This study concluded that strategic leadership, strategic vision and mission, organizational strategic planning, managing individual behaviour and organizational culture change all have positive significant relationships with organizational performance. Therefore, Strategic leadership and organizational performance remains a cornerstone on which organizations can be anchored as they strive to achieve competitive advantages. The findings also showed that vision and mission of the organization should be clearly conveyed to all employees by top management. Departments that are well aligned with organization's vision and mission achieve organizational goals and objectives, and can enhance organizational performance. This study recommended that future studies could be conducted at a later stage in the area of result based leadership and organizational goals in the context of the Seventh-Day Adventist Church.

LIST OF TABLES

Table 2.1 Summary of Knowledge	33
Table 3.1 Population Study	36
Table 3.2 Sample Size	36
Table 4.1 Response Rate	41
Table 4.2 Strategic Leadership	47
Table 4.3 Descriptive Statistics -Strategic Vision and Mission	48
Table 4.4 Descriptive Statistics- Organizational Strategic Planning	49
Table 4.5 Descriptive Statistics-Managing Individual Behaviour	50
Table 4.6 Descriptive Statistics-Organizational Culture Change	51
Table 4.7 Descriptive Statistics-Organizational Performance	52
Table 4.8 Inferential statistics- Objective one: Strategic Leadership	54
Table 4.9 Inferential statistics- Objective two: Strategic Vision and Mission	55
Table 4.10 Inferential Statistics-Objective three: Organizational Strategic Planning	56
Table 4.11 Inferential Statistics- Objective four: Managing Individual Behaviour	57
Table 4.12 Objective five: Inferential Statistics -Organizational Culture Change	58

LIST OF FIGURES

Figure 2.1 Strategy as a learning process overview source Beatty (2014).	13
Figure 2.2 the development of the organizational balanced scorecard (source: Bussin (2017).	22
Figure 2.3 Conceptual Framework	34
Figure 4.1 Ages of the respondents	42
Figure 4.2 Gender Distribution of the Respondents in the Organization	43
Figure 4.3 Number of year's respondents worked in the organization	44
Figure 4.4 Highest Level Education of Respondents	45

ABBREVIATIONS AND ACRONYMS

SAUC - Southern Africa Union Conference of Seventh-day Adventist Church

SDA- Seventh-day Adventist Church

SL- Strategic Leadership

OP- Organizational Performance

SID- Southern Indian Ocean Division of the Seventh-day Adventist Church

DEFINITION OF TERMS

Southern Africa Union Conference of Seventh-day Adventist Church: In Seventh-day Adventist polity, the term refers to a sisterhood of local conferences, local missions, or local fields, within a defined geographical area (often a grouping of states or a whole country) such as Namibia, Lesotho, South Africa and Swaziland. Its purpose is to spread the gospel of Jesus Christ (Working Policy, 2015)

Strategic Leadership: The ability to anticipate, envision, maintain flexibility and empower others to create the needed strategic organizational changes, strategy, purpose, and leadership, with view to creating a performance and strategy-focused organization (Minja, 2014).

Organizational Performance: is a process that measures individual employee performance against set performance standards of the organization (Bussin, 2017).

Southern Indian Ocean Division of the Seventh-day Adventist Church: The term refers to each of the regional offices of the General Conference established in order to facilitate its worldwide activity of the church unit within the Southern Africa countries (Working Policy, 2015)

Organization strategy: Organizational strategy refers to the way the organization position itself in its setting in relation to its stakeholders, given the organization's resources, capabilities, and mission (Michael, 2009).

Strategic influence: Strategic influence is how leaders engender commitment to the organizations strategic direction and learning (Minja, 2014).

Organizational vision and mission: organizational vision is the direction in which the organization is heading and the mission provides the reason for existence (Beatty, 2014).

Organizational change: Organizational change is the innovations of strategies employed in the organization to stimulate performance (Kotter, 2012).

Organizational culture: Organizational culture is the work environment that has set of norms, values, practices and goals which influence people's behaviour (Schein, 2010).

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter outlines and explains the background to the study, statement of the problem, objectives of the study, limitations and delimitations of the study and significance of the study.

Background to the Study

The concept of strategic leadership has been recognised widely both in and outside academics. World organizations experience many challenges to penetrate business environment because of the rapid changes within the business environment in order to meet competitive advantages. This has called for new strategic leaders to employ organizational strategies in order to meet the demands of the increasing economic, and technological innovation in the market environments. According to Minja (2014) strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create the needed strategic changes. Minja (2014) further states that strategies cannot be formulated and implemented without strategic leadership, because there is no organization that can achieve above average performance without good strategic intent.

The study of organizational performance, has also been widely recognised to guide strategic leaders concerning measuring performance of the organizations. Therefore, many organizations focused on aligning performance of individuals with the strategic objectives and goals in order to meet the desired results. According to Bussin (2017), performance management is a process that measures individual employee performance against set performance standards of the organization. Dessler (1997) add that performance management is a systematic approach to managing people, goals, measurement, feedback, and recognition as a way of motivating employees to achieve their full potential in line with the organization's objectives.

The Southern Africa Union (SAU) Conference is part of the Southern Africa Indian Ocean Division of the General Conference of Seventh-day Adventist, world organization. All the policies and procedures of this union are in harmony with the higher organization. The purpose of SAU is to facilitate the proclamation of the everlasting gospel of our Lord and Saviour Jesus Christ. The territory of the SAU consist of Republic of South Africa, Republic of Namibia, the kingdoms of Lesotho and Swaziland in consultation with the Southern Africa Indian Ocean Division of SDA Church and other same entities. The principal office for the transaction of business of SAU is located at 2 Fairview Street, Bloemfontein, South Africa. The Southern Africa Union Conference is a large entity with strong economic power and influence over Southern Indian Ocean Division compared with other Unions within the territory. The Southern Africa Union Conference gives 45% to 48% of appropriations or trust funds for operations to the Southern African Indian Ocean Division of SDA church, yet the organization does not have a strategic plan during this current 5year period from 2015 to 2020 and it's not growing in membership, and sub-organizations like other entities within Southern Africa Indian Ocean. Therefore, lower entity such as Conferences and Institutions was not provided with a strategic document from high organization SAU showing direction where the organization is going in the next 5 years. As a researcher I am part of the leadership in one of the Conferences which is part of the lower entities of Southern Africa Union Conference.

This study addresses the need for the best guidelines on how strategic leaders within SAU can improve organizational performance in the context of Seventh-Day Adventist Church. The study addresses the gap on strategic leadership competencies and how to measure the organizational performance. The gap on how to align organizational goals, objectives with employee's goals to enhance organizational performance. The study addresses the gaps of organizational performance through looking at non-financial performance. This study addressed the gaps of strategic leadership culture change. This study examines the influence of strategic

leadership on organizational performance in terms of where the organization is going and how the same organization will get to where they aspire to be at some point in the future. The study investigates the extent to which organizational performance should be aligned with organizational and individual objectives and goals in Southern Africa Union Conference of Seventh-Day Adventist Church.

Statement of the Problem

The major question surrounding strategic leadership and organizational performance is widely studied within the context of Seventh-Day Church organizations. There are gaps in previous studies that motivated this study such as contextual, conceptual, and methodological gaps. Conceptual, studies that have focused on strategic leadership practices, but have not aligned it to the implementation of organizational performance. William & Dennis (2012) studied the role of performance management in the achievement of organizational goals in Adventist Hospital at Kwadaso-Kumasi. Kwon (2013) researched on the evaluation of performance as it relates to the Adventist community services non-profit Leadership certification program in the United States. The findings were focused on effectiveness of the Non-profit Leadership Certification Program (NLCP) by examining the relationship between an individual's completion of the program and their individual performance growth in attitude, knowledge, and skills.

Ndung'u (2016) researched on influence of strategic management practices on the performance of Christian Churches in Nairobi, Kenya. Methodologically, focused on how other studies have collected the data and interpreted it. Vera and Crossan (2004) the findings of study focused on addressing the question: What is the impact of top management leadership style transformational and transactional on organizational learning?

At the Southern Africa Union Conference of Seventh-day Adventist church they are no developed guidelines on strategic leadership and procedures to be followed in the context of

the organization. Moreover, there is no clear direction in which the organization is strategically is going. Secondly, there are no developed initiatives and strategies that can enhance organizational performance. Thirdly, and there is lack of strategic focus and tactics within the organization. There are inattentions to how departments are aligned to the organizational strategies and this affects even the lower entities such as Conferences in achieving higher organizational performance. Therefore, in order to bridge the above gaps, the study seek to answer the questions and objectives below.

Objectives of the Study

The objectives of this research are categorized into general and specific.

General Objective

To examine the effect of Strategic Leadership on Organizational Performance in the Seventh - day Adventist church specifically in Southern Africa Union Conference, encompasses the region covered by the Southern Africa Union Conference in light of the international boundaries.

Specific Objectives

1. To examine the effect of strategic leadership vision and mission on organizational performance of Southern Africa Union Conference.
2. To analyse the effect of organizational strategic planning on organizational performance of Southern Africa Union Conference.
3. To examine the effect of managing individual behaviour on organizational performance of South Africa Union Conference.
4. To examine the effect organizational culture change on organizational performance in Southern African Union Conference.

Research Questions

In order to have successful research, accurate analysis should be made from the data obtained Mugenda & Mugenda (2003). This can be achieved if the research idea is narrowed into specific questions. However, research questions are formulated to guide the research and data collection. The following questions guided this study.

1. What is the effect of strategic vision and mission on organizational performance of Southern Africa Union Conference?
2. To what extent does organizational strategic planning influence organizational performance of Southern Africa Union Conference.
3. How does managing individual behaviour influence organizational performance of South Africa Union Conference?
4. What is the effect of organizational culture change on organizational performance in Southern Africa Union Conference?

Significance of the Study

This study examined strategic leadership and organizational performance in the Seventh - day Adventist church specifically in Southern Africa Union Conference. The study analysed the outcome of high organizational performance and individual behaviour. The study also investigated how organizational performance should be aligned with organizational and individual objectives and goals.

The study will benefit firm strategic leadership on organizational performance in South Africa Union Conference and beyond. The study inform decision makers formulate applicable policies that enhance competitive advantages within the organization.

The study contributes to the practice of strategic leadership on organizational performance by equipping old and newly appointed organizational leaders with knowledge on how to develop a high performance culture and organizational change.

Assumption of the Study

This study assumed that respondents provided honest feedback of the questionnaires given to them as it is a church organization. The respondents were assured that their responses will be treated with confidentiality, because even names were not required from them. This study gives guidelines on assumptions that relate to organizational effectiveness, because a good performing organization will focus on improving organizational achievable targets and measurable outcomes in order to enhance performance. Also for the organization to strive higher, strategic leader's have to develop a high performance culture and organizational change. The organization also align individual objectives with its objectives, values and goals. Finally, in order for the organization to perform at the optimum level, strategic leader's have to improve organizational strategies.

The results of this study support old and newly appointed strategic leaders on how the organizational strategies and organizational performance can be implemented within their entities in order to impact on the churches and communities at large. Further, guidelines for this study support strategic leaders on how to improve organizational strategies and individual performance in the organization.

Limitations of the Study

The scope of the study was specifically limited to Southern Africa Union Conference of Seventh-Day Adventist Church. The major limitations to the study was the response rate of

the questionnaires, and it was not everyone to whom this research instrument was administered returned the responses. The main reason for choosing this study area, it is within the reach of the researcher distance and a member of the entity.

Delimitations of the Study

The study assumed that most of responses received shows a good representative of the entire target population. The researcher used emails and hand delivery of questionnaires to ensure fast administration. There is documented research evidence of the existence of several strategic leadership and organizational performance. This study however focused on four objectives, but time did not all to research into other existing practices of strategic leadership and organizational performance.

Chapter Summary

This chapter provided a background of the study and the statement of the problem. And further outlines the broad objective of the study being strategic leadership and organizational performance. In addition, significance and assumptions for the study was outlined in this chapter. And further, highlighted on the scope of limitations and delimitations of the study.

CHAPTER TWO LITERATURE REVIEW

Introduction

This chapter addressed the concept of strategic leadership and organization performance and outlines the conceptual and theoretical framework of the study.

Strategic Leadership

The leaders of the organization should strategically influence others to buy in their strategic direction. In order to influence others strategically it's better for the leaders to build a mutual credibility base that will enhance individual accountability in the organization. Strategic leaders influence others by building a network of relationship with those who are within and outside the organization. This requires an understanding of how the strategic leader influence others for collective work. According to Beatty (2014) strategic influence is how leaders engender commitment to the organizations strategic direction and learning.

The strategic leaders play a major role in organization, because they should ability to develop initiative, visionary, competent and that helps to meet the organizational goals and objectives. The strategic leader exerts influence to achieve the types of outcomes such as: getting people on the same page regarding a long-term strategic direction, engendering buy in from people for a strategic venture so that there will be true commitment to it, not mere compliance. Thirdly, significantly shift the way resource are being deployed or invested in line with strategic intent. And lastly, share insights and observations with more senior executives relevant to the strategy's ability, effective implementation, or capacity to match competitor's moves (Beatty, 2014). Strategic influencing plays an important role in every element of strategy as a learning process as the author further outlines various components of strategic influence such as: start to influence others by looking at yourself, be clear about your own passion,

examine and build your credibility, build a foundation with others and influence others by involving them in the process (Beatty, 2014, p. 130- 134).

The effect of strategic leadership on organizational performance has been extensively studied by different scholars but no study has been done on the strategic leadership and organizational performance in the context of Seventh - day Adventist church specifically in Southern Africa Union Conference. Some scholars are William & Dennis (2012) who studied the role of performance management in the achievement of organizational goals in Adventist Hospital at Kwadaso-Kumasi. Kwon (2013) researched on the evaluation of performance as it relates to the Adventist community services non-profit Leadership certification program in the United States. The findings were focused on effectiveness of the Non-profit Leadership Certification Program (NLCP) by examining the relationship between an individual's completion of the program and their individual performance growth in attitude, knowledge, and skills. Combie (2014) Presidential Views of Leadership in Seventh-day Adventist Higher Education. Ndung'u (2016) researched on influence of strategic management practices on the performance of Christian Churches in Nairobi, Kenya. Methodologically, focused on how other studies have collected the data and interpreted it

However, the concept of strategic leadership and organizational performance continues to gain popularity in this church organization through focusing on strategic vision and mission to enhance organizational performance.

Strategic Vision and Mission

When employees are engaged, they live the vision, practice the values and fulfil the purpose of the organization they work for because they become passionate contributor's innovative problem solvers McShane & Von Glinow (2009). Vision is a clear mental portrait of preferable future of the organization as it indicates a picture or direction that exists in the mind

of a leader's eye. Any a person who attempts to lead others without vision is simply playing a dangerous game and vision exists to provide a link between mission and action (Barna, 1997). In order for strategic leaders to carry out the strategic vision and mission they should be should be visionary leaders who can create that future change. Kotter (2012) defines vision as a picture of the future with some implicit or explicit commentary of why people should strive to create that future. A good vision serves three important purposes. First, by clarifying the general direction for change. Second, vision motivates people to take action in the right direction, even if the initial steps are personally painful. Third, vision helps coordinate the actions of different people. Having a vision helps to clarifying the direction of change is important because people disagree on direction, or confused or wonder whether significant change is really necessary. An effective vision and strategies help resolve these issues.

It is vital for the strategic leaders to share the vision and mission with all employee in the organization. Because many organization collapse when the leadership fails to sell the vision to followers and when fails to make employees loyal to organizational agenda (Sharma, 2007).

According to Minja (2014) strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create the needed strategic changes. Strategies cannot be formulated and implemented without strategic leadership, because the organization cannot achieve above average performance without good strategic intent. (Minja, 2014, p.43).

According to Beatty (2014) individuals and teams enact strategic leadership when they think, act, and influence in ways that promote the sustainable competitive advantage of the organization. The success or failure of the organization is upon the strategic leaders, because they need to sell the vision to their followers.

This is a guideline which should be implemented in South Africa Union Conference of Seventh-Day Adventist Church. According to Beatty (2014) the focus for strategic leadership

is sustainable competitive advantage or the enduring success of the organization. It is for the strategic leaders to drive and move an organization so that it will thrive in the long term.

When strategic leaders are focused to the vision and mission of the organization, followers and lower level leaders will grasp the direction in which the organization is going. Therefore, organizational performance will increase due to the clear vision and mission from the strategic leaders. Strategic leaders are change agents who can transform the organization, because they are visionaries. However, strategic leaders should scan the environment to identify the strength and weakness, opportunities and threats of the organization. Minja (2014) gives the essentials of strategic leadership as follows:

Firstly, strategic leadership needs to develop initiative that will enhance organizational performance and strategic leadership should be competent in terms of skill both technical and social. Secondly, strategic leaders need to evaluate performance and for ways to improve and extend their skills.

Thirdly, the strategic leadership should be visionary, because vision is an aim of the future and also strategic leadership should be persuasive, ability to influence their follower's they lead.

There are many reasons why strategic leaders fail in leading their organizations. Sometimes it happens when the vision is not well communicated to those who should implement it. According to Beatty (2014) what keeps the organizations and their leaders from being successfully strategic, is as below:

(Lack of focus: Organizations and the leaders in them try to be all things to all people, and they fail to make the tough decisions that provide a strategic focus.

Loose tactics: The things that people, departments, and functional areas actually do are not aligned with the organization's strategy.

Limited range: Leaders focus on short-term success at the expense of long-term viability.)

There is a very strong relationship of vision, strategies, plans, and finance. However, for this components to be achieved, strategic leaders need to create a bigger picture of the future origination and how the strategies of the vision can be achieved (Kotter, 2012). For the bigger picture of the future to be achieved, strategic leaders can focus on the specific steps to implement the strategies. If the vision is made real to employees and are made apart of it; this means that strategic leaders meets every interests of each employees to enhance organizational performance. Organizational vision must be real and it will affect positively the lives of employees and stakeholders, and give a promising return or benefits for the all stakeholders' when the vision was made to improve lives of customers (Kotter, 2012).

Strategic leaders carry the vision and mission of the organization, it is vital for them to understand vision and why it is essential for success. It is vital for strategic leaders to discover the vision's goal and develop a specific plan for achieving the vision. Kotter (2012) gives six characteristic of an effective vision as imaginable, desirable, feasible, focused, flexible and communicable. Firstly, vision conveys a picture of what the future will look like. Secondly, a good vision should articulate a set of possibilities that is in the best interests of most people who have a stake in the situation such as stockholders and employees. Thirdly, good vision is realistic, and helps to align individuals with organizational vision, and finally, effective visions are easy to communicate. Good leaders need to communicate the vision to their employees and customers. Michael (2009) says vision provides a broad picture of what the future might look like. It provides the basis for formulating and implementing strategic plans. Visionary management is the process of developing, sharing and implementing a view of what needs to be done. Michael (2009) says formulation of organizational strategic plans can be defined as a process for developing a sense of direction as a logical, step-by-step affair, outcome of a formal written statement that provides a definitive guide to the organization's long-term intentions.

Organization's Strategic Planning

In every organization, for strategic planning to happen the strategic leader initiate and influence strategic planning. The strategic leader must have to communicate the strategic vision repeatedly for it to stick in the minds of people to continually have a buy in to the process of strategy. Once the change has been realized it's important for the leader to ensure that it's adapted into the organizations culture and becomes a part of the system. According to Michael (2009) strategy determines the direction in which the enterprise is going in relation to its environment in order to achieve sustainable competitive advantage.

It's vital for the strategic leaders in Southern Africa Union Conference to develop a strategy leaning process that will help to asses where the organization is and where they aspire to be in the future. The figure below illustrates the cycle of strategic leaning process for organization.

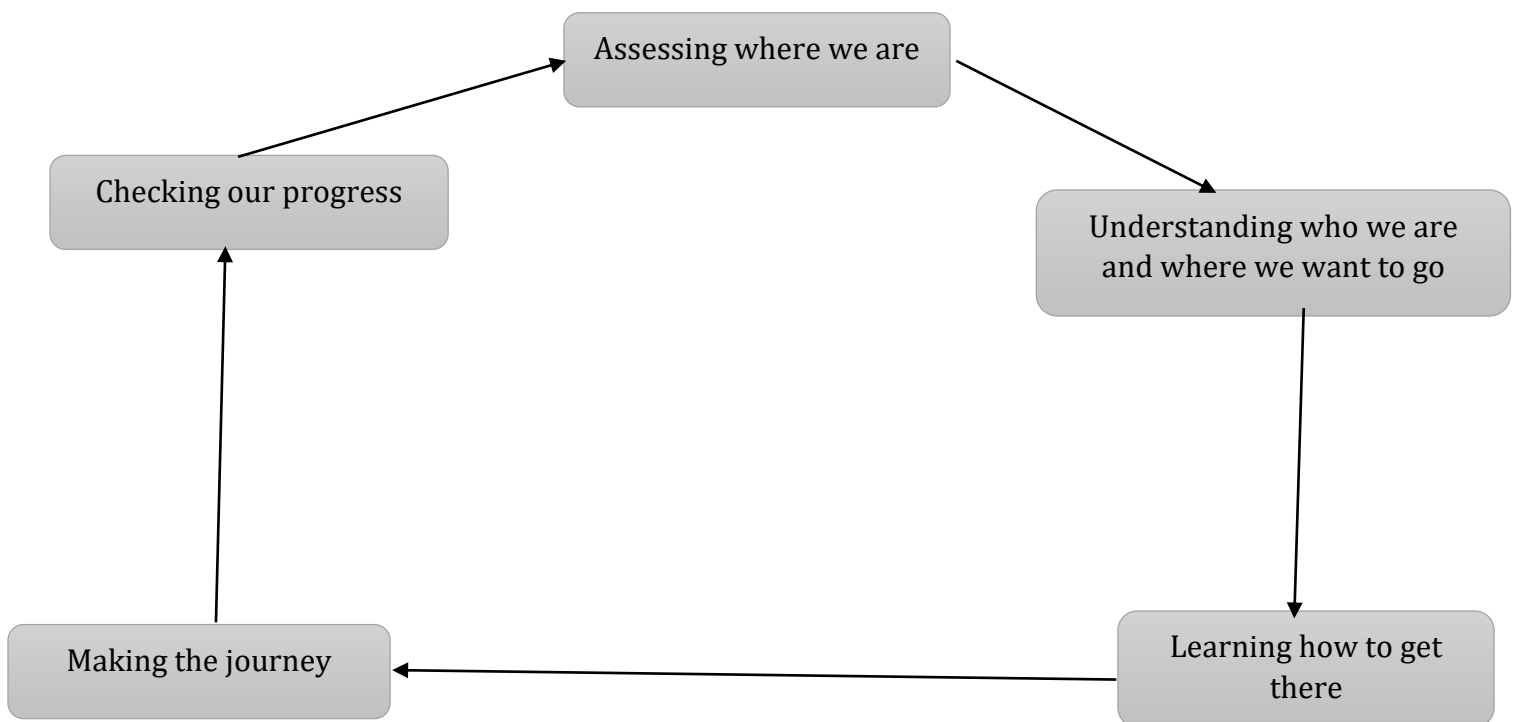


Figure 2.1 Illustrates that leaning in organization occurs as a cycle. Organizations go through life phases which may be difficult to differentiate at the present moment, but it helps in describing the organization's evolution and growth.

Source: Below is the explanation strategy as a learning process adopted from Beatty (2014). *Assessing where we are* referring to the process of collecting relevant information and making sense of the organization's competitive environment.

Understanding who we are and where we want to go refers to the aspirational dimension of organizational strategy, including the organization's vision, mission, and core values.

Learning how to get there involves understanding and formulating the critical elements of strategy.

Making the journey involves translating the strategy into action by identifying and implementing tactics.

Checking our progress is the continuing assessment of effectiveness. This part then leads to a reassessment at the organization's new level of performance, starting the learning cycle over again.

It is vital for strategic leaders to know how they can manage individual behaviours of employees when implementing strategic planning within the organization in order to enhance performance.

Managing Individual Behaviour

According to McShane and Von Glinow (2009) says relationship between attitude and behaviour is central to how individuals behave in work settings as a results of perception. And emotions play an important role in influencing the attitudes and behaviour of an individual because emotions are physiological, behavioural, and psychological episodes experienced toward an object, person, or event that create as state of readiness. Strong emotions also trigger our conscious awareness of a threat or opportunity in the external environment.

Strategic leaders influence others by building a network of relationship with those who are within and outside the organization through working together and managing individuals.

Working with others in the organization helps in building a high-performance team, motivating co-workers, handling workplace conflicts, and also helps to change employee behaviour in the areas of knowledge and skills offered in organizational behaviour McShane and Von Glinow (2009). For the organization to achieve its desired goal and objectives, the strategic leaders in the organization needs to employ workers who are competent and experts in their profession. For one to effectively manage the interactive relationships, it is very important possess essential knowledge and skills necessary to motivate workers into high performing teams capable of achieving the stated goals.

It is very important for strategic leaders in Southern African Union Conference to understand that organizational culture change plays a vital role while managing individuals and when employing workers who are competent and experts in their profession.

Organizational Culture Change

Implementing change in organizations requires strategic leaders to develop the strategic plans which address major challenges. Kotter's (2012) establishing a sense of urgency is crucial to gaining needed cooperation and requires great cooperation, initiative, and willingness to make sacrifices from many people. Kotter (2012) states high complacency transformation usually goes nowhere, because few people are even interested in working on the change problem. With low urgency it's difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision. According to Kotter (2012, p, 23), there are eight stage process of creating major change; establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering broad-based action, generating short-term wins and consolidating gains and producing more change, finally, anchoring new approaches in the culture.

The strategic leader must communicate the vision change repeatedly for it to stick in the minds of people and therefore continually have a buy in the process of change. Once the change has been realized it is important for the strategic leader to ensure that it is adapted into the organizations culture and becomes a part of the system. Kotter (2012) says that without competent management, the transformation process can get out of control. The bigger challenge for most organizations is leading change. Only leadership can get change to stick by anchoring it in the very culture of an organization (Kotter, 2012).

The strategic leader is the change vision bearer upon whom the burden of change is entrusted. If strategic leaders leave the organization before the change has been anchored there may not be the much needed leadership and follow up to have the change implemented as happened (Kotter, 2012). The process of anchoring change requires both leadership and management skills. The strategic leader must not leave the process of anchoring change to managers only, because they focus on day to day running of the organization. Managers help in establishing the needed structures, planning and budgeting but still requires the leader who gives direction, aligns people and who provides the much needed motivation and inspiration in the process of change. According McShane and Glinow (2009) it is very important to create an urgency for change, because these will expose employees to external forces to strengthen the urgency for change. However, it is vital then for strategic leaders in Southern Africa Union Conference to begin the change process before problems come knocking within the organization and this will help the organization to thrive in meeting the competitive advantages. Creating an urgency for change when the organization is riding high requires a lot of persuasive influence that helps employees visualize future competitive threats and environmental shifts (McShane and Glinow, 2009). Effective change requires more than making employees aware of the driving forces, it is also involves reducing or removing the restraining forces (McShane and Glinow, 2009).

Kotter (2012) for change to be anchored people have to be engaged. A leader offers the leadership influence to all by communicating both in words and doing it. This motivates the people to move on. If the strategic leader leaves at this point this influence lacks and everyone sluggishly moves on for a while but soon the motivation dies. The managers may not be equipped with what it takes to come in and engage the people in to the process. The managers focus on the structures. According to Kotter (2012) sufficient time should be taken to ensure that the managers personify the new approach. If a leader leaves early before this happens it will mean that the new culture may soon become irrelevant to all now that there will be no one to ensure it is followed up on.

Strategic leaders have the ability to initiate change within the organization, because they are change agents who can prepare employees for change. During the process of implementing or communicating change, it is vital for to inform all employees, managers of what is happening in good time. It is important to involve those affected by change in planning for the change and assess the organization's readiness for change (Macaulay)

According to Schein (2010) strategic leader should remain in the organization until the culture has been anchored to become part of the way things are done around here for any organization. This will ensure that the managers and employees have personified it. Kotter (2012) says that culture exerts itself through the actions of hundreds or thousands of people. According to Schein (2010) culture and Leadership cannot be separated; the culture of a particular group determines how the leadership is. The leaders of a group or organization creates a culture and imposes on the people they are leading and policies of an organization are geared towards a culture which will bring the desired results Schein (2010).

Strategic leaders are the transformational change agent for the organization's culture. An organization culture is the work environment that has a set of norms, values, practices and

goals which influence their behaviour Denning (2011). According to Denning (2011) an organization's culture comprises an interlocking set of goals, roles, processes, values, communications, practices, attitudes and assumptions. These elements form a mutually reinforcing system that is often difficult to penetrate and even shade off. Culture is essential for organizational success and thus every organization must strive to build, control, and reinforce a desirable culture that impacts on its success. The transforming of the organizational culture begins with the strategic leader, which means a leader requires to have some leadership strategies, control tools on how to transform the organizational culture. Schein (2010) states that organizations build culture through the actions of founders who operate as strong leaders.

Ligenfelter (1998) argues that this transformation of culture comes when a new leadership is elected or joins the organization, begins to analyse the organizational culture, and behaviour and to reinforce the vision and mission. Reinforcement of the vision and mission helps the organization to move towards successful goals and good achievements.

Schein (2010) culture therefore gives organisations a sense of identity and determines, through the organisation's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here. According to Kotter (2012) it is important to know the strategies for transfer and transformation of culture in organizations. The transformation of an organizations culture requires time, commitment, planning and proper execution by the strategic leaders. Ligenfelter (1998) states transformation of culture may require actions such as shift or change of organization structure, reviewing and instituting role definitions for employees, change in recruitment process to ensure that only those with values cherished by the organization are absorbed; reward system that encourages values is instituted; and lastly the establishment of measurement and control systems.

Kotter (2012) further emphasizes that it is good for strategic leaders to establish a sense of urgency, this helps in identifying crises and major opportunities for transformation of

change and culture (p.37). Also creating a guiding coalition, developing a vision and strategy, this helps in putting together a group with energy and power enough to implement change and culture. This gives direction to the employees through creating a vision and developing strategies for achieving that vision. The strategic leader has the responsibility of constantly share his vision, mission and values to those in the organization and follow by example.

Denning (2011) contends that three important and interlinked strategies are essential for infusing culture change in organizations as: (a) leadership tools, b) management tools and c) power tools. Leadership tools, include developing a clear vision or story of the future to inspire the needed change. Management tools- structures, roles and systems are needed to strengthen/ reinforce the change.

It is very important for the strategic leader to understand the organization culture change and the value systems of the organization, because it plays a role in enhancing organizational performance. Strategic leaders have responsibility to communicate the core values of the organization to all the employees, because it helps to change the culture of the organization with powerful employees that understand vision, mission and core values.

Organizational Performance

According to Aguinis, (2013) performance is about behaviour or what employees do, not about what employees produce or the outcomes of their work (p.88). Performance management systems typically include the measurement of both behaviours how the work is done and the results the outcomes of one's work. Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Aguinis, 2013, p.17).

In order for Southern Africa Union Conference of Seventh-Day Adventist Church to achieve their organizational objectives and goals, the top management needs to take into consideration that the organizational performance is a continuous ongoing process of putting forth organizational goals and objectives, and requires observation of performance.

According to Aguinis (2013) alignment with strategic goals is very important because performance management requires that managers ensure that employees' activities and outputs are congruent with the organization's goals and, consequently, help the organization gain a competitive advantage. This shows that performance management creates a very good avenue for a direct link between employee performance and organizational goals because when this link is created it makes the employees' contribution to the organization clear.

There are many reasons why organizational and individual performance needs to be measured, because measurement is a way in which organizational direction is communicated and it helps top management to align the organisational objective with employees' goals and objectives. Bussin (2017) defines measurement as the primary tool for communicating direction, establishing accountability, defining roles, allocating resources, monitoring and evaluating performance and linking organisational process and performance goals for implementing changes. Bussin (2017) explains the benefits measurements of performance that it gives top management an idea of the organizational performance through communicating performance expectations to subordinates in the organization and a tangible basis for knowing what is going in the organization. In addition, through assisting with the identification of performance gaps that should be analysed and eliminated and provides feedback to compare performance of employees with a standard and allowing certain behaviours to be rewarded.

Key Organizational Performance Indicators

There are many measurements to organizational performance. They include organizational targets and measurable outcomes performance, high organizational growth measure, high organizational performance, high-performance culture and work systems measure and financial performance measure (Bussin, 2017).

According to Bussin (2017) for the organization to achieve its objectives, it has to plan, manage and measure performance. The balanced scorecard helps the organization to link strategic objectives to performance measures, and is set up to focus attention on matters of both internal and external concern. He further says it is a management system that can be used by any organisation irrespective of size and purpose of existence to align its vision and mission with customer requirements, to improve operational efficiencies and to build organizational capabilities (Bussin, 2017, p.109)

The balanced scorecard can be used by strategic leaders as a performance management system for the following reasons: firstly, it helps the strategic leaders in the organization to understand their customer's need and value. Secondly, to assist the strategic leaders of the organization to focus on strategic results and strategy and ensure that strategic objectives are linked to clear target and the annual budget. Thirdly, it aligns the vision, strategy, processes, projects and people as the strategic leaders clarify, communicate and cascade via business unit plans Bussin (2017). Fourthly, it builds employee accountability and buy-in for change and also it assists strategic leaders in identifying critical performance measure and strategic initiatives. These are developed and linked at every level. Finally, it assists in evaluating strategy performance.

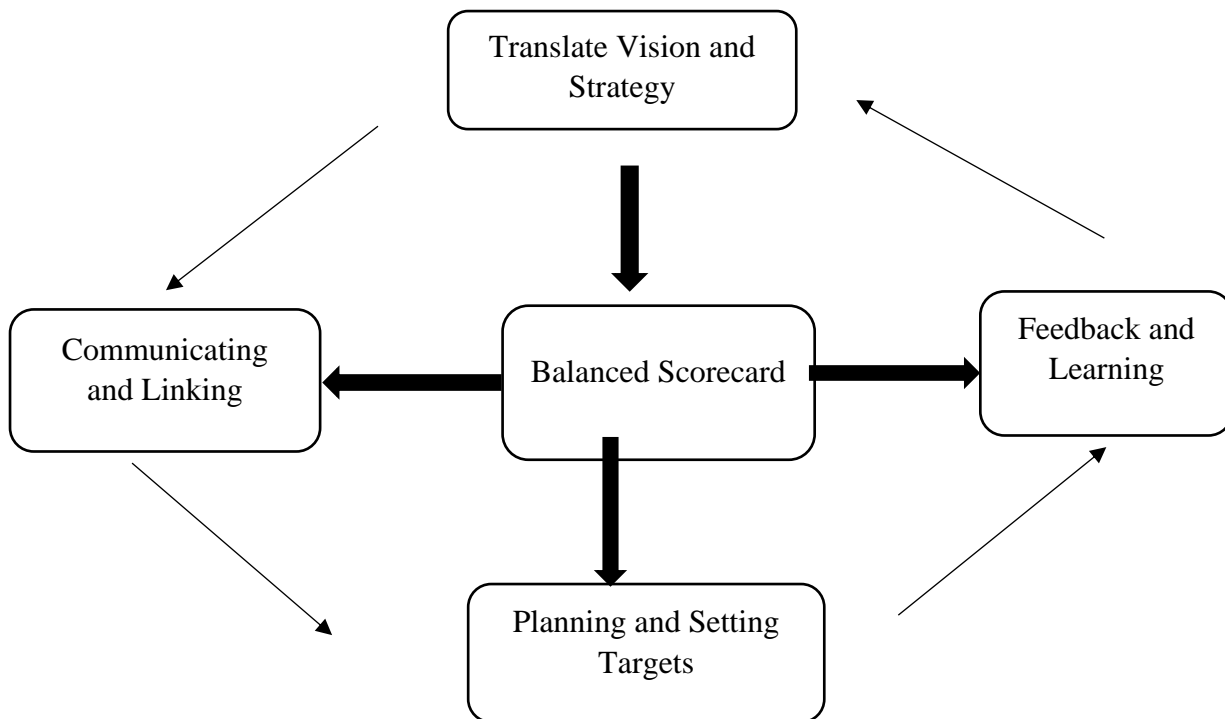


Figure 2.2: *The development of the organizational balanced scorecard: Bussin (2017).*

The diagram above shows Bussin (2017) the development of the organizational balanced scorecard.

Step 1: translate the vision and strategy into tangible objective and measures.

(a) The balanced scorecard helps strategic leaders in organizations to understand their customer needs and value. (b) The measures represent a balance between the external measures of the shareholders and customers and the internal measures required to drive the organizational forward. (c) They further ensure that the balanced between outcomes (results of past efforts) and the requirements for future performance.

Step 2: Communicate and link the strategic objectives and measures throughout the organization in order to educate staff and align departmental and personal goals to the strategy.

Step 3: Planning and setting targets integrates the strategic plan with the budget and identifies the resources to achieve the required outcomes. Step 4: Feedback and learning. The final and

the most important step is to review the process regularly and systematically in order to continuously improve on the strategy.

High-Performance Management Systems

In order for the organization to achieve its objectives and goals, the strategic leaders need to understand the integration of the information management systems. Every organization has systems that are put in place to help the top management and other level to transact the business very well. According to Laudon and Laudon (2013) the organization also does not exist in a vacuum, it is merely a subsystem in a larger ecosystem. Thus it must continuously scan its environment because what happens in the environment is also likely to affect it. Information management systems and the organizations have a mutual influence on one another. In order to have effective and efficient decision process, there are key decision making groups or decision characteristics in a firm such as the senior management, middle management, operational management that are involved in the decision making of the organization.

According to Laudon and Laudon (2013) the information systems can be aligned to the organization through the levels of information systems such as: strategic level, management level, knowledge level and operational level. Strategic level of the organization, helps the senior management to tackle strategic issues both in the firm and the external environment. Strategic level of the organization also supports the long range planning activities of senior management.

It is vital for strategic leaders to align information systems with the organization through its levels, because it is like an organization to a living organism with multiple parts from the least to the greatest, every part is important. Therefore, as strategic leaders in Southern African Union Conference can make sure that every part/employees/department/business unit in the organization is functioning optimally otherwise that none functioning area can bring

down the performance of the entire organization. Strategic leaders need to treat everyone with respect and dignity as everyone in the organization matters and contribute to some degree to the organizational success.

Management of information systems, supports the monitoring, controlling, decision making and administrative activities of middle managers. Knowledge level, helps to integrate new knowledge into the business and to help the organization control the flow of paperwork. And the operational level helps in answering routine questions and track the flow of transactions through the organization. These factors enhance organizational performance Laudon & Laudon (2013).

Financial Performance

The strategic leader needs to understand the importance of financial ratios and how to improve the financial performance of an organization by focusing on non-financial performance which will help in making sound proper financial decisions.

According to Dempsey & Britz (2017) the financial ratios are very important for the strategic leaders, because it helps in having a good financial reflection of the organization on how often the business current assets exceed the current liabilities. This financial analysis helps the organizational leaders to understanding the business. Also the operational risk such as political risk such as insecurity, hostility. The operational risk needs to be analysed by the environment where the organization is, and further, analyse the financial risk which refers to when the operational risk is low you can offer to raise financial risk. Therefore, the strategic leaders should understand the financial ratio clarification which includes the following: the liquidity ratios which is used to determine the organization's abilities in pay its debts as they become due to the creditors. Profitability ratios measures the success of the organization through gen-

erating more revenues than expenses. Asset management ratios, which focuses on the effectiveness of the organization in turnover and operation activities, efficiency ratios. And the leverage a ratio which focuses on the ability of the organization in paying debts (Siciliano, 2003).

The return on assets ratio measures how effectively you utilized your company's assets to make a profit and it's the profit which the organization has made at the beginning of each year? According to Salmi & Martikainen (1994) the group of ratios has been grouped in the following category liquidity a profitability, whereby liquidity focuses on the short term and solvency long term. And he further claims that profitability has been classified along the lines of the point return on investment analysis as follows; capital turnover, profit margin, and return on investment.

Therefore, the organizations can have achieved better results by focusing not only on financial performance, but also on non-financial performance. Therefore, for organizational leader to improve the financial performance is when the vision, mission, objectives, core values are clear to all employees within the organization. In addition, for the results to be attained, the strategic leaders need to understand the organizational environment, is by looking at the political this refers to the wider scope in which the organization covers, socio-economic this will help leaders to know the demographic and economic status of the organization. Also by looking at the technological that exists and new relevant technological trends, finally, by analysing the organization through legal framework. In order for the organization to achieve their desired results (Siciliano, 2003).

According to Aguinis (2013) there are three approaches to measure performance: behaviour, results, and trait approaches.

Behaviour Approach

Aguinis (2013) states this approach puts its emphases to what employees do on the job and does not consider employees' traits or the outcomes resulting from their behaviours. So this approach emphasizes on how the employee does the job it determines the behaviour results. And this approach it's appropriate under the following situations:

Firstly, the link between behaviours and results is not obvious- because the relationship between behaviours and the desired outcomes is not clear, the desired result may not be achieved in spite of the fact that the right behaviours are not in place. And secondly, the outcomes occur in the distant future. This occur when the desired results will not be seen for some time, the measurement of behaviours is beneficial. Thirdly, poor results are due to cause beyond the performer's control. This happens when the results of an employee's performance are beyond the employee's control, so it makes sense to emphasize the measurement of behaviours. Fourthly, behaviour approach is utilized to measure performance among employee (Aguinis, 2013)

Results Approach

The emphasis on results approach is placed upon the outcomes and results produced by the employees. Aguinis (2013) this approach does not consider the traits which the employee may possess or how employees do their job and it's not concerned about the employees behaviours. But this approach places its focuses on what is produced such as sales, number accounts acquired, and time spent with clients on the telephone. Defining and measuring results usually takes less time than defining and measuring behaviours needed to achieve these results. Aguinis (2013) says the result approach is most appropriate under the following circumstances: firstly, workers are skilled in the needed behaviours.

An emphasis on results is appropriate when workers have the necessary knowledge and skills to do the work. In such situations, workers know what specific behaviours are needed to achieve the desired results and they are also sufficiently skilled to know what to do correct any process related problems when the desired results are not obtained. Secondly, behaviours and results are obviously related. Certain results can be obtained only if a worker engages in certain specific behaviours. Performance can be measured adopting a results approach.

Thirdly, the results show consistent improvement over time. When results improve consistently over time, it is indication that workers are aware of the behaviours. And finally, adopting a behaviour approach to measuring performance is most appropriate.

Trait Approach

Aguinis (2013) states trait approach emphasizes the individual performer and ignores the specific situation, behaviours, and results. These can include abilities, such as cognitive abilities which are not easily trainable or personality which is not likely to change over time. This approach is justified based on the positive relationship found between abilities such as intelligence and personality traits such as conscientiousness

McShane & Glinow (2009) high performance work practices perspective it's a perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital. High performance work practices improve organizational performance at a cost to employee wellbeing, then this perspective along with the open systems and organizational learning perspectives have not yet painted the entire organizational effectiveness picture This perspective is based on three propositions: 1. Employees are an important source of competitive advantage this human capital it helps the organization realize opportunities or

minimize threats in the external environment. 2. The value of this human capital can be increased through the presence of specific organizational practices. 3. Organizational practices will be bundled together to maximize their potential (McShane & Glinow, 2009).

Organizational Team Performance

A team is in place when two or more people interact dynamically and interdependently and share a common and valued goal, objective, or mission. In other words, team performance does not always fulfil its promise; therefore, it makes sense for performance management systems to go beyond focusing on individual performance. According to Aguinis (2013) specifically, the system should target not only (1) individual performance but also (2) an individual's contribution to the performance of his or her team(s) and (3) the performance of teams as a whole. An organization that includes any type of teams would therefore benefit from managing the performance of both individuals and teams.

Every strategic leaders needs to understand how to work and motivate teams for the paradigm shift in employee's behaviour. And for the organization to have a very effective team which is highly motivated, the strategic leader needs to build a team that is committed, and trust. Therefore, Southern African Union Conference strategic leadership should motivate their employees to work in a team, because a team achieve high performance and results it depends on how a leader motivates the team members to have clear focus. This helps in achieving the organisational objectives and goals.

The territory of the SAU consist of republic of South Africa, Republic of Namibia, the kingdoms of Lesotho and Swaziland in consultation with the Southern Africa Indian Ocean Division of SDA Church and other same entities. The southern Africa Union Conference is one of the large entity, it has strong economic power and influence over Southern Indian Ocean

Division compared with other Unions within the territory. The Southern Africa Union Conference gives 47% to 50% of appropriations or trust funds for operations to the Southern African Indian Ocean Division of SDA church, but yet the organization does not have a strategic plan and it's not growing in membership, and sub-organizations like other entity within Southern Africa Indian Ocean.

Leaders of large organizations struggle to identify the best level and types of centralization and decentralization. What should of SAU and its lower entities consider when determining the degree of centralization? There are many factors which strategic leaders of large organizations should consider when looking at centralization and decentralization. McShane and Von Glinow (2009) define centralization as the degree to which formal decision authority is held by a small group of people. Decentralization, is the division or disperse decision making and power throughout in different parts of the organization. There are factors that strategic leaders of larger organization can consider, such as human resources, finance, size, technology, external environment, and strategy.

McShane and Von Glinow (2009) define technology as the mechanisms or processes which the organization turns out its product or service. For the larger organization like of Southern African Union Conference and its lower entities to centralize or decentralize, there need to have specialist and detailed technical expertise; uses technology to achieve work objectives and goals of the organization; and these can be done through developing job knowledge and expertise (theoretical and practical) through continual professional development. Also when top management demonstrates an understanding of different departments and functions and are able to network with people from other organizations, and exchange information on issues within the organization. Also when top management can able to identify any areas of current or future technical or commercial knowledge that are critical to success in the organization, because it will give competitive advantage.

Theoretical Framework

The theoretical framework below gives guidelines in which organizational performance can be measured through strategic leadership.

The theory of performance assessment framework is causal model of organizational performance & change (Burke & Litwin Model, 1992). This theory helps strategic leaders of an organization to define and improve its overall performance through analysing its environment, motivation, and capacity as well as to diagnose organizational strengths and weaknesses customer's needs. Burke & Litwin (1992) the performance theory consists of three levels, first level, is transformation factors which focuses on long term, this factor analyses the mission and strategy, leadership and organizational culture. These factors are more likely to create good competitive advantage for the organization, because mission defines the reasons why the organization exist and the direction and a strategy is a game plan or an approach in which the strategic leaders can achieve the organization's dream through addressing the critical issues effecting the organization. These strategic issues facing the organization can be identifiably from the environmental analysis through conducting SWOT analysis. The organizational culture plays important role in advancing the performance, because every organization has a culture and the strategic leaders needs to develop the culture which can exhibited by every employee.

Second level, transactional factors (operational level) focuses on analysing the structure, management practices, and systems. These operational factors require that the structure of the organization needs to be well outlined for the smooth transaction of business and the management practices of various units will know the channels of communication. Systems when there in place helps the effectiveness running of the organization. The third level is individual & personal factors. These should be short term levels such as tasks & individual skills, motivation and individual needs and values. Here the planned performance of each individual's

own needs, goals, skills and objectives should be aligned with the overall objectives of the department and those of the organization (Burke & Litwin Model, 1992).

Strategic Leadership is anchored on transformational leadership theory which drive change and transform the organization through enhancing performance by creating clear sense of direction and develop a shared vision and bring employees along with them.

Transformational leadership theory is one of the prominent theories style of leadership which was associated with Burns (1978), Bass (1985) and Yukl, (1999). This theory was initially developed by Burns following his study of political leadership where he concluded that two distinct types of leaders exist- transactional and transformational leaders. The leader and followers are engaged in a mutual relationship whose focus is on inspiring, uplifting and motivating one another. The engagement goes beyond accomplishment of specific tasks. The process of transformation results in high level of aspiration among followers and the organization.

Transformational leadership theory is a process where "leaders and their followers raise one another to higher levels of morality and motivation "(Burns, 1978). The aim of the transformational leader or process is to transform the organization and followers. Transformational leadership theory "creates a significant change in the life of people, organizations, it redesigns perceptions and values, changes expectations and aspirations of employees it depends on the leader's personality, traits, and ability to make change through vision and goals" (Minja, 2011, p.26). Transformational leaderships are vision-driven leadership that is effectively communicated through sermons, speeches, slogans, and symbols. Effective communication motivates people because it envisions elevated standards. The standards envisioned are of high value and provide the incentive for people to endure whatever pain is associated with the grand vision (Burns, 1978).

The transformational leaders are leaders who stimulate and inspire their followers to achieve extraordinary outcomes; and in the process, develop their followers' own leadership capacity. The leaders also help followers to grow and develop by responding to their individual needs- by empowering them and aligning the objectives and goals of each individual follower, the leader, the group, and the larger organization (Bass and Riggio, 2006). Burns (1985) says transformational leaders display the following characteristics: Set clear goals, set internal values and ideals, have very high expectations of followers. Encourage followers (inspirational), provide support and recognition of followers tasks and achievements. Transformational leaders are trustworthy, stir the emotions of people towards the task and goals. They encourage people to look beyond their self-interest and inspire people to reach for the impracticable (unfeasible)

Summary of Knowledge Gaps

The research knowledge gaps focused on methodological gaps relating to sample size, population and research design. Conceptual gaps focused on the relationship between the variables and contextual gaps, the context in which the study was conducted.

Table 2.1 Summary of Knowledge

Author/Date	Title of Study	Key Findings	Key Gaps	How the current study addresses the gaps
Sung Kwon July 2013	An evaluation of performance as it relates to the Adventist community services non-profit Leadership certification program in the United States.	The effort to understand the effectiveness of the Non-profit Leadership Certification Program within the Adventist Community Services leadership	The purpose of study was focused on the effectiveness of the Non-profit Leadership Certification Program (NLCP) by examining the relationship between an Individual's completion of the program and their individual performance.	The current study address the effectiveness of strategic leadership in enhancing organizational performance
Appau William, Amoah Monica, Ayesu Solomon, Lamptey Julius B.N.L Tawiah, Kwami Dennis May, 2012	The Role of Performance Management in the achievement of organizational Goals (A Case Study Of The Seventh-Day Adventist Hospital at Kwadaso-Kumasi.	Here the major goal is good performance Management system which ensure that employee activities are within the organizational goals	This research study addresses the role of performance management in the achievement of organizational goals in Adventist Hospital.	This study address strategic vision and mission for the Union Conference bigger entity that has lower entities
Karoki Anthony Ndung'u, 2016	Influence of Strategic Management Practices on the Performance of Christian Churches In Nairobi, Kenya	The essence of strategic management practices in firm performance has been recognized widely both in and outside academics.	The role of strategic management practices on growth of firms is explained by various theories including the Resource Based Theory (RBT), Dynamic capability theory,	The study addresses the gaps of organizational performance through looking at non-financial performance.
Dusya and Crossan, 2004	Vera Mary Strategic Leadership and organizational learning	The study seeks to contribute to the organizational learning and strategic leadership	The study addressed the question: What is the impact of top management Leadership style on organizational learning?	This study addressed the gaps of strategic leadership culture change.

Conceptual Framework

From the existing theoretical framework, it is evident that strategic leadership has strong relationship with organizational performance. The framework in figure 2.3 shows how each objectives has effect on organizational performance in Southern Africa Union Conference of Seventh-day Adventist Church.

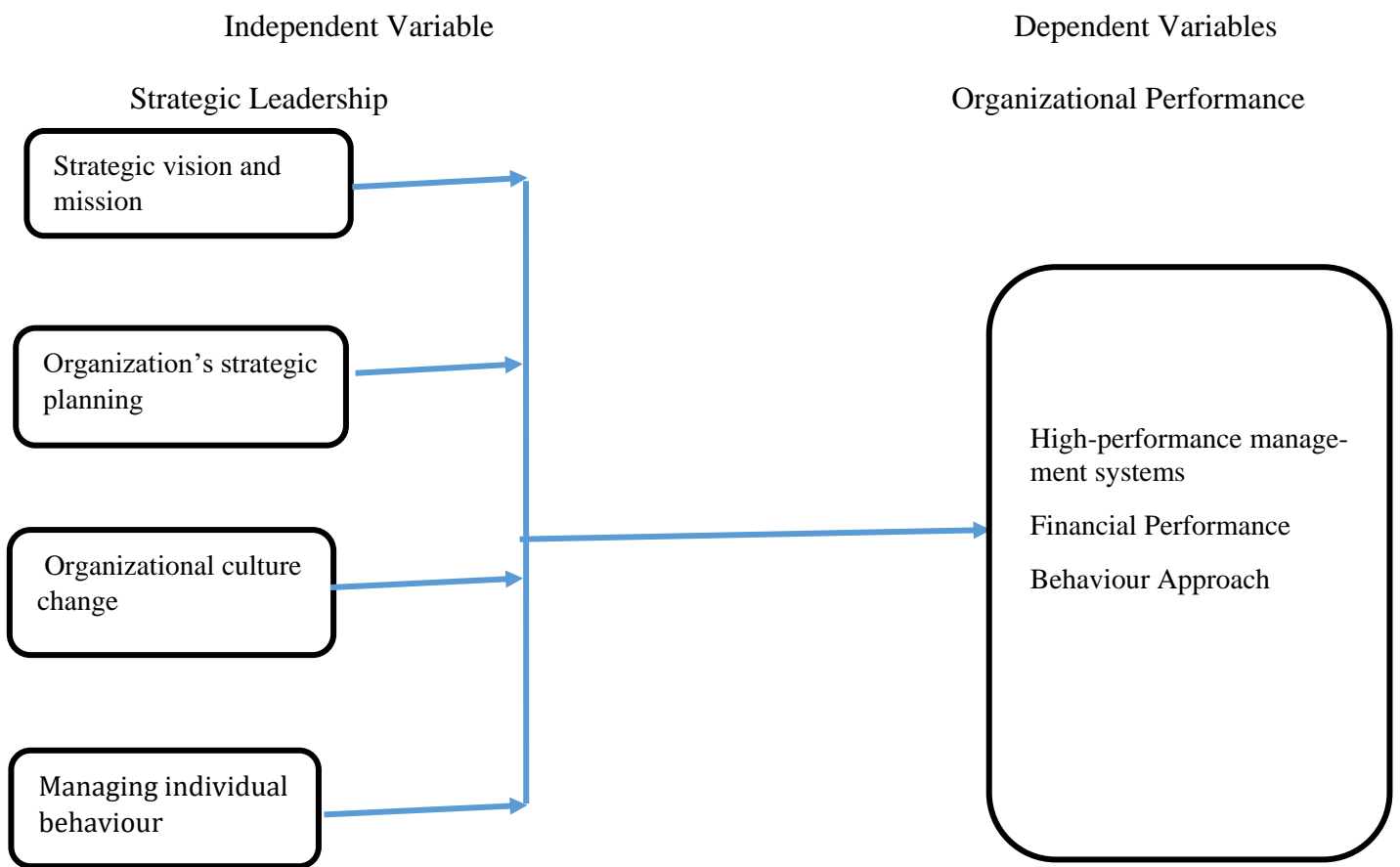


Figure 2.3 *Conceptual Framework*

Source: Developed from the reviewed literature (2018)

CHAPTER THREE RESEARCH METHODOLOGY

Introduction

This chapter addresses research design, population and sampling data collection tools, data analysis and definition of variables. The chapter considers validity and reliability of the study instruments.

Research Design

The researcher used descriptive survey design. This research design determines and reports the way things are and seek to describe the characteristics of a group (Mugenda & Mugenda, 2003). This approach is appropriate for the study as it helps to understand the organization in detail without manipulation of variables which is the aim of the study.

Population of the Study

The target population of this study is Southern African Union Conference of SDA Church. The study looks at the entire organization from top management to the supporting staff. These are top management are the Union officers and their associates such as President, executive secretaries, chief financial officers and financial officers. Middle managers are departmental directors and supporting staff this includes accountants, secretaries, IT technicians, human resources officers and pension fund administrators making a total of 93 employees. The target population is shown in the table below.

Table 3.1 *Population of the Study*

Departments	Number of Staffs
Top Management	5
Middle Managers (Directors)	12
Supporting Staff	76
Total Population	93

Sample Size

The study was conducted on all respondents making up the target population. No sampling was carried out. This study therefore was a census/ survey.

Table 3.2 *Respondents*

Departments	Number of Staffs
Top Management	5
Middle Managers (Directors)	12
Supporting Staff	76
Total Respondents	93

Data Collection Instruments

In this study I used quantitative and qualitative approach to collect primary data and secondary data from the publications. Primary data was collected using structured questionnaire which were made up of closed ended questions. Qualitative data was collected by using open ended questionnaire. Secondary data was collected using published journals and articles.

Pre-Testing

The research used pre-testing technique in order to ensure validity and reliability of data collected. This involved administering the questionnaires twice to some group of subjects in a span of two weeks for the first time and results compared to ascertain the correlation between results (Mugenda & Mugenda, 2003). To test validity, the research instrument was reviewed by the supervisors and few members of staff at Southern Africa Union Conference. The pre-testing was administered to top management, middle managers (directors), and staff members. This helped the researcher to identify and rectify any errors and this was done to ensure that questions are clear by the respondents. The findings indicated that there is a strong relationship between the independent variable and dependent variable.

Validity

Mugenda and Mugenda (2003) say validity is the accuracy and meaningfulness of inferences which are based on the research results. Validity refers to the appropriateness, meaningfulness and usefulness data a researcher collects using an instrument. In order to test validity, criterion-related validity was used because it refers to the relationship between scores obtained using an instrument and scores obtained using one or more other instruments (Mugenda and Mugenda, 2003). Validity is a test of how well the research instrument measures what it is intended to measure (Kombo and Tromp, 2006). Validity is very important because it determines the accuracy and credibility of the findings. Therefore, validity is one of the strengths of qualitative research and determines whether the findings are accurate from the standpoint of the researcher. (Creswell, 2018, p. 199)

Reliability

According to Mugenda and Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results or data. Reliability refers to the consistency of scores or answers from one administration of an instrument to another, and from one set of items to another. The equivalent –forms method to collect data which involves giving two different but equivalent forms of an instrument to the same group of people or research object during the same time period (Mugenda and Mugenda, 2003).

Data Analysis

Mugenda & Mugenda (2003) states data analysis refers to computation of certain measures along with searching for patterns or relationship that exists among data groups. There are different types of data analysis the researcher used such as inferential analysis which focuses on looking at correlation analysis and causal analysis. And the researcher used descriptive analysis to present the characteristics of the data obtained. The descriptive statistics are concerned with the description and summary of the data obtain for a group of individual units of analysis (Mitchell, 2005).

Mugenda and Mugenda (2003) states data presentation is the method by which people summarize, organize and communicate information using a variety of tools such as, diagrams, distribution charts, histograms and graphs. The responses to all items was classified and tabulated in different categories. However, bar graphs, pie charts and tables to write up the results collected to interpret data or findings was used in this study. that the graphs appropriately help in showing the relationship between independent and dependent variables.

Ethical Consideration and Permission Required

Permission was obtained from Pan Africa Christian University and from the management of Southern Africa Union Conference of Seventh-day Adventist to conduct the study. The researcher assured the respondents in this process that the research was purely for academic purposes, and the information collected shall be treated confidentially.

CHAPTER FOUR: RESULTS AND DISCUSSION OF THE FINDINGS

Introduction

This chapter presents the data and interpretation of the key findings from each specific objective as set out in the research methodology. The study of the findings is based on dependant and independent variables which is strategic leadership and organization performance: a case of Southern Africa Union Conference of Seventh-day Adventist church.

Response Rate

The total sample was 93 respondents. However, during the process of data collection, out of the 93 respondents to whom the questionnaires was administered, only 83 filled and returned them. This was a response rate of 89.3%, this rate of responses compares well with similar studies. Appau and Kwami (2012) had a 73% response rate in their study which focused on the role of performance management in the achievement of organizational goals (A case study of the Seventh-Day Adventist hospital, Kwadaso-Kumasi). Ndung'u (2016) study on Influence of Strategic Management Practices on the Performance of Christian Churches in Nairobi, Kenya had a response rate of 80%. Mugenda and Mugenda (2003) states response rate is sufficient and conforms to that response rate of 50% is adequate, 60% is good while a response rate of over 70% is excellent. The response rate is presented in Table 4.1 below.

Table 4.1 *Response Rate*

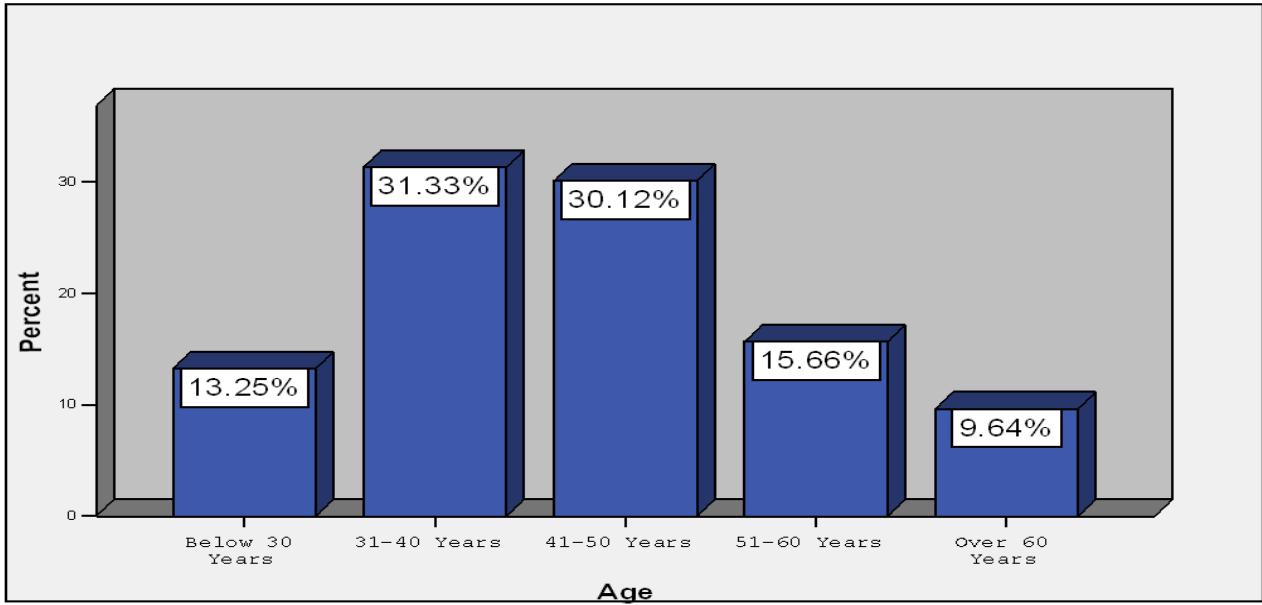
Reponses	Frequency	Percentages
Responses Received	83	89.3%
No Responses	10	10.7%
Total	93	100%

Demographic Information

The data for this study was collected on various demographics in the organization such as gender, age of the respondent and number of years worked in the organization. Therefore, below is the demographic profile of findings:

Age of the Respondents

Figure 4.1 Ages of the respondents



As illustrated in figure 4.1, 31.33% of the respondents were aged between 31-40 years and 30.12 % were aged between 41-50 years. In addition, only 13.25% were below 30 years of aged and 15.66% were between 51-60 years. Therefore, most of the employees were aged between 31-40 years and between 41-50 years.

Gender Distribution of the Respondents in the Organization

With regard to the gender distribution of respondents the findings indicated that 45.78% were male and 54.22% were female as shown in the figure below.

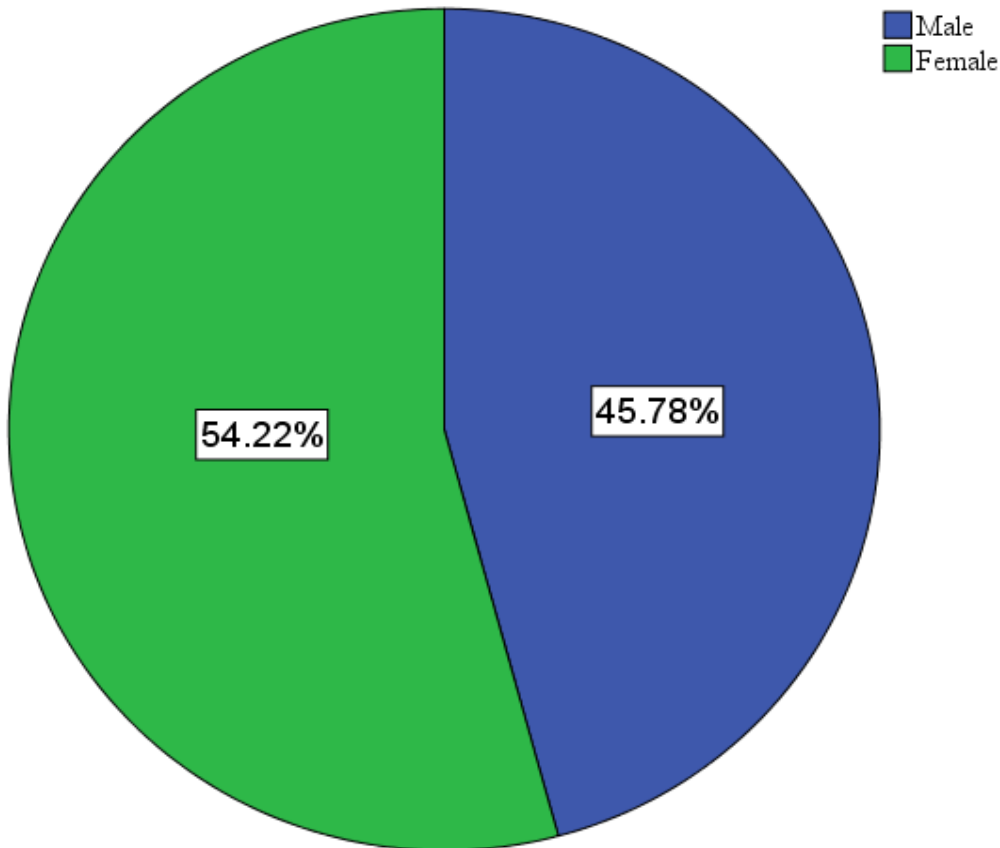


Figure 4.2 *Gender Distribution of the Respondents in the Organization*

As shown in figure 4.2, above, there are more females than are males in the organization. This shows that over time the organization has recruited more females than males.

Number of Years Worked in the Organization

The figure below represents the breakdown of duration of service in which the respondents have served the organization.

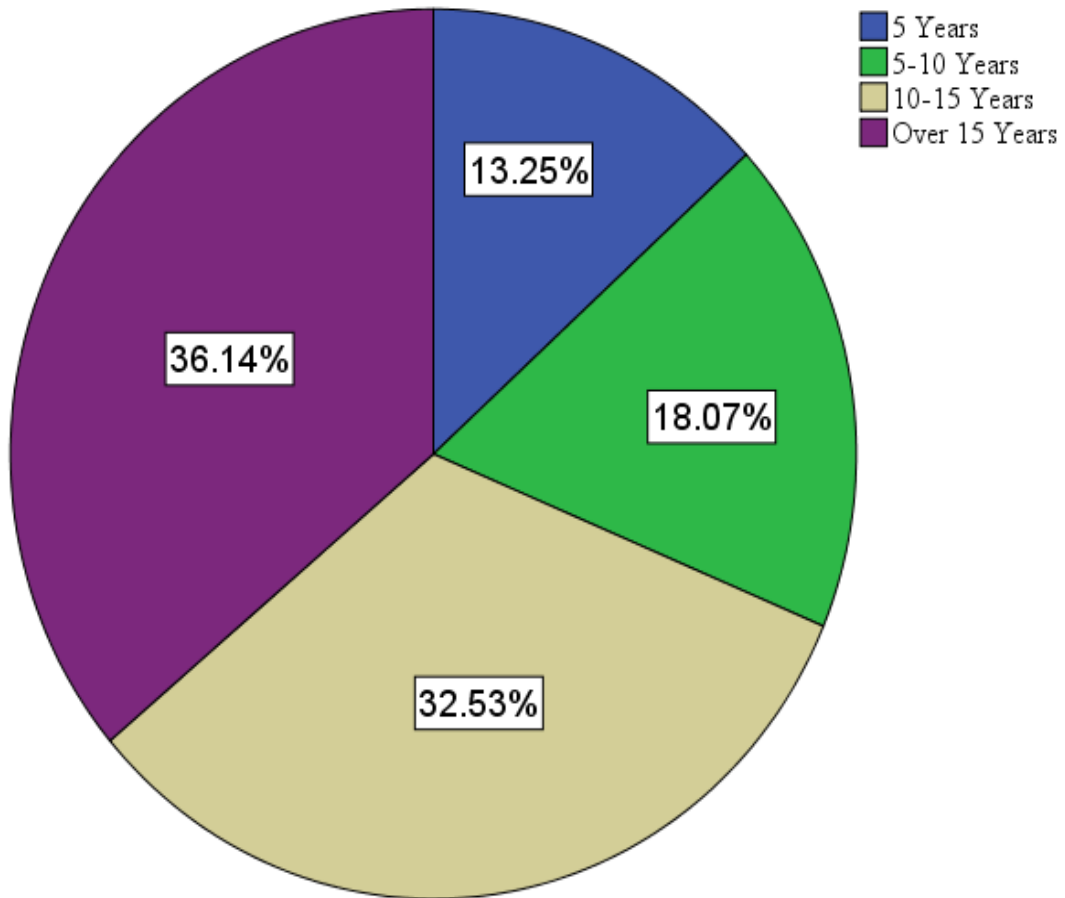


Figure 4.3 *Number of year's respondents worked in the organization*

The findings indicate that out of 83 respondents, 36.14% have worked in the organization for over 15 years and 32.53% of respondents have worked between 10-15 years. Only 18.07% have worked for 5 years. Therefore, many respondents have had good work experience in this organization.

Highest Education level of Respondents

The figure below represents breakdown of the highest education level of respondents.

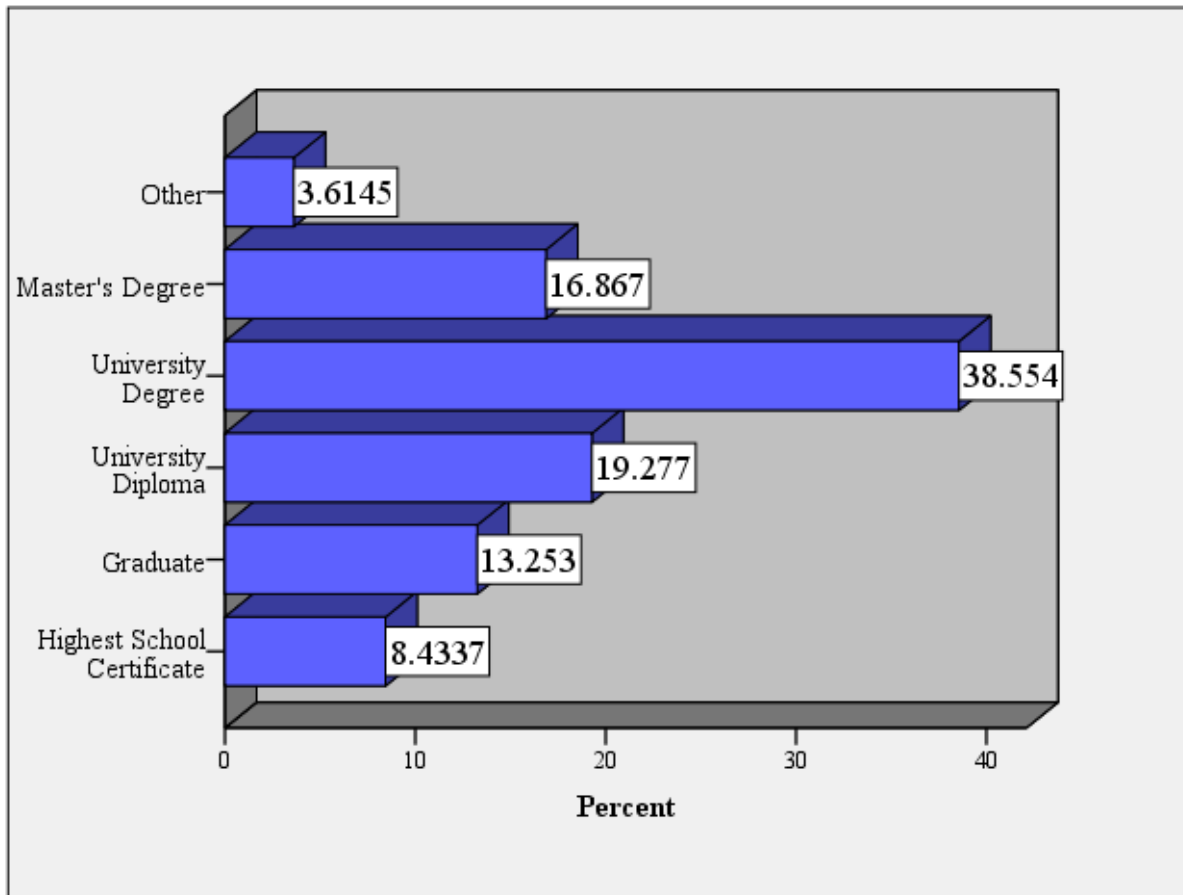


Figure 4.4 *Highest Education Level of Respondents*

The findings in figure 4.4 indicate that out of the 83 respondents, 38.554% respondents hold university degrees, 19.277% hold university diploma. In addition, 16.867% respondents hold master's degree holders. Only 8.4337% respondents hold high school certificate. Finally, 3.6145% have higher qualifications above master's degree such as PhDs. This depicted that majority of the employees in the organization are educated and specialized in their areas of work and were therefore suitable respondents for this study.

Descriptive Statistics

The descriptive statistics are concerned with the description and summary of the data obtained for a group of individual units of analysis (Mitchell, 2005). The descriptive statistics it is very important, because it helps to determine how the distribution of scores obtained from the findings. Mugenda and Mugenda (2003) states that the purpose of descriptive statistics is to enable the researcher to meaningfully describe a distribution of scores or measurement in the statistics. Descriptive statistics further measure the central tendency to determine the typical expected score or measure in the study. The mean and standard deviation are used to determine the measure of scores obtained from the study. The mean is the average of a set of scores or measurement, it is frequently used to measure central tendency, it is calculated by adding up all scores and dividing the sum by total number of scores (Mugenda and Mugenda, 2003, p.119). The mean is the average set of score and is captured by adding a list of scores and dividing total by the number of scores, but the standard deviation is a measure of the spread of scores about the mean, so the more the spread, the further scores are spread from the mean (Mitchell, 2005).

Strategic Leadership

The study sought to find out if the top management are strategic leaders, because strategic leaders are change agents who can transform an organization. The findings were as follows:

Table 4.2 *Strategic Leadership*

Statements on Strategic Leadership	N	Minimum	Maximum	Mean	Std. Deviation
Strategic leaders are change agents who can transform the organization, because they are visionaries.	83	21.00	25.00	23.0602	1.65536
I feel adequately that top management are strategical Leaders.	83	21.00	25.00	22.5783	1.38035
The strategic leaders drive and move an organization so that it will thrive in the long term.	83	21.00	25.00	22.3976	1.40504
I strategically see where the organization is going in the next 5 years.	83	21.00	25.00	22.5181	1.39127
Strategic leadership needs to develop initiative that will enhance organizational performance. Are there developed initiative written down on paper in SAU.	83	21.00	25.00	21.7711	1.00396

The study examined whether top managers are strategic leaders who drive and move an organization to thrive in the long term and also to know if employees strategically know where the organization is going in the next coming years. The findings indicate an average mean of 22.46506 and the highest standard deviation of 1.65536 which implies many respondents agree to the fact that strategic leaders are change agents who can transform the organization, because they are visionaries. But in this organization respondents did not strategically see where the organization is going in the next coming years. This means that there is not much focus on strategic leadership and performance in Southern African Union Conference of SDA church. The major reason was that top leadership and middle managers have not developed initiatives that will enhance organizational performance and it's not written down on paper.

The leaders of the organization should strategically influence others to buy in their strategic direction. Beatty (2014) indicates that strategic influence is how leaders engender commitment to the organization's strategic direction and learning.

Strategic Vision and Mission

The study sought to find out if there is a developed strategic vision and mission of the organization and if it was clearly conveyed to all the employees. The other major focus was to find out if employees understood and know where the organization is going in the next coming years. The table below shows the results for strategic vision and mission.

Table 4.3 *Descriptive Statistics -Strategic Vision and Mission*

Statements on Strategic Vision and Mission	N	Mini- mum	Maxi- mum	Mean	Std. Deviation
Are you adequately feel that the vision and mission of the organization is clearly conveyed to all employees.	83	21.00	25.00	22.8193	.95182
I do understand and see where the organization is going in the next 5 years.	83	22.00	25.00	22.9518	.93579
Top leadership generally provide direction in the organization.	83	21.00	25.00	23.5301	1.12983
The objectives and goals of the organization is clearly conveyed to all supporting staff and directors.	83	21.00	25.00	23.1084	1.28796
Departments should be aligned with organization's vision and mission in achieve organizational goals and objectives.	83	22.00	25.00	23.4699	1.05157

The results in table 4.3 above show that vision and mission of the organization plays an important role when clearly conveyed to all employees by top leadership, because the findings indicate the average mean of 23.1759. However, the deviation from the mean was indicated by a highest standard deviation of 1.28796, which implies that most of the respondents do not understand and see where the organization is going. The question regarding whether objectives and goals of the organization is clearly conveyed to all supporting staff and directors had the highest standard deviation at 1.28796 meaning departments are not aligned with organization's vision and mission in achieving goals and objectives.

Organizational Strategic Planning

The study examined whether there is a strategic plan in the organization and also sought to find out if top management had initiated the process of developing it. Finally, the study investigated if top management always assessed where the organization is, where they desire it to go, and learning how to get there. The findings are presented in Table 4.4 below.

Table 4.4 *Descriptive Statistics- Organizational Strategic Planning*

Statements on Organizational Strategic Planning	N	Mini- mum	Maxi- mum	Mean	Std. Deviation
The strategic plan for the next 5 years it's outlined in the organization.	83	21.00	25.00	22.7590	1.43638
I feel for the organization to thrive, strategic objectives and goals are mainly be linked with employees objectives.	83	21.00	25.00	22.7590	1.46995
In every organization, for strategic planning to happen the strategic leader (top management) initiate it and influence it to happen.	83	21.00	25.00	22.7349	1.58564
The organizational strategy refers to the way the organization position itself in its setting in relation to its stakeholders, given the organization's resources, capabilities, and mission.	83	21.00	25.00	22.4337	1.27061
I feel adequately that top management always assess where we are, where we want to go and learning how to get there.	83	21.00	25.00	22.6867	1.33369

The findings in table 4.4 indicates an average mean score of 22.67466 for organizational strategic planning. This implies that most of the respondents agree the organization does not have a strategic plan for the next 5 years and there were no strategic objectives, goals linked to employee's objective to enhance organizational performance. Organizational strategic planning is one of the cornerstones which gives direction to the organization and helps top management to assess where they are, where they want to go and learning how to get there. The highest

standard deviation was 1.58564 indicating that top management have not yet initiated organization strategic planning. The responses are largely from staff members and middle managers (directors) who have been in the organization for the past 10-15 years and those over 15 years. This could imply that there was organization strategic planning in the previous years which helped the organization to gain momentum.

Managing Individual Behaviour

Managing individual behaviour was the other independent variable of the study. This study examined how managing individual behaviour helps to build a high-performance team.

Table 4.5 *Managing Individual Behaviour*

Statements on Managing Individual Behaviour	N	Mini- mum	Maxi- mum	Mean	Std. Deviation
I understand that working with others in the organization help to build a high-performance team?	83	23.00	25.00	24.5904	.60559
For one to effectively manage the interactive relationships it's very important and they need to possess essential knowledge and skills necessary to motivate workers into high performing teams capable of achieving the stated goals.	83	22.00	25.00	24.4096	.74957
The relationship between attitude and behaviour is central to how individuals behave in work settings as a results of perception.	83	21.00	25.00	24.1084	1.17921

Above its table 4.6 indicating the average mean of 24.3694, and the height standard deviation is of 1.17921. This implies that most of respondents agree that managing behaviour helps the organization build high-performance team. This means that there is more focus on managing individual behaviour in Southern African Union Conference of SDA church. Therefore, for the organization to achieve its desired goal and objectives, the strategic leaders in the organization need to employ workers who are competent and experts in their profession. For McShane and Von Glinow (2009) working with others in the organization helps in building a

high-performance team, motivating co-workers, handling workplace conflicts, as well as helping to change employee behaviour in the areas of knowledge and skills offered in organizational behaviour.

Organizational Culture Change

The study sought to find out about how culture change affects an organization, because culture and leadership cannot be separated; the culture of a particular group determines how the leadership behaves.

Table 4.6 *Organizational Culture Change*

Statements on Organizational Culture Change	N	Minimum	Maximum	Mean	Std. Deviation
I am clear that strategic leader must communicate the vision change repeatedly for it to stick to the minds of people and to therefore continually have a buy in to the process of change. Are there many of employees who have been impacted with the communicated vision change.	83	21.00	25.00	21.8193	1.13851
The employees understand the change culture in the organization.	83	21.00	25.00	22.9398	1.44281
For change to be anchored people have to be engaged. A leader offers the leadership influence to all by communicating both in words and doing it.	83	21.00	25.00	24.2892	.90433
Culture and Leadership cannot be separated; the culture of a particular group determines how the leadership is?	83	23.00	25.00	24.4337	.68419

The Table 4.7 presents results of organizational culture change indicating the average mean of 23.3705 and the highest standard deviation 1.44281. This imply that strategic leaders did not communicate the vision change repeatedly for it to stick to the minds of people for them to continually have a buy in to the process of change. This could lead to organizational culture change, because culture and leadership cannot be separated it determines the leadership of particular group.

Organizational Performance

This study examined the organizational performance and if top management has taken into consideration that organizational performance is a continuous ongoing process of putting forth organizational goals and objectives. The results were as follows:

Table 4.7 *Organizational Performance*

Statements on Organizational Performance	N	Mini- mum	Max- imum	Mean	Std. Deviation
As an employee do you feel competent to perform the tasks required for your position.	83	23.00	25.00	24.4699	.65028
I feel adequately trained to perform my job.	83	23.00	25.00	24.4819	.70471
Key stakeholders are well informed of organizational performance.	83	21.00	24.00	21.6265	.86547
My job description is aligned with departmental and organizational strategic objectives?	83	21.00	25.00	21.7349	1.10525
Have top management taken into consideration that the organizational performance is a continuous ongoing process of putting forth organizational goals and objectives?	83	21.00	25.00	21.7590	.99499
Does the top leadership ensure that organizational key performance indicators are well outlined.	83	21.00	24.00	21.4458	.71998
Have top management taken into consideration that the organizational performance is a continuous ongoing process of putting forth organizational goals and objectives.	83	21.00	25.00	22.1928	1.45215
Does top management align the organizational objective with employee's goals and objectives to enhance organization performance.	83	23.00	25.00	24.5181	.57087

The results of table 4.5 shows an average p value mean of 22.7786 for organizational performance and highest standard deviation indication of 1.45215. This signifies that top man-

agement has not taken much into consideration that the organizational performance is a continuous ongoing process of putting forth organizational goals and objectives. Furthermore, it implies that organizational key performance indicators are not well outlined and some key stakeholders are not well informed of organizational performance. The respondents who could see the organizational performance, are staff members who have been in the organization for less than five years and therefore they were not part of the organization during its early stage when the organization was performing very well.

Although majority of the respondents feel adequately trained to perform their job and they strongly agree that this organization has information management systems that are put in place to help the top management and other levels to transact the business very well and enhance organizational performance such as accounting system, human resources, IT system and pension fund schemes and medical aid for employees. The major problem is that the organization does not have a strategic plan for the next 5 years and no strategic objectives, goals linked to employee's objective to enhance organizational performance. And departments are not aligned with organization's vision and mission in achieving goals and objectives. The major reason was that top leadership and middle managers have not developed initiatives that will enhance organizational performance and it's not written down on paper.

Inferential statistics

The findings below indicate the inferential statistics for each objective so as to understand the relationship between strategic leadership and organizational performance. Data was collected using a closed-ended questionnaire and IBM SPSS Version 20 was used to carry out the analysis. In conducting this analysis, the key assumption in the chapter was the p value that is assumed as significant level 0.05 and the spearman correlation of 0.1. The study made use of the Pearson correlation to find out the relationship between dependent and independent variables is exiting. Mugenda and Mugenda (2003) states that inferential statistics are concerned with determining how likely the results obtained from a sample be similar to results expected from the entire population p. 131. (Mitchell, 2005) claims that a coefficient of -1,00 represent a perfect, inverse relationship, but a coefficient of +1.00 indicates a perfect, direct relationship. But a coefficient close to zero indicates no relationship at all which exits between the variables.

Effect of Strategic Leadership on Organizational Performance

The aim of using inferential statistic was to understand whether there is a relationship between strategic leadership and organizational performance. The findings are shown in table 4.8 below.

Table 4.8 *Inferential statistics- Objective one: Strategic Leadership*

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.792	.050	11.695	.000 ^c
Ordinal by Ordinal Spearman Correlation	.777	.054	11.117	.000 ^c
N of Valid Cases	83			

The findings indicate a strong relationship (R 0.792) between strategic leadership and organizational performance. A correlation of 0.777 of a p value indicates a strong relationship

between the independent variable and dependent variable. This implies that strategic leaders are change agents who can transform the organization. Then top management should align the organizational objective with employees' goals and objectives to enhance organization performance. The findings show that strategic leadership has effect on organizational performance as it can give success when it is practiced well (Mugenda & Mugenda,2013).

Effect of Strategic Vision and Mission on Organizational Performance

This study examined whether there is a relationship between strategic vision and mission and organizational performance. The findings are shown in table 4.9 below.

Table 4.9 *Inferential statistics- Objective two: Strategic Vision and Mission*

Symmetric Measures				
	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.758	.030	10.457	.000 ^c
Ordinal by Ordinal Spearman Correlation	.882	.031	16.835	.000 ^c
N of Valid Cases	83			

The findings of the study indicated (R 0.758) and correlation coefficient of a p value (0.882), this means that there was a strong positive relationship between strategic vision and mission with organizational performance. When the vision and mission of the organization is clearly conveyed to all employees and when top management align organizational objectives with employees' goals and objectives, it can enhance organization performance is enhanced.

Appau and kwami (2012) studied the role of performance management in the achievement of organizational goals and identified a strong significant relationship between strategic vision and mission and organizational performance. Mudanya (2017) studied effect of change management practices and implementation and discovered a weak relationship between strategic vision and implementation. The current study has identified a strong relationship between strategic vision and mission and organizational performance.

Effect of Organizational Strategic Planning on Organizational Performance

The inferential statistical of this study was carried out to determine whether there is relationship between strategic planning and organizational performance. The findings are shown in table 4.10 below.

Table 4.10 *Inferential Statistics-Objective three: Organizational Strategic Planning*

Symmetric Measures				
	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.823	.023	13.057	.000 ^c
Ordinal by Ordinal Spearman Correlation	.857	.017	14.991	.000 ^c
N of Valid Cases	83			

The outcome of this analysis showed a correlation coefficient of a p value (0.857) and (R 0.823) which implies that there is a strong significant relationship between organizational strategic planning and organizational performance. This means that if the organization have a strategic plan for the next 5 years, then top management can align the organizational objective with employees' goals and objectives to enhance organization performance.

Ndung'u (2016) studied influence of strategic management practices on the performance of Christian churches in Nairobi, Kenya and identified a strong significant relationship between organization strategic planning and organizational performance. According to Aguinis (2013) alignment with strategic goals is very important because performance management requires that managers ensure that employees' activities and outputs are congruent with the organization's goals and, consequently, help the organization gain competitive advantage.

Effect of Managing Individual Behaviour on organizational Performance

This analysis was carried out to examine whether there is existing relationship between managing individual behaviour and organizational performance. The findings are shown in Table 4.11 below.

Table 4.11 *Inferential Statistics- Objective four: Managing Individual Behaviour*
Symmetry Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.833	.050	13.551	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.829	.051	13.356	.000 ^c
N of Valid Cases		83			

The results present a strong correlation of a p value 0.829 and R 0.829 between managing individual behaviour. This means working with others in the organization help to build a high-performance team. If top management align organizational objectives with employee's goals and objectives, the performance of the organization shall be enhanced. According to Aguinis (2013), performance is about behaviour or what employees do, not about what employees produce or the outcomes of their work.

Effect of Organizational Culture Change on Organizational Performance

The analysis sought to find out whether there is inferential correlation between organizational culture change and organizational performance. The findings are shown in Table 4.12 below.

Table 4.12 *Objective five: Inferential Statistics -Organizational Culture Change*
Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.867	.018	15.695	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.876	.015	16.337	.000 ^c
N of Valid Cases		83			

The outcome of this statistical relationship between organizational culture change and organizational performance showed a correlation of a p value 0.876 and R 0.867. This implies that there was a strong relationship between organizational culture change and organizational performance. According to Kotter (2012) it is important to know the strategies for transfer and transformation of culture in organizations. The transformation of an organizations culture requires time, commitment, planning and proper execution by the strategic leaders.

CHAPTER FIVE SUMMARY OF THE FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

Summary of the Findings

This chapter presents the key findings of the study based on specific objectives established from Strategic Leadership and Organizational Performance: A case of Southern African Union Conference of Seventh-day Adventist church. These objectives were broken down into six specific outlined objectives.

Strategic Leadership

The study concludes that strategic leaders do not drive and move the organization so that it thrives in the long term. The findings indicated the average mean of 22.3976 and the highest standard deviation of 1.65536 which implies many respondents agree to the fact that strategic leaders are change agents who can transform the organization, because they are visionaries. This has effect on organizational performance, when top leadership and middle managers have not developed initiatives, objectives and goals to enhance organizational performance. This can be seen in the findings indicating a strong relationship ($R = 0.792$) between strategic leadership and organizational performance. The study further shows the correlation of a p value 0.777. This relates to the theoretical framework for causal model of organizational performance & change (Burke & Litwin Model). This theory helps strategic leaders of an organization to define and improve its overall performance through analysing its environment, motivation, and capacity as well as to diagnose organizational strengths and weaknesses customer's needs.

Strategic Vision and Mission

The study concludes that Southern African Union Conference of Seventh-day Adventist church vision and mission was not clearly conveyed to all employees by top management. And departments are not really aligned with organization's vision and mission in achieve organizational goals and objectives. The study indicated (R 0.758) and correlation coefficient of a p value (0.882), which means that there was a strong positive significant effect relationship between strategic vision and mission with organizational performance. When strategic leaders are focused on the vision and mission of the organization, followers and lower level leaders will grasp the direction in which the organization is going. Mission defines the reasons why the organization exist and the direction and a strategy is a game plan.

Organizational Strategic Planning

The findings of the study concluded that the Southern African Union Conference of Seventh-day Adventist church does not have a strategic plan for the next 5 years and there were no strategic objectives, goals linked to employee's objective to enhance organizational performance in this period of 2015 to 2020. The top management must have to communicate the strategic vision repeatedly for it to stick to the minds of employees and other stakeholders. Therefore, in every organization, for strategic planning to happen the strategic leader must have initiated it and influenced it to happen, but if strategic leaders do not initiate the process it has effect on the organizational performance. The outcome of this analysis showed a correlation coefficient of a p value (0.857) and (R 0.823) which implies that there is a strong relationship between organizational strategic planning and organizational performance. This relates to the first level of performance theory.

Managing Individual Behaviour

The findings indicate the average mean of 24.3694, and highest standard deviation of 1.17921 which implies that the organization has been doing well in building high-performance team and can enhance organizational performance. The inferential statistics findings indicate a strong correlation of a p value 0.829 and R 0.829 between managing individual behaviour. This relates to the third level of performance theory on individual & personal factors. Here the planned performance of each individual's own needs, goals, skills and objectives should be aligned with the overall objectives of the department and those of the organization. When employees and church members are united, motivated and focused there will fulfil the mandated of the church and organizational performance will increase in Southern African Union Conference of Seventh-day Adventist church.

Organizational Culture Change

The findings conclude that results of organizational culture change in Southern African Union Conference of Seventh-day Adventist church indicating the average mean of 23.3705 and the highest standard deviation 1.44281. This implies that strategic leaders did not communicate the vision change repeatedly for it to stick to the minds of people and therefore continually have a buy in to the process of change. This has effect on the organizational performance, because of organizational culture change. The findings further show a statistical relationship between organizational culture change and organizational performance with a correlation of a p value 0.876 and R 0.867.

Organizational Performance

The study concludes that organizational key performance indicators are not well outlined and some key stakeholders are not well informed of organizational performance. These key stakeholders are the employees, church members, lower entities like Conferences and

church institutions. Also the study concludes that organizational and individual performance in Southern African Union Conference of Seventh-day Adventist church was not measured, because measurement is a way in which organizational direction is communicated and it helps top management to align the organisational objective with employees' goals and objectives. This relates to the second level of performance theory frameworks, transactional factors (operational level) focusing on analysing the structure, management practices, and systems. These operational factors require that the structure of the organization needs to be well outlined for the smooth transaction of business and the management practices of various units will know the channels of communication.

Recommendations

Vision and mission of the organization should be clearly conveyed to all employees and other stakeholders by top management. Departments should align organization's vision and mission to achieve organizational goals and objectives. For this component to be achievable, the top strategic leaders should create a bigger picture of the future organization and how the strategies of the vision can be achieved.

It is vital for top strategic leaders to outline organizational key performance indicators as well as key stakeholders. The top strategic leaders are the Southern African Union Conference executive officers such as President, executive secretary, chief financial officers together with their associates and also departmental directors. They should measure the organizational and individual performance, because for the organization to achieve its objectives, it has to plan, manage and measure.

It is vital for the strategic leaders in Southern African Union Conference to develop a strategy leaning process that will help to asses where the organization is and where they aspire to be in the future.

Areas for Further Research

This study focused on strategic leadership and organization performance: A case of Southern Africa Union Conference of Seventh-day Adventist church. Similar research needs to be conducted at a later stage in the area of performance-driven leadership in organizations within the context of the Seventh-Day Adventist church. The findings of this research will become useful resource which strategic leaders can use to evaluate their organizational performance.

Conclusions

Strategic leadership and organizational performance in Southern African Union Conference of Seventh-day Adventist church, remains as cornerstone in which the organization can be anchored in striving to achieve competitive advantages. The findings show that when vision and mission of the organization are clearly conveyed to all employees and stakeholders by top management it enhances organizational performance. Also, departments that are well aligned with organization's vision and mission achieve organizational goals and objectives.

REFERENCES:

- Aguinis, H. (2013). *Performance Management (3rd Edition Ed.)*. United States of America: Pearson Education, Inc. Publishing as Prentice Hall.
- Alvesson, M. (2002). *Understanding Organizational Culture*. London, GB: SAGE Publications Ltd.
<http://www.ebrary.com> (n.d.)
- Appau, W., & Kwami, D. (2012) *The Role of Performance Management in the achievement of organizational Goals: A Case study of the Seventh-Day Adventist Hospital at Kwadaso-Kumasi*. Christians Service University College, Ghana.
- Barna, G. (1997). *Leaders on Leadership*. California, Ventura, United Sates of America: RealBooks from Gospel Light.
- Barine, K and Minja, D. (2011). *Transformational corporate leadership*. Raleigh, NC: Integrity Publishers.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. (1990). *From transactional to transformational leadership: learning to share the vision*. *Organizational Dynamics*. Winter, 1990, 19-31
- Burke, W. W., & Litwin, G. H. (1992). *The causal model of organizational performance & change* (developed by Burke & Litwin Model).
- Combie, C. C., (2014) *Presidential Views of Leadership in Seventh-day Adventist Higher Education*. University of South Florida.
- Church, S. A. (2015). *Working Policy* (2015 ed.). Bloemfontein: Southern Africa Union Conference of Seventh-day Adventist Church.
- Creswell, J. W. (2018). *Research Design: Qualitative, Quantitative & Mixed methods Approaches*. London: Sage publications, Inc.

- Dempsey, A; & Brit, P. M. (2017) *Introduction to Financial accounting* (9th E.d.). South Africa: Lexis Nexis.
- Hubbard, G. (2009). *Measuring Organizational Performance: Beyond the Triple Bottom-Line. Business Strategy and the Environment*.
- Lawson, P. (1995). *The Performance Management Handbook*. Great Britain: The Cromwell Press
- Ligenfelter, S. (1998). *Transforming Culture; A challenge for Christian Mission*. Grand Rapids: Reference.
- Laudon, K. C., & Laudon, J. P. (2013). *Management Information Systems: Managing the Digital Firm*. Essex: Pearson Education Limited.
- Kombo, D. K., & Tromp, D. L. A. (2006). *Proposal and Thesis Writing: An Introduction*. Paulines Publications Africa.
- Kotter, P. (2012). *Leading change. Boston Massachusetts*, Harvard Business Press.
- Macaulay, S. C. (n.d.). *Change Management Excellence*. London: Kogan Page, Sterling, VA.
- Michael, A. (2009). *Armstrong's Handbook of Management and Leadership; A guide to managing for results* (Second edition Ed.). London and Philadelphia: Kogan Page Limited.
- Mitchell, W. K. (2005). *Research Methodology*. Cape Town: Oxford University Press.
- Mugenda, O.M, Mugenda A.G, (2003). *Research Methods: Qualitative and Quantitative Approaches*, Nairobi: ACTS
- Mudanya, F. (2017). *The effect of Change Management Practices on the Implementation of Enterprise Resource Planning at the United Nations Office, Nairobi*. Pan Africa Christian University, Kenya.
- Ndung'u, A. (2016) *Influence of Strategic Management Practices on the Performance of Christian Churches*. University of Nairobi, Kenya.

Safford, G. (2005). *Strategic Planning: Leadership through Vision*. Evangel Publishing, Nairobi, Kenya.

Saunders, M.N.K., Lewis, P., Thornhill, A. (2012). *Research Methods for Business Students* (6th Ed.). New Jersey: Pearson.

Schein, E. H. (2010). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass

Siciliano, G. (2003). *Finance for Non-Financial Managers*. McGraw-Hill Publishers, USA.

Yukl, G.A (1999). *An evaluation of conceptual weaknesses in transformational and charismatic leadership theories*. *Leadership quarterly*, 43 (3), 379-382.

www.ceoreview.com/paper/perfmeas.htm *Performance Measurement: Achieving High Performance through Alignment and Strategic Learning*. (Access date: 2 August 2000).

(www.engagementstrategiesonline.com) *The Role of Strategic Performance Management in Achieving Organizational Goals*.

APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

The purpose of this questionnaire is aimed collect information on the strategic leadership and organizational performance: A case of Southern African Union Conference of the Seventh-day Adventist Church. The information is basically for academic purposes and there is strict confidentiality in this questionnaire. Kindly provide your answers on the questions by ticking or placing X in the boxes provided as applicable to you.

SECTION A: General Information

1. Gender

Male

Female

2. Age

Below 30

31-40

41-50

51-60

Above 60

3. How many years have you worked in this organization?

Below 5 years

5-10 years

10-15 years

Over 15 years

4. What is year highest level education?

High School

Graduate

University diploma

University degree

Master's degree

other

SECTION B: Strategic Leadership

5. The following statements relate to strategic Leadership. Please use a scale of 1-5 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;

5=strongly agree

	Statements on Strategic Leadership	1	2	3	4	5
1	Strategic leaders are change agents who can transform the organization, because they are visionaries.					
2	I feel adequately that top management are strategical Leaders.					
3	The strategic leaders drive and move an organization so that it will thrive in the long term.					
4	I strategically see where the organization is going in the next 5 years.					
5	Strategic leadership needs to develop initiative that will enhance organizational performance. Are there developed initiative written down on paper in SAU.					

SECTION C: Strategic Vision and Mission

1. The following statements relate to organization vision and mission of the organization. Please use a scale of 1-5 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;
5=strongly agree

	Statements on Strategic Vision and Mission	1	2	3	4	5
1	Are you adequately feel that the vision and mission of the organization is clearly conveyed to all employees.					
2	I do understand and see where the organization is going in the next 5 years.					
3	Top leadership generally provide direction in the organization.					
4	The objectives and goals of the organization is clearly conveyed to all supporting staff and directors.					
5	Departments should be aligned with organization's vision and mission in achieve organizational goals and objectives.					

SECTION D Organizational Strategic Planning

6. The following statements relate to organization strategic planning. Please use a scale of 1-5 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;
5=strongly agree

		1	2	3	4	5
1	The strategic plan for the next 5 years it's outlined in the organization.					
2	I feel for the organization to thrive, strategic objectives and goals are mainly be linked with employees objectives.					
3	In every organization, for strategic planning to happen the strategic leader (top management) initiate it and influence it to happen.					
4	The organizational strategy refers to the way the organization position itself in its setting in relation to its stakeholders, given the organization's resources, capabilities, and mission.					
5	I feel adequately that top management always assess where we are, where we want to go and learning how to get there.					

SECTION E: Managing Individual Behaviour

7. The following statements relate to organizational Performance. Please use a scale of 1-3 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;
5=strongly agree

1	I understand that working with others in the organization help to build a high-performance team?	1	2	3	4	5
2	For one to effectively manage the interactive relationships it's very important and they need to possess essential knowledge and skills necessary to motivate workers into high performing teams capable of achieving the stated goals.					
3	The relationship between attitude and behaviour is central to how individuals behave in work settings as a results of perception.					

SECTION F: Organizational Culture Change

1. The following statements relate to organization culture change. Please use a scale of 1-4 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;
5=strongly agree

	Statements on Organizational Culture Change	1	2	3	4	5
1	I am clear that strategic leader must communicate the vision change repeatedly for it to stick to the minds of people and to therefore continually have a buy in to the process of change. Are there many of employees who have been impacted with the communicated vision change?					
2	The employees understand the change culture in the organization					
3	For change to be anchored people have to be engaged. A leader offers the leadership influence to all by communicating both in words and doing it.					
4	Culture and Leadership cannot be separated; the culture of a particular group determines how the leadership is?					

SECTION G: Organizational Performance

1. The following statements relate to organizational Performance. Please use a scale of 1-10 by indicating the extent to which you agree/disagree with the information provided.

Key: 1=Strongly Disagree; 2=Disagree 3=Not really sure; 4=Agree;
5=strongly agree

		1	2	3	4	5
1	As an employee do you feel competent to perform the tasks required for your position?					
2	I feel adequately trained to perform my job					
3	Key stakeholders are well informed of organizational performance.					
4	My job description is aligned with departmental and organizational strategic objectives.					
5	Top management align the organisational objective with employees' goals and objectives to enhance organization performance.					
6	The top leadership ensure that organizational key performance indicators are well outlined.					
7	Top management has taken into consideration that the organizational performance is a continuous ongoing process of putting forth organizational goals and objectives.					
8	I am clear that every organization it has information management systems that are put in place to help the top management and other level to transact the business very well and enhance organizational performance.					

APPENDIX: II LETTER OF INTRODUCAION FROM THE UNIVERSITY

10th July, 2018



P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MILAN NJELWA KASHANDULA REG. NO (MALD/6948/1625)

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

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his thesis. The thesis title is '**Strategic Leadership and Organizational Performance: A Case of Southern Africa Union Conference of Seventh-Day Adventist Church**'.

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

Warm Regards,

Dr. Lilian Vikiru
Registrar Academics

PAN AFRICA CHRISTIAN UNIVERSITY
P. O. Box 56875, NAIROBI - 00200.
TEL: 8561820 / 8561945 / 2013146

10th July, 2018

Where Leaders are Made

APPENDIX: III CONFIRMATION LETTER OF DATA COLLECTION AT SOUTHERN AFRICA UNION CONFERENCE OF SEVENTH-DAY ADVENTIST CHURCH.

Southern Africa Union
Conference of the Seventh-day Adventist
SECRETARIAT

2 FAIRVIEW STREET
NAVAL HILL
BLOEMFONTEIN, 9301
P.O. BOX 468 BLOEMFONTEIN,
9300 SOUTH AFRICA
TEL: (+27)51 447 8271
EMAIL: ncubem@sau.adventist.org

10 October 2018



Dear MILAN KASHANDULA NJEWA REG. NO MALD/6948/16,

RE: DATA COLLECTION - SOUTHERN AFRICA UNION TERRITORY

MARANATHA!

We refer to the abovementioned subject.

This letter serves to confirm that you are hereby granted permission to collect data for the pursuance of your thesis.

We trust this is in order.

Sincerely,

Mxolisi Ncube (Mr.)
HR Manager
Secretariat