

**STRATEGIC LEADERSHIP PRACTICES AND PERFORMANCE OF FAITH
BASED ORGANIZATIONS IN RWANDA**

A CASE OF CARITAS ARCHDIOCESE OF KIGALI

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**Thesis Submitted in Partial Fulfilment of the Requirements for the Award of Master's
Degree in Business Administration**

KIGALI INDEPENDENT UNIVERSITY ULK

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October, 2023

DECLARATION

I, the undersigned, declare that this thesis is my own work submitted in Partial Fulfilment of the Requirements for the Award of Master's Degree in Business Administration; and all the sources that I have used or quoted have been indicated and acknowledged by means of references. I further declare that, I have not previously submitted this work, or part of it for another qualification or at any other higher education institution. No part of this research should be reproduced without the author's consent or that of Kigali Independent University.

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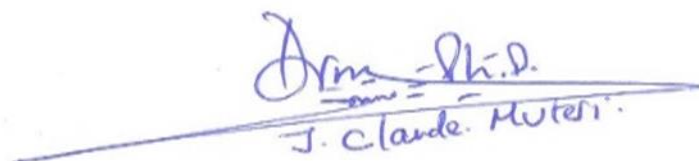
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CERTIFICATION

This is to approve that this thesis entitled “ Strategic leadership practices and performance of Faith Based Organizations in Rwanda. A case of Caritas Archdiocese of Kigali” was carried out by MFITIRYAYO Jean de Dieu under my supervision.

Dr MUTESI Jean Claude, PhD

A handwritten signature in blue ink. The signature is written in a cursive style and includes the text "Dr. Mutesi Jean Claude, PhD" above a horizontal line, and "J. Claude Mutesi" below the line.

Signature _____

Date: 18/8/2023

DEDICATION

To

My beloved wife

My beloved Son

My family, relatives, classmates and colleagues

ACKNOWLEDGEMENTS

I thank God, the Almighty for the gift of life that has enabled me to complete this research thesis. I would also wish to extend my gratitude to the mind behind the establishment of a great institution of high learning ULK, Professor Dr. RWIGAMBA BALINDA the Founder and President of ULK. I would like to express my special appreciation to my supervisor Dr MUTESI Jean Claude for valuable guidance and advice that enabled me to successfully complete this study. Thanks also go to the top management and staff of Caritas Archdiocese of Kigali who extended a lot of support and gave access to all necessary documentation and information during the research, without their supports, it couldn't have been possible to complete this research. I extend my heartfelt appreciation to my wife who has given me great moral support during my course work studies and thesis writing process. Last but not the least, I would also like to thank my parents and brothers, relatives and friends for their valuable encouragement, advises and assistance given during my period of study.

May God bless you all!

MFITIRYAYO Jean de Dieu

LIST OF ACCROMNS AND ABBREVIATIONS

%	Percentage
A	Agree
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
B	Unstandardized Coefficients Beta
Beta	Standardized Coefficients Beta
BP	Beneficiaries' Perspective
CA	California
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CT	Computed Tomography
D	Disagree
DF	Degrees of Freedom
DOI	Digital Object Identifier
DRC	Democratic Republic of Congo
e.g.	for example
Ed	Edition
EP	Employee Perspective
FBOs	Faith Based Organizations
Fi	Frequency
H.	Hour
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management

i.e.	id est (in other words)
INTRAC	International NGO Training and Research Centre
JHEA/RESA	Journal of Higher Education in Africa/Revue de l'enseignement supérieur en Afrique
KPI	Key Performance Indicators
LBO	Leading by Objectives
LLC	Limited Liability Company
LMX	Leadership-Member Exchange.
MBA	Master of Business Administration
MINECOFIN	Ministry of Finance and Economic Planning
MIS	Management Information System
NGOs	Non-Governmental Organizations
NPO	Non-Profit Organization
OECD	Organization for Economic Co-operation and Development
OP	Organizational Performance
P.	Page
P.O. BOX	Post Office Box
PhD	Doctor of Philosophy
RGB	Rwanda Governance Board
S/No	Serial Number
SA	Stakeholder Accountability
SA	Strongly Agree
SD	Strategic Direction
Sig.	Significance
SMART	Specific, Measurable, Achievable, Realistic, and Time-specific

SOX	Sarbanes-Oxley Act of 2002
SPSS	Statistical Package for Social Sciences
SS	Strategic Staffing
UIA	Union of International Associations
ULK	Kigali Independent University (Université Libre de Kigali)
UN	United Nations
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
USA	United States of America
USIU	United States International University

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ABSTRACT

The current study intended to assess the influence of strategic leadership practices on the performance of Caritas Archdiocese of Kigali which is one of the Faith Based Organizations. The study attempted to answer four questions: what is the influence of strategic direction on performance of Caritas Kigali? Does strategic staffing has an influence on performance of Caritas Kigali? What is the influence of stakeholder accountability on performance of Caritas Kigali? How is the performance of Caritas Kigali along with its strategic leadership practices? In order to deal with those questions, the study focused on four specific objectives namely strategic direction (SD), strategic staffing (SS), stakeholder accountability (SA) and organizational performance (OP). The data underlying this study were quantitatively and qualitatively collected using triangulation method in order to test validity through the convergence of information from different sources. The sample size was 56. It was in such case that this study has targeted 56 staff of Caritas Kigali, 4 from top management and 33 external stakeholders of the organization. Stratified random sampling and census technique were both used to reach out respondents, whereas questionnaire and interview techniques were taken into account to collect data from the various strata of the respondents. The SPSS version 22 was used to analyze data. The results revealed that there is a strong positive correlation (Spearman's rho = 0.685, $p < 0.05$) between strategic direction and organizational performance. This indicates that as strategic direction increases, there is a corresponding increase on performance of Caritas Kigali. There is a significant positive correlation (Spearman's rho = 0.610, $p < 0.05$) between strategic staffing and organizational performance. This indicates that as strategic staffing improves, there is a corresponding improvement on performance of Caritas Kigali. The findings show that there is a strong positive correlation (Spearman's rho = 0.763, $p < 0.05$) between stakeholders' accountability and organizational performance. This suggests that higher levels of stakeholders' accountability are associated with performance of Caritas Kigali. Therefore, all correlation coefficients between the studied variables and performance of Caritas Kigali are positive and $p < 0.05$, which involves strong positive relationships between strategic leadership practices on the performance of Faith Based Organizations in Rwanda. The study concluded that strategic leadership practices influence the performance of Faith Based Organizations in Rwanda. However some weaknesses were identified at each of four target specific objectives and appropriate suggestions were recommended in this study. It was stated that, although, the overall mean value of Strategic staffing on performance of Caritas Kigali was high, the results demonstrated a set of weaknesses. For instance, not all employees and other external stakeholders can actively participate in decision making process at Caritas Kigali. In terms of recruitment process, the results showed that, it was quietly done due to the weakness of Human Resources management. The procedures to offer rewards, trainings and motivation were neither significantly done nor appreciated by the employees. Despite the number of employees in the organization, duties are slightly delegated to staff according to their qualifications. The top management of Caritas Kigali does not suddenly release information to the stakeholders. The study strived to articulate key recommendations to address the mentioned weaknesses. The governing board should determine and sort out the activities and monitors their compliance with the mission. Caritas Kigali as other FBOs should offer to staff the induction courses, proper training and supervision, and provide them with opportunities for individual growth and development. FBOs should develop a written conflict of interest policy, which is applicable to the heads of departments and to any staff and volunteers who have significant decision-making authority regarding the organization's activities or resources, as well as relevant organizational stakeholders. The study recommends that FBOs should softly reflect their core values, mission, and cultural standards in terms of as democratic principles to be used where applicable at all FBOs.

Key words: Leadership, Direction, Staffing, Accountability, Stakeholders, Performance, Faith Based Organization

CHAPTER ONE

INTRODUCTION TO THE STUDY

Chapter one presents the study's background information, statement of the problem, research objectives, research questions and hypotheses, scope and significance of the study, definitions of key concepts and finally thesis structure.

1.1 Background to the study

Performance management is the process by which an organization is driven through the systematic meaning of the vision, mission, strategy and objectives of the organization, making these measurable through critical success factors and key performance indicators in order to take corrective actions to keep the organization on track (Waal, 2007). This is a very important practice for strategic leadership (Rowe, 2011). Strategic leadership is different from other forms of leadership in that it is exerted when decisions and actions of leaders have strategic implications for the organization and is broad in scope (Bharti and Sahu, 2009).

Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility as well as to empower others to create strategic change as necessary” (Hitt & Hoskisson, 2007). It helps organizations cope with change that seems to be increasing exponentially in today’s globalized business environment (Rowe, 2011), Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing. The aim of strategic leadership is sustainable competitive advantage that allows an organization to endure in the long run (Bharti & Sahu, 2009). It is about strategic intent, which is a powerful concept used to describe how an organization can take a strategic perspective in a rapidly changing and turbulent environment (Davies & Ellison, 2004).

Strategic intent is about ‘we know what major change we want but we do not yet know how to achieve it’. Strategic leaders will acknowledge the complex and unpredictable nature of the future and develop strategies to ‘prepare for the unexpected; rather than just ‘plan for the known. Strategic leaders must lead their organizations in the strategy making process and work out an organizational structure that will ensure that the strategy is well implemented and according Thompson (2007), the executives of an organization have strategic roles.

Strategic leaders will make the work of management easier when they have helped in crafting a good strategy. A good strategy that is well aligned to the organizational goals and well executed is a sign of good organizational management (Chaffey et al., 2009). The process of making a strategy begins with an agreement on the vision, mission and values of the organization (Jim, 2003; Lewis, 2012). Having a strategic plan is one thing and implementing it is another. As noted by Chaffey et al. (2009), the best-formulated strategies will inevitably fail to produce superior performance in an organization if they are not successfully implemented. Getting things done involves nurturing the staffs’ technical, mental and emotional capacities, and mobilizing these to achieve the desired outcomes. Strategic leaders draw on their tacit knowledge and position to focus on what is important. They get things done both personally and in collaboration with others (Ongonge, 2013). In terms of ‘getting things done’, one criterion upon which strategic leaders are often judged is their talent for ‘strategic resourcing’. This is about leaders securing the resources that their organizations need (Robinson, 2011). Moreover, strategic leadership practices link the stakeholders and the Organization’s governance board with other staff (Arasa & K'Obonyo, 2012). One of the issues strategic leaders must consider when rolling out a strategy is the structure of the organization.

In his book “principles and practices of organizational performance excellence,” Cartin (2010) asserts that people and how they are positioned in an organization can either lead to failure or success of such an organization. One significant role for strategic leadership practices in Faith Based Organizations is the presence of governance mechanism exercised by donors, Organizations themselves and stakeholders as well. Addink (2019) argues that the governance mechanism has evolved from two intertwined notions namely the rule of law and democracy.

For governance to be effective, its practices ought to be anchored in accountability, participation, inclusion, rule of law, equity, equality, responsiveness and transparency (UNDP, 2022, Sharma, 2012; RGB, 2018; Henk, 2019). Accountability is a key component in leadership (Brogan, 2022). The Faith Based Organizations are entitled to be answerable to their constituencies and general public (Basri and Nabiha, 2010; Schatteman, 2014). Their quality performances are resultant to the degree to which resources are properly managed to the realization of their mission and vision. Various criticisms in articles and media highlighting the accountability of Faith Based Organizations (FBOs) are getting more intensified in respect to disbursement issues (Gibelman and Gelman, 2001; Goddard and Assad, 2006; Ebrahim, 2003; Brown and Moore, 2001; Kovach et al., 2003; Dixon et al., 2006; Gray et al., 2006; Unerman and O'Dwyer, 2006; Kaldor, 2003), more specifically to the rights and obligations of the communities (Lehman, 1999, 2005). The issues arise because the purpose of donors and local FBOs to help the community solve their problems seems to be weak (Fries, 2003; Brown dan Moore, 2001). “How should the accountability of local FBOs be?” is still a difficult question to answer and still in debates (Ebrahim, 2003; Gray et al., 2006). Weak accountability of local FBOs can be seen from, for example, financial reports that are mostly submitted only to the donors (Ebrahim, 2003; Goddard and Assad, 2006), lacking of information about organization’s activities to the community/stakeholders (Kovach et al., 2003), and lacking of supervision of the disbursement that disregards the culture of community (Dixon et al., 2006).

This happened apparently due to many scandals and abuses of power committed by local FBOs (Gibelman and Gibelman, 2001). The accountability relationships between FBOs and stakeholders have been of significant interest in the FBOs accountability literature (Rahmani, 2012). (Mooketsane et al., 2018). Traditionally, FBOs are accountable to donors and this is referred to as an upward accountability (Agyemang et al., 2017). In Rwanda, the purview and presence of Faith Based Organizations 'operations are best mirrored in their unabated contribution in post-conflict reconstruction (Gready, 2010; Francois, 2017).

Areas of interventions of these organizations have covered a wide array of issues ranging from healthcare, agriculture, education, unity and reconciliation, capacity building and empowerment (RGB, 2018). Through their multifaceted interventions, these organizations have remained key supporting pillars and strategic partners to the government in an effort to comprehensively achieve the goals enshrined in the national strategy for transformation (MINECOFIN, 2017). Given the evolving dynamics of FBOs' operations in Rwanda, they are getting demands to shift from traditional way of accounting towards a blended mode of accountability whereby stakeholders are also entitled to control these FBOs through a downward accountability (Traxler et al., 2018; Agyemang et al., 2019). Keating & Thrandardottir (2017) observed that a wide host of Faith Based Organizations have been experiencing a decrease in terms of their size, and their level of professionalism and political importance waned as there has been a growing uproar on the degree to which these organizations are complying with the agenda of accountability. Therefore, this study attempts to articulate the influence of strategic leadership practices on the performance of FBOs in Rwanda.

1.2 Statement of the problem

Almost of 90% of Local FBOS' funding is coming from foreign donations. Such FBOs increasingly face primarily a couple of challenges of demonstrating effectiveness leadership (Islam, 2016), that involve duplication of efforts, contradicting policies , a lack of learning from experience and the inability of FBOs to address local structural causes of poverty (UIA, 2020); and the recent facts are required. It is also unidentified how competition for resources undermines the reputation of the sector and the effectiveness of FBOs affairs at community level (Aldashev & Verdier, 2009; Kemp, 2013). As a result, there is a great deal of suspicion among FBOs, level of confidentiality and transparency (Mohamed, 2015). Local FBOs implement projects without due consideration of community initiatives and community mapping, (Nunnenkamp & Ohler, 2010). Another major problem encountered by local FBOs is poor governance (Deo, 2015), with very little understanding of why local FBOs are required to have boards or what their roles, responsibilities and functions should be (Mawere, 2013).

Local FBOs objectives may change because societal needs may grow, new needs within the limitation of the organization's mission may emerge, but little evidence can approve it (Jeger, 2008). There is a lack of fact on how models of Local FBOs behavior do not take into account the possibility that objectives of stewards, managers and operational staff may differ (Steinberg, 1990). According to Ebuthania (2019), Local organizations lack effective monitoring and evaluation practices due to misuse of resources, poor planning, conflict of interest, and poor communication in meeting obligatory requirements; hence failing to deliver results that do not meet stakeholders needs despite Monitoring and Evaluation practices being in place and the specific evidence is needed here. Basing on their natures, FBOs are themselves the implementers of programmes, doing things directly for the recipients.

And this promotes an authoritarian approach, which does not promote the participation of their communities; hence, there is a need of fact to prove it. In some instances, FBOs' agenda is hidden because their programmes are not decentralized. This makes upward planning very difficult for the recipients for they are unsure whether what is promised will be delivered (Corinna, 1999). Despite the popular discourse about the role of FBOs, little evidence is found to community's participation at all levels (Fruttero and Gauri 2005). The issue of accountability for FBOs is seen as very ignorant and FBOs give very little value to their work (Islam, 2014). There is a necessity to ascertain how far local FBOs have enhanced social economic development of communities, how much of stakeholders feedback is incorporated in local FBOs interventions or even whether or not critical barriers to effective local FBOs interventions and success have been explored (Sanyu, 2017).

It is also said that, there are no owners in the sense of stakeholders and it is interested in knowing how local FBOs' stakeholders have a stake in the organization and whose utilities are affected by the local FBOs' affairs (Jegers, 2008). There is a missing of reason to expect that all FBOs have identical objectives (Balsler and McClusky, 2005). It is therefore imperative that this research is conducted to answer these and other unanswered dilemmas. Although there are apparent agreements among scholars, practitioners, and policy makers regarding the significance of accountability (O'Dwyer & Unerman, 2008), little is known as to how it can be materialized. Hence, some questions are raised: to whom are FBOs accountable to? What are FBOs accountable for? How are FBOs accountable? (Keohane, 2005). To date, very little research has analyzed the direct and indirect relationships between strategic leadership and performance variables of FBOs. Morales et al., (2008) admit by pointing out that few studies on strategic leadership have systematically traced the causal path of its effect on performance of FBOs by examining the intermediate influence of different strategic variables.

Various scholars have argued that methodological and statistical limitations, unavailability of relevant control variables and contexts have systematically undermined the effect of strategic leadership on performance of FBOs (Fitza, 2017; Hambrick & Quigley, 2014; Blettner et al., 2012; Thomas, 1998). Boal & Hooijberg (2001) observe that, studies on strategic leadership are limited and Crossan et al., (2008) argued that many studies have excluded critical organizational and environmental variables that might mediate such a relationship. Therefore, this study attempts to assess the influence of strategic leadership practices on the performance of Faith Based Organizations in Rwanda.

1.3 Objectives of the study

In this study, the research objectives are categorized into general objectives and specific objectives. The general objectives outline the overall goals and purpose of the research, while the specific objectives focus on the particular aspects or components that will be investigated.

1.3.1 General objective

The overall objective of this study was to assess the influence of strategic leadership practices on the performance of Faith Based Organization in Rwanda.

1.3.2. Specific objectives

- i. To determine the influence of strategic direction on performance of Caritas Kigali.
- ii. To evaluate the influence of Strategic staffing on performance of Caritas Kigali.
- iii. To investigate the influence of stakeholders' accountability on performance of Caritas Kigali.
- iv. To assess the performance of Caritas Kigali along with its strategic leadership practices

1.4. Research questions

- i. What is the influence of strategic direction on performance of Caritas Kigali?
- ii. Does strategic staffing has an influence on performance of Caritas Kigali?
- iii. What is the influence of stakeholders' accountability on performance of Caritas Kigali?
- iv. How is the performance of Caritas Kigali along with its strategic leadership practices?

1.5 Scope of the study

The scope of a study explains the extent to which the research area explored in the work and specifies the parameters within the study operating. Basically, this means that you have to define what the study is going to cover and what it is focusing on (Grinnel, 2010). Therefore, this research as any other scientific study was limited on time, geographical, domain and content.

1.5.1 Time scope

Scope in time is a term used in project management which involves in planning and organizing the time that it will take to accomplish a specific task (Mitchell, 2021). And for this study, the researchers consider a time frame of 6 years (2018-2023). The year 2018 refers to the period of reference from which data were collected while 2023 consists of the year of data collection. This means that the interval of 6 years implies the period for studying the influence of strategic leadership practices on the performance of Caritas Kigali.

1.5.2 Geographical scope

Space scope is a statement where the researcher mention geographical boundary of research. It is in this part the researcher clearly identifies the region of research (Kenneth, 2017).

Therefore, this study was carried out at Caritas Kigali. Caritas Kigali is located in Nyarugenge District, Kigali City.

1.5.3 The domain scope

Kumar, (2005) defines domain scope as what users can and cannot access on the other way domain scope is an informal description of the systems and related application engineering work products in the discipline area. Therefore, the variables of this study are allied to the field of business research methodology, strategic management, performance management, management of organizations and corporate governance.

1.5.4 The content scope

This research encompasses two major variables, independent variable which involves the strategic leadership practices (Strategic direction, strategic staffing, and stakeholders' accountability), while dependent variable reflected on performance of Caritas Kigali as one of the Faith Based Organizations operating in Rwanda.

1.6. Significance of the Study

The current study is well-intentioned to the academicians and Researchers, Policy Makers, Practitioners and Government of Rwanda.

1.6.1 Academicians and Researchers

The findings of the proposed study have both theoretical and practical implications for the future Scholars. Academicians and other researchers can use the study as a reference for conducting research on a similar field and utilize the findings as secondary data. This study highlighted importance of other areas yet to be researched on.

With so much potential asset, the researcher anticipated to initiate a long overdue and highly pragmatic research study to facilitate FBOs identify the impact of strategic leadership practices on their performance.

1.6.2 Policy Makers

To the policy makers, the relevance of this study rests on its empirical basis for identifying policy options to enhance the growth of Faith- Based Organizations. This study is helpful for other persons who would be interested in broadening their knowledge base in strategic leadership practices.

1.6.3 Practitioners

The research findings will be an additional tool to public and private sectors to pay more attention in enhancing the role of FBOs in promoting stakeholders' accountability. Both the FBOs and donors will benefit from this study in playing significant roles in promoting accountability to stakeholders. The study gives great importance to the influence of strategic leadership practices on the performance of FBOs in Rwanda.

1.6.4 Government of Rwanda

This study is an additional tool the government of Rwanda, specifically to the regulatory bodies. Thanks to the study findings, the regulatory bodies will be able to take attention to regulate the powers held by the FBOs to the advantage of communities in general.

1.7 Definitions of key terms

The key terms of this study to be defined in this section consist of Strategy, Governance, Accountability, Leadership, and Faith- Based Organization, Stakeholders, and Performance and Performance management.

1.7.1 Strategy

It is a coordinated and integrated set of actions and commitments designed to make use of main abilities and gain a competitive advantage (Hitt et al, 2003; Martin, 2022). Bruzelius (2004) defines strategy in three perspectives: strategy as a position, strategy as a plan, and strategy as pattern of action. Strategy is the development of plans, policies and practices to achieve the organization objectives (Ghemawat, 2005). Strategy is the way in which the organization should behave or act in the market and relate to its external environment. Strategy is the responsibility of senior organization management and the result of their decisions (Stead, 2008)

1.7.2 Governance

It refers to the organizational leadership of a corporation (McGrath & Whitty, 2015), or the way in which organizations are controlled and directed in the interest of stakeholders (Agyei-Mensah, 2016). Simply put "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented) (UNESCAP, 2009).

1.7.3 Accountability

Collier (2013) defines accountability as the acknowledgment and assumption of responsibility for actions, products, decisions, and policies, including the administration, governance,

and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

It can be defined as the act of being answerable for accomplishing a goal or assignment (Niemi, 2018). Accountability can also be defined as the quality or state of being accountable that is an obligation or willingness to accept responsibility or to account for one's actions. A key definition of accountability is 'a social relationship in which an actor feels an obligation to explain and to justify his or her conducts to some significant other' (Bovens, 2005). Accountability can also be defined differently based upon social, political, cultural and institutional conditions (Dubnick & Frederickson, 2011). It refers to the means through which organisations and individuals voluntarily take responsibility for shaping organisational mission and values and for opening themselves up to scrutiny" (O'Dwyer and Boomsma, 2015).

1.7.4 Leadership

According to Northouse (2010), leadership is the process by which an individual influence a group of individuals to achieve a common goal. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success (Zeitchik, 2012). Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kruse, 2013). Leadership is "the process of guiding and directing the behaviour of people in the work environment (Nelson, 2000). Leadership is not about individuals (leaders or followers), but about the relationship between them. Thus leadership goes beyond having social power to fulfil the social group's collective vision (Haslam, 2001). Leadership involves defining as well as providing a means for the subordinated to follow the leaders vision (Zaccaro et al, 2004).

Leadership includes the “activities tied to the core work of the organisation that are designed by organisational members to influence the motivation, knowledge or practices of other organisational members (Spillane, 2006).

1.7.5 Faith Based Organization

A faith-based organization may be defined as a group of individuals united on the basis of religious or spiritual beliefs. Traditionally, faith-based organizations have directed their efforts toward meeting the spiritual, social, and cultural needs of their members (Wolfgang & William, 2013).

1.7.6 Stakeholders

Stakeholders are people, groups, or institutions, such as suppliers, customers, stakeholders, financial institutions, unions or local communities, who are likely to be affected by an organization’s proposed interventions (either negatively or positively), or those which can affect the outcome of the intervention (Friedman & Miles,2006).

1.7.7 Performance

Performance is the measure of actual output or results of an organization against its intended outputs, namely goals and objectives (Weir & Laing, 2010).

1.7.8 Performance management

It is a process of creating a work environment or setting in which workers can perform to the best of their abilities (Niemi, 2018). Performance management is defined as the process of continuous communication and feedback between a manager and employee towards the achievement of organizational objectives (Lalwani, 2020).

1.8 Structure of the Study

The study is into three sections: the preliminary section, the main body of the report, and the appendices. The preliminary section includes the title page, certification, declaration of authority, dedication, acknowledgements, table of contents, list of tables, list of figures, Abbreviations and Acronyms and abstract. The body of the paper is divided into five chapters: Introduction to the Study, literature review, research methodology, research findings and Summary, conclusion and recommendations. The report's last portion contains references and appendices. The first chapter of the study's body covers the research's introductory part.

This chapter covers the Background to the study, Problem statement, Research objectives, Research Questions, Scope of the study, significance of the study and definitions of key concepts as well as study structure. The second chapter is devoted to theoretical review, empirical studies, critical review, summary of knowledge gap and conceptual framework.

The third chapter discusses the study's research methodology. This chapter covers the research design, population of the study and sampling, Data Collection Techniques and Tools, Validity and reliability tests, Data processing, data analysis, limitations and ethical considerations. The survey's analysis and interpretations are discussed in the fourth chapter. It contains a number of tables, graphics and data presentation. Finally, the study's discussion, conclusion, and recommendations are presented in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Gibson (2013), literature review is a section that attempts to present a critical review of the available literature on the subject of research. Therefore, this chapter presents a review of previous empirical findings on which the study's foundation was built. It also examines hypothesized theories from which the study's conceptual framework was drawn. The chapter covers the theoretical framework, a review of empirical studies, critical review, summary of knowledge gap and conceptual framework for the relationship between strategic leadership practices and performance of Faith- Based Organizations.

2.2. Conceptual review

The conceptual review of this study is constructed by defining its two variables independent variable Strategic leadership practices (strategic direction, strategic staffing, and stakeholder accountability) and dependent variable (Faith-Based Organizational performance).

2.2.1 Strategic leadership practices

Rowe (2011) defines strategic leadership as “the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization, while at the same time maintaining its short-term financial stability”. Strategic leadership is a broad term that includes determining the mission and objective of the organization in the context of its external and internal environments. It is ongoing process involving the efforts of strategic managers to adjust the organization to the environment in which it operates while developing competitive advantages (Maggie, 2021).

These can be defined as specific leaders' practices that give an organization a competitive advantage over competitors. They are in most cases aligned to the strategy and the leadership style of a leader in an organization (Lesage, 2009). Leadership practices involves the practices of the entire workforce in an organization that promote the organizations performance carried out by the leaders in particular organizations (Lewis, 2003). A leadership practice can be defined as any practice that offers direction to a group or organisation (Crevani, 2015; Crevani and Endrissat, 2016).

2.2.1.1 Strategic direction

It refers to the plans that need to be implemented for an organisation to progress towards its vision and fulfill its goals. It ensures owners and management can communicate the importance of employees work and their contribution to achieving business objectives. It is the set of activities and decisions a firm needs to make in order to achieve its goals and objectives (Nasrudin, 2023).

2.2.1.2 Strategic staffing

Strategic staffing is described as referring to various aspects such as attracting, selecting, and retaining qualified people in order to attain organizational goals (John, 2019). Staffing is HRM process that includes attracting people with necessary knowledge and skills for the job, selecting individuals with higher qualities, and retaining qualified individuals to achieve organizational goals and objectives (Pahos and Galanaki, 2019). Strategic staffing means making sure your organisation has the workforce it needs to deliver its current and planned business objectives. The seven components of strategic staffing are planning, sourcing, recruiting, selecting, acquiring, deploying, and retaining talent (Phillip & Gully, 2015).

2.2.1.3 Stakeholder accountability

Stakeholder accountability” concerns the relationship between an organization, company, or corporation and its stakeholders and how accountable this relationship is interpreted to be by all parties, but in this entry the viewpoint of “accountability” will be seen as the viewpoints of the stakeholders. The governance, management and accounting literatures are awash with theories that explain how accountability mechanisms influence managerial behaviour. Agency and stakeholder theories are the most prevalence (Sundaram and Inkpen, 2004; Solomon, 2007).

Agency theory privileges shareholders’ interests over those of other stakeholders, and characterises management as self-interested. To maximise shareholder value, monitoring and incentive schemes are required to direct the behaviour of management (Jensen and Meckling, 1976). Stakeholder theory is not one theory, but a set of theories that recognise the interests of all stakeholders (e.g. customers, suppliers, employees, shareholders, etc) and explain how management can satisfy the competing interests of stakeholders. Stakeholder-agency theory combines these two theories in order to explain the dynamic relationship between stakeholders and management. In the non-profit sector, organisations do not have shareholders, but they do have multiple stakeholders such as government, donors, beneficiaries, and voluntary and paid employees. The behaviour of stakeholders and managers may be characterised by self-interest, sentiment, duty, or excellence (Rocha and Ghoshal, 2004).

It would be naïve to assume that managers in non-profit organisations are purely self-interested or other-interested (e.g. sentiment for beneficiaries or a duty to donors). The role of the board of directors is to ensure that the mission of the non-profit organisation is fulfilled. They may use accountability mechanisms (e.g. incentives and controls) to direct management’s attention and constrain self-interested behaviour.

Also, they may have to prioritise the competing interests of stakeholders. Self-interested and other-interested behaviour are opposing positions. Human behaviour is likely to vary between these opposing positions. In which case, accountability mechanisms serve multiple purposes. Accountability mechanisms can provide information to stakeholders and managements, which these parties can use to facilitate cooperation and make mutually beneficial decisions (Freeman, 1984). Accountability mechanisms can also be a means of control that stakeholders use to direct the actions of management (Hill and Jones, 1992). Conceivably, management could use accountability mechanisms to manipulate stakeholders and serve their own interests.

2.2.2 Organizational performance

It refers to how well an organization is doing and how much of its daily tasks and set objectives it successfully completes. Organizational performance is defined as the actual output of a company measured against its intended output. The concept of OP can be viewed narrowly as well as broadly. In a narrow sense, it refers to the financial, product market and stakeholders return, while organizational effectiveness which is a broader concept includes both the financial indicators as well as the wider nonfinancial indicators such as, customer satisfaction, operations effectiveness and corporate social responsibility (Singh et al., 2016; Richard et al., 2009).

2.3 Theoretical review

A theoretical review is a foundational review of existing theories that serves as a roadmap for developing the arguments you will use in your own work. Theories are developed by researchers to explain phenomena, draw connections, and make predictions (Sarah and Tegan, 2022). Theories are analytical tools for understanding, explaining, and making predictions about a given subject matter (Omalaja, 2011).

As far as this section is concerned, the study reflected on the existing theories showing that the dissertation topic is relevant and grounded in established ideas. This study is anchored on theories: Strategic Leadership Theory (Hambrick and Mason, 1984; Hambrick & Pettigrew, 2001), Transactional/Management Theory (Cherry, 2012; Lamb, 2013), Relationship/Transformational Theory (Lamb, 2013, Cherry, 2012), Leadership-Member Exchange (LMX) Theory (Mango, 2018; Nawaz and Khan, 2016), accountability theory (Lerner and Tetlock, 1999; Vance, Lowry, and Eggett, 2015; Amankwa, Look, and Kritzing, 2022), Contingency Theory (Fiedler, 1960, Asana, 2022), Situational Leadership Theory (Hersey and Blanchard, 1969).

2.3.1 Strategic Leadership Theory

Strategic leadership theory has evolved from the original upper echelons theory developed by Hambrick and Mason (1984) to a study of not only the instrumental ways in which the dominant coalition impacts organizational outcomes, but also the symbolism and social construction of top executives (Hambrick & Pettigrew, 2001). Hambrick and Pettigrew also highlight two distinctions between the terms leadership theory and strategic leadership theory. According to them, leadership theory refers to leaders at any level in the organization, whereas strategic leadership theory refers to the study of people at the top of the organization on the one hand. Leadership research, on the other hand, focuses particularly on the relationship between leaders and followers and has been examined in many perspectives. Strategic leadership does not focus on the characteristics of the relationship between leaders and their immediate followers, but rather on how the dominant coalition of the firm influences the strategic process of organizational learning (Yukli, 2006). The roles and behaviors of effective top managers differ considerably from those of middle managers (Vera & Crossan, 2004).

In most prior research, scholars have looked almost exclusively at small group leadership and made it applicable to middle and lower managerial levels (Yukli, 2006). Davies and Davies (2004) find that effective strategic leadership revolves around the tension between short-term and long-term; change and stability; and bureaucracy and anarchy. It is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization while at the same time maintaining its short-term financial stability (Rowe, 2011). Effective strategic leadership includes change visions with sustained capacity for change implementation.

The leadership, therefore, needs to accept the change/stability paradox in order to understand the complexity of change as a collective and multi-level organizational competency (Taylor-Bianco & Schermerhorn, 2006) between the inertia of Weberian-style bureaucracy and anarchy. Boal and Schultz (2007) point out that in order to appreciate the ways in which strategic leadership impacts an organization, it is useful to discuss the organization as a complex adaptive system with strategic leadership providing the balance between complete stability and unmanageable disorder. Strategic Leadership Theory endeavored to explicitly assess the strategic leadership practices and performance of Faith Based Organizations.

2.3.2 Contingency Theory

Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry, 2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements (Naylor, 1999).

Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb, 2013). Contingency Theory was well-intentioned to assess the strategic leadership practices and performance of Faith Based Organizations.

2.3.3 Situational leadership Theory

Situational leadership theory proposes that leaders choose the best course of action based upon situational conditions or circumstances (Seyranian, 2012). Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate (Vroom and Jago, 1995). In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective. The theory has been criticized for its narrow focus on only one situational variable, but it has contributed to the understanding of leadership effectiveness by underlining the need for leaders to adapt their behavior to different situations (Seyranian, 2012). Situational leadership Theory contributed in assessing the strategic leadership practices and performance of Faith Based Organizations.

2.3.4 Transactional/Management Theory

Transactional theories, also known as management theories, focus on the role of supervision, organization and group performance and the exchanges that take place between leaders and followers. These theories base leadership on a system of rewards and punishments (Charry, 2012). In other words, on the notion that a leader's job is to create structures that make it abundantly clear what is expected of followers and the consequences (rewards and punishments) associated with meeting or not meeting expectations (Lamb, 2013).

When employees are successful, they are rewarded and when they fail, they are reprimanded or punished (Cherry, 2012). Managerial or transactional theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures (Lamb, 2013). Transactional Theory was taken into consideration to assess the strategic leadership practices and performance of Faith Based Organizations.

2.3.5 Relationship/Transformational Theory

Relationship theories, also known as transformational theories, focus on the connections formed between leaders and followers. In these theories, leadership is the process by which a person engages with others and is able to “create a connection” that results in increased motivation and morality in both followers and leaders. Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb, 2013). Relationship or transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also on each person to fulfilling his or her potential. Leaders of this style often have high ethical and moral standards (Cherry, 2012). Transformational Theory was endorsed to assess the strategic leadership practices and performance of Faith Based Organizations.

2.3.6 Leadership-Member Exchange (LMX) Theory

The theory views leadership as consisting of a number of dyadic relationships linking the leader with a follower. The quality of the relationship is reflected by the degree of mutual trust, loyalty, support, respect, and obligation (Mango, 2018).

According to the theory, leaders form different kinds of relationships with various groups of subordinates. One group, referred to as the in-group, is favored by the leader. Members of in-group receive considerably more attention from the leader and have more access to the organizational resources. By contrast, other subordinates fall into the out-group. These individuals are disfavored by the leader. As such, they receive fewer valued resources from their leaders (Khan, Nawaz and Khan, 2016). Leadership-Member Exchange (LMX) Theory was undertaken to assess the strategic leadership practices and performance of Faith Based Organizations.

2.3.7 Accountability theory

Accountability theory is about the feeling of responsibility that arises in the process of decision-making and judgment. Thus, when people understand that they must justify their behavior to the other party, the need for being accountable increases. This theory explains how perceived accountability impacts an individual's behavior, increasing the likelihood that people think about their behaviors and the organization's processes.

Moreover, this theory was developed by Lerner and Tetlock (1999) from the beginning (Vance, lowry, and Eggett, 2015). Bovens (2014) categorized the use of accountability into two concepts: virtue and mechanism. Accountability as a virtue has a willingness of the person to accept responsibility and a positive feature that a person is eager to take responsibility for tasks such as traits in government agencies, firms, and public officials.

However, accountability as a mechanism is considered a process that individuals can explain their actions to the other parties who have the right to proceed with judgment on the activities as if there are any consequences of an individual's actions. In addition, accountability as a mechanism has a potential obligation to trace actions and report negative or positive outcomes.

Vance, Lowry, and Eggett (2015) presented that corporate governance must have mechanisms to promote accountability (it is a key to corporate governance to have an accountability mechanism in place). These organizational mechanisms are typically seen between employees and managers to perform a relationship for an honest evaluation and monitoring. Accountability Theory was foreseen to assess the strategic leadership practices and performance of Faith Based Organizations.

2.4 Empirical review

An in-depth review of previous empirical studies was conducted to provide an insight of the problem under study. The review focused on Strategic direction (SD), Strategic staffing (SS), and Stakeholder accountability (SA) and their influence on performance management of Faith Based Organizations in Rwanda.

2.4.1 Strategic direction and Faith- Based Organizational performance

The empirical review of the study on Strategic direction and Faith- Based Organization performance is broken down into 5 elements: Vision (Thompson et al.2009); mission (Bart & Hupfer, 2004), objectives (Drucker, 1964) and cultural values (Bart & Hupfer, 2004), and decentralization. Strategic Direction consists of the first specific objective of the study.

2.4.1.1 Vision

Thompson et al. (2009) describes a strategic vision as the route an organization intends to take in developing and strengthening its affairs. In this step, a strategic vision of where the organization needs to head and what its future is in regard to its products, customers, market and technology focus is sought and detailed.

This managerial step provides long-term direction, infuses the organization with a sense of purposeful action, and communicates to stakeholders the aspiration of the management for the company. As earlier noted from the work of Thompson et al., a vision describes an organization's present affairs and purpose.

A strategic vision, they argue, describes the route an organization intends to take in developing and strengthening its business. In the real sense, it lays down a company's strategic cause in preparing for the future. This is corroborated by Sabrautzki (2009) who states that, the vision is the source and the main idea of the company. It is a picture of how an organization should look like in the future, formulating the core ideology and purpose of the existence of the organization guiding the basic direction for desired organization development. Bharti and Sahu (2009) emphasize that leadership starts with having a vision then developing a plan to achieve it, which is based on data assessment, intuition, hope and fear. Extensive research is documented on how the vision contributes to growth and performance. Examples are included in the works of Millar, Hind and Magala (2012). Jing (2011); Aga (2011); Pierre, (2000). Organizations need a shared powerful vision that provides the enabling direction to become proactive and sustain the transformation process to create the future (Goodale, 2011). Goodale (2011) finds that a shared organizational vision suggests positive measures for organizational effectiveness through increased adaptability and flexibility.

As such, living the reality through a shared genuine vision becomes the driving force that will foster the respective employees to gain the personal initiative to grow and learn and, subsequently, increase the opportunity to improve competitive advantage (Senge, 2009). Peters (2005) observes that organizational survival is based on uniqueness and the ability to identify strategic distinction within the marketplace. He recommends that this uniqueness should be eminent in the shared organizational vision.

Peters, (2005) identifies a successful vision as providing the direction to be a tiebreaker in decision-making and general enough to take the opportunity of the ever-changing marketplace. Additionally, Falsey (1989) cites the Johnson and Johnson (J and J) issue to demonstrate an organizations commitment to its vision. He notes that J and J's response to the incident was based on the organization's belief in its vision and values.

Thus, realizing that the corporate image and customer safety were the integral parts of their vision, the decision to remove the contaminated product from the shelves and respond to the public with open and honest feedback was made immediately. The mounting pressure of the short-term financial burden was given secondary priority to restoring the vision's identified long-term need for customer confidence and loyalty to the organization. The vision-driven decisions carried out by J and J resulted in their rebound as market leaders within their industry (Falsey, 23 1989). Other authors suggest that there is a good deal more to achieving supernormal profits than just the traditional strategic positioning paradigm (Harris, 2001).

In their study of 26 manufacturing organizations from privately held firms (Harris, 2001) suggest that a combination of subjective (organizational) and objective (strategic) measures should be utilized in measuring a firm's performance. An effective vision driven-strategy translates directly into organizational effectiveness, which can be measured by sustained competitive advantage, improved sales, solid leadership, greater employee commitment, and increased stakeholders value (Gruca & Rego, 2005). To create an understanding of the core elements of vision driven organizations, one must become knowledgeable with the concept of what a vision is. In the available literature, numerous variations on the definition of a vision can be identified. For example, Kartabutra and Avey, (2010) see vision as capturing the worth of work, allowing the individual to identify their contributions toward accomplishing an ideal.

Davis and Nanus (2001) explain a vision is an ideal and unique image of the future while Morpew and Hartley (2006) define a vision as an evolving phenomenon appealing to motivation and values. The emerging trend within literature distinguishes the alignment of vision and strategy as critical, with vision preceding strategy (Morpew & Hartley, 2006). The process of visioning entails two conceptual challenges; focusing strategic choices facing the organization, and creating the vision of the organizational capabilities, products and markets of the future (Kartabutra & Avey, 2010).

Kartabutra and Avey (2010), embrace a process termed the Driving Force which utilizes strategic questions, focusing on organizational and economic factors that frame an organization's vision as the essential catalyst for organizational survival (Kartabutra & Avey, 2010). According to Thompson Jr, Strickland III, and Gamble (2007), a company's vision describes present business and purpose. In the real sense, it lays down a company's strategic cause in preparing for the future.

This is corroborated by Sabrautzki (2009) who states that, the vision is the source and the main idea of the organization. It is the picture of how an organization should look like in the future, formulating a core ideology and purpose of existence of a company, and guiding the basic direction for desired organization development. It is important to note that leadership starts with having a vision then developing a plan to achieve it. It is based on data assessment and intuition, hope and fear (Bharti & Sahu, 2009).

If a leader does not have a vision, then it follows that the future of the organization is not guaranteed. When the top executives are crafting the vision, they are basically making a decision on what path to commit an organization against other paths that could be there. To be able to do this, they have to assess both the external and internal environment so that they can address all the factors, which can impact on achieving the vision of the business.

This gives rise to the aspirations of the management for the business, providing a panoramic view of where the organization is going and a convincing rationale for why this makes good business sense for the organization (Sabrautzki, 2009). Sabrautzki (2009) suggests that a mission provides a code of how a company's employees will behave as they seek to fulfill the vision of the organization. It explicates the basic purpose of the company, which sets it apart from other companies, some of which are involved in similar businesses. It is normally captured in a few words in the form of a mission statement (Sabrautzki 2009).

2.4.1.2 Mission

A mission statement is primarily a management tool (Bart & Hupfer, 2004) in the pursuit of organizational excellence. The development of a mission statement can significantly impact on the survival and growth of a business (Analoui, Moghimi, & Khanifar, 2009; Kakabadse & Kakabadse, 2001). The most common objectives for a mission statement are to communicate the direction for an organization, to guide decision-making, and to motivate staff. They primarily communicate the strategic direction of the organization (Bartkus, Morris, & Seifert, 2004) in order to guide strategic planning. This is the case for both large firms (Bart & Hupfer, 2004) and for small enterprises (Analoui et al, 2009). The influence of the mission statement on all staff is very important. Bart and Hupefer (2004), as well and Analoui et al. (2009), find that a mission statement is ranked as the third most important rationale to establish a common purpose amongst employees.

Bartkus et al. (2004) found that in the United States of America (USA), Europe and Japan business operators view the motivation and inspiration of employees as the second most important objective for a mission statement. In the Non- Profit sector, mission statements act as the surrogate "bottom line" (Bart & Hupefer, 2004).

“Providing a common purpose” (Bart & Hupfer, 2004,) has been identified as the top driver in this sector. Charitable organizations focus more on mission than on strategy (Rangan, 2004). The commitment of the whole staff is needed for the mission statement to be effective (Stovel & Bontis, 2002). It has to be owned by all the employees. Most of the research on mission statements has evaluated the impact of different mission statements introduced to different organizations. A mission statement is not normally a single sentence but comes in a “package”, along with a vision statement and various core values or standards. Consistent with (Bartkus et al. 2004), mission statements have been developed for many differing reasons. Bart and Hupfer, (2004) is a leading authority on the use of mission statements in several business sectors, including the Non- Profit sectors.

2.4.1.3 Objectives

Leading by objectives (LBO) is a process of agreeing upon objectives within an organization so that management and employees agree to the objectives and understand what they are (Drucker, 1964). Managers must avoid the 'activity trap' of being busy with day to day activities; they must remain focused on their purpose. Drucker “leading by objectives” (LBO) has been implemented to great effect in many organisations. Recognizing that objectives for LBO must be SMART (Specific, Measurable, Achievable, Realistic and Time-specific) is essential to success (Drucker, 1964). Leading by Objective has shown to be an effective management system but only limited numbers of countries in Africa has applied this technique and others are yet to apply it. The western region in Africa is the region that largely utilizes this technique (Nwite, 2016). For example as stated by Shonubi and Sodipo (2019) in their study “Leading by Objective as A tool for Organizational Performance In Guaranty Trust Bank Plc”, in the western region of Africa, Nigeria is one of the countries that are currently applying LBO, in various business sectors and in different states (Nwite, 2016).

Principals of secondary schools in Nigeria use LBO in administration and to strategize, in the management of school community relationship (Nwite, 2016). LBO is seen as being beneficial to the management of school, because it is used in achieving educational goals which is providing necessary education for the world today and the future (Wenceslaus, 2010), also in administration of Universal Basic Education in Makurdi, Nigeria, it is seen that LBO has significant effects on the decision making and in the administration (Nwite, 2016). Some management of companies in Nigeria lack sufficient techniques and expertise to make them manage effectively (Ugwu, 2012).

Leading by Objective as a management technique which involves the participation of both superiors and subordinates participating in the setting of organizational goals for job task is used in various industries (Grigorios, 2012). Unfortunately many of the organizations are yet to adopt this technique in full commitment and support of their staff. They basically only often pay lip services to the LBO technique, thus excluding staff in standard/goal setting that involves them (Ugwu, 2012). They believe that employees lack sufficient expertise and as such their contribution will be insignificant to the organization. Also due to security purposes, employees are restricted from participating in the decision making process (Ugwu, 2012).

This restriction placed on employees might lead to low productivity and performance in the organization, as there will be lack of motivation in completing job task and no sense of community in the organization. Leading by Objective as a management tool which does not only cut across the participation of both subordinate and superior, but also involves the monitoring and accessing of employees performance towards the goals (Drucker, 1954). Some organisations lack sufficient expertise to carry out appraisal and when done, they tend to neglect the goals set for employees (Ugwu, 2012).

Such appraisal process might lead to employees slacking off and even pursuing of other objectives which are not related to the organization and as such reducing the productivity and performance of the organization. Leading by Objective also does not clarify the process for attainment of the objective set and as such, different corrupt and unethical means are adopted by the employees in accomplishing the task given to them. Such unethical means might be unhealthy to the performance of the organization (Singh, S Foe ingh and Khan, 2016).

2.4.1.4 Culture

Organizational culture is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization. The culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand. It Improve recruitment efforts, employee retention, brand identity and engagement (Kellie, 2023). Organizational culture facilitates the achievement of an organization's strategic objectives, attracts the right employees, and makes those employees who may not fit stand out. It is also marketed to customers and key stakeholders. According to Peterson and Smith (2000), organizational culture often mirrors the organization's core values and directly reflects the organization's leadership. Simply put, organizational culture is how leadership tends to, cultivates, or takes care of its business, stakeholders, and employees. One popular definition of Organizational culture defines it as "the reflection of beliefs and behavioural norms that are used by employees in an organisation to give meaning to the situations they encounter" (Robbins, 2005). Simply put, the Organizational culture is a reflection of the beliefs and values of a people that comprise an organization meaning, Organizational culture affects the way people perceive and practice in an organization. Cultural differences tend to influence how people accept, modify, interpret events, or even whether they ignore the rules and regulation that have been a part of the culture (de Hilal, 2006).

Organizations often overlook the cultural aspect that lead to leadership establishment (Ke and Wei, 2008). For example, leaders may have to change their leadership style based on the behaviour of the employees in order to maximise the support for their vision and approach. People responsible to observe this are often preoccupied by their own cultural perceptions. However, were they could observe their own culture and understand how it impacts the formation of leader and other leadership aspects (O'Brien, 2002).

2.4.2 Strategic staffing and Faith- Based Organizational performance

Strategic staffing, synonymous with human resource management (HRM), refers to the strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of set goals and objectives. Its functions include organizational management, personnel administration, personnel management, manpower management and industrial management (Kitonga, 2016). In a theoretical sphere, Lekorwe et al. (2009), assume that human resource management is more than managing manpower in an organization. This assumption perceives employees as diverse in that each individual has unique goals and personal needs. Having this assumption in mind prevents an organization from treating employees and basic business assets but as an investment each with personal expectations.

This approach views workers in a positive angle and that they are all determined to help in maximizing growth and development of the organization despite the lack of knowledge and poor processes they experience (Legge, 2014). Therefore, holding onto this perspective can help an NGO empower its employees through effective training to help them deliver their best, leading to enhanced performance. Strategic staffing is primarily focused with helping an organization meet its strategic goals by attracting and maintain the right employees in addition to managing them effectively (Willet, 2012).

Willet further explores four fields belonging to the HRM function. These are: staffing, change management, employee development and retention. He points out that many HR functions these days struggle to get beyond the roles of administration and employee advocacy and are seen rather more reactive than strategically proactive partners for the top management. In addition, HR departments usually have difficulty in demonstrating how their activities and processes add values to the organization (Willet, 2012).

According to Kitonga (2016), human resource can be considered as the most important asset an organization can have (Kitonga, 2016). Despite the existence of other competitive sources in an organization, strategic staffing uses other organizational assets to ensure attainment of objectives and an edge of competitiveness. Cakar, Bititci and MacBryde (2013), insist that strategic staffing can be perceived as a strategic entity rather than a conventional support function to maximize on competitiveness. According to Cakar, Bititci and MacBryde (2013), total quality management provides evidence that focusing on the internal business process alongside the welfare of human capital is strategic to garnering a competitive advantage. Therefore, other than the basic functions of the HR department in an NGO such as recruitment and training, an organization should let the HR department to be in charge of planning objectives, goals and activities of the NGO (Cakar, Bititci & MacBryde, 2013). Franklin (2011), argues that NGOs must have an insight of what its personnel is expecting to have the desired performance. The rationale behind this argument is that an understanding of the expectations helps in molding a desired behavior amongst the employees.

HRM is therefore elementary in shaping the competence, employee-employee relationship and employee-management relationship. Having these factors on the positive edge triggers satisfaction, commitment and motivation amongst employees leading to better performance outcomes (Franklin, 2011).

Stiles and Kulvisaechna (2013), observed a positive relationship between the development of human resources and organizational performance. They hold the opinion that human resource management is an independent and intangible variable, rightfully so, because market value depends on intangible variables. Shih, Chiang and Hsu (2016), observed that a crucial part of human resource management is retaining and recruiting skilled employees. The cooperative goals of organizations can be shared and applied through knowledge, capacity and competence of employees in the organization, reinforced through training and an encouraging environment.

Increase in productivity and organizational performance expands future returns. Future returns depend on the employees' skills and abilities. Hardre (2013), studied the impact of resourcing and growth on employees' attitudes which include motivation, satisfaction and commitment. Personnel training and development and organizational development contribute to enhanced performance (Swanson, 2015). Organizational performance and productivity is positively related to comprehensive training activities (Lee, 2013). The effectiveness and efficiency of the NGO sector depends on the positive future oriented employee development (Solkhe, 2011). Organizational performance depends on the training and development of staff and organizations have been known to spend millions of money for this purpose. Organizational performance depends on employee development because employee development improves the knowledge base of the organization (Nwuche & Awa, 2011). There is a positive relationship between organizational performance and employee development. Performance management programs have a significant impact on this relationship. Performance management programs include the incentives plans, feedback mechanism. Reviewed literature suggests that low level of performance management programs and low employee development decreases organizational performance (McDonald, 2015). Staff development depends on two important measures: promotion and training.

There is a significant relationship between investment in employee development and organizational performance. The factors affecting staff development include the selection strategies, recruitment, evaluation of performance and planning procedure (Koch & McGrath, 2016). There are four approaches used for staff development which include: laissez-faire, autocracy, meritocracy and co-determination. Management behaviors directly or indirectly related to staff development and organizational outcomes (Washington, 2016). Organizational performance and staff development are affected by tuition assistance programs.

Tuition assistance programs are a method that non-governmental organizations use to invest their resources in the human resource with the aim to develop a more knowledgeable and educated workforce. Swanson (2015), indicates that the independent variable is employee development which directly affects the organizational performance. Organizational performance is positively affected by employee development because of effective use of employee empowerment practices (Swanson, 2015). Strategic staffing ensures that an organization models its organization culture in a manner that it will be sustainable through providing desirable outcomes. NGOs are not different. Strategic staffing in an organization involves the use of overarching methodologies that are best exploited when interacted with the organizational strategy vertically and with each other in a horizontal manner (Franklin, 2011).

These strategic staffing practices are a reflection of the entire organizational considerations that are well tailored to stand out from its competitors (Franklin, 2011). Lektorwe (2009), is of the opinion that a considerable number of NGOs in Africa have no authority or the autonomy to choose the type and number of employees they want. Their staffing levels are determined by those who volunteer their services and whether or not they have time. As a result, the NGOs cannot set standards on levels of experience, skill sets and competencies of its employees.

However, these NGOs can conduct training programs that will acquaint the employees with the required skills (Lekorwe, 2009). Further, the issues of competencies of the workforce also affects key managerial positions of the NGOs. This problem results due to lack of strict recruiting processes and training programs due to limited financial resources. A poorly trained management and operations staff may compromise the capacity of an NGO to manage their daily duties and routines effectively. It is the role of the HR manager to ensure that the labor is capacitated with the desirable skills that would be applicable in attainment of organizational goals (Dimba, 2010). An effectively planned, appraised, implemented and monitored project has a higher chance of delivering positive performance outcomes.

Another prevailing issue in strategic staffing in NGOs is the government regulation that volunteers are at liberty to work to a limited extent. Therefore, despite having an experienced and knowledgeable taskforce, such an NGO cannot dedicate itself 100%.

Moreover, these volunteers only deliver when they have time a factor that may impede on performance when they have less contact with the NGOs (Adera, 2014). Evans (1968, 1970) studied the relationship between the behavior of leaders and employees' expectations that effort leads to rewards, and he also studied the resulting impact on employee performance ratings. Evans found that when employees viewed leaders as being supportive, there was a positive relationship between leader behavior and employee performance ratings.

According to Evans (1970), there is a connection between leadership and employee performance. Leaders willing to be open and let employees be more part of the corporation by making decisions will have a positive outcome on employee performance and motivation (Evans, 1970). Leaders have an important role in influencing their employee's effectiveness by communicating priorities, supporting and facilitating performance (Yukl, 1994).

According to Yukl (1994), it is hard for leaders to do the right thing all the time and think to do the right thing at the right time. One challenge with leadership and employee performance in determining where and how to best focus leadership efforts (Singh, 2000). Despite the uncountable of evidence of the benefits of a right workforce on the impact of Organization performance, there seems to no study directly linking strategic staffing to the performance of Faith Based Organizations especially in Rwanda.

Strategic staffing stands for the second specific objective of this study, and the researcher intended to determine the influence of strategic staffing on performance of Caritas Kigali.

2.4.3 Stakeholders' accountability and Faith- Based Organizational performance

Stakeholders are people, groups, or institutions, such as suppliers, customers, stakeholders s, financial institutions, unions or local communities, who are likely to be affected by an organization's proposed interventions (either negatively or positively), or those that can affect the outcome of the intervention (Friedman & Miles,2006). They depend on the organization to fulfill their own goals and in turn the organization depends on them (Johnson, Scholes, & Whittington, 2008). Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners, suppliers, unions, competitors, and the community from which the business draws its resources. Although stake holding is usually self-legitimizing (those who judge themselves to be stakeholders are de facto so), all stakeholders are not equal. Different stakeholders are entitled to different considerations. For example, a firm's customers are entitled to fair trading practices but they are not entitled to the same consideration as the firm's employees. Stakeholders can be divided into market environment, sociopolitical, and technological environments, depending on the nature of their relationship with the organization, and therefore how they might affect the success or failure of a particular strategy (Cummings & Doh, 2000).

Stakeholders are therefore very influential individuals and groups who are vitally interested in the actions of an organization looking back into the past, present, and future operations plus the environment of the organization (Pearce & Robinson, 2009). Alongside the corporate governance chain that provides the formal requirements and boundaries within which strategy is being developed, it is important to understand stakeholder expectations in detail, how these might differ from each other, and the extent to which they are likely to seek influence over an organization's purposes and strategies (Johnson, Scholes, & Whittington, 2008).

In order to achieve planned objectives effectively with much efficiency, the planners of every strategy feel obliged to stakeholders in every aspect of implementation that will reflect a clear follow up of the planned process. Vasi, and King (2012) term as stakeholder activism the demands placed on an organization by each foreign environment.

This aspect of foreign environment is replicated in virtually every NGOs as we find that in one way or another, the majority of NGOs are related to foreign stakeholders. During the strategic planning process, this stakeholder activism cannot be ignored as the foreign stakeholders are bound to have their strategic desired outcomes accomplished in the future. One of the most important features of effective implementation is time factor or planning. Stakeholders' time consciousness would inspire the management team to ensure the implementation was as effective as required by the very stakeholders. With the incorporation of foreign stakeholders, NGOs find it difficult not to accomplish set objectives due to effective monitoring and evaluation, especially by those foreign stakeholders.

Simpson and Freeman (2010) note that different stakeholders, each with their own needs and expectations will have different views of what a programme will seek to achieve. Whereas some stakeholders can be nominated, others such as the government and politicians cannot be disregarded yet they are crucial in the successful implementation of any strategic plan.

The various needs must be grouped in order to identify which needs are in conflict with the others and hence align them with the strategic implementation process. When the management pulls to one side while stakeholders pull in the opposite direction, it results in non-performance and wastage of enormous resources. The future is too complex and uncertain for top management alone to create and implement strategies that would be effectively implemented to the satisfaction of all stakeholders. Strategic leaders know that they are accountable to stakeholders. Freeman, Harrison, Wicks, Parmar and Colle (2010) define stakeholders as groups and individuals who have a stake in the success or failure of a business. They may not have a legal mandate but they will have a legitimate expectation that the organization has to live to its promise.

In the case of a non-governmental organization, like the one that is the focus of this study, the stakeholders could be the community, which will benefit from the interventions of such an NGO in the community. Gregor (2008) definition of stakeholder as any identifiable group or individuals who can affect the achievement of an organization's objective or who are affected by the achievement of the organization's objectives. It also includes groups or constituents who have legitimate claim on the firm. Stakeholders are people who can invest in an organization (Gossy, 2008). Since Stakeholders are people that expect a profit as a reward, most NGOs will not have stakeholders.

These NGOs have a responsibility, depending on how they are set up, to legally ensure that they are accountable to their stakeholders (Van Tulder & Van Zwart, 2005). They must, at the end of the year, for example, bring all their stakeholders together using legal instruments such as annual general meetings during which they discuss and present their achievements for the year and receive feedback from their Stakeholders on the next step to take.

Stakeholder will also appoint the board in such NGOs and give the appointees specific mandates that they must achieve within a given time frame (Gossy 2008). Given this scenario, it, therefore, follows that strategic leaders must work within the legal framework provided so that they can ensure that they provide accountability to those that they need to.

Lekorwe and Mpabanga (2009), explain that accountability is a key factor that gauges the effectiveness of organizational governance. Non-governmental organizations might seem autonomous without being answerable to anyone. This is contrary to the fact that NGOs are accountable to the beneficiaries of their services and their donors. In line with this fiduciary responsibility, scholars have been debating on how NGOs can ensure they are accountable. This is an indication that there lacks a specified system in regulating the accountability of these organizations.

This debate is based on the fact that the NGO workforce is voluntary thus not bounded by ordinary people to be accountable. This is unlike other public organizations whose members are elected. Despite the absolute authority of the members of NGOs over resources, there is need for a close monitoring to ensure an effective use of resources that will lead to high productivity and performance (Lekorwe & Mpabanga, 2009). Participative governance is defined as the capability of the leaders of an organization participating in the development of a value creating corporate strategy (Eddleston et al., 2010), on the one hand, and the access that the stakeholders and members have a role to participate in decision-making (Bijman et al., 2013). It also refers to the processes by which the stakeholders voice their views, receive timely communication and information, and are involved in important decision-making fora (Achua & Lussier, 2013). Participation is about power and how power shapes the boundaries of participatory spaces, which are either invited or claimed.

Participation in governance is access to not only information but also the opportunity to express preferences and contribute to decision-making (Pettit, 2012). According to Chaundhuri (2016), invited spaces are those controlled by planners and policy-makers and which preclude alternative perspectives and thus reinforce existing privileges. On the other hand, claimed spaces are demanded, created or chosen by communities and social movements. Participation by itself does not guarantee real empowerment due to power imbalances in a given context.

Emancipatory participation requires the fostering of critical consciousness within dominated groups as a precondition to effective participation. Participation is purely symbolic if the stakeholders are invited to collaborate but underlying interests do not serve democracy and a balanced power between the leaders and participants (Chaundhuri, 2016). Defining participation is not a straightforward enquiry and it is easier to describe it with other words such as collaboration, deliberation, involvement, engagement and comanagement (Carr, 2015).

Nevertheless, the “World Bank Participation Sourcebook” (1996), defines participation as a ‘process through which stakeholders’ influence and share control over development initiatives and decisions and resources which affect them’. The goal of participation is stakeholder empowerment, which Goranova and Ryan (2015), define as shift in the allocation of power from corporate officers and directors to stakeholder. The shift in power, especially in emerging economies where minority stakeholders do not get sufficient protection, renders managers and directors more accountable as stakeholders’ interests receive greater attention and protection than in purely board centric models of governance (Goranova & Ryan, 2015). Participatory development has been widely touted as necessary in making aid more effective, pro-poor, domestically driven, relevant and sustainable (O’Meally, 2014).

The World Bank has been an intellectual and financial leader in participatory development, noting that ‘involving local communities in decisions that affect their lives is central to making development more effective, and it has the potential to transform the role that poor people play in development by giving them voice and agency’ (World Bank, 2012). Focusing on the role of participatory development in combating extreme poverty, the World Bank noted that ‘citizen voice can be pivotal in providing the demand side pressure that is needed to encourage full and swift response to citizen needs (Kim, 2013).

The democratic participation of the members is predicated on trust as it explains their favorable behavior and commitment towards the co-operative. Trust is dependent on the cooperative’s capacity to act competently, reliably and to take the right decisions while still showing goodwill and closeness to members. In a study of 259 members of French agricultural co-operatives, Barraud-Didier, Henninger and El Akremi (2012), showed that there is a positive link between trust, commitment and participation.

Members participate in the governance of their co-operative when they are attached to it effectively and this is enhanced by better communication and sharing of information. In a study to analyze the factors of farmers’ participation in the management of co-operatives in Finland, Sumelius (2010), concluded that equality, fairness, trust, and managers’ personal charisma can improve members’ willingness and participatory behaviour in co-operative management. Additionally, the study found that members’ education level also affects their frequency of interaction with the more educated and likely to understand and communicate more. One of the criticisms of the notion that good corporate governance, and in particular prescriptions to ensure oversight over management lead to firm performance, is that these assumptions may not hold during a time of crisis.

Using a large sample of 1,197 firms across 26 European countries, Essen, Engelen and Carney (2013), showed that managerial discretion and CEO duality might be required during a time of crisis. They concluded that the efficacy of governance mechanisms, including member control, may be contingent upon organizational and environmental circumstances. Stakeholder participation in the decision-making processes of a firm, especially voting, has also been shown to lead to short-termism, profit maximization, and to favor capital over labor (Talbot, 2013). Another criticism of co-operative democracy and participation is that it clashes with efficiency demands and economies of scale.

In order to examine this dilemma, Jones & Kalmi (2012), studied the Mondragon Co-operative in Spain and Cooperatives in Finland and showed that the evidence for the trade-off between efficiency and economies of scale was not sustained. Several theoretical frameworks conceptualize participation according to the degree of participant involvement, position and power in decision-making. Arnstein's ladder (Arnstein, 1969), of participation has eight rungs which can be divided into three levels.

The bottom rungs of the ladder are manipulation and therapy which comprise 'nonparticipation' that is contrived to substitute for genuine participation. The real objective of this level is to enable the power holders to 'educate' or 'cure' the participants into silence. The middle rungs comprise informing, consultation and placation, which comprise the 'tokenism' level. The main objective for this level is to allow the 'have nots' to hear but not to have a voice. Even when people at this level are informed or consulted, they may indeed hear and be heard, but they lack the power to ensure that their views will be heeded by the powerful as they have no 'muscle'. Only at the highest rungs of partnership, delegated power and citizen control, comprising citizen power does the decision-making clout increase and participants can negotiate and engage in trade-offs with traditional power holders (Carr, 2015).

Similar to Arnstein's Citizen's Ladder of Participation is Pretty's typology (Pretty, 1995), which was aimed at participatory methods in agriculture. According to Pretty, participation ranges from manipulation and passive participation at the lowest levels; consultation, material incentives and functional at the middle levels; and interactive and self-mobilization, at the highest levels. The various levels in Pretty's typology refer to the extent of involvement in activities and the control participants have over outcomes. Another typology of participation is by Michener (1998), which classifies participation from two extremes: whether it is planner centered or people centered.

Michener's work was based on rural communities in Burkina Faso and highlights the apathy and reluctance of sections of the community to get involved in participatory processes (Ng'ombe, Keivani, Stubbs & Mattingly, 2012). The debate on participation has been shifting away from representative democracies where stakeholders are represented by intermediary stakeholders to participatory models where there is a direct link between the community and the state or organization (Cornwall, 2011).

This shift is what some scholars refer to as "participatory governance" (Fung, 2012), "post participation" (Reed, 2008), and "empowered deliberative democracy" (Gaventa, 2012).

The shift to participatory democracy is informed by the growing loss of confidence in state institutions and public organizations as a result of widespread reports of lack of accountability and responsiveness (Ganuza, Nez & Morales, 2014; Ng'ombe et al., 2012). The appeal to participative governance in community engagement lies in the ability to create a governance system that supports actively engaged and responsible citizens on the one hand, and inclusive, open and responsive institutions, on the other (Commonwealth Foundation, 1999).

Participation can help develop credibility and trust among the stakeholders in an organization (Cornwall, 2011). Participation in decision-making has been shown to enhance quality working relationships, less conflict, better interpersonal communication and ultimately resulting in higher organizational performance (Bernardes, et al, 2015). Yermack (2010) notes that Stakeholders wealth increases with Stakeholders democracy expressed by voting. In addition to director elections, Stakeholders also vote on other important issues such as the strategic direction the firm is taking, as well as amendments to the corporate charter or bylaws. Participation suggests a balanced distribution of ownership (Belle, 2016), codetermination (Kristiansen & Bloch-Poulsen, 2011), and co-construction (Bossche & Dochy, 2015).

Participation in itself does not necessarily lead to equal participation as the legitimacy of partnerships can be undermined by power imbalance, lack of accountability and resource differentials between the various partners (Bell & Stockdale, 2016). Equally, and as Belle (2015), posits, mere presence does not equal participation and neither does representation, but participation must be intentional, experiential and motivational. Meaningful engagement and participation characterizes learning organizations as they engage in critical reflection (Matsuo, 2015). In a study of 30 rural and community banks in Ghana, Aboagye and Otioku (2010), found that when ownership incentive to monitor and control management is weak, the association between the banks' state of corporate governance and their organizational performance was weak. The study found that the regulation by the Ghana Central Bank that ownership of rural and community bank be limited to 30 percent as not being enough incentive for the cost of management monitoring and control. In a similar study of eight co-operatives in Ethiopia targeting a sample of 125 members, Dayanandan (2013), found out that lack of members' involvement in business participation, lack of transparency and accountability led to a weak performance.

In order of importance, the top three factors that respondents identified for hindering good governance were lack of participation, lack of accountability and lack of transparency. In the same study, the top three reasons the respondents gave for the above factors hindering good governance were lack of knowledge on co-operative values and principles, poor service delivery to the members and negligence of the members by the directors. A similar study in Ethiopia comparing individual farmers with those in dairy co-operatives showed that co-operative membership had a positive impact on productivity (Francesconi & Ruben, 2012).

Stakeholders' empowerment and activism arising out of a changing external environment can also motivate participative governance (Brown et al., 2016). Stakeholders' empowerment and activism arising out of a changing external environment can also motivate participative governance (Brown et al., 2016). A case in point is the changing regulation as a result of corporate scandals in North America that led to the enactment of the Sarbanes-Oxley Act of 2002 (SOX, 2002) which resulted to the increased stakeholders power over boards and demand for vigilance and accountability (Dah, Frye & Hurst, 2014).

Drawing on the social cognitive theory, which describes how groups acquire certain behavioral patterns due to environmental influences. Brown et al. (2016), examined how directors reacted to increased pressures to be more accountable and vigilant in the wake of SOX (Pugliese, Minichilli & Zatton, 2014).

Their study comprised of 60 board chairpersons drawn from US publicly held companies selected from the Investor Responsibility Research Center and ExecuComp databases and who served before and after the enactment of SOX. Results revealed that increased stakeholders empowerment and participation led to improvement of director oversight, activism in influencing favorable legislation and regulation (Ryan et al., 2010), and provision of advice and counsel to management (Joseph, Ocasio & McDonnell, 2014).

However, while participation in decision-making is well intentioned, its practice has mixed results for many co-operatives. Cathcart (2013), notes that while participation was intended by the management as a means of facilitating high employee involvement for sustained competitiveness, in practice it turned out to be a means of cultural control of employees. In a similar study of governance of co-operatives, Liang et al., (2015), collected data from 37 fruit and vegetable co-operatives in the Zhejiang Province of China.

The study found that the co-operatives had merged the management and boards, thus creating a core group of members who made all the decisions and shared most of the profits. Ribot (2011), has also cautioned that participation can be manipulated into an indirect rule when it uses organizations or processes to carry out externally conceived commercial projects. This kind of participation is what Williams (2011), calls “the new tyranny of development”, which Ribot (2011), argues that it amounts to forced labor as it is implemented without adequate representation.

In a critique of the World Bank’s practice of participatory development, O’Meally (2014), proffers three main arguments to show the contradictions of the propoor and empowerment credentials of the approach. First, O’Meally suggests that participation is a guise, a buzzword, one-size-fits-all development recipe, and a vacuous rhetoric that masks ulterior motives of promoting neo-liberalism (Golooba-Mutebi & Hickey, 2010). O’Meally’s second argument is that participation is disciplinary in that the bank’s participatory development model seeks to discipline behavior and regulate social and political action down to the grassroots.

This argument perceives the bank to be a vehicle for deepening and socializing the neo-liberal agenda by pushing the participatory budgeting approach (Goldfrank, 2012). The third argument, “participation as incongruent”, suggests that the Bank’s participatory initiatives can have ameliorative and transformative effects.

According to this argument, whatever the Bank's other credentials, its participatory approach may have some fluid, ambiguous and progressive impact particularly through opening up spaces for debate and practice (Hickey, 2010). Regardless of whether you are a senior executive or just starting out, everyone wants to know how he is doing at his job. Feedback is an essential communication tool in business performance management. One of the most effective techniques is constructive feedback, but all feedback calls for giving and receiving information (Danna & Griffin, 1999). The performance feedback process is ongoing between managers, employees and stakeholders. The exchange of information involves both performance expected and performance exhibited (Danna & Griffin, 1999). According to Indiana University Human Resources Service, "Constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards." Feedback exhibits these characteristics; Management, Structure, Confidentiality, Timing and Successful feedback (Danna & Griffin, 1999). The study intended to determine the influence of stakeholders' accountability on performance management of Caritas Kigali.

2.4.4 Organizational Performance

There is an ongoing debate among scholars on how organizational performance (OP) can be conceptualized given its complexity and multidimensionality (Santos & Brito 2012). Irrespective of the debate, the goal of OP is to create customer value through voluntary applications of productive assets provided by stakeholders (Carton, 2004).

It is as a set of financial and non-financial constructs that enable strategic leadership to evaluate the extent of the accomplishment of organizational goals (Kaplan & Norton, 1992; Venkatraman & Ramanujam 1996). OP is also defined as a measure of how value is delivered to customers and other stakeholders as a result of how well organizations are managed (Carton, 2004).

Ford & Schellenberg (2005) summarized three major frameworks scholars have used to conceptualize OP based on customer and other stakeholder interests. The goal approach which is based upon explicit goals focuses on the behavior of organizational members as they attempt to accomplish them (Etzioni, 1964).

The systems resource perspective by (Yuchtman & Seashore, 1967) operationalizes OP in terms of evaluating key internal and external factors upon which organizational success is based on. Lastly, the constituency perspective views an organization as existing to create value and satisfy the needs of both internal and external constituencies (Cameron & Quinn 2006). Scholars have questioned the lack of clarity and consistency when measuring an organization's sustainability performance both from a conceptual, empirical and practical perspective (Sridhar & Jones, 2013). Empirical studies have demonstrated that strategic leadership is an important determinant of organizational performance (Witts, 2016; Lord, et al., 2016). However, other studies assert that strategic leadership is an inconsequential determinant of performance because of various constraints they face or due to some randomness or chance effects (Fitza, 2017; Quigley & Hambrick, 2015; Day & Lord, 1988).

2.5 Critical review of Strategic Leadership and Organizational Performance

The various choices made by an organization's strategic leadership as they engage in organizational performance have a profound influence on performance (Kotter, 1996; Burke & Litwin 1992). Empirical studies have demonstrated that effective strategic leadership is at the core of creating a sustainable competitive advantage in rapidly changing organizations (Gilley, 2005). Strategic leadership must therefore articulate a clear vision of the future organization in order to successfully implement organizational change and hence long term performance.

Extant empirical knowledge on the relationship between strategic leadership, organizational change and performance indicate no consistent findings, while other studies show that different types of strategic leadership behaviors are associated with various organizational changes and performance levels (Battilana et al., 2010). Other scholars argue that when organizational change is hastily implemented, performance can be negatively affected (Kim & McIntosh, 2011).

This lack of consistency could be attributed to differences in the definitions of the three variables of strategic leadership, organizational performance, the study context or the role of strategic leadership and how it can be conclusively linked to organizational change and performance (Herold et al 2008). In addition, the role played by organizational change must be considered in addressing the inconclusive findings of prior studies. Scholars has conceptualized and empirically determined the influence of strategic leadership on performance (Fitza, 2017; Ireland & Hitt, 1999). However, Knies et al (2016) point out that this causal relationship is questionable since other studies have demonstrated that their influence on performance may be limited due to contextual constraints. These disparate findings indicate either a lack of evidence in establishing a direct association between the broad conceptualization of strategic leadership and performance or of the many confounding variables that make it difficult to demonstrate clear cause and effect (Quigley & Graffin, 2017; Knies et al., 2016).

Due to the uncertainty of the external environment, an organization's strategic leadership must also make changes in their operational and strategic directions in order to stay relevant and improve performance (Kraatz & Zajac, 2001). The core purpose of strategic leadership research is to understand how much influence top executives have over performance (Singh et al. 2016). Empirical and conceptual studies have shown that strategic leadership actions significantly influence performance (Quigley & Graffin, 2017; Ireland & Hitt, 1999).

Unfortunately, other studies conclude that their actions are impeded by situational constraints, disinterest or accidental effects, such that they don't have much flexibility over performance (Fitza, 2017; Haveman, 1992). These divergent findings indicate either a lack of evidence in establishing a direct association between strategic leadership and performance or of the many confounding variables that make it difficult to demonstrate a clear cause and effect (Knies et al., 2016). Additionally, empirical literature has solely examined the impact of strategic leadership at the micro levels without integrating both the micro and macro perspectives of leadership (Bornardi et al., 2018; Kim et al., 2014).

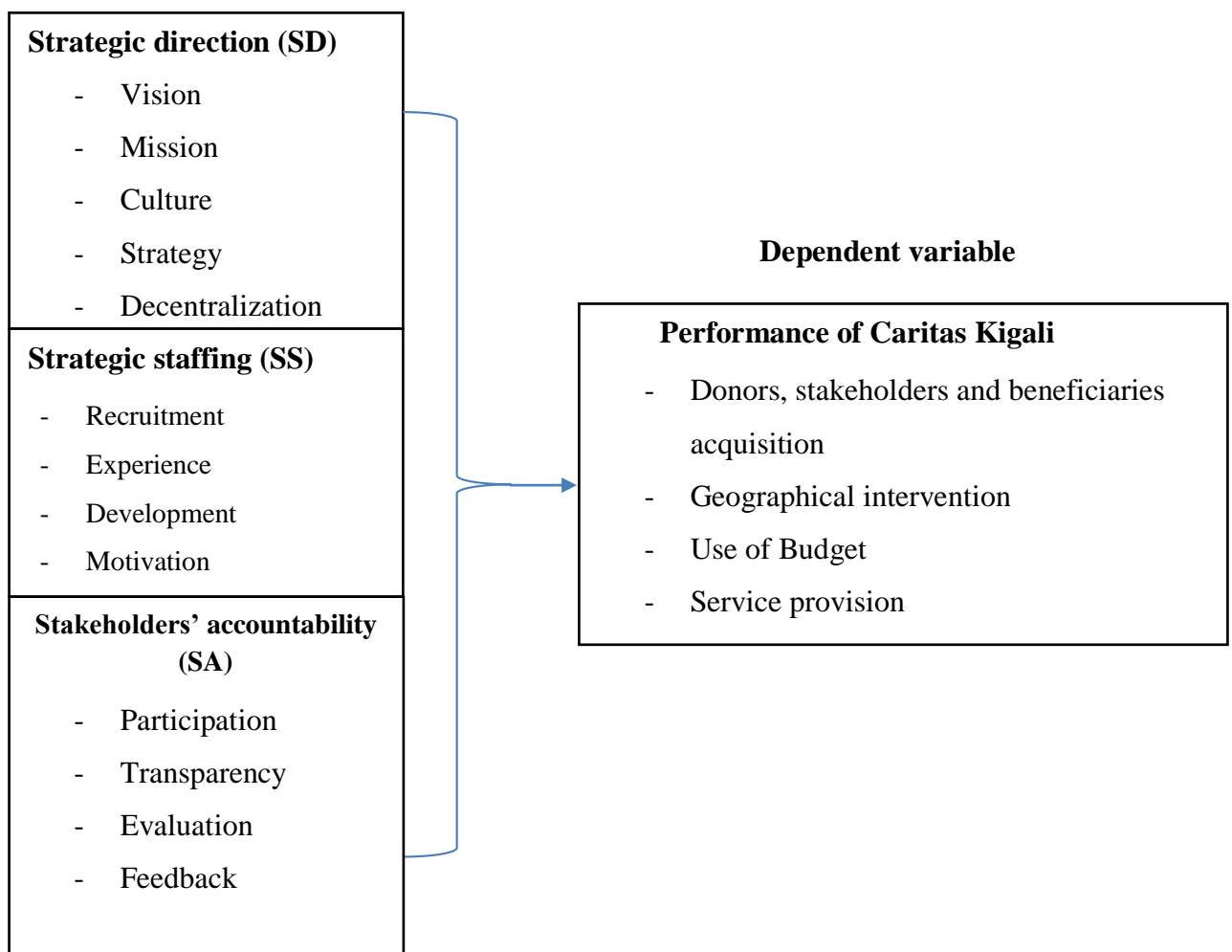
2.6 Research Gap

A review of the empirical literature presents mixed findings on the impact or how much of the variance in performance could be causally linked to strategic leadership. This has been attributed to various reasons such as the different methodologies used, conceptualization of the variables under the study and more importantly, contextual factors. Additionally, performance differentials in the empirical literature could be as a result of the influence of the external environment on the causal relationship between strategic leadership and performance. Empirical findings on the effect of strategic leadership and organizational performance are ambiguous. This lack of consistency could be due to differences in the definitions of the constructs, the role played by strategic leadership and the mediating influence of institutional factors on performance of FBOs. In addition, since performance is a multidimensional construct, how it's conceptualized and measured makes it difficult for scholars to agree on the causal link between strategic leadership and performance. Accordingly, various studies reviewed have not explicitly tested the joint relationship between strategic leadership practices and performance of Faith Based Organization. Hence, in filling the knowledge gaps, the present study comes to establish a comprehensive relationship between strategic leadership practices and Faith Based Organization.

2.7 Conceptual Framework

In light of the theories and the four specific objectives of this study an integrated conceptual framework was drawn. See Fig 2.1. The conceptual framework was used as a guide to investigate the influence of the three independent variables: Strategic direction, Strategic staffing, and Stakeholder accountability on performance of Faith Based Organizations in Rwanda.

Independent variable: Strategic leadership practices



Source: (Researcher, 2023)

Figure 2. 1. Conceptual framework for strategic leadership practices and Performance of Caritas Kigali

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents materials and methods used in conducting the research. The chapter comprises of the following sections: - research design, Study Population, Sample size and Selection procedure, Data sources, Data collection instruments, Reliability and Validation, as well as Data analysis.

3.2 Research design

Bryman and Bell (2011), define a research design as a framework for data collection to answer a study's research questions. The study embraces broadly four approaches the cross sectional research, quantitative and qualitative approaches and descriptive statistics. The cross-sectional study was used to analyze data of variables collected at one given point in time across a sample population (Kendra, 2022). The quantitative approaches were meant to address explanatory research hypothesis while, the qualitative allow for an in depth exploration of the subjects opinions (Bryman & Bell, 2011; Kothari, 2007).

3.2.1 Qualitative approach

The approach allows for a closer interaction between the researcher and the subjects under study and helps ensure the credibility of the data obtained as well as, gaining a deeper understanding about the participant's personal experiences and impressions (Punch, 2013). In line with qualitative approach, a cross sectional survey, using a closed ended questionnaire was conducted on 56 subjects.

Through the survey method, it was possible to capture and document the subject's opinions and perceptions on how each of the specific independent variables strategic direction (SD), strategic staffing (SS) and Stakeholders' accountability influence Caritas Kigali.

3.2.2 Quantitative Approach

According to Trochim (2006), quantitative research approach is confirmatory and deductive in nature and deals with numbers. This approach is widely applied in scientific research due to its ability to provide objective and statistically valid information based on quantified measures and also enable researchers to investigate a large number of cases (Cavana *et al.*, 2001). In regard to the quantitative approach the study adopted two methods, the descriptive statistics and correlational tests. Through the descriptive statistics the study was able to generate numerical values for information obtained from the respondents through qualitative approach.

Specifically, the study was able to segregate and segment the respondents in terms of percentage levels (%), means (measure of central tendency), and levels of deviations from computed means. The correlational tests on the other hand were used to identify relationships among the variables of the study (Cohen *et al.*, 2010). The essence of a correlational test was to establish if a relationship of sufficient magnitude exists between the independent variables strategic direction (SD), strategic staffing (SS) and Stakeholders' accountability and Performance of Caritas Kigali.

3.3 Target Population

The population is the entire group of subjects the researcher wants information on (Stockemer, 2019); ideally, it is preferable to include whole population to investigate an issue; however, "practically, it is always not possible to study the entire population" (Acharya, 2013).

It is basically the universe of people, place or things to be investigated (Saunders, Lewis & Thornhill, 2016). The target population for this study was 56 subjects in total from various categories that encompassed the top management, middle management and operational staff across all departments of Caritas Kigali. The study has also targeted 33 external stakeholders of the organization under study.

3.4 Sample size and Selection procedure

Sample size are often defined as a bunch of representatives selected from the complete population so as to be tested (Lohrey, 2014). Sampling is that the selection of a little number of respondents to represent the population, and is taken into account to represent the large number of the population that's being studied. Determining the sample size involves resource and statistical issues.

3.4.1 Sampling Frame

Sampling frame is described as the physical representation of all the elements of the population from which the sample size is drawn (Sekaran & Bougie, 2013). Other studies posit that sampling frame is the detailed presentation of population of study outlined in a table or figure (Oladipo, Ikamari & Kiplang'at, 2015). According to Cooper and Schindler (2008), sampling frame is defined as a list of elements from which the sample is drawn and closely related to the population. The sample of the study mainly constituted the 17 categories as shown in table 3.1

Table 3. 1: Sampling Frame

S/No	Position/Category	Target Population	Sample size
1	Director	1	1
2	Administrative unit	7	7
3	Finance and Accounting	5	5
4	Human Resource management	2	2
5	Documentation, Monitoring and Evaluation	1	1
6	Receptionists	2	2
7	Secretaries	2	2
8	Logistics officer	1	1
9	Animation	6	6
9	Education	8	8
10	Agronomist	2	2
11	Field officers	8	8
12	Health	2	2
13	Counseling services	1	1
14	Drivers	2	2
15	Restaurant	2	2
16	Security agents	2	2
17	Hygiene and sanitation	2	2
Total		56	56

Source: (Caritas Kigali, 2023).

3.4.2 Sample size

Sample size is described as the number of items to be selected from the universe to constitute a sample (Oladipo, Ikamari & Kiplang'at, 2015). The sample size is an important element of any empirical study in which the objective is to make inferences about a given population from a sample. According to Mugenda and Mugenda (1999) recommends that, where the target population was small, a selected sample size would be meaningless and the whole population should be studied. This was also supported by Sena (2023), if the population is less than 100, the researcher should survey every single person.

Therefore, since the top management, middle level management and operations staff equal to 56 then the sample size of this study corresponded also to 56 subjects as indicated in the table above.

3.4.3 Sampling Technique

Sampling technique entails the method that is used to select the members of a sample (Cooper & Schindler, 2011). A study by Sekaran and Bougie (2013), explains the various sampling designs types which include; probability and nonprobability. The study findings are assumed to be a true representative of the study population (Cooper & Schindler, 2014). In this study, the population was divided into the various departments comprise of top management, middle level management and operational staff, then both stratified random sampling and census technique were used to collect data from the various strata of the respondents. This technique aimed at ensuring full representation of all respondents and eliminating the aspect of biasness. Stratifying the entire population helped to ensure a sample that accurately reflects the population under study (Zinkmund et al., 2012).

3.5 Data collection instruments

3.5.1 Primary Data

The primary data was collected by using various tools such as questionnaires and interviews guide:

3.5.1.1 Questionnaire

A closed and open ended structured questionnaire, with a variety of possible responses was used to collect primary data. The main objective of applying this tool in data collection was to ensure homogeneity and consistency in the responses obtained.

This tool has also acknowledged worldwide as the most appropriate to gather information on knowledge, attitudes, opinions, behaviours and facts (Radhakrishna *et al.*, 2003). In the questionnaire, the 5-point Likert scale was used to determine the respondent level of agreement or disagreement in a statement. In addition it was easy to code and analyze the information (Kothari & Garg, 2014).

3.5.1.2 Interview

In this study, interview was applied as a central method of qualitative data collection whereby the researcher asked respondents a series of open-ended questions (Interviews was structured so that the same list of open- and close-ended questions was posed to each respondent (Dorothy, 2005). Questions were asked in as neutral a form as possible and interviews took place in a situation that was comfortable for the researcher and the respondent. A fresh copy of the guide was prepared so that the researcher could easily cross off questions or topics as they were covered (Bird, 2016).

Interview was addressed to 5 staff composed of the top management of Caritas Kigali including Director, Director of Financial Affairs, Human Resource Manager and 2 heads of departments.

3.5.2 Secondary Data

Secondary data (also known as second-party data) refers to any dataset collected by any person other than the one using it (Hillier, 2022). Relevant journals, books and articles established by various scholars for the period between the years 2017 and 2023 were consulted for secondary data. Secondary data is not limited from referring to different scholars, it can also come from within an organization itself (Hillier, 2022); thus the quarterly and annual reports, published articles and other appropriate documents of Caritas Kigali were verified basing on a timeframe of this study 2017-2023.

3.6 Reliability and Validation

Validity and reliability are two essential ideas in research that relate to the standard of the data collected and the truthfulness of the conclusions formed from that data. Both validity and reliability are crucial in ensuring the accuracy and trustworthiness of research findings. A study that lacks validity or reliability may not provide accurate or useful results, and thus may not be considered scientifically rigorous or trustworthy (Creswell, 2018). Validity in research refers to the extent to which a study accurately measures or assesses what it is intended to measure. In other words, it refers to whether the study provides an accurate representation of the concepts or variables being studied.

When talking about research, reliability relates to how consistent, stable, and reproducible results are. When the same findings are found when the same study occurs again, we can have confidence in its validity. The reliability of the instrument was evaluated in this study using the Cronbach's Alpha coefficient, which illustrates the correlation between each item.

Cronbach's Alpha grouped the instrument's questions into potential groups before calculating correlation coefficients for each group. A computer algorithm handled this part, and the result was a single Cronbach's Alphas value that must be more than 0.7. This number is more than 0.7 when the research instrument is very reliable and the scale's items have a higher level of internal consistency. Pilot study was carried out to evaluate the questionnaire's dependability as a means of gathering data. The researcher opted for a random selection approach, involving 7 participants, which corresponds to 4.5% of the total intended sample size. The outcomes gathered from this pilot study allowed the researcher to ascertain if the research objectives were effectively achieved and whether the questions and statements put forth were too complex for the participants. Any inappropriate statements were modified or replaced with more suitable alternatives based on the feedback received.

Table 3. 2: Reliability Statistics

Cronbach's Alpha	No of Items
.921	80

The Cronbach's Alpha was 0.921 for a set of 80 items. This value suggests a high level of internal consistency among the items in the questionnaire. Generally, a Cronbach's Alpha above 0.70 is considered acceptable, and a value above 0.80 is considered very significant. With a Cronbach's Alpha of 0.921, it appears that the items in this study are highly correlated and are measuring the same underlying construct reliably. This indicates that the items were likely to provide consistent results.

3.7 Data analysis methods

Data analysis is the process of inspecting, cleaning transforming and modeling data with the goal of discovering useful information, suggesting conclusion, and supporting decision making (Cooper & Schindler, 2006). The questionnaires were sorted, and cleaned. The questionnaires were coded and checked for completeness and consistency and entered into Statistical Package for Social Sciences (SPSS version 22). Analysis involved descriptive statistics and inferential analysis. The use of descriptive statistics in social sciences aids in better understanding of the respondents characteristics (Kordestan, 2008; Stoian, 2010). In order to describe the sample and provide the profile of the 56 subjects descriptive statistics were computed. Descriptive analysis technique provided simple summaries about the sample data in quantitative descriptions and this included, mean standard deviation, frequencies, and percentages. Inferential statistics mainly correlation and regression were used to test on the relationship among the variables of the study. Pearson correlation analysis was conducted to establish the relationship between variables.

Multiple regression is a statistical technique used to predict the variation of the dependent variable by regressing more than one independent variable on the dependent variable simultaneously. Multiple regression analysis in this study was conducted to test the effect of several independent variables on the dependent variable (which is an interval scale) simultaneously. Multiple regression analysis helped to understand how much variation of the dependent variable was explained by a number of predictors.

3.8 Hypothesis Testing

The study used Pearson correlation analysis to measure whether there is a relationship between independent and dependent variables. This correlation coefficient determined the nature and significance of such relationship. Correlation analysis was used to estimate the strength of the relationship between the study variables.

Additionally, multiple regression analysis was carried out to show how much variation on the efficient service delivery can be attributed to a unit change in the independent variables. Inferential data analysis was conducted to test for the goodness of fit of the data/ model, to test for the relationships between the independent and dependent variables and for confirming the statistical significance of the relationships. Analysis of variance (ANOVA) was used to measure the hypothesis and significance of the model and model's coefficients. These tests were two-tailed and tested at 95% significance level ($\alpha \leq .05$). The fore stated was computed through regression analysis models and an ANOVA. The application of these tools is consistent with recommendation by Hair, et al, (2006).

3.9 Confidentiality issues

In this research, there were many ethical issues to be taken into serious consideration for research. The researcher had a duty to protect the rights of people in the study as well as their privacy and sensitivity. In this research ethics was highly considered in constructing interview questions and during the time to interview respondents. Openness as to the established questionnaires and interviews was conducted. That means the researcher was open by introducing the aim of this research to the respondents before they started to fill the questionnaires and before conducting the interview. The confidentiality of information supplied by research subjects and the anonymity of respondents was respected this is because the researcher assured the respondents when they provided the information for this research, that the information they provided was confidential to others. The participants involved in a voluntary way, free from any coercion. This was because they were given time to respond to questions freely. Moreover, the dignity of all research participants was respected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This fourth chapter presents research findings as analyzed from the data collected. For the purpose of simplifying the analysis and presentation of the findings, the analysis was taken into account the research questions and the findings were presented in the logical manner in line with research objectives. The first section of this chapter involved the general information, second part encompassed the three target specific objectives namely strategic direction, strategic staffing and stakeholders' accountability while the third section concerned the performance of Faith Based Organization. Descriptive statistics presented the mean value which summarized an entire dataset with a single number representing the data's center point while standard deviation (Std.dev.) displayed the homogeneity and heterogeneity of responses. Finally, after data presentation and analysis, the conclusion was drawn and recommendations were provided as the way forward.

4.2 Response Rate

The table below is the statistics of response rate

Table 4. 1.Response Rate

Response Rate	N	Percentage
Responded	56	100.0%.
Not responded	0	0.0%
Total	56	100%

Source: Field data, 2023

The response rate of the respondents in this study was 100.0 the targeted respondents. According to Mugenda and Mugenda (2003), a response rate of 50% or more is adequate. Orodho (2004) considers a response rate of 50%, as moderate, 60% good and 70% very good. Even Souse (2008), avers that a response rate above 50 % is acceptable for analysis and further inferences regarding the target population. Kothari (2007) on the other hand asserts that a response rate of above 50% increases accuracy and representativeness of the findings.

4.3 Demographic profile of respondents

This section gives an analysis on demographic factors of the respondents who participated in the study. In the background information, the researcher discussed the age ranges, gender and level of education of respondents and years worked at the organization.

4.3.1 Ages of Respondents

Age of respondents was reported as part of the description of participants in this study method section. Determining the respondents' age ranges intended to expand the researcher's understanding of the target audience and allow to analyze similarities and differences between the different age ranges.

Table 4. 2.Age distribution

	Ages	N	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	7	12.5	12.5	12.5
	31-40 years	14	25.0	25.0	37.5
	41-50 years	27	48.2	48.2	85.7
	50+	8	14.3	14.3	100
	Total	56	100.0	100.0	

Source: Field data, 2023

Based on the study, the average age of the respondents is about 41 years. About 48.2% of the samples are belonging to the age limit 41-50 years, 25% of them are belonging to the age group of 31-40 years, and 14.5% are above 50 years and the remaining 12.5% and ranges from 21-40. The study substantiates that the staffs with advanced ages are suitable to guarantee the performance of their organization.

4.3.2 Sex of respondents

The statistics presented in the table below involves the sex distribution of respondents

Table 4. 3.Sex distribution

Sex	N	Percent	Valid Percent	Cumulative Percent
Valid Male	38	67.9	67.9	67.9
Valid Female	18	32.1	32.1	100.0
Total	56	100.0	100.0	

Source: Field data, 2023

Sex statistics and indicators integrated a gender perspective in the collection, analysis and presentation of statistical data. Analysis of the survey responses and considering sex as a parameter has enabled the researcher to appraise the role played by women and men in the study. In this study, the male participants were 67.9% while females were 32.1%. It was important to note that, the main participants in the study consisted of males.

4.3.3 Level of Education

The table below involves to indicate the highest level of education of respondents as presented via five indicators such as those who completed primary education, secondary education, University and Masters.

Table 4. 4: Highest level of education

Educational Level		N	Percent	Valid Percent	Cumulative Percent
Valid	Primary	9	16.07	16.07	16.07
	Secondary	6	10.7	10.7	26.77
	Degree	36	64.3	64.3	91.07
	Master	5	8.9	8.9	100.0
	Total	56	100.0	100.0	

Source: Field data, 2023

Table 4.4 represents the level of education of the respondents. 36 respondents have a university degree representing 64.3% of the total population, 14 respondents have a secondary education representing 10.7% of the population. 9 respondents have primary education, representing 16.07% of the total population and 5 respondents have a master's degree representing 8.9% of the total population. A big number of respondents possess a university degree.

4.3.4 Years worked at the organization

Table 4. 5. Years worked at the organization

Working years		n	Percent	Valid Percent	Cumulative Percent
Valid	5-10	36	64.3	64.3	64.3
	10-15	10	17.9	17.9	82.1
	15-20	6	10.7	10.7	92.9
	More than 20	4	7.1	7.1	100.0
	Total	56	100.0	100.0	

Source: Field data, 2023

Table 4.5 presents the number of years the respondents worked in the organization. 64.3% stand for the staffs who worked in Caritas Kigali for the years 5-10 years, 17.9% were between 10-15 years, 10.7% stand for the staffs who worked for 10-15 years, and 7.1 symbolize the staff who lasted in the organization for more than 20 years.

4.4 Descriptive Statistics

This section aimed at assessing the influence of strategic leadership practices on the performance of Caritas Kigali as a Faith Based Organizations.

4.4.1 Strategic direction

In this section, the researcher attempted to discuss the first specific objective of the study which consisted of determining the influence of strategic direction on performance of Caritas Kigali. A number of indicators were targeted here such as organizational strategy, culture, mission, vision, goals, planning, decentralization and organizational chart.

Table 4. 6: Descriptive Statistics of Strategic direction

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	Organizational strategic planning is clearly defined	56	4.4	0.5	Very high mean and homogeneity of responses
2	Organization culture is clearly defined	56	4.2	0.4	High mean and homogeneity of responses
3	The strategy initiatives and directions are set by management in the form of mission and vision	56	4.7	0.5	Very High mean and homogeneity of responses
4	Every employee is aware of the vision and mission content of our organization	56	3.7	0.9	High mean and heterogeneity of responses

5	The organizational leadership maintains and improves values of the organization	56	4.4	0.5	Very High mean and homogeneity of responses
6	The leadership ensures that core values are emphasized in strategic implementation of plans	56	4.3	0.7	Very High mean and heterogeneity of responses
7	The leadership team is always aware of changes in organization strategy that may affect performance.	56	4.2	0.6	High mean and heterogeneity of responses
8	The leadership ensures the development of long-term vision of the organization.	56	4.5	0.7	Very High mean and heterogeneity of responses
9	Organizational strategy is carefully planned and well understood before any significant actions are taken.	56	4.4	0.5	Very high mean and homogeneity of responses
10	The generation of new ideas is done in line with the organization's vision and mission	56	4.3	0.6	Very high mean and homogeneity of responses
11	The organization's operations are decentralized and submissions are hierarchal respected	56	4.6	0.5	Very high mean and homogeneity of responses
12	The organization's strategic decisions result from consensus-oriented team decision making.	56	4.4	0.5	Very high mean and homogeneity of responses
13	Our Organization often revises and updates its strategic planning	56	4.5	0.5	Very high mean and homogeneity of responses

14	Organization applies a formal planning process before engaging in competitive activities.	56	4.3	0.5	Very high mean and homogeneity of responses
15	The heads of departments communicate tasks to subordinates on time.	56	4.2	0.6	High mean and heterogeneity of responses
16	Heads of departments are provided with a clear direction and goals from the top leaders and the governing body	56	4.5	0.5	Very high mean and homogeneity of responses
17	The organization chart is current and accurate.	56	3.6	1.4	High mean and heterogeneity of responses
18	The organization chart enhances work performance.	56	3.7	1.4	High mean and heterogeneity of responses
Overall/ Grand Mean and Std. Dev.			4.3	0.7	

Source: Field data, 2023

In the table presented above, the statistics revealed that Caritas Kigali has a well-defined and clear strategy as represented by a very high mean value of 4.4 and homogeneity of responses was 0.5 of standard deviation. It was very confirmed by the staff of this organization that the strategy is attentively planned and well understood before any significant actions are taken and often revised and updated as signified respectively by 4.4, 4.5 mean score and identical standard deviation of 0.5. During the data collection, via the consultation of documents Caritas Kigali, it was evident that this organization had a strategic plan of 5 years scheduled from 2021 to 2025. The strategy initiatives and directions of Caritas Kigali are set by management in the form of mission and vision and every staff is aware of the vision and mission content of this organization as represented by the mean scores of 4.7 and 3.7 associated with 0.5 (homogeneity of responses) and 0.9 (heterogeneity of response) of standard deviation respectively.

This is in line with the study conducted by Rangan (2004), who confirmed that charitable organizations focus more on mission than on strategy and the commitment of the whole staff is needed for the mission statement to be effective (Stovel & Bontis, 2002).

It was evident that Caritas Kigali has developed a long-term vision as declared by the ratio of a very high mean value of 4.5 and 0.7 standard deviation (heterogeneity of responses). This statistics was in accordance with Thompson, Strickland and Gamble (2007), who specified in their literature, that a strategic vision outlines the route organization intends to take in developing and strengthening its business. In the real logic, it lays down a company's strategic plan in preparing for the future. This was also argued by Sabrautzki (2009) who enlightened that, the vision is the source and the main idea of the organization.

Therefore, basing on the mentioned facts, it is significant to note that, strategic vision is the picture of how an organization should look like in the future, formulating a core ideology and purpose of existence of a company, and guiding the basic direction for desired organization development. Caritas Kigali' culture is well and clearly defined as it was notified by a High mean and homogeneity of responses respectively with 4.2 and 0.4 value and this enables the organizational leadership to maintain and improve values of the organization at the extent of 4.4 mean score and the organization management ensures that core values are emphasized in strategic planning implementation with the mean score of 4.3 and standard deviation of 0.7.

This was ascertained by Willie (2023), that the culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand and facilitates the achievement of an organization's strategic objectives (Kellie, 2023). The respondents concurred that the management of Caritas Kigali always revises its strategic plan and this improves its performance by 4.3 high mean score and 0.6 of standard deviation.

The data exposed that the generation of new ideas is done in line with the organization's vision and mission (4.3 mean value), that all operations of Caritas Kigali are decentralized while the submissions are set in a hierarchical manner with a very high mean value 4.6 and 0.5 standard deviation; this was supported by Van de Vrande et al., (2009) who asserted that having a decentralized environment within a corporation, top, middle and lower managers can make quicker decisions that lead to more committed and empowered performance. Other authors Almohtasib, et al., (2020) stated that the decentralized environment allows the employees to freely take decisions and have their own responsibilities for their own tasks, as long as they work within the organization's frames. It was agreed that the strategic decisions of Caritas Kigali are resulted from consensus-oriented team decision making (4.4 very high mean) while the formal planning process is set before engaging in any competitive activities (4.3 very high mean) with respective standard deviation of 0.6 (heterogeneity of response) and 0.5 which stand for the last three items and present the homogeneity of responses).

The statistics revealed that 4.2, 4.5, 3.6 and 3.7 mean score comprised of respondents who declared that, the heads of departments communicate tasks to their assistants on time and they are provided with a clear direction and goals from the top leaders and the governing body whereas the organization chart is present, accurate and improves work performance; the standard deviations of those responses are consistently to 0.6, 0.5 and 1.4 of the two last answers. This is because leaders have an important role in influencing their employee's effectiveness by communicating priorities, supporting and facilitating performance as acknowledged by Yukl, (1994). Therefore, basing on the results from the table above, the researcher confirmed that all items were accepted because the mean scores were up to and above 3.50 mean cut-off mark (i.e 4.3 Grand mean). It implies that there is a relationship between effective Strategic Direction (SD) and performance of Caritas Kigali.

4.4.1.1 Vision and mission statement

The vision statement of Caritas Kigali has been amended and became an essential part of defining its nonprofit's mission and values. From its amendment, it encouraged the collaboration from all stakeholders, such as board members, staff, volunteers, donors, partners, and beneficiaries. It also took its external environment into account, including opportunities, challenges, trends, and competitors. The vision and mission statement of Caritas Kigali was displayed in its website, brochures, newsletters, reports, presentations, and social media platforms whereby the new donors were able to access it and be inspired to donate. Thus, the 3 new donors and 5 ones were acquired and retained as respectively planned with 5 to 6 donors in its operational plan.

4.4.1.2 Decentralization

Across Caritas Kigali, distribution of responsibilities is done to provide with potential strategic leaders the opportunity to address the risks they face. Decision-making flows less from top management and more through the lower-level heads of individual organizational units. This enables the Caritas Kigali to alleviate the burden of day-to-day tasks and gives upper heads of departments more time to focus on the long-term goals of the organization, such as setting its mission and devising growth strategies. At Caritas Kigali, decentralization is done in a way it provides connection between both recipients and donors, building experience, capacities and networks over the fund mobilization. It provides a stable source of funding and critical capacity sharing for fund raising, and encourages longer-term partnerships and risk resolution.

4.4.1.3 Organizational Culture

Based on the study findings, it was seen that there is a significant relationship between Caritas Kigali's culture and its performance.

The dimensions of this organizational culture are primarily innovation and risk taking, attention to working, outcome orientation, people orientation, team orientation and stability) influence the performance of the organization (effectiveness and efficiency). Therefore, employees are suitable to predict commitments because commitment has been linked to absenteeism, turnover intentions, and actual turnover, as well as other attitudes and behaviors that affect job satisfaction and work performance. The findings examined also the organizational culture from the perspective of teamwork and collaboration. Teamwork and collaboration were at least beneficial to the organization in two ways: teams of workers with complementary skills to achieve what they have individually (team production in the economy), and sharing relevant information among workers increases production efficiency of Caritas Kigali.

4.4.1.4 Strategic planning

The study showed that, in developing the strategic plan, Caritas Kigali is likely to have a medium-term vision to guide all interventions carried out over the next 5 years, in its mission to assist the people in need and promote the human integral development. Indeed, Caritas Kigali works on the basis of a medium-term strategic planning approach, which serves as a reference for the development of specific projects with a view to mobilizing funding in a coordinated and structured manner.

Such a planning approach makes it possible to avoid potential deviation of Caritas' interventions from its vision and mission. The development of the strategic plan is preceded by an internal evaluation phase, which makes it possible to identify the level of achievement of activities, objective indicators and changes made, while identifying new challenges and possible solutions. One of the biggest benefits of strategic planning in Caritas Kigali is that it aligns various stakeholders and employees around a common goal.

By clearly defining its direction and goals, Caritas Kigali ensures that everyone is focused and working towards the same objective. This helps teams and organization improve communication, collaboration, and overall performance. Strategic planning at Caritas Kigali identifies new opportunities for growth and expansion. By analyzing beneficiary needs and organization developments. This helps Caritas Kigali stay ahead of the competition and positions for long-term success.

4.4.2 Strategic Staffing (SS)

In this section, a number of indicators employed to assess the strategic staffing practices were decision making, information, motivation, culture, values, satisfaction, and roles of staffs, skills, trainings, qualification, participation and recruitment process. It consisted of the second specific objective of the study.

Table 4. 7. Descriptive Statistics of Strategic Staffing

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	All employees in the organization have decision making opportunities.	56	3.4	1.0	Neutral mean and heterogeneity of responses
2	All employees participate actively in the decision making process.	56	2.7	0.8	Neutral mean and heterogeneity of responses
3	All employees receive timely information from the board and management.	56	4.0	0.6	High mean and heterogeneity of responses
4	Having decision opportunities for employees affects performance in the organization	56	4.1	0.6	High mean and heterogeneity of responses

5	Active participation in decision making by employees affect performance in the organization.	56	4.3	0.6	Very High mean and heterogeneity of responses
6	Receiving timely information by employees from the board and management affects performance of the organization.	56	4.4	0.7	Very High mean and heterogeneity of responses
7	Active participation in meetings by employees affects organization performance	56	4.1	0.6	High mean and heterogeneity of responses
8	Good system implementation requires a motivated and committed workforce and leadership	56	4.6	0.5	Very High mean and homogeneity of responses
9	After joining the organization, I was very impressed by its culture and values.	56	4.3	0.5	Very High mean and homogeneity of responses
10	The recruitment process was highly satisfactory.	56	3.7	0.9	High mean and heterogeneity of responses
11	After joining the organization, I was very impressed by its reward procedures.	56	3.3	1.0	Neutral mean and heterogeneity of responses
12	After joining the organization I was very impressed by its training procedures.	56	3.6	0.9	High mean and heterogeneity of responses
13	After joining the organization I was very impressed by its motivation procedures.	56	2.9	0.7	Neutral mean and heterogeneity of responses

14	With qualified human resource managers, the organization attracts and retains qualified staffs	56	3.7	0.8	High mean and heterogeneity of responses
15	Inadequately trained staff limits the organization's daily affairs.	56	3.8	1.1	High mean and heterogeneity of responses
16	The roles of all staff in the organization are clearly defined.	56	4.5	0.5	Very High mean and homogeneity of responses
17	The heads of departments work towards enhancing good working conditions	56	4.4	0.5	Very High mean and homogeneity of responses
18	Duties are delegated to staff according to qualifications	56	3.7	0.8	High mean and heterogeneity of responses
19	The responsibilities are assigned fairly amongst staff in the organization.	56	3.8	0.5	High mean and homogeneity of responses
20	There are sufficient training opportunities to improve staff competencies and update them on any new policies and procedures.	56	3.8	0.9	High mean and heterogeneity of responses
Overall/ Grand Mean and Std. Dev.		56	3.8	0.7	

Source: Field data, 2023

According to the findings, the staff of Caritas Kigali possess chance to make decisions at the level of 3.4 mean score and 1.0 standard deviation (heterogeneity of responses), but it is doubtful whether all staff can participate actively in the decision making process with 2.7 mean score corresponding to 0.8 of standard deviation.

The results showed that once the staffs have decision making opportunities or when they actively participate in decision making, this obviously affects the performance of the organization as affirmed by 4.1 and 4.3 of mean rate respectively with the standard deviation of 0.6 per each. The statistics indicated that, the staff of Caritas Kigali receive information from the board on time (4.0 high mean) which influences the good performance of the organization (4.3 high mean value) and heterogeneity of responses of standard deviation presented no any effect on the confirmation of the statement.

The respondents reported that, the active participation in meetings by employees affects the organization performance (4.1 mean rate, 0.6 std.dev) and Good system implementation requires a committed and motivated workforce and leadership (4.6 high mean score, 0.5 homogeneity of response of standard deviation). This was avowed by Franklin, (2011), that commitment and motivation amongst employees lead to better performance outcomes of the organization. This is in line with Knies (2012), Thomas & Duckerley (1999), who asserted that middle and lower managers who are more committed, empowered, and flexible have more likely higher levels of intrinsic motivation and this will benefit organizational performance as supported. The staffs who were very impressed by the cultural values, rewards, training and motivation procedures of Caritas Kigali were symbolized by 4.3 (very high mean rate), 3.3 (neutral mean), 3.6 (high mean) and 2.9 (neutral mean) associated with standard deviation of 0.5 (homogeneity of responses) , 1.0, 0.9 and 0.7 (Heterogeneity of responses) respectively.

During the survey, the respondents have come up with heterogeneity of responses that varied between 0.8 and 0.9 of standard deviation but somewhat similar mean scores by acknowledging that the recruitment process at Caritas Kigali was highly satisfactory (3.7 mean value), duties are delegated to staff according to their qualifications (3.7 mean value), and that there were sufficient training opportunities to improve staff competencies and update them

basing on new policies and procedures (3.8 mean score), while qualified human resource managers enable to attract and retain qualified staffs (3.7 mean score).

This is associated by the assertion of Shih, Chiang and Hsu (2016), who observed that a crucial part of human resource management is retaining and recruiting skilled employees. The data discovered that inadequately trained staff is the barrier to the organization's daily activities 3.8 mean score; and as stated by Nwuche & Awa, (2011) organizational performance depends on employee development because it improves the knowledge base of the organization; this would also mean that there is a positive relationship between organizational performance and employee development as observed by Stiles and Kulvisaechna (2013).

The respondents stated that the responsibilities are assigned fairly amongst staff in the organization (3.8). It was indicated that the roles of all staff in the organization are clearly defined and the heads of departments work towards enhancing good working conditions within the organization respective 4.5 & 4.4 score value and 0.5 of standard deviation per each. Hence, the study findings suggest that leaders need to be concerned with how they behave towards their employees and how employees perceive that behavior (Douthitt, 2001). According to the results above, the researcher intended to confirm that all target items were accepted since the mean scores were up to and above 3.50 mean cut-off mark (i.e 3.8 Grand mean). This denotes that, there was a relationship between effective Strategic Staffing (SS) and performance of Caritas Kigali.

4.4.2.1 Skills and experience

The study indicated that the ability of Caritas Kigali development to implement its project interventions is dependent on its access to donor funding. Access to these funds requires submission of proposals for consideration by the potential donors.

Once funds are secured, Project management helps to effectively deliver quality projects within the cost, time and scope constraints. In order for this to be effective, the staffs of Caritas Kigali are equipped with a strong working knowledge of project management, resource mobilization and proposal writing and be able to immediately use that knowledge to effectively mobilize for resources and manage projects. This course resulted from equipping staff with skills in writing and presenting effective and successful proposals and the skills to ensure that projects are completed on time, within the budget and according to expectations. Thus, the skills given to the staffs enable the organization to retain the existing donors and acquire new ones. The direct services staff have ground-level experience for fund increment. The focus of this team is to identify and implement online giving and other fundraising events to grow a sustainable revenue stream for the organization

4.4.2.2 Employee motivation

The study revealed that, the staff of Caritas Kigali are motivated through proper leadership, as leadership is all about getting thing done the right way. The leaders gain the employees' trust and make them follow them. Nevertheless, in order to make them trust them and complete their tasks properly for the organization, the leaders and employees help one another to attain high levels of morality and motivation. At Caritas Kigali, the level of trust represents the perception of one individual about others and their willingness to act based on a commitment or to comply with a decision.

Therefore, trust is an important factor for Caritas Kigali that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff.

The leaders of Caritas Kigali give the staff responsibility and authority to act as if they are in control of their own destinies. Developing and implementing employee training scheme is also a necessary strategy used to motivate workers at Caritas Kigali. Through the motivation, the staffs and leaders prioritize donor acquisition and retention in terms of fund increment.

Table 4. 8: Descriptive Statistics of employees' perceptions on satisfaction rate

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	How meaningful is your work?	56	4.0	0.5	High mean and homogeneity of responses
2	How well are you paid for the work?	56	3.9	0.7	High mean and homogeneity of responses
3	How well are you rewarded, provided with incentives or benefits?	56	3.7	0.7	High mean and homogeneity of responses
4	How much do your opinions about work matter to your superiors?	56	4.4	0.5	Very High mean and homogeneity of responses
5	How often do the tasks assigned to you by your supervisor help you grow professionally?	56	4.3	0.5	Very High mean and homogeneity of responses
6	To what extent training received trainings about new programs help you grow professionally?	56	4.3	0.5	Very High mean and homogeneity of responses
7	How likely are you to look for another job outside the organization?	56	4.1	0.3	High mean and homogeneity of responses
Overall/ Grand Mean and Std. Dev.			4.1	0.5	

Source: Field data, 2023

The results demonstrated that, the staffs who acknowledged or who felt their works were so meaningful equaled to 4.0 mean score.

The data 3.9, 4.4, 4.3 and 4.1 respectively represented the average of respondents who said their opinions about work matter to their superiors, tasks assigned to them by their supervisors help them grow professionally and surprisingly 4.1 of them were likely to look for another job outside the organization. In terms of skills and development, Caritas Kigali provides with staff some trainings to improve their work conditions and to be productive (4.3 mean score). This was reinforced by Sutermeister and Robert (1971) who state that satisfaction contributes to improved performance and productivity but other authors implies that good performance leads to better satisfaction of needs. Therefore, Good employee performance is necessary for the organization since an organization's success depends on its employees' creativity, innovation, commitment and satisfaction (Ramlall, 2008). In order for employees to perform better, organizations have to provide them with benefits 3.7 high mean and 0.7 standard deviation.

If the employees feel that the organization is concerned about them and make them feel valuable they will do their best to reach the organization's goal. Furthermore, as stated by Phiphadkusolkul and Archaree (2012), the employer or managers have to recognize opportunities to motivate their employees. If the leaders are doing a good job they will be able to create a motivational climate that will impact the employees' willingness to do a better job and do their best to reach the organization's goal. In other words, in order for the organizational performance to increase, the first thing the leaders have to do is to motivate and satisfy the employees. For this section, the study argued that since all statements illustrated in the table above came up with the mean value of 4.1, then it was confirmed that the employee's satisfaction presents a relationship between effective Strategic Staffing (SS) and performance of Caritas Kigali.

4.4.3 Stakeholder accountability

This section endeavored to discuss the second specific objective of the study. The main measurements used were information, cooperation, and coordination, procurement, participation, decision making and relationship as shown by the table 4.9.

Table 4. 9.Descriptive Statistics of staff's perceptions on Stakeholders' accountability

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	Leadership discloses information to relevant stakeholders in a timely and proper manner	56	3.9	0.6	High mean and heterogeneity of responses
2	The leadership ensures cooperation and coordination for the solutions of environmental and other problems with stakeholders.	56	4.3	0.5	Very High mean and homogeneity of responses
3	The organizational leadership ensures timely release of annual reports to relevant stakeholders.	56	4.4	0.5	Very High mean and homogeneity of responses
4	Leadership ensures effective communication of daily procurement activities to the relevant Stakeholders	56	4.1	0.6	High mean and heterogeneity of responses
5	Leadership ensures that accurate financial results briefing is given to all stakeholders	56	4.2	0.8	High mean and heterogeneity of responses
6	Stakeholders participate in organizational decision making	56	3.4	0.8	Neutral mean and heterogeneity of responses
7	Stakeholders are involved in organization different events to express their voices	56	3.9	0.7	High mean and heterogeneity of responses

8	Organization maintains strong relationships with stakeholders	56	4.1	0.7	High mean and heterogeneity of responses
9	Organization communicates strategic plan and goals to its stakeholders	56	4.0	0.8	High mean and heterogeneity of responses
Overall/ Grand Mean and Std. Dev.		56	4.0	0.7	

Source: Field data, 2023

The statistics presented above consisted of the results from the staff of Caritas Kigali. The data showed that, the leadership of Caritas Kigali releases information to relevant stakeholders in a timely and proper manner (3.9 mean score & 0.6 standard deviation), ensures cooperation and coordination for the solutions of environmental and other problems with stakeholders (4.3 mean value and 0.5 standard deviation), ensures timely release of annual reports to relevant stakeholders (4.4 mean value and 0.5 standard deviation) as also suggested by Gossy (2008) who stated that, organizations must at the end of the year, for example, bring all their stakeholders together using legal instruments such as annual general meetings during which they discuss and present their achievements for the year and receive feedback from their stakeholders on the next step to take. The effective communication of daily procurement activities to the relevant stakeholders count 4.1 mean value and 0.6 standard deviation while the accurate financial results are given to all stakeholders at the level of 4.2 mean value and 0.8 standard deviation. The study showed that the stakeholders are permitted to participate in organizational decision making at the extent of 3.4 mean rate and 0.8 standard deviation.

As discussed by Bernardes, et al, (2015) Participation of stakeholders in decision-making has been shown to enhance quality working relationships, less conflict, better interpersonal communication and ultimately resulting in higher organizational performance.

The Stakeholders are involved in organizational different events to express their voices (3.9 mean rate and 0.7 standard deviation), and organization maintains strong relationships with stakeholders (4.1 mean score and 0.7 standard deviation) and lastly it communicates the strategic plan and goals to the stakeholders (4.0 mean value and 0.8 standard deviation). The study findings indicated that stakeholders depend on the organization and in turn the organization depends on them to fulfill its goals (Johnson, Scholes, & Whittington, 2008).

The overall or Grand Mean of the above results equal to 4.0 which involves the acceptance of items with a confirmation that there was a relationship between effective Stakeholders' accountability (SA) and performance of Caritas Kigali.

Table 4. 10. Descriptive Statistics of Stakeholders' perceptions on their accountability

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	I'm interested to explore my concerns in this organization	56	3.9	0.9	High mean and heterogeneity of responses
2	This organization is credible and accountable	56	4.4	0.7	Very High mean and heterogeneity of responses
3	This organization practices freedom of speech	56	4.1	0.6	High mean and heterogeneity of responses
4	I get advantages or benefits in working with this organization	56	4.6	0.5	Very High mean and homogeneity of responses
5	The accountability and transparency of this organization is fair	56	4.3	0.5	Very High mean and homogeneity of responses
6	I often get allowed to identify problems with this organization	56	3.5	1.0	Very High mean and homogeneity of responses
7	The organization identifies issues with me and resolve them	56	3.9	0.7	High mean and heterogeneity of responses
8	This organization communicates with me and other stakeholders	56	3.6	0.9	High mean and heterogeneity of responses

9	This organization plans risks and management with me	56	3.7	1.1	High mean and heterogeneity of responses
10	This organization is free from fraudulent activities	56	3.9	0.7	High mean and heterogeneity of responses
11	Organization provides with me complaint tools and ways of my expression	56	4.5	0.5	Very High mean and homogeneity of responses
12	Complaints tools are well comprehensible	56	4.4	0.5	Very High mean and homogeneity of responses
13	This organization assess and implements compliance	56	3.9	0.8	High mean and homogeneity of responses
Overall/ Grand Mean and Std. Dev.		56	4.0	0.7	

Source: Field data, 2023

The results presented in the table above revealed that 3.9 of mean represented the stakeholders who were interested to explore their concerns in Caritas Kigali and the flexibility of this organization leads it to being credible and accountable at the extent of 4.4 mean score. To support this answer, Lenore and Mpabanga (2009), explain that accountability is a key factor that gauges the effectiveness of organizational governance. Non-governmental organizations might seem autonomous without being answerable to anyone. Caritas Kigali is able to receive all opinions released by its stakeholders and this was approved by the respondents by approving that it practices freedom of speech by 4.1 mean score and this has proven how accountability and transparency of this organization is fair by 4.3 mean rate. Van Tulder & Van Zwart (2005) averred that, organizations, depending on how they are set up, must legally ensure that they are accountable by their stakeholders. Thanks to the fact that Caritas Kigali's doors are open to everyone, whoever works with it can gain more advantages or benefits as approved by very high mean value of respondents 4.6.

The high mean rate of 3.5, 3.6 and 3.7 stand for the respondents who affirmed to be allowed to ascertain some issues with the organization and who can either be communicated directly for any concern or be involved in planning risks and management with the organization. In this study, there were items that contain the same value of mean 3.9 and such are for instance concerned about the respondents who were interested to explore their concerns in the organization, get involved in identifying issues and address them together with organization. This is because during the strategic planning process, this stakeholder activism cannot be ignored as the foreign stakeholders are bound to have their strategic desired outcomes to be accomplished in the future and Simpson and Freeman (2010) noted that different stakeholders, each with their own needs and expectations will have different views of what the organization will seek to achieve.

This is because, an organization, even a very successful one, cannot exist in a vacuum as stated by Matteson & Metivier (2015), and this growing recognition has brought organization to the realization that no individual sector can make a significant, sustainable difference alone but rather has to work collectively with numerous individuals and groups so as to improve its own competitiveness, growth and profitability as by Mondi Group Sustainable Development Report (2013). The respondents who were represented by 3.0 high mean value and 0.7 standard deviation agreed that Caritas Kigali is free from fraudulent activities and it measures and implements the compliances on the behalf of its stakeholders. Caritas Kigali possesses the Complaints tools which are well comprehensible and it is flexible in providing such tools with stakeholders by the high mean value of 4.4 and 4.5 respectively. Hence, due to the matter of fact that all items discussed in the table above perceive the high mean value of 4.0, then the relationship between the effective Stakeholders' accountability (SA) and performance of Caritas Kigali was confirmed.

4.4.3.1 Stakeholder participation

The study found out that stakeholder participation in project initiation at Caritas Kigali influences project performance positively. When stakeholders are involved in needs analysis, proposing solutions and project identification it would increase project acceptability. This finding agrees with Chikati (2009) who stated that involving communities during initiation would reduce chances of project delaying at the implementation stage as will own it and therefore be effective in managing it. On influence of stakeholder participation in project implementation, the study found that it improved project performance. Contribution of cash or in kind towards a project during implementation creates a sense of ownership which leads to project sustainability. Lastly the study found out that involving stakeholders in monitoring and evaluation influenced project performance. It would lead to empowerment and increase accountability. Importance of beneficiary participation in monitoring and evaluation from the most significant to the least significant was increasing project acceptability, creating a sense of ownership, lead to community empowerment, increasing accountability and ensuring project sustainability. Respondents viewed that community participation in general was important in ensuring accountability, empowering stakeholders, increasing project acceptability, creating a sense of ownership and promoting project sustainability.

4.4.3.2 Organizational transparency

The analysis of the responses indicates that the respondents find a relationship between the organization's level of transparency and its financial performance. The study indicate that since the effectiveness in leadership, the organization has demonstrated improved levels of transparency as organizational members (staff, communities) have access to information, documents, and financial records.

The respondents also indicated that the organization had incorporated the services of independent auditors that were tasked with reviewing the organization's financial performance. Organizational leaders also indicated that the current administration was more effective in facilitating transparency. Nonetheless, they indicated areas for improvement such as open communication, honesty, providing more information, and face-to-face dialogue. Respondents provided a correlation between the organization's transparency and financial performance as members' contributions increased when the organization was more transparent.

4.4.3.3 Stakeholder Feedback

The study revealed that, that Stakeholder feedback are expressed in terms of dropping input and opinions regarding program design, implementation, and outcomes. This feedback take here many forms, including surveys, focus groups, interviews, and other forms of data collection. The study indicated that Stakeholder feedback enables to improve program outcomes by identifying areas where the program is succeeding and where it needs improvement. For example, if stakeholders provide feedback that a program is not meeting the needs of the target population, program designers and implementers can use that feedback to make changes to the program design or implementation to better meet the needs of the target population. The analysis of the study indicated that engaging stakeholders in the feedback collection process is important for ensuring that their input is accurately captured and that they feel their opinions are valued.

4.4.4 Stakeholder satisfaction

Stakeholder satisfaction in this study was a measurement of stakeholder perceptions of a program, project or initiative. It was measured by asking stakeholders to rate their satisfaction on a numerical scale or index.

Stakeholder satisfaction was one among the organizational performance indicators that was determined by the extent to which the organization objectives meet and/or exceed stakeholder's expectations. In this study, the stakeholders' satisfaction on the organizational performance was assessed. The key point was that the organization components must have met stakeholders' satisfaction where there is a link between their interests and needs.

Table 4. 11.Descriptive Statistics of Stakeholders' perceptions on satisfaction rate

Item	Statement	n	Mean	Std. Dev.	Interpretation
1	Organization was courteous and attentive to my needs	33	4.4	0.5	Very High mean and homogeneity of responses
2	Organization provided services that met my needs	33	4.7	0.5	Very High mean and homogeneity of responses
3	Organization sought my opinions and feedback on the services provided	33	3.9	0.7	Very High mean and heterogeneity of responses
4	Organization was quick to respond to my needs	33	4.3	0.7	Very High mean and heterogeneity of responses
Overall/ Grand Mean and Std. Dev.		33	4.3	0.6	

Source: Field data, 2023

Stakeholders' perceptions on accountability, during the data collection indicated that Caritas Kigali was attentive to stakeholders' needs (4.4 mean value), provided services that met their needs (4.7mean value) and stakeholders' opinions are heard about the feedback and services provided by the organization with 3.9 mean value and 4.3 represent those who stated that their needs were quickly answered.

This is linked to Simpson and Freeman (2010) who stated that different stakeholders, each with their own needs and expectations have different views of what an organization seeks to achieve. Even in Clarkson's (1995) perspective, it was stated that an organization can move towards performance when there is clarity and recognition of needs, desires, responsibilities and obligations with all stakeholders, being fundamental to observe the position of the stakeholders and to understand what is expected in terms of performance to satisfy the different stakeholders

4.5 Performance of Caritas Kigali

This part discussed the dependent variable of the study. It has two parts namely how frequently Caritas Kigali measures its performance and the level for which such performance is manifested.

4.5.1 Evaluation of Caritas Kigali's Performance

In this subdivision, the researcher attempted to assess how frequently the organization evaluates its performance. Eight items were taken into consideration as shown by the table 4.12

Table 4. 12.Descriptive Statistics of Caritas Kigali's Performance evaluation

		n= 56					
Item	Statement	Used regularly		Used rarely		Never used	
		Fi	%	Fi	%	Fi	%
1	Beneficiaries satisfaction	46	82.1	10	17.9		
2	Stakeholders satisfaction	14	25.0	30	53.6	12	21.4
3	Services adopted	27	48.2	19	33.9	10	17.9
4	Employee retention	20	35.7	14	25.0	22	39.3
5	Employee satisfaction rates	20	35.7	20	35.7	16	28.6
6	Income growth	25	44.6	4	7.1	27	48.2
7	Geographical scope retention	17	30.4	23	41.1	16	28.6
8	New Geographical scope adopted	23	41.1	17	30.4	16	28.6

Source: Field data, 2023

The results were collected from the staff of Caritas Kigali and 82.1% of them stated that one of the key performance indicators of the organization is obtained by frequently conducting an evaluation to measure its beneficiaries 'satisfaction against their needs.

The data showed also that only 25% of the respondents affirmed that Stakeholders' satisfaction is an indicator normally used by Caritas Kigali to measure its performance while 53.6% of other respondents said this indicator is rarely used to measure the performance of their organization and 21.4% have denied. Caritas Kigali officer a number of services and it sometimes adopts other new services and this is regularly measured by the organization as supported by 48.2%, other respondents equivalent to 33.9 % confirmed to be rarely done while 17.9 refused. On the side of employees' retention, it seemed this indicator is never used by Caritas Kigali in measuring its performance with 39.3% of respondents' affirmation, 25.0% confirmed to be hardly done while 35.7% of respondents stand said to be regularly done.

The indicators such as employee satisfaction, the growth of income, geographical scope retention and adopted are respectively represented by 35.7, 44.6, 30.4 and 41.1% as being frequently used by Caritas Kigali in determining its performance. However 35.7, 7.1, 41.1 and 30.4% of respondents said that their organization consider such indicators to be somewhat rarely used while 48.2 and 28.6 the like have rejected.

4.5.2 Rate of Performance of Caritas Kigali

The subsection comes to discuss the level of performance of Caritas Kigali as itemized by 12 indicators as delivered in the table 4.13.

Table 4. 13.Descriptive Statistics of the rate of Performance of Caritas Kigali

Item	Statement	N	Mean	Std. Dev.	Interpretation
1	Employees satisfaction	56	3.5	1.0	High mean and heterogeneity of responses
2	Beneficiaries satisfaction	56	3.8	0.8	High mean and heterogeneity of responses
3	Stakeholders satisfaction	56	3.9	0.9	High mean and heterogeneity of responses
4	Improve the employees' skills	56	3.4	1.0	High mean and heterogeneity of responses
5	Improve the quality of products and services	56	4.4	0.5	Very High mean and homogeneity of responses
6	Beneficiaries retention	56	4.2	0.6	High mean and heterogeneity of responses
7	Stakeholders retention	56	4.2	0.6	High mean and heterogeneity of responses
8	Beneficiaries loyalty	56	4.1	0.3	High mean and homogeneity of responses
9	Stakeholders loyalty	56	3.8	0.6	High mean and heterogeneity of responses
10	New Stakeholders acquisition	56	4.0	0.7	High mean and heterogeneity of responses
11	Donors retention	56	4.0	0.9	High mean and heterogeneity of responses
12	New donors acquisition	56	4.2	0.8	High mean and heterogeneity of responses
Overall/ Grand Mean and Std. Dev.			4.0	0.7	

Source: Field data, 2023

The results indicated the level of performance of Caritas Kigali during the period 2018-2023. The figure 3.5 and 1.0 (High mean and heterogeneity of responses) symbolized the respondents who affirmed that employees were satisfied by their organizational affairs.

As stated by Muhammad, et al., (2013), Job satisfaction of employees plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the productivity, and increases the quality of work.

For this this study, it therefore to note that, employee satisfaction is closely related to productivity which is then related to firm profitability. Employee satisfaction has a positive persuade on organizational performance. Beside this, organizational performance has a reasonable non-recursive effect on employee satisfaction. Employee satisfaction plays a considerable role in enhancing and improving operational performance of organizations and quality of good and services. There is no doubt in it that employee satisfaction is critical to attain quality and profitability in organization. Hence, employee satisfaction is fundamental and without it, organization cannot think of being successful.

The satisfaction of beneficiaries and stakeholders was 3.8 and 3.9 of High mean value while the responses were heterogeneous with 0.8 and 0.9 of standard deviation respectively, and their degree of loyalty were equivalent to 4.1 and 3.8 mean score corresponding to 0.3 and 0.6 of standard deviation. Caritas Kigali has provided a couple of skills and trainings to the employees to enable them offering improved quality of products and services to the beneficiaries and stakeholders at the level of 3.4 and 4.4 of High and very high mean score with 1.0 and 0.5 of standard deviation correspondingly. The retention of beneficiaries, stakeholders as well as donors are signified by 4.2 per each with 0.6 and 0.9 of standard deviation one to one. Caritas Kigali has acquired new stakeholder and donors at the mean rate of 4.0 and 4.2 and 0.7 and 0.8 of standard deviation. The overall mean which defines the performance of Caritas Kigali is 4.0 (High mean value).

4.5.2.1 Planned versus achievements

In terms of organizational performance, the study attempts to show what have planned by Caritas Kigali and at which rate they were achieved and the indicators included donors, beneficiaries, external stakeholders and geographical scope, types of services as well as budget as indicated by the statistics below:

Table 4. 14: Donors, stakeholders, beneficiaries and geographical areas planned and acquired

Year of the study	2018		2019		2020		2021		2022		Planned Mean	Acquired Mean
Items	Planned	Acquired	Planned	Acquired	Planned	Acquired	Planned	Acquired	Planned	Acquired		
Donor	2	3	2	2	2	2	2	2	2	2	2	2.2
Stakeholder	50	75	70	65	100	117	105	95	230	315	111	133.4
Beneficiary	470	498	600	630	380	425	387	490	490	680	465.4	544.6
Geographic area	5	9	5	7	11	11	3	4	2	7	5.2	7.6

Source: Field data, 2023

The analysis of findings indicated that the mean of donors that were planned to work with were 2 and the acquired mean of them totaled 2.2 mean in 5 years of the study (20. The acquisition of stakeholders in 5 years as indicated in table 4.14 is 111 planned mean, while 133.4 was the retained stakeholders. The number of beneficiaries who were retained consisted of the mean of 544.6 while 465.5 was the planned mean in 5 years. The intervention areas that were retained involved 7.6 mean from 5.2 of planned mean. The geographical areas involved the new intervening entities which were targeted by the organization and which undoubtedly means the target of new beneficiaries.

Table 4. 15: Services planned and achieved

Year of the study	2018		2019		2020		2021		2022		Planned Mean	Achieved Mean
	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved		
Services												
Education	3	4	2	4	3	3	2	2	3	3	2.6	3.2
Health	3	4	3	2	3	3	2	2	2	2	2.6	2.6
Economic	3	2	4	3	2	3	4	3	2	4	2.8	3
Social	7	9	5	8	6	7	8	8	6	7	6.4	7.8

Source: Field data, 2023

The statistics in table 4.14 indicated the types of services provided by Caritas Kigali and such services included those related to education for children (school fees payment, provision of school materials, insurance, school feeding), health (family planning, provision of medicines, hygiene and sanitation and nutrition), economic (agriculture, livestock husbandry, micro-businesses and micro-credits) and social (provision of clothes and food to vulnerable people, street children reintegration, medical insurance payment, medical equipment to children with disabilities , transport support, visit of prisoners, visit of sick people in hospitals and mobilization of couples to involve in legal wedding) . The results obtained were respectively 2.6, 2.6, 2.8 and 6.4 planned while the corresponding services attained were 3.2, 2.6, 3 and 7.8 mean.

Table 4. 16: Planned and used Budget

Budget	Planned	Used	Interpretation
Budget 2018	416,674,220	421,672,130	Favorable
Budget 2019	432,896,385	437,630,611	Favorable
Budget 2020	360,192,423	362,561,490	Favorable
Budget 2021	257,192,423	259,363,443	Favorable
Budget 2022	317,690,575	318,453,229	Favorable

Source: Field data, 2023

The study attempted to compare the planned and used budget since 2018 to 2022. The results indicated that there was an increase in the use of budget in all years and this is associated with the quantity of services provided as well donors acquired or retained. This implies that the increment of budget or budget variance was favourable rather than unfavourable. The budget was favourable because it increased the operating income relative to the amount budgeted as noted by Lucey, 2005. The level of deviation from the budget was allowed otherwise variance was investigated and accepted by the organization and donors. Thus, Caritas Kigali reviews and makes necessary adjustments to the budget to cater for the realities on the ground which are only realized during implementation period. The keys to a successful budgeting process (from preparation to evaluation) at Caritas Kigali are that first clearly identify programmatic objectives that are aligned with the mission and strategic plan, determine the financial resources needed and available to achieve program goals, involve staff, stakeholders and board members in the process to improve accuracy of information and commitment to the plan, implementation and finally customize the process to suit the organization.

4.6 Correlation of Strategic Leadership Practices (SLP) and Organizational Performance (OP)

A stepwise regression analysis was conducted for the indicators/measurements of SLP to determine the relative strength of the relationship of between each indicator and OP and also to help exclude indicators that have no relationship with OP.

4.6.1 Significance of Correlation Coefficient

The table below establishes the Significance for the Correlations between strategic direction, strategic staffing and stakeholders' accountability with organizational performance whereby the Correlation is significant at the 0.01 level (2-tailed).

Table 4. 17. Significance of Correlation Coefficient

			Strategic Direction	Strategic staffing	Stakeholders accountability	Organizational performance
Spearman's rho	Strategic Direction	Correlation Coefficient	1.000	.857**	.806**	.685**
		Sig. (2-tailed)		.000	.000	.000
		N		56	56	56
	Strategic staffing	Correlation Coefficient		1.000	.634**	.610**
		Sig. (2-tailed)			.000	.000
		N			56	56
	Stakeholders accountability	Correlation Coefficient			1.000	.763**
		Sig. (2-tailed)				.000
		N				56
	Organizational performance	Correlation Coefficient				1.000
		Sig. (2-tailed)				.
		N				56

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, 2023

The results in correlation Table above revealed that there is a strong positive correlation (Spearman's rho = 0.685, $p < 0.05$) between strategic direction and organizational performance. This indicates that as strategic direction increases, there is a corresponding increase on performance of Caritas Kigali.

There is a significant positive correlation (Spearman's rho = 0.610, $p < 0.05$) between strategic staffing and organizational performance. This indicates that as strategic staffing improves, there is a corresponding improvement on performance of Caritas Kigali.

The findings show that there is a strong positive correlation (Spearman's rho = 0.763, $p < 0.05$) between stakeholders' accountability and organizational performance. This suggests that higher levels of stakeholders' accountability are associated with performance of Caritas Kigali. All correlation coefficients between the studied variables and organizational performance are positive and $p < 0.05$, which indicates strong positive relationships between strategic leadership practices on the performance of Faith Based Organizations in Rwanda.

4.7 Model Summary

The model summary of findings is presented as shown in the table below. It represents the proportion of variance in the dependent variable (performance of Caritas Kigali) that can be explained by the combined independent variables (strategic direction, strategic staffing, and stakeholders' accountability).

Table 4. 18. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.591	.567	3.17171

a. Predictors: (Constant), Stakeholders' accountability, Strategic staffing, Strategic Direction

Source: Field data, 2023

The results show that the multiple correlation coefficient (R) is 0.768. It represents the correlation between the combined independent variables (strategic direction, strategic staffing, and stakeholders' accountability) and the dependent variable (performance of Caritas Kigali). The coefficient of determination (R Square) is 0.591. It represents the proportion of variance in the dependent variable (performance of Caritas Kigali) that can be explained by the combined independent variables (strategic direction, strategic staffing, and stakeholders' accountability).

In this case, approximately 59.1% of the variance in organizational performance can be accounted for by the three independent variables together. The regression model suggests that the strategic leadership practices accounts for approximately 59.1% of the variance in the performance of Caritas Kigali

4.8 ANOVA

ANOVA statistics was important to establish if there is a significant influence of strategic leadership practices on the performance of Caritas Kigali.

Table 4. 19. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	754.446	3	251.482	24.999	.000 ^b
	Residual	523.107	52	10.060		
	Total	1277.554	55			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Stakeholders accountability, Strategic staffing, Strategic Direction

Source: Field data, 2023

The ANOVA table indicates that the regression model, which assesses the influence of strategic direction, strategic staffing, and stakeholders' accountability on organizational performance, is statistically significant ($p < 0.001$). The model accounts for a significant amount of variability in organizational performance, as evidenced by the F-statistic of 24.999. The researcher confirmed that there is significant influence of strategic leadership practices on the performance of Caritas Kigali.

4.9 Coefficient of Regression

Coefficients for the Regression comes to represent the value of the dependent variable (organizational performance) when all predictor variables (strategic direction, strategic staffing, and stakeholders' accountability) are zero.

Table 4. 20. Coefficient of Regression

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	1.537	5.950		.258	.797
Strategic Direction	.417	.250	.491	1.671	.010
Strategic staffing	.659	.208	.798	3.168	.003
Stakeholders accountability	.703	.176	.549	4.000	.000

a. Dependent Variable: Organizational performance

Source: Field data, 2023

The adopted model presented as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y= Organizational performance

α = Constant Term

X_1 = Strategic Direction

X_2 = Strategic staffing

X_3 = Stakeholders accountability

β = Beta Coefficient

Table above shows that the coefficient for the constant term (α) is 1.537. It represents the value of the dependent variable (organizational performance) when all predictor variables (strategic direction, strategic staffing, and stakeholders' accountability) are zero.

The coefficient for the variable Strategic Direction (β_1) is 0.417. It indicates that for each unit increase in strategic direction, there is a predicted increase of 0.417 units in performance of Caritas Kigali. The coefficient for the variable Strategic staffing (β_2) is 0.659. It indicates that for each unit increases in strategic staffing, there is a predicted increase of 0.659 units in performance of Caritas Kigali. The coefficient for the variable Stakeholders accountability (β_3) is 0.703. It implies that for each unit increase in stakeholders' accountability, there is a predicted increase of 0.703 units in performance of Caritas Kigali. P-value (less than 0.05) indicates that the coefficient is statistically significant. The adopted model shows that strategic direction, strategic staffing, and stakeholders' accountability have significant positive influence on the performance of Caritas Kigali.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study objectives and the corresponding hypotheses. It then draws conclusions based on these findings and discussions are put forth for the recommendations of the study based on the influence of strategic leadership practices on the performance of Faith Based organizations in Rwanda.

5.2. Summary of major Findings

The study sought to investigate the influence of strategic leadership practices and performance of Faith Based organizations in Rwanda. The focus was on strategic direction (SD), Strategic Staffing (SS) and stakeholder accountability (SA) as the independent variables of the study. Further the study sought to confirm which amongst the practices of strategic leadership influenced the performance of caritas Kigali.

5.2.1. To determine the influence of strategic direction on performance of Caritas Kigali

The study established that strategic direction influences the performance of Caritas Kigali. This is because the overall mean score of 4.3 (very high mean value) signified that there is a relationship between effective Strategic Direction (SD) and performance of Caritas Kigali. The results in correlation revealed that there is a strong positive correlation (Spearman's rho = 0.685, $p < 0.05$) between strategic direction and organizational performance. This indicates that as strategic direction increases, there is a corresponding increase on performance of Caritas Kigali.

5.2.2. To evaluate the influence of Strategic staffing on performance of Caritas Kigali

The study established that strategic staffing influences the performance of Caritas Kigali. This is because the overall mean score of 3.8 (high mean value) implied that there is a relationship between effective Strategic staffing (SS) and performance of Caritas Kigali. There is a significant positive correlation (Spearman's rho = 0.610, $p < 0.05$) between strategic staffing and organizational performance. This indicates that as strategic staffing improves, there is a corresponding improvement on performance of Caritas Kigali.

5.2.3. To investigate the influence of stakeholders' accountability on performance of Caritas Kigali.

The study established that strategic staffing influences the performance of Caritas Kigali. This is because the overall mean score of 4.0 (very high mean value) implied that there is a relationship between effective Stakeholder Accountability (SA) and performance of Caritas Kigali. The findings show that there is a strong positive correlation (Spearman's rho = 0.763, $p < 0.05$) between stakeholders' accountability and organizational performance. This suggests that higher levels of stakeholders' accountability are associated with performance of Caritas Kigali. Therefore, all correlation coefficients between the studied variables and performance of Caritas Kigali are positive and $p < 0.05$, which involves strong positive relationships between strategic leadership practices on the performance of Faith Based Organizations in Rwanda.

- Overall summary

The results displayed that the multiple correlation coefficient (R) was 0.768. It characterized the correlation between the combined independent variables (strategic direction, strategic staffing, and stakeholders' accountability) and the dependent variable (performance of Caritas Kigali). The coefficient of determination (R Square) was 0.591.

It symbolized the ratio of variance in the dependent variable (performance of Caritas Kigali) that can be explained by the combined independent variables (strategic direction, strategic staffing, and stakeholders' accountability). In this situation, about 59.1% of the variance in organizational performance can be accounted for by the three independent variables together. The regression model suggests that the strategic leadership practices accounts for approximately 59.1% of the variance in the performance of Caritas Kigali.

The regression model in ANOVA, which assesses the influence of strategic direction, strategic staffing, and stakeholders' accountability on organizational performance, is statistically significant ($p < 0.001$). The model accounts for a significant amount of variability in organizational performance, as evidenced by the F-statistic of 24.999. The researcher confirmed that there is significant influence of strategic leadership practices on the performance of Caritas Kigali. The results show that the coefficient for the constant term (α) was 1.537. It signifies the value of the dependent variable (organizational performance) when all predictor variables (strategic direction, strategic staffing, and stakeholders' accountability) are zero. The coefficient for the variable Strategic Direction (β_1) was 0.417.

It indicated that for each unit increase in strategic direction, there was a predicted increase of 0.417 units in performance of Caritas Kigali. The coefficient for the variable Strategic staffing (β_2) was 0.659. It indicated that for each unit increases in strategic staffing, there was a predicted increase of 0.659 units in performance of Caritas Kigali. The coefficient for the variable Stakeholders accountability (β_3) was 0.703. It implied that for each unit increase in stakeholders' accountability, there was a predicted increase of 0.703 units in performance of Caritas Kigali. P-value (less than 0.05) indicated that the coefficient was statistically significant. The adopted model shows that strategic direction, strategic staffing, and stakeholders' accountability have significant positive influence on the performance of Caritas Kigali.

5.3 Conclusion

The study concluded that strategic leadership practices influence the performance of Faith Based Organizations in Rwanda. The study also established that strategic direction, strategic staffing and stakeholder accountability had a positive correlation on the FBO's Performance. However, the study presents some weaknesses, for instance on the side of strategic direction, not all the employees are aware of the vision and mission content of the organization and the chart of Caritas Kigali seems not to be specific. Although, the overall mean value of Strategic staffing on performance of Caritas Kigali was high, the results revealed that there is a weakness which implies that not all employees can actively participate in decision making process. In terms of recruitment process, the results showed that, it is quietly done due to the weakness of Human Resources management. The procedures to offer rewards, trainings and motivation are neither significantly done nor appreciated by the employees. Despite the number of employees in the organization, duties are slightly delegated to staff according to their qualifications. The results revealed that there is a weakness at Caritas Kigali for not permitting all relevant stakeholders to actively participate in decision making process and the top management does not suddenly release information to relevant stakeholders.

5.4 Recommendations

Basing on the study findings, the following recommendations are suggested:

i. Strategic direction and performance of Caritas Kigali

Strategic direction is effective on performance of Caritas Kigali, nevertheless an effective governance structure and a strong, active, and committed governing body should be crucial to the soundness of Caritas Kigali and its ability to achieve its mission and objectives.

The study recommends that the plan of governance of Caritas Kigali should reflect the core values, mission, and cultural standards of FBOs. Moreover, democratic principles should be used where applicable in all FBOs. The governing body should hold ultimate responsibility for all activities and resources of Caritas Kigali. This includes establishing the direction of Caritas Kigali, beginning with its mission statement, and assuring that the mission statement is appropriate and relevant as times change. The governing body should determine the Caritas Kigali's activities and monitors their compliance with the mission.

The study recommends also that, FBOs should actively set and actively participate in the fundraising procedures and review a code of ethics and/or conduct and assure that the organization is in compliance with this code.

ii. Strategic staffing and performance of Caritas Kigali

The study recommends that FBOs should hire the appropriate Human Resources Manager, undertaking a careful search process to find the most qualified personnel in charge of funds mobilizations. The governing body should set the rewards, benefits and compensation procedures, to ensure that there is moral and professional support needed to advance the goals of the organization, and periodically evaluate the performance of employees.

FBOs should actively involve all employees in long-term and short-term strategic planning processes, including defining goals and objectives towards the success of the organization to achieve its mission. A committed, capable and responsible staff is vital for the success of FBOs. The foundation for this is effective human resource policies. Caritas Kigali as other FBOs in Rwanda should offer the staff the induction courses, proper training and supervision, and provide them with opportunities for individual growth and development.

On the other hand, it should expect employees and volunteers to maintain the highest standards of professional and personal conduct, use information and resources responsibly. They should have written human resource policies (or an employment manual) for its staff, including basic aspects of employment (benefits, vacation days, sick leave, etc).

iii. Stakeholders' accountability and performance of Caritas Kigali

FBOs should develop a written conflict of interest policy, which is applicable to the heads of departments and to any staff and volunteers who have significant decision-making authority regarding the organization's activities or resources, as well as relevant organizational stakeholders. In order to fund its operational and program costs and reach its objectives, Caritas Kigali and other FBOs working in Rwanda, should raise funds from outside, via seeking voluntary financial support from foundations, corporations, individual donors, and government agencies. As a recipient of such funds, it is nonetheless important that FBOs keep on improving their openness and transparent and be accountable to all stakeholders.

5.5 Areas for Further Research

This research only focused on Caritas Kigali as one of the Faith Based Organizations undertaking their affairs in Rwanda. Nonetheless, in order to produce more generalized knowledge that applies to a larger section of the non-profit sector in Rwanda, it will be crucial for other researchers to enlarge their research scope to include other non-governmental organizations in Rwanda. The study recommends further researchers to concentrate their researches much more on how Faith Based Organizations are accountable to the communities.

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APPENDICES

APPENDICES

Appendix 1: Letter of Introduction

MFITIRYAYO JEAN DE DIEU
Kigali Independent University ULK
Registration Number: 202111402
Tel. +250788534448
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P.O. BOX 2280
Kigali, Rwanda
Date: 10/6/2023

Dear Jean de Dieu,
Conducting research at CARITAS KIGALI
has been granted as requested.
Director Fr Donatien Twizyemuremyi



Dear Respondent,

RE: PERMISSION TO CONDUCT RESEARCH

I am a student at Kigali Independent University ULK pursuing a Master's degree in Business Administration. Pursuant to the pre-requisite course work, I would like to conduct research to assess the influence of strategic leadership practices on performance of Faith Based Organizations (FBOs) in Rwanda. I kindly seek your authority to conduct the research at your Faith-Based Organization through research questionnaires and interviews and use of relevant documents. I have enclosed an introductory letter from the University. As an employee in an organization operating in this sector, your participation is of great importance for the accomplishment of this study and it will be highly appreciated. The information provided by you will be protected by the principle of confidentiality and a high degree of anonymity will be maintained. Should you have any questions or concerns with regards to the questionnaire, kindly do not hesitate to get in touch with me through the contacts provided above. I would like to express my sincere gratitude and appreciation for your cooperation in advance. Your assistance is highly valued.

Thank you in advance.

Yours faithfully,

MFITIRYAYO JEAN DE DIEU

A handwritten signature in blue ink, appearing to read "Jean de Dieu Mfitiryayo", written over a horizontal line.

SECTION A: GENERAL INFORMATION

Kindly Respond to the questions below by ticking in the boxes provided

1. What is your age range in years?

- i. 21-30 years { }
- ii. 31-40 years { }
- iii. 41-50 years { }
- iv. 51-60 years { }
- v. 61 and over { }

2. What is your gender?

- i. Male { }
- ii. Female { }

3. What is your highest level of education?

- i) Secondary education { }
- ii) Diploma { }
- iii) Degree { }
- iv) Master { }
- v) d) Other

4. Number of years worked at the organization?

- i) Less than 5
- ii) 5-10
- iii) 10-15
- iv) 15-20
- v) More than 20

5. Position (Put a tick where you fit in the following table)

S/No	Position/Category	Tick
1	Director	
2	Administrative unit	
3	Fiance and Accounting	
4	Human Resource	
5	Documentation, Monitoring and Evaluation	
6	Receptionists	
7	Secretaries	
8	Logistics officer	
9	Animation	
9	Education	
10	Agronomist	
11	Field officers	
12	Health	
13	Counseling services	
14	Drivers	
15	Restaurant	
16	Security agents	
17	Hygiene and sanitation	
18	Accommodation services	

SECTION B

The main objective of this section is to collect your views on strategic leadership practices and how they influence the performance of your organization. The specific strategic Leadership practices under investigation include:

- a. Strategic direction (SD)
- b. Strategic staffing (SS)
- c. Stakeholders 'accountability (SA)
- d. Performance Organization (PO)

A. Strategic Direction (SD)

- i. To what extent do you agree or disagree with the following statements regarding your organization? Use a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree. Please give your opinion by placing a tick

Code	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
SD 1	The organization defines the strategy clearly					
SD 2	The organization culture is clearly defined					
SD 3	In our organization, the strategy initiatives and directions are set by management in the form of mission and vision					
SD 4	Every employee is aware of the vision and mission content of our organization					
SD 5	The organizational leadership maintains and improves values of the organization					

SD 6	The leadership ensures that core values are emphasized in strategic implementation of plans					
SD 7	The leadership team is always aware of changes in organization strategy that may affect performance.					
SD 8	The leadership ensures the development of long-term vision of the organization.					
SD 9	Our organizational strategy is carefully planned and well understood before any significant actions are taken.					
SD 10	The generation of new ideas is done in line with the organization's vision and mission					
SD 11	The organization's operations are decentralized and submissions are hierarchal respected					
SD 12	The organization's strategic decisions result from consensus-oriented team decision making.					
SD 13	Our Organization often revises and updates its strategic plan					
SD 14	Our organization applies a formal planning process before engaging in competitive activities.					
SD 15	The heads of departments communicate tasks to subordinates on time.					
SD 16	Heads of departments are provided with a clear direction and goals from the top leaders and the governing body					
SD 17	The organization chart is current and accurate.					
SD 18	The organization chart enhances work performance.					

ii. What other strategic direction practices result in improved performance in your organization?

.....

iii. Could you suggest how strategic direction influences on the performance of Faith Based Organizations in Rwanda? (Explain)

.....

B. Strategic Staffing (SS)

- i. Based on the rating of five; (1) Strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree and (5) Strongly Agree, share your opinion by placing a tick.

Code	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
SS 1	All employees in the organization have decision making opportunities.					
SS 2	All employees participate actively in the decision making process.					
SS 3	All employees receive timely information from the board and management.					
SS 4	Having decision opportunities for employees affects performance in the organization					
SS 5	Active participation in decision making by employees affect performance in the organization.					
SS 6	Receiving timely information by employees from the board and management affects performance of the organization.					
SS 7	Active participation in meetings by employees affects organization performance					
SS 8	Good system implementation requires a committed workforce and leadership					
SS 9	After joining the organization, I was very impressed by its culture and values.					
SS 10	The recruitment process was highly satisfactory.					
SS 11	After joining the organization, I was very impressed by its reward procedures.					

SS 12	After joining the organization I was very impressed by its training procedures.					
SS 13	After joining the organization I was very impressed by its motivation procedures.					
SS 14	With qualified human resource managers, the organization attracts and retains qualified staffs					
SS 15	Inadequately trained staff limits the organization's daily affairs.					
SS 16	It is difficult to control the quality of labor the organization obtains.					
SS 17	The roles of all staff in the organization are clearly defined.					
SS 18	The heads of departments work towards enhancing good working conditions					
SS 19	Duties are delegated to staff according to qualifications					
SS 20	The responsibilities are assigned fairly amongst staff in the organization.					
SS 21	There are sufficient training opportunities to improve staff competencies and update them on any new policies and procedures.					

What other strategic staffing practices affects performance in your organization?

- ii. Based on the rating of five; (1) Very Little Extent, (2) Little Extent, (3) Not Sure, (4) Great Extent and (5) Very Great Extent, please indicate the level of employee's satisfaction to each of the following factors in Caritas Kigali during the period 2017-2023

Code	Statement	Very Little Extent	Little Extent	Not Sure	Great Extent	Very Great Extent
		1	2	3	4	5
EP1	How meaningful is your work?					
EP2	How well are you rewarded, provided with incentives or benefits?					
EP3	How well are you paid for the work you do?					
EP4	How much do your opinions about work matter to your coworkers?					
EP5	How often do the tasks assigned to you by your supervisor help you grow professionally?					
EP6	How many opportunities do you have to get promoted where you work?					
EP7	How likely are you to look for another job outside the organization?					

C. Stakeholder Accountability (SA)

- iii. To what extent do you agree or disagree with the following statements regarding your organization? Use a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate Agree, 4 = Agree, 5 = Strongly Agree.

Code	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
SA 1	Leadership discloses information to relevant stakeholders in a timely and proper manner					

SA 2	The leadership ensures cooperation and coordination for the solutions of environmental and other problems with stakeholders.					
SA 3	The organizational leadership ensures timely release of annual reports to relevant stakeholders.					
SA 4	Leadership ensures effective communication of daily procurement activities to the relevant. Stakeholders					
SA 5	Leadership ensures that accurate financial results briefing is given to all stakeholders					
SA 6	Stakeholders participate in organization decision making					
SA 7	Stakeholders are involved in organization different events to express their voices					
SA 8	Organization maintains strong relationships with stakeholders					
SA 9	Organization communicates its strategic plan and goals to stakeholders					

- iv. Based on the rating of five; 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate Agree, 4 = Agree, 5 = Strongly Agree, please indicate the level of Beneficiaries' satisfaction to each of the following factors in Caritas Kigali during the period 2018-2023

Code	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
SS1	This organization has a clear mission, vision, and goals.					
SS2	Are you interested to explore more about the work of this organization?					

SS3	Do you understand the balance and relationship between the work of this organization and your life?					
SS4	Do you understand your role in this organization?					
SS5	Do you think that this organization helps the employee to perform well?					
SS6	Do you think this organization is credible and accountable?					
SS7	Does this organization practice freedom of speech?					
SS8	Do you get any advantages or benefits in working with this organization?					
SS 9	How would you rate the accountability and transparency of this organization?					
SS10	Do other members have knowledge about the organization?					
SS11	Do you often identify problems with this organization?					
SS12	Does the organization identify issues with you and resolve them?					
SS13	Does this organization communicate with you and other stakeholders?					
SS14	Does this organization assess effectiveness and results?					
SS15	Does this organization plan risks and management with you?					
SS16	Is this organization free from fraudulent activities?					
SS17	Organization provides with me complaint tools and ways of my expression					

SS18	Complaints tools are well comprehensible					
SS19	Does this organization assess and implements compliance?					

- v. Could you suggest how stakeholders' Accountability influence on the performance of Faith Based Organizations in Rwanda (Explain)

.....

1. Stakeholders 'views on satisfaction related needs

- i. Based on the rating of five; 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate Agree, 4 = Agree, 5 = Strongly Agree please indicate the level of stakeholders' satisfaction to each of the following factors in Caritas Kigali during the period 2018-2023

Code	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
BP2	Organization was able to understand my needs					
EP3	Organization provided services that met my needs					
BP4	Organization sought my opinions and feedback on the services provided					
BP5	Organization answered all my questions/concerns					
BP6	Organization was quick to respond to my needs					

BP8	Organization regularly asks for my opinion about new programs or changes to programs					
BP 9	Organization regularly asks for my feedback on services received					
BP10	Organization allows me to participate in some meetings					
BP11	Organization provides with me complaint tools and ways of my expression					
BP 12	Complaints tools are well comprehensible					

D. ORGANIZATIONAL PERFORMANCE

- i. Which of the following key performance indicators, (if any), does your organization use to evaluate its performance?

Code	Statement	Done regularly	Done rarely	Never used
OP 1	Beneficiaries' satisfaction			
OP 2	Stakeholders' satisfaction			
OP 3	New services adopted			
OP 4	Employees' retention			
OP 5	Employee satisfaction rates			
OP 6	Income growth			
OP 7	Geographical scope retention			
OP 8	New Geographical scope adopted			

Please specify any other KPI's your organization may use?

- ii. Based on the rating of five; (1) Very Little Extent, (2) Little Extent, (3) Not Sure, (4) Great Extent and (5) Very Great Extent, please indicate the level of performance to each of the following factors in Caritas Kigali during the period 2018-2023

Code	Statement	Very Little Extent	Little Extent	Not Sure	Great Extent	Very Great Extent
		1	2	3	4	5
OP 21	Increase employees' satisfaction					
OP 22	Beneficiaries' satisfaction					
OP 23	Stakeholders' satisfaction					
OP 24	Improve the employees' skills					
OP 25	Improve the quality of products and services					
OP 26	Beneficiaries' retention					
OP 27	Stakeholders' retention					
OP 28	Beneficiaries' loyalty					
OP 29	Stakeholders' loyalty					
OP 30	New Stakeholders' acquisition					
OP 31	Donors' retention					
OP 32	New donors' acquisition					

THANK YOU FOR YOUR PARTICIPATION IN THIS STUDY

END

Appendix II: Interview guide

1. What is the vision, mission and strategic plan of Caritas Kigali?
2. How are vision, mission and strategic plan of Caritas Kigali set?
3. How important do you think strategic leadership is for the good performance of Caritas Kigali?
4. How often does your organization review and update its strategic plan?
5. How involved are board members and staff in the strategic planning process?
6. How is the staff recruitment process at Caritas Kigali?
7. What role do ethics and values play in strategic leadership practices of Caritas Kigali?
8. How do you build and maintain strong relationships with stakeholders?
9. How do you foster a culture of learning and continuous improvement within Caritas Kigali?
10. How does Caritas Kigali measure its performance?
11. How would you rate the overall performance of Caritas Kigali?

THANK YOU FOR YOUR PARTICIPATION IN THIS STUDY

END

Appendix: III: Interpretation of mean, standard deviation and correlation

i. Mean

Descriptive data processing is done by creating categories or levels to determine the level of respondents' answers. The categories in this research are divided into three, namely high, medium and low. The method of division of categories is as follows: $I=5$, $R/K= 5 (5-1)/5 = 0.8$, where I: Interval R: Range K: Class

The levels or categories of respondents' answers are as follows:

Scale	Interpretation
(1-1.8)	Very low mean
(1.9-2.6)	Low mean
(2.7-3.4)	Neutral mean
(3.5-4.2)	High mean
(4.3-5.0)	Very High mean

ii. Standard deviation

≤ 0.5 Homogeneity of responses

≥ 0.5 Heterogeneity of responses

iii. Correlation

In statistics, the Pearson product-moment correlation coefficient or Pearson's r is a measure of the linear correlation (dependence) between two variables X and Y , giving a value between $+1$ and -1 inclusive, where 1 is total positive correlation, 0 is no correlation, and -1 is total negative correlation. It is widely used in the sciences as a measure of the degree of linear dependence between two variables.

Scale	Interpretation
(-1.00 - 0.00)	Negative correlation;
(0.00 - 0.25)	Positive and very low correlation
(0.25 - 0.50)	Positive and low correlation
(0.50 - 0.75)	Positive and high correlation
(0.75 - 0.1.00)	Positive and very high correlation.

Appendix IV: Operationalization of likert scale responses

Strategic Staffing (SS)

Items	D		NS		A		SA	
	fi	%	fi	%	fi	%	fi	%
Item -1	14	25.0	13	23.2	23	41.1	6	10.7
Item -2	27	48.2	17	30.4	12	21.4		
Item -3	4	7.1			46	82.1	6	10.7
Item -4			7	12.5	37	66.1	12	21.4
Item -5			4	7.1	30	53.6	22	39.3
Item- 6			7	12.5	21	37.5	28	50.0
Item -7			7	12.5	37	66.1	12	21.4
Item- 8					23	41.1	33	58.9
Item -9					39	69.6	17	30.4
Item -10	7	12.5	16	28.6	22	39.3	11	19.6
Item -11	16	28.6	13	23.2	20	35.7	7	12.5
Item- 12	7	12.5	16	28.6	26	46.4	7	12.5
Item- 13	17	30.4	26	46.4	13	23.2		
Item-14	4	7.1	16	28.6	29	51.8	7	12.5
Item -15	10	17.9	11	19.6	17	30.4	18	32.1
Item -16					27	48.2	29	51.8
Item -17					33	58.9	23	41.1
Item -18	6	10.7	7	12.5	39	69.6	4	7.1
Item -19			13	23.2	39	69.6	4	7.1
Item -20	4	7.1	16	28.6	25	44.6	11	19.6

Strategic Staffing (SS)

Statement	D		NS		A		SA	
	Fi	%	fi	%	fi	%	fi	%
Item- 1	14	25.0	13	23.2	23	41.1	6	10.7
Item- 2	27	48.2	17	30.4	12	21.4		
Item- 3	4	7.1			46	82.1	6	10.7
Item- 4			7	12.5	37	66.1	12	21.4
Item- 5			4	7.1	30	53.6	22	39.3
Item- 6			7	12.5	21	37.5	28	50.0
Item- 7			7	12.5	37	66.1	12	21.4
Item -8					23	41.1	33	58.9
Item -9					39	69.6	17	30.4
Item -10	7	12.5	16	28.6	22	39.3	11	19.6
Item -11	16	28.6	13	23.2	20	35.7	7	12.5
Item -12	7	12.5	16	28.6	26	46.4	7	12.5
Item- 13	17	30.4	26	46.4	13	23.2		
Item- 14	4	7.1	16	28.6	29	51.8	7	12.5
Item- 15	10	17.9	11	19.6	17	30.4	18	32.1
Item- 16					27	48.2	29	51.8
Item- 17					33	58.9	23	41.1
Item -18	6	10.7	7	12.5	39	69.6	4	7.1
Item -19			13	23.2	39	69.6	4	7.1
Item -20	4	7.1	16	28.6	25	44.6	11	19.6

Employees' perceptions on satisfaction rate

Statement	Little Extent		Not Sure		Great Extent		Very Great Extent	
	Fi	%	fi	%	fi	%	fi	%
Item -1	1	1.8	4	7.1	44	78.6	7	12.5
Item -2	2	3.6	9	16.1	38	67.9	7	12.5
Item -3					32	57.1	24	42.9
Item -4			1	1.8	40	71.4	15	26.8
Item -5			1	1.8	38	67.9	17	30.4
Item -6					51	91.1	5	8.9

Staffs' perceptions on Stakeholders' accountability

Statement	D		NS		A		SA	
	fi	%	fi	%	fi	%	fi	%
Item- 1			14	25.0	36	64.3	6	10.7
Item- 2					37	66.1	19	33.9
Item- 3					33	58.9	23	41.1
Item- 4			8	14.3	37	66.1	11	19.6
Item- 5			14	25.0	19	33.9	23	41.1
Item- 6	10	17.9	16	28.6	30	53.6		
Item- 7	4	7.1	4	7.1	42	75.0	6	10.7
Item- 8	4	7.1			40	71.4	12	21.4
Item- 9	4	7.1	4	7.1	36	64.3	12	21.4

Stakeholders' perceptions on accountability

Statement	Disagree		Not Sure		Agree		Strong agree	
	fi	%	fi	%	fi	%	fi	%
Item -1	4	12.1	2	6.1	21	63.6	6	18.2
Item -2			4	12.1	12	36.4	17	51.5
Item -3			4	12.1	21	63.6	8	24.2
Item- 4					13	39.4	20	60.6
Item -5					23	69.7	10	30.3
Item -6	7	21.2	7	21.2	15	45.5	4	12.1
Item -7	2	6.1	4	12.1	23	69.7	4	12.1
Item -8	5	15.2	6	18.2	19	57.6	3	9.1
Item -9	7	21.2	7	21.2	9	27.3	10	30.3
Item -10	2	6.1	3	9.1	24	72.7	4	12.1
Item -11					15	45.5	18	54.5
Item -12					19	57.6	14	42.4
Item -13	3	9.1	4	12.1	20	60.6	6	18.2

Stakeholders' perceptions on satisfaction of needs

Statement	Disagree		Not Sure		Agree		Strong Agree	
	fi	%	fi	%	fi	%	fi	%
Item- 1					19	57.6	42.4	42.4
Item -2					11	33.3	22	66.7
Item -3	2	6.1	4	12.1	23	69.7	4	12.1
Item -4			4	12.1	16	48.5	13	39.4

Level of performance

Statement	Little Extent		Not Sure		Great Extent		Very Great Extent	
	Fi	%	fi	%	fi	%	fi	%
Item -1	14	25.0	6	10.7	29	51.8	7	12.5
Item -2	7	12.5	4	7.1	38	67.9	7	12.5
Item -3	7	12.5	4	7.1	32	57.1	13	23.2
Item -4	12	21.4	16	28.6	21	37.5	7	12.5
Item -5					33	58.9	23	41.1
Item -6			4	7.1	36	64.3	16	28.6
Item -7			4	7.1	36	64.3	16	28.6
Item -8					50	89.3	6	10.7
Item -9	6	10.7			50	89.3		
Item -10			12	21.4	32	57.1	12	21.4
Item -11	4	7.1	10	17.9	23	41.1	19	33.9
Item -12	4	7.1			33	58.9	19	33.9