



Effect of Progress Monitoring and Analytical Thoroughness on the on the Performance of East-Central Africa Division Office of the Seventh-Day Adventist Church

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Abstract

Meeting the needs of high performance is determined by leadership and the decisions made by them in running organizations. Strategic leaders' characteristics are significant in the performance of an organization. The objectives of this study were to establish the effect of progress monitoring and analytical thoroughness on the performance of East-Central Africa Division Office of the Seventh-day Adventist Church. Literature review was done considering; strategic leadership, the characteristics of strategic leaders, performance indicators, strategic leadership and performance. The study was anchored on participatory leadership theory. A conceptual framework showing the relationships between the independent and dependent variables of the study was projected with a summary of the operationalization of the variables. The researcher used a quantitative survey design. The target population of the study was forty (40) leaders in various levels of the ECD and it was a census study. The response rate was 100%. Data was collected using a questionnaire which was validated and its reliability tested using the Cronbach alpha. Data was analysed by use of descriptive statistics and hypothesis tested by correlation coefficient and regression analysis. The findings of the study show that analytical thoroughness and monitoring of progress have strong

significant effect on performance. The findings will greatly inform future studies on the influence of strategic leaders' characteristics on performance in faith based organizations and finally it will be of great help to the General Conference of the Seventh-day Adventist Church and many other Christian based institutions policy makers, when they review and come up with their working policies. The study recommended that ECD top leadership should ensure proper structures are put in place to support progress monitoring. The study further recommended on the focus to facilitating analytical thoroughness by putting in place problem-solving tools in the organization. Finally, the organization may consider young people in the leadership various leadership levels.

Keywords: *Progress Monitoring, Analytical Thoroughness, Performance & Seventh-Day Adventist.*

1.1 Introduction

The level of organisational performance depends largely on the strategic leadership exercised in the organisation. Daft (2011) argues that strategic leadership is an individual's capability to looking into the future, visualise, uphold flexibility, think tactically and working with other individuals to bring in changes that will generate a feasible future for the organisation. Therefore, strategic leadership is the capacity of a knowledgeable leader who has the intelligence and dream to set up and perform strategic plans. Further, he is able to make significant decisions in the unstable, undefined, challenging and unclear strategic atmosphere (Ireland & Hitt, 2005). This involves making decisions across different philosophies, happenings, programs, temperaments and needs which require the formulation of plans that are attainable, necessary and satisfactory to the organisation and associates to achieve the required performance (Boal & Hooijberg, 2001).

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

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

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

between quantification and relying on the numbers versus qualitative evidence when attempting to establish the performance of an organisation. This study focuses on customer satisfaction and internal business process as indicators of performance.

According to the General Conference (GC) Office of Archives, Statistics and Research (2016) the Seventh-day Adventist Church is a global Protestant Christian denomination well-known by its observance of Saturday as the holy day of worship. Saturday is the seventh day of the week in the Christian calendar. They believe in the second coming of Jesus Christ which is known as ‘the Advent’. Much of the doctrine of the Seventh-day Adventist Church agrees to that of the Protestant Christian teachings such as the trinity and the soundness of the Holy Scripture. The GC governs the world church with smaller regions administered by the division, union conferences/missions and local conferences/fields.

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

1.2 Statement of the Problem

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

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

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

may desire to improve the performance measure of their church organizations should consider focusing on strengthening a good culture scope related to performance.

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

A thorough review of previous studies detailed above, indicate that the performance of faith based organization remain unsatisfactory. Moreover, previous studies linking strategic leadership to performance have concentrated in corporate settings and specifically targeted financial performance. The current study therefore sought to address the existing gaps by examining how strategic leaders' characteristics affect performance in a faith-based institution, specifically (East-Central Africa Division office of the Seventh-day Adventist Church).

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

1.3 Objectives of the Study

- i. To establish the effect of progress monitoring on the performance of ECD
- ii. To determine the effect of analytical thoroughness on the performance of ECD

1.4 Hypotheses

H₁: Progress monitoring does not significantly influence performance of ECD

H₂: Analytical thoroughness does not significantly influence performance of ECD

2.1 Literature Review

2.1.1 Theoretical framework: Participatory Leadership Theory

This theory was founded by Likert in 1950. He strongly indicates that a member of staff participation provides improved outcomes than close administration with limited contribution to the organization. According to Kakabadse et al. (2009), numerous researchers have studied the theory of participative leadership, and they reason that owing to the multiple varying atmospheres, ancient styles of leadership appear to obstruct organizational performance. Due to that, there is a necessity for new leadership styles founded on participative principles to be competent to handle

the fast speed of changes. Helms (2009) states that the influence of participative leadership on employees' inspiration, job satisfaction and origination of ideas are perceived as a set of standards and characteristics demonstrated by the leader to encourage involvement, obligation and growth of the personnel. Further, candidness to innovative thoughts is an important component of widely encouraging participation of personnel since there is an increasing necessity for an added participative culture of leadership (Helms, 2009).

Participative leadership theory recommends that the best leadership style is that which values the contribution of others and considers them as part of the overall useful information in decision making. Lamb (2013) states that participative leaders stir involvement and contribution from group members and help them to feel pertinent and devoted to the decision-making process. A strategic leader uses participative leadership style not to make all the resolutions alone but pursues to include other employees in decision making. This eventually improves commitment and it increases partnership which ultimately will lead to better superiority judgments and a better-performing industry.

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

2.2 Empirical review

2.2.1 Progress Monitoring and Performance

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

Monitoring helps organizations to systematically check accomplishments by a systematic way of gathering of information to help in well-timed decision-making hence ensuring performance has been realized. It further provides the basis for evaluation and learning in the organization (Yumi & Susan, 2007). Building on the balanced-score card model, progress-monitoring is an essential aspect of strategic leadership. Leaders have to set goals and measure progress towards achievement of the organization's objectives and set goals (Chen, Tang, Jin, Xie, & Li, 2014). Strategic leaders develop these provisions as a way of controlling performance and evaluating processes in the organisation towards the achievement of the goals of the organization (Burch & Guarana, 2014).

Jody and Ray (2008) further state that any organization that makes every effort for outcomes requires a vigorous, unceasing and efficient monitoring system for the achievement of results. It also gives the appropriate use of resources at all levels of the organization. They further maintain that setting goals is part of the organisation's corporate leaders' decision-making process at all levels (Jody & Ray, 2008). For the leadership to realize a better outcome, they must review departments' progress against established goals, objectives and service level targets. This will help

the leadership to know where they are as an organization and where they intend to be to realize the organization's vision. Burch and Guarana (2014) state that successful monitoring delivers timely and significant information that permits you to track progress towards the desired outcome. Similarly, it makes necessary adjustments to implementation arrangements as needed. This has to be done deliberately and systematically at regular intervals throughout the organization's life if success has to be achieved (Burch & Guarana, 2014).

2.2.2 Analytical Thoroughness and Performance

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

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

Evidence also supports the need for the strategic leaders to not only identify strategic information but properly analyse it to make the right decisions that support organization performance (Burch & Guarana, 2014). Corbin (2014) further states that analytical thoroughness helps in setting the vision, defining the value and acting as a role model for creating a culture that sets superior standards. This leads to delivery on time and budgets set. Therefore, it holds leadership and team members accountable for achievement and publicly recognizing success. Best analytical competitors are always full of leaders who are passionate about balanced decisions (Michael *et al.*, 2006).

2.3 Conceptual Framework

From the literature review, it is evident that the characteristics of strategic leaders can affect the performance of an organization. The model in Figure 1 shows how individual strategic leadership characteristic affects performance in East-Central Africa Division of the Seventh-day Adventist Church. The independent variables are as follows; progress monitoring and ability to analytical Thoroughness. The dependent variables, on the other hand, consist of satisfaction of its Unions and the internal business processes.

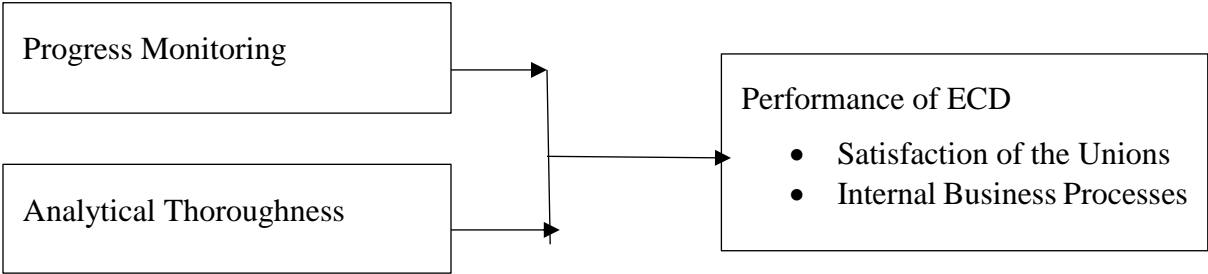


Figure 1: Conceptual Framework Model

3.1 Methodology

The study used a quantitative approach seeking to understand the organization in depth both contextually and holistically. This study used three types of quantitative design as follows; descriptive, correlational and a quasi-experimental design. The targeted population consisted of all individuals who are regular employees in various leadership levels the lowest leadership level inclusive. The lay representatives to the ECD Board were also considered in the study. According to the ECD Secretariat office, there was a total of forty (40) members who fit in this category as follows; administration, secretariat, treasury, human resource, procurement and lay representatives. Data was collected using a questionnaire on a 5 point Likert scale. The SPSS software was used to calculate the mean and standard deviation, frequencies and percentage of the collected data. Inferential statistics were analysed using correlation coefficient and regression analysis for the results interpretation.

4.1 Results and Findings

4.2 Descriptive Statistics

4.2.1 Descriptive Statistics on Progress Monitoring and Analytical Thoroughness

This study took into consideration four characteristics of strategic leaders namely; creativity and accountability to establish their influence on performance. Descriptive statements were offered on the two characteristics to the respondents on a 5 point Likert scale for them to indicate the extent to which the statements applied to their organization. The findings are presented in Table 1.

Table 1: Descriptive statistics on Progress Monitoring and Analytical Thoroughness

Statements on Progress Monitoring	N	Mean	Std. Deviation
Top leadership has a proactive work review and approvals for every work or project being undertaken by the organization	40	2.53	.506
Top leadership has progress reporting tools in place for every department	40	1.57	.501
The top leadership always do evaluations to check the progress of the organization	40	1.80	.405
The top leadership always give feedback after evaluations	40	1.38	.490
The top leadership has regular planned learning sessions to improve the employees’ performance	40	1.33	.474
The top leadership team has in place a support program to enable employees perform to their best	40	1.30	.464
The top leadership has put proper mechanisms in place to track all employees’ achievement as per the set organizational goals for every department	40	1.40	.496
Top leadership is able to ensure that there is appropriate usage of resources both human and capital	40	2.38	.490
Top leadership team encourages employees working in various departments of the organization to set personal goals	40	1.80	.405
The top leadership is able to review progress of each employee against the goals and objectives set	40	1.30	.464
Top leadership has sensitized all employees on the organizations goals	40	1.85	.533
The top leadership has progress reporting tools	40	1.78	.423
The top leadership is able to track progress for each department in the organization	40	1.95	.504
Statements on Analytical Thoroughness			
Top leadership is able to make logical conclusions to all issues affecting the organization whether positive or negative	40	1.97	.480
Top leadership has the ability to use diverse approaches to decision making	40	1.18	.385
The top leadership has the ability to assess the accuracy of decisions made in all departments in the organizations	40	1.77	.423
Top leadership has the ability of breaking down raw information and undefined problems to workable components	40	1.18	.385
The top leadership is able to draw interpretations and proper conclusions on organizational issues	40	1.95	.221
Top leadership has the ability to anticipate issues and obstacles that are not readily superficial and prepare adequately	40	1.37	.490
The top leaders perform tasks to superior standards	40	1.77	.423
The top leaders encourage all employees to perform tasks to superior standards	40	2.03	.530
The top leadership has set a culture that sets superior performance standards	40	1.33	.474
The top leadership has set improvement standards to reduce error	40	1.72	.452
The top leadership has set improvement standards to lessen omission	40	1.95	.450
The top leadership has set improvement standards to diminish oversights	40	3.08	1.366

From Table 1 the maximum mean of 3.08 was presented by the statement indicating that the top leadership encourage strong working groups and assist in their formation. This is found under the category of Analytical Thoroughness. The lowest mean of 1.18 was presented by two statements as follows; top leadership has the ability of breaking down raw information and undefined problems to workable components and top leadership has the ability to use diverse approaches to decision making. These two statements are found under analytical thoroughness section.

The lowest standard deviation recorded was 0.221 representing the statement; the top leadership is able to draw interpretations and proper conclusions on organizational issues. This statement falls under analytical thoroughness category.

4.2.2 Descriptive Statistics on Performance

This study sought to establish the level of performance. Statements were presented which respondents were required to indicate the extent to which they applied in their organization. According to the 5 point Likert scale presented to them Table 2 presents the findings.

Table 2: Performance Analyses

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

Source: Field Data (2017)

The results in Table 2 clearly show that the highest mean of 3.88 is in the statement; the organization is able to create strong customer relationship systems under satisfaction category. On the other hand, the lowest mean of 1.35 is clearly shown in the statement; the organization has a customer reward system represented in the customer satisfaction category. In regard to the standard deviation from Table 2, the highest SD of 1.630 with this statement; the organization responds to customer complaints promptly, was realized. This statement falls under customer satisfaction category. The lowest SD of 0.362 was realized on this statement; the organization's processes are documented into procedure manuals represented under the internal business processes category. The highest standard deviation could likely imply that some customers' complaints are responded to promptly, others not so promptly while other customers are not responded to. On the lowest standard deviation, it appears ECD's processes are documented into procedure manuals making work easy even for the new employees on board.

4.3 Inferential Statistics

Test of Hypotheses

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

H₁; Progress Monitoring does not Significantly Influences Performance of ECD

This hypothesis pursued to understand whether there exists a significant influence and relationship between progress monitoring and performance. A simple regression test was run to find out whether there existed any influence and to what magnitude progress monitoring influences performance in ECD. The findings of the analyses are as shown in Table 3.

Table 3: Independent Effects of Progress Monitoring on Performance

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

a. Dependent Variable: Performance
b. Predictors: (Constant), Progress monitoring

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether progress monitoring had an impact on performance. Table 3 explains the following outcomes; correlation coefficient (R) had a value of 0.770^a which implies that there is a strong positive linear relationship. The regression analysis (R²) shows a 59.3 percent of variance in performance which was found to be statistically significant. This means that progress monitoring contributed 59.3% to the performance of the organization. On the other hand, F (1,38) = 55.384, P<.001, N=40 which means the analysis of the variance was significant. Lastly, an inspection of the predictor variable revealed that progress monitoring was a significant predictor of performance (Beta=.770, p>.0071).

Generally, this means that there is a very strong relationship between progress monitoring and performance of ECD. The higher levels of progress monitoring were associated with higher levels of overall performance in the organization presented with 59.3% which shows a very high influence of progress monitoring on performance of ECD.

H₂; Analytical Thoroughness does not Significantly Influences Performance of ECD

This hypothesis sought to understand whether there was a significant influence and relationship between analytical thoroughness and performance. A simple regression test was run to find out whether there existed any influence and to what degree analytical thoroughness influences performance in ECD. The findings of the analyses are as shown in Table 4.

Table 4: Independent Effects of Analytical Thoroughness on Performance

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

a. Dependent Variable: Performance
b. Predictors: (Constant), Analytical Thoroughness

Source: Field Data (2017)

A simple regression analysis was carried out to find out whether analytical thoroughness had an impact on performance. Table 4 explains the following results; correlation coefficient (R) had a value of 0.707^a which implies that there is a strong positive linear relationship. The regression analysis (R²) shows a 50.0 percent of variance in performance which was found to be statistically significant. This means that analytical thoroughness contributed 50% to the performance of this organization. On the other hand, F (1,38) = 37.987, P<.001, N=40 which means that the analysis of the variance was significant and finally, an inspection of the predictor variable revealed that analytical thoroughness was a significant predictor of performance (Beta=.707, p>.001).

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

5.1 Conclusions

Strategic leadership remains an important approach of leadership used in many organizations. This kind of leadership has been linked to enhanced performance of the firm in different markets. However, previous studies have not properly brought out this relationship and hence the need for this study. Four measures of strategic leadership were used to test their relationship and influence of these measures with performance. The findings of the analysis found measures for strategic leadership: Progress monitoring and analytical thoroughness to have a significant positive impact on performance of the ECD. These findings are important because they provide an important perspective of the influence of this strategic leadership approach on organizational performance especially in faith based organizations. Considering their conservative nature, many times they shy off from buying in new ideas for the fear of the unknown. From this study, it is suggested that the

top leadership of the faith based institutions should open up and welcome new ideas that can greatly improve organization performance. The empirical evidence therefore points to the strong influence of strategic leaders' characteristics on performance which is an aspect that remains consistent with previous studies on the influence of strategic leaders' characteristics on organization's performance.

The discussion of the findings points to the important role played by strategic leadership in organizations as this study has been able to find that previous studies support the role played by the four strategic leaders' characteristics in influencing organizational performance. From these findings, it is suggested that it would be important for ECD to consider the implementation of this kind of leadership if it seeks to continue enhancing performance.

6.1 Recommendations

The study recommended the ECD top leadership should ensure proper structures are put in place to support progress monitoring. Monitoring of progress can only be ensured if there is a system in place with goals and performance measures. This system can help also enhance accountability while at the same time improving overall performance. In the context of this study operational, department and employee measures ought to be implemented to support progress measuring in the organization. The study further recommendation is to focus on facilitating analytical thoroughness. Analytical thoroughness is an aspect that can be achieved with the right analytical and problem-solving tools in the organization. The organization's leadership should focus on ensuring that there are problem-solving tools at the firm that can support the ability to analyse data and implement effective decisions that enhance the performance of the organization. The organization may consider increasing the number of female leaders in all levels of East-Central Africa Division of the Seventh-day Adventist Office. Finally, the organization may consider young people in the leadership various leadership levels.

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