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STRATEGIC PLANNING AND MANAGEMENT ON ORGANISATION PERFORMANCE: A CASE STUDY OF CHRISTIAN RELIGIOUS GROUPS IN KUMASI

By

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DECLARATION

I, Angelina Fosuhemaa Adu-Twum, hereby declare that this submission is my original work for the Master of Science in Strategic Management and Consulting degree, and that, to the best of my knowledge, it does not contain any material that has been previously published by another person or accepted for the award of any other degree from the University, except where credit is given.

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DEDICATION

I dedicate this research study to my husband, David Adu-Twum, and our kids, Zoe, Rhema, and David Caleb Jnr; thank you for your great forbearance through this study period. I also dedicate it especially to my mum; Thank you Maame Serwaah.
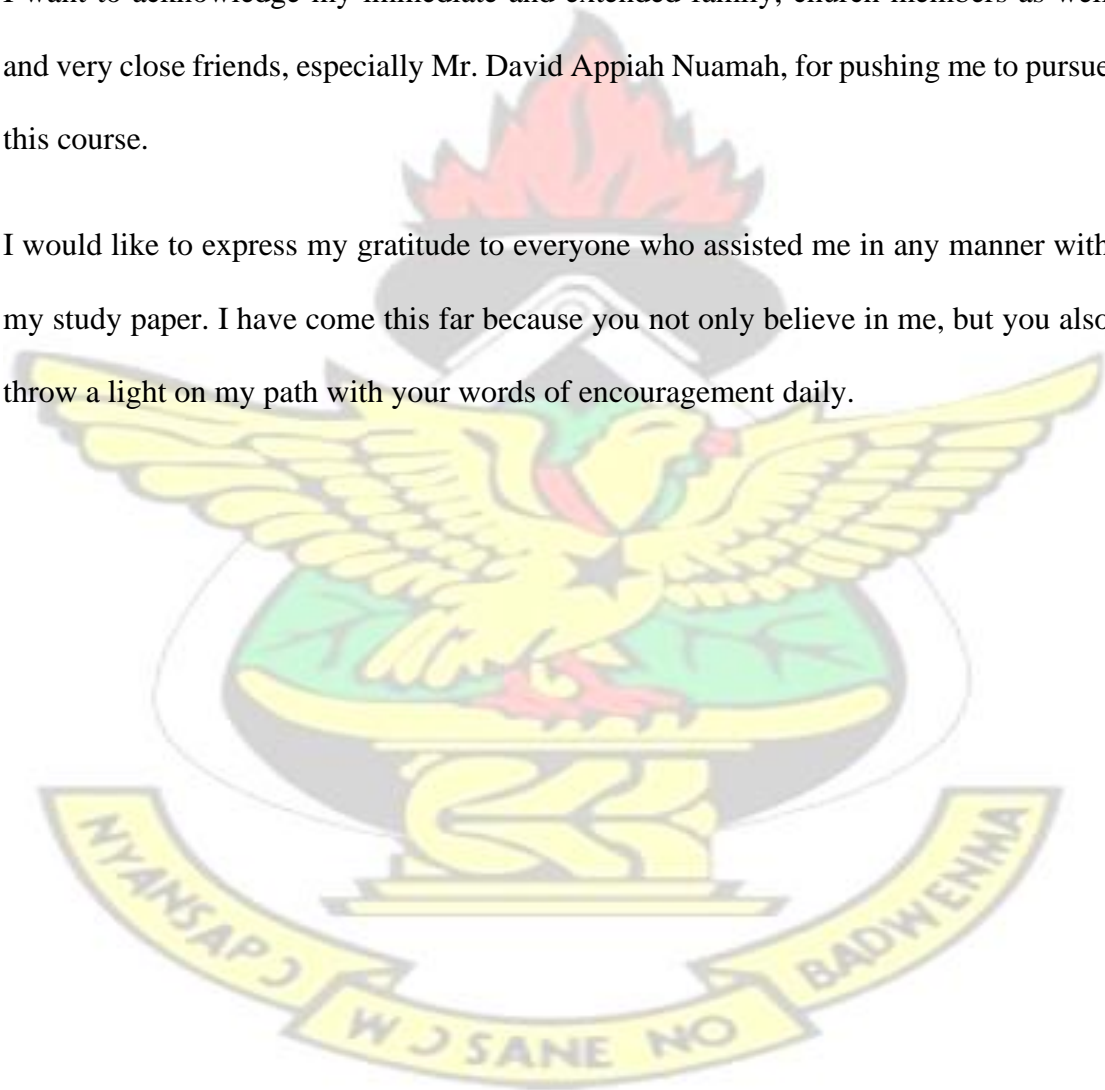
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ABSTRACT

The purpose of this study was to examine the extent to which strategic planning and Management had on the performance of organisations; a case study of Christian religious groupswithin Kumasi Metropolis. The study used a descriptive research design with a quantitative approach. The study population was drawn from a total number of 100 religious organisations that comprise Head Pastors, Deacons, Elders, and Church leaders within these organisations. A simple random sampling technique probability sampling technique and sample size were used for the study. The researcher employed statistical software such as Statistical Package for Social Science (SPSS) to analyze the data. The outcome of the analysis revealed that strategic planning had a direct bearing on how the organisation would perform.

Findings of the study suggested that mission and vision, leadership, planning, and performance were found to have a positive and significant link using descriptive, reliability tests, and correlation methodologies.The research established that there is a strong and favourable correlation between leadership and planning as well as performance. Generally, it can be concluded also that, religious organisations should pay attention to capacity building of its leadership at the forefront, and not only keep a focus on improving structural developments. Systems and structures will have to be properly harnessed across every level of the organisation if set goals that revolve around the organisational mission and vision statements are to be met.

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Empirical research was carried out to ascertain the performance and consequences of formal strategies planning late 90's (Ansoff et al., 2000; Herold 2001) and over 40 planning-performance studies have appeared since that time. However, in recent years, this line of research has slowed to a trickle, and with good reason. Previous studies lacked theoretical grounding, produced a bewildering array of contradictory findings, drew heavy criticism for inadequate methodologies, and had little or no discernable net impact on strategic management research or practice (Shrader et al., 2013; Pearce et al., 2016).

Nonetheless, it seems evident that the planning-performance relationship bears significantly on strategic management research and practice and that scholars should not abandon this line of inquiry altogether. This study re-evaluates the planning-performance research; the critical assessment of strategic planning and its impact on organizational performance which affects its survival. Strategic planning can be defined according to Bryson (2015), as "a systematic endeavor to develop basic decisions and activities that shape and drive what an organization (or other entity) is, what it does, and why it does it." Through the process of strategic planning, we may create the policies and practices required to shape and realize a desired future.

Similar to many other professions, strategic planning experts frequently dress up their work with pseudo-scientific jargon meant to elevate it and foster client reliance.

Strategic planning procedures are neither complex nor scientific in reality. Organizations can create and operate an ongoing, efficient planning program with minimal front-end help and the sporadic services of an outside facilitator. A set of underlying procedures that are used in strategic planning are meant to either generate or manage a scenario to improve the outcome for a business.

This is very dissimilar from conventional tactical planning, which is more defensive and depends on competitor movement to inform the corporate movement. Strategic planning in the company gives overarching guidance for certain components like financial priorities, projects, human resources, and marketing. Strategic planning and management may be conducive to productivity improvement when there is consensus about the mission and when most work procedures depend on technical or technological considerations.

This study goes beyond the observation of some research that questioned the existence of direct casual relationships between the use of strategic planning and improved performance. This study draws from some of the many publications on the use of strategic planning and management in Christian religious groups. One of the major purposes of strategic planning is to promote the process of adaptive thinking or thinking about how to attain and maintain firm environment alignment (Ansoff, 1991). Firms, however, appear to gain more because they can derive considerable benefits not only from adaptive thinking but also from integration and control.

Evered (2017), suggested that the different uses of the term strategic planning vary from broad ones (which include the purposes of defining purpose, objectives, and goals) to very narrow ones (namely, those that deal with the means for achieving given

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objectives). Given Evered's differentiation between broader and narrower definitions of strategy, Bozeman's definition is a narrow one; one that assumes an ultimate mission of the organization. Bozeman's definition assumes that the strategic planning and management process is triggered by changes in policies and priorities (Bozeman, 2016).

According to Berry (2014), Strategic planning is a tool for finding the best future for your organization and the best path to reach that destination. Quite often, an organization's strategic planners already know much of what will go into a strategic plan. However, the development of the strategic plan greatly helps to clarify the organization's plans and ensure that key leaders are all on the same script but far more important than the strategic plan document is the strategic planning process itself. The strategic planning process begins with an assessment of the current organization's situation.

Hence, it's been concluded that strategic planning positively affects organizations' performance, or more specifically, the amount of strategic planning an organization conducts positively affects its financial and non-financial performance. Since the case study used for this research study is Christian Religious Groups, there is a need to understand strategic planning and performance relationships in these groups. The intensity with which leaders or managers engage in strategic planning depends on Managerial (e.g., strategic planning expertise and beliefs about planning-performance relationships), Environmental (e.g., complexity and change), and Organizational (e.g., size and structural complexity) factors. The effects of these factors on strategic planning intensity have been suggested by several studies (Kallman and Shapiro, 1990).

Studies that have analyzed the relationship between strategic planning and performance proved that the intensity with which firms engage in the strategic planning process intervenes that is causes an indirectness and lack of one-to-one correspondence between factors such as strategic planning expertise and beliefs about planning performance relationships (managerial factors), environmental complexity and change (environmental factors), firm size and structural complexity (organizational factors) and organization's performance. As suggested by the inconsistent research findings, past studies have lost focus on the relationship between strategic planning and financial performance in organizations.

Misspecification of this relationship might be attributed to past studies' lack of attention to the relationship among these managerial, environmental, and organizational factors and their potential impact on planning intensity and performance (Hopkins and Hopkins, 1997). Subsequently, the consideration of such factors in the present study is viewed as a significant issue that holds implications for future research as well as for planning and management practices.

Moreover, the study is guided by various theories that have developed in the literature relating strategic planning and management to performance. The guiding theories include the resource-based theory and the Ansoff strategic success theory. Resource-based theory advances the argument that the strategy adopted by a firm is a function of the complement of the resources held and affects performance. Ansoff strategic success theory advocates that great firm performance is assured when the responsiveness of an organization's strategy matches the turbulence in the environment and when the organization's capabilities match the aggressiveness of its strategy. Thisstudy adopts

these theories because they fit to explain the relationship{s} in our developed framework.

1.2 Problem Statement

Past and recent research studies have made it clear that there is an increased internal and external uncertainty due to emerging opportunities and threats, lack of awareness of needs and the facilities-related issues and environment, and lack of direction. Many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them. This is called crisis management (Nutt, & Backoff, 1992). Organizations caught off guard may spend a great deal of time and energy playing catch up. They use up their energy coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture.

Despite the benefits of strategic planning to organizations, there is little evidence of empirical research that has sought to evaluate strategic planning and management within the domain of religious organizations. The global rise in unacceptable behaviors and social vices around our world may account for the upsurge of religious organizations in our localities today. While religion remains important in the lives of most people, the religious landscape study indicates that Ghanaians on the whole have become somewhat less religious and consequently show less religious commitment. The researcher thinks that this could stem from the simple reason that these religious organizations might have become obsolete in the operational processes they adopt in fulfilling their vision and mission (Ghoheimand El-Baradei, 2006). Christian Religious organizations need to put systems and structures in place that are attractive, not only premised on the salvation of souls, but also an action plan that encompasses

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membership drive and retention, the quest for expansion, and organization performance.There is a general undisputed need for the church to heighten its presence more in our localities; consequently, the researcher is of the view that if religious organizations will continue to stay relevant in the above-mentioned areas, there is the need to integrate corporate strategic planning and management in their day to day running. Many articles that have preceded this one have looked at Strategic planning for firms' business setups and organizations which are established with the sole aim of making profits, whereas not much attention has been given to the area of religious organizations. However, there is a shortage of studies that focus on strategic planning and its impact on church organizations. Therefore, this study is an endeavor to bridge the gap by testing this relationship. This study is to assess the impact of strategic planning and management on organizational performance, and for that matter Christian Religious Groups which in the long run enhances their survival.

1.3 Objectives of the study

The main objective of the study is to assess the influence of strategic planning and management on the performance of Christian Religious Groups in Ghana. In the quest to achieve the main objective of the study, the researcher intends to address the specific objectives below;

1.   To find out how strategic planning and management affect Christian Religious Groups's performance in Ghana

2.   To find out the key factors of strategic plan that may influence organizational performance.

3.   To identify the challenges faced by the organizations that practice strategic planning.

1.4 Research Questions

The study seeks to provide answers to the following questions:

1.   How is strategic planning affecting the performance of Christian Religious Groups's performance in Ghana?

2.   What are the key factors or components of a strategic plan that may influence organization performance?

3.   What are the challenges faced by organizations that practice strategic planning?

1.5 Significance of Study

The purpose of this study is to investigate the extent to which planning and management influence the growth of Christian religious organizations. The researcher seeks to develop the relationship between Strategic thinking, which leads to strategic Planning and Management which most of our churches might gloss over.

Certainly, the outcome of this study will significantly contribute to the present literature on the need for Christian religious organizations to properly streamline their modus operandi. Church organization is no longer 'a walk in the park'; neither is it 'business as usual'. The average Ghanaian has become more discerning and so the regular way of doing things that may not be attractive is not likely to help in the realization of a church's vision and mission. Below sections are the anticipated contributions of this study:

The main purpose of this paper is to provide new empirical evidence on the relationship between strategic planning and performance and to consider the effect it has on an organization when it is adopted and followed consistently. The researcher in her research study and data compilation concluded that not much attention has been given to this area of study. Mostly, planning and performance are attributed to profit-making firms and organizations. Much attention thus has not been given to strategic planning and management in religious organizations for growth and performance. It is hopeful therefore that the study will contribute to academic learning and further research covered in this area for knowledge acquisition and information dissemination.

The findings will also help managers of the religious groups to successfully implement planning and management strategies that could create and generate further systematic and a well coherent modes of operation. The days of running an organization based on instincts and the long-standing informal expertise of an individual are long over. Businesses everywhere have adopted strategic ways of running businesses to stay relevant, and in present times, the church cannot be left out. The role of Christian religious organizations in the lives of people and the society at large cannot be overemphasized. Arguably, religion remains the most powerful tool in our society today. It is therefore worthwhile that appropriate planning, strategizing, and implementation of proper methods go into the development of its systems and structures to enable it to stay afloat. It is allegedthat most churches go with the flow of how things become, instead of strategically putting plans and systems in place.

1.6 Overview of the Research Methodology

The nature of this research method is descriptive and due to the quantitative nature of this study, survey research will be used. This entails the administration of a

questionnaire to the chosen sample size. The conceptual model will be tested empirically in the Christian Religious Group setting. The questionnaires will be sent directly to the Pastors, Elders/Deacons, and leaders of 100 Christian Religious Organizations in Ghana. While this sample size is comparatively small, it corresponds with the 100-150 samples principally, which Hair et al. (2010) consider as the minimum for SEM models containing two to six constructs with more than three observed items and high.

To test the reliability of the instrument, the questionnaires that will be administered will be tested with Cronbach's Alpha. Statistical Package for Social Sciences (SPSS) version 23 will be utilized to conduct descriptive statistics and inferential statistics respectively. In addition, the analysis will be done using descriptive statistics (mean and standard deviation) to examine the relationship between the variables.

1.7 Scope of the Study

Generally, the study focuses on planning, and how strategically, it be used as a great organizational tool in harnessing organizational performance. It further narrows down to Church organizations, and how a seeming neglect of this system of running strategically seems to be out of their core business. The study seeks to also understand how these systems and structures of the church organizations run without a strategic plan in place, and how a modeled strategic plan and management can help growth and performance. Geographically, the study focuses on Christian Religious Groups in the Ashanti Region, Ghana.

1.8 Organization of the Thesis

This research study will be structured into five chapters as follows: chapter one includes the background of the study, problem statement, research objective, research questions, brief methodology, scope, significance of the study, and organization of the study. This will be followed by Chapter two which will cover a review of literature in similar areas such as the proposed topic.

Chapter three covers the scope of research methodology including research design, data sources, sampling, data gathering procedure, and analysis of data. Chapter four delves into analysis and discussions of results. In summary, Chapter five will focus on using the findings of the study to deal with summary, conclusions, and policy recommendations.
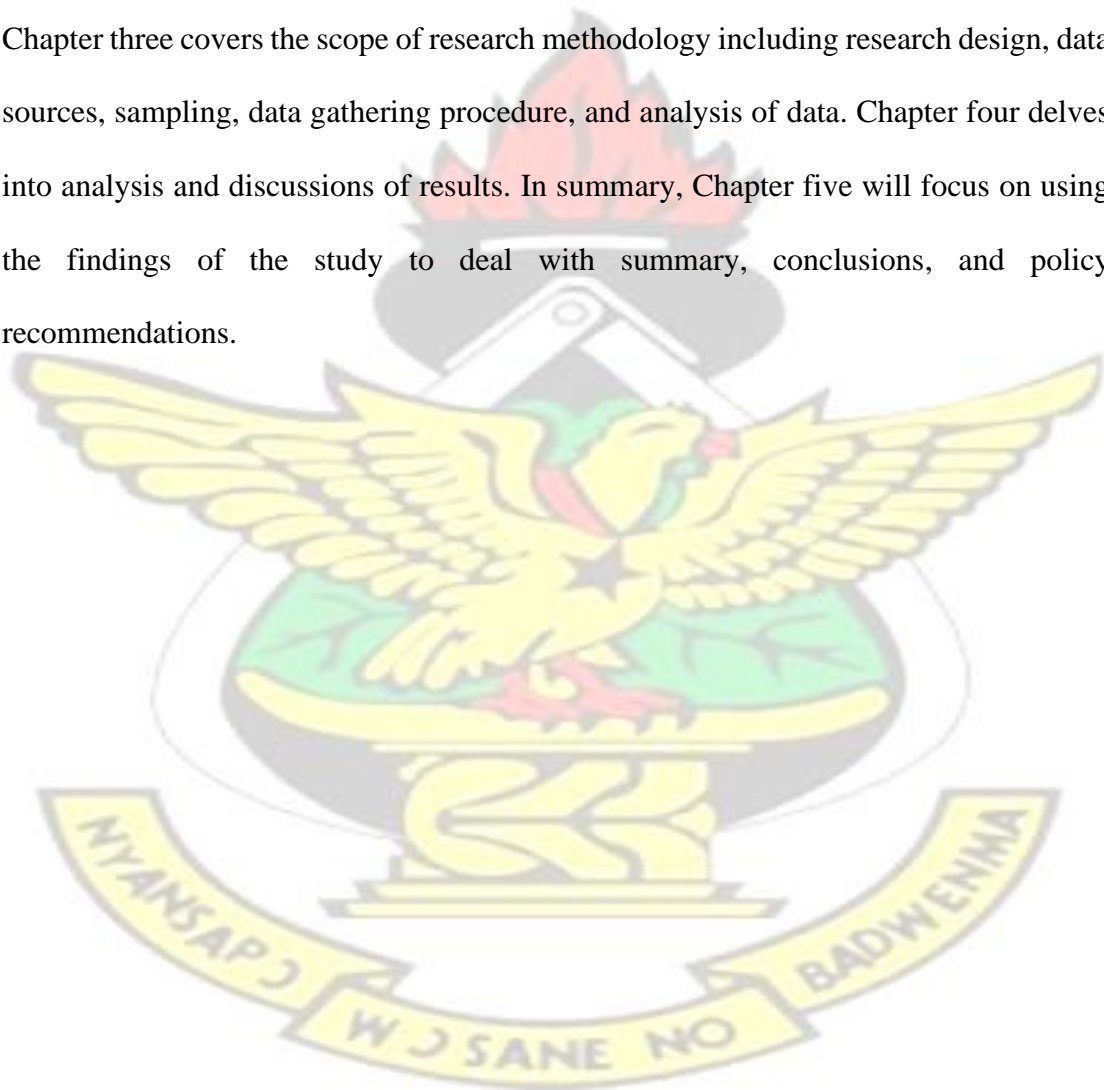
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed some of the literature regarding the main concepts explored in this study. The first section presented a conceptual review of the main constructs in the study. The next section contains the theoretical review guiding the study. The theoretical principle underlying the study is the Resource Base View Theory and Ansoff strategic success theory. The theoretical review is preceded by an empirical review and finally, a conceptual framework guiding the study.

2.2 Conceptual Review

Conceptual review can be defined as reviewing the various concepts and ideas about a topic. In this study, the main concepts or constructs in the study include strategic planning and management, and performance.

2.2.1 Strategic Planning

The strategic plan is the master of other plans. It guides on how to achieve a specific organization's goal. What determines the importance of strategic planning are the small number and the long-term, organization-wide impact of the decisions in the strategic plan. Corporate strategic planning sits above and informs all other plans in the organization.

"Failing to plan is planning to fail". This often-heard quote from Alan Lakein, the popular author on time management, is a reminder that many of the day-to-day operational struggles we face in organizational life had their seeds sown in the past

when we failed to think ahead.The purpose of strategic planning is, as Eadie (2015) suggests, to maintain a favorable balance between where the organization is and where it intends to go.

Strategic planning is one of the most important tools of management that helps organizations deal with various changing aspects of the environment to meet head-on with existing competitors and gain an aggressive winning advantage over them. Viewing strategic planning as an innovation also ties to this study Mostly; existing studies on strategic planning have employed a single approach, such as the existence or nonexistence of planning, its degree of regulation, or the length of the planning perspective. This single-sided approach may not necessarily give the full dimensions for studying strategic planning. The following dimensions may also be adopted in the strategic planning analysis approach to give a better appreciation of the organizational tool; they are - participation and involvement in strategic planning, the time horizon for planning, environmental scanning (internal and external), planning techniques, and functional coverage (JehadAldehayyat & Adel Al Khattab 2012).

Kemp (2018) and Salkic (2014) added that strategic planning assists decision-makers in their various organizations in addressing challenges and significant issues. It also has a role in formulating goals and objectives and making decisions that meet the organization's future vision. One interpretation of the major activities in strategic planning activities is that they include:

i) **Strategic Analysis**

This activity includes conducting some sort of scan, or review, of the organization's environment (for example, of the political, social, economic, and technical

environment). Planners carefully consider various driving forces in the environment, for example, increasing competition, changing demographics, etc. Planners also look at the various strengths, weaknesses, opportunities, and threats (an acronym for this activity is SWOT) regarding the organization.

(Some people take this wide look around after they've identified or updated their mission statement, vision statement, values statement, etc. These statements are briefly described below.Other people analyze and review the statements.) (Note that in the past, organizations usually referred to the phrase "long-range planning". More recently, planners have used the phrase "strategic planning". This new phrase is meant to capture the strategic (comprehensive, thoughtful, well-placed) nature of this type of planning.)

ii) **Setting Strategic Direction**

Due to the significant challenges and opportunities the organization faces, planners carefully determine what needs to be done. The general techniques (or strategies) to attain success are included in these findings, along with the overall accomplishments (or strategic goals) the organization should achieve. Goals should be created and phrased in a way that is as specific, measurable, acceptable to people trying to attain them as possible, practical, and timely, and that also extends their skills while rewarding them as well. (SMARTER is an acronym for these requirements).

The strategic "philosophy" is typically identified or updated at some point during the strategic planning process. Identifying or revising the organization's mission, vision, and/or values statements is part of this.

iii) **Action Planning**

Action planning involves meticulously outlining how the strategic objectives will be achieved. With each strategic aim, action planning frequently includes defining objectives or defining particular outcomes. Since achieving a series of objectives on the path to a strategic goal often entails doing so, an objective is still a goal—just a smaller-scale one. Every objective frequently has a tactic attached to it, which is one of the ways to accomplish an objective; In that sense, a tactic is still a strategy, but on a smaller scale, because adopting a plan often includes implementing a collection of tactics along the way. Along with defining roles and deadlines for each target, action planning also includes determining who is responsible for what and by when.

It should also outline procedures for monitoring and assessing the plan, including how the organization will determine who has completed what by when. It's normal practice to create an annual plan, also known as an operational plan or management plan, that outlines the strategic goals, strategies, objectives, roles, and due dates for the upcoming year.

Work plans are frequently created by organizations for each key function, division, department, etc. Typically, budgets are part of the strategic and yearly plans, and work plans include budgets that detail the funding required for the tools required to carry out the annual plan. Budgets also show how the money will be used, such as for equipment, materials, and human resources. It should be noted that there are various types of budgets. Operating budgets are often those linked to significant upcoming events. The creation of a new program or product line, building construction, and other large projects are all related to project budgets.

Cash budgets show where money will be spent over a short period, like the next three months. This information is particularly helpful for determining if you can afford certain bills that must be paid soon. Capital budgets are associated with operating some major asset, for example, a building, automobiles, furniture, computers, etc.

2.2.1.1 Key Components in Strategic Planning

To carry out effective strategic planning employees and managers need to understand key terms namely: vision and mission statement, objectives, and strategies. A company's strategic plan typically lays out its mission, vision and future direction, performance targets (objectives), and strategy, (Thompson,2004). For it to be effective, therefore, Drucker (1999) emphasizes that strategic plans must be designed to support corporate mission, vision, and objectives. I observe a correlation between Thompson (2004) and Drucker (1999) whose contributions serve to draw a connection between mission, vision, and objectives for any organization to have coordinated and purposeful business direction.

Mission Statement

Mission statements are brief written descriptions of the purpose of the organization. Mission statements vary in nature from very brief to quite comprehensive, including having a specific purpose statement. A firm's mission according to Pitts (2003) describes the organization in terms of the business it is in, the customers it serves, and the skills it intends to develop to fulfill its vision. Daft (1991) agrees it is the firm's reason for existence and Ritson, (2008) affirms its linkage with vision. A mission

statement is the overriding and distinctive purpose of a company (Johnson, 2002; Pitts, 2003).

Vision Statement

Vision statements are usually a compelling description of how the organization will or should operate at some point in the future and of how customers or clients are benefiting from the organization's products and services. Vision describes the firm's aspirations of what it wants to be. Pitts (2003) notes that vision statements are designed to capture the imagination of the public and galvanize the efforts of employees at all levels such that their emotional appeal challenges them to commit their full energies and minds to believe it is the best.

The conceptual distinction between mission and vision is that a mission statement describes the present scope of an organization's business and purpose (what we do, why we exist, and where we are now). The vision on the other hand portrays a company's future business scope; where we are going or want to be (Thompson et al, 2004).

Goals and Objectives

Goals are the broad, long-term accomplishments that an organization wants to attain, achieve, or where it wants to be. They provide the overall context for what the vision tries to achieve (Nickels et al 2000). They are powerful tools that break the vision statement into specific tasks and actions to attain desired results across the organization. They function as the yardstick for tracking an organization's performance or progress (Thompson et al, 2004).

They must be measurable and time specific as against having vague objectives like "maximize profit", "reduce costs", become more efficient, or "increase sales". These specify neither how much (figures) nor when (time) an objective is to be achieved. They thus do not challenge employees to work hard to meet performance targets. Objectives must be realistic and achievable.

Strategies

Strategies are how long-term objectives will be achieved. Business strategy may include geographical expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint venture.In other words, strategies are ways in which a company orients itself towards the market in which it operates and towards the other companies in the market place against which it competes. (Rao V.S.P 2011)

2.2.1.2 Strategic Planning Approaches

The emphasis that various generic approaches to strategic planning place on method, substance, or both, varies. However, applications in practice are likely to be highly dependent on context due to the necessity to be strategically relevant regardless of technique (Ferlie & Ongaro, 2015). According to whether it is being implemented at the organizational or subunit level, to a boundary-crossing function or collaboration, or a community or place, for instance, approaches are likely to differ. In particular, Bryson (2015), Bryson and Edwards (2018), Bryson et al. (J. M. Bryson et al., 2018), and Ferlie and Ongaro are consulted when discussing prominent generic techniques (Ferlie & Ongaro, 2015). The general strategic planning techniques that are most frequently

employed in the public sector have been greatly influenced by the Harvard Policy Model.

Finding the ideal fit between a company or strategic business unit and its surroundings is the goal of the model (K. Andrews & Andrews, 1980; Christensen et al., 1978). The focal unit's strengths, limitations, opportunities, threats, senior management's values, and the company's social responsibilities can all be examined to determine the fit. Conceptually and practically, planning and implementation are distinct. The development and execution of the plan will likely fall within the purview of a senior management group. While acknowledging that following a strict order is frequently not practical, required, or desirable, public sector adaptations of the Harvard model all draw from a broadly similar sequence of actions (J. Bryson, 2018; Nutt & Backoff, 1992).

Quinn (1980) suggested that excessive analysis and centralization of decision-making, disregard for politics, power, and relationships, and disregard for the advantages of incrementalism in terms of learning and fostering consensus all contributed to the failure of formal strategic planning. In contrast, he stressed the significance of incrementalism that is determined by the overarching organizational (or another entity's) purposes, even when incremental changes on the ground may cause the purposes to change. Strategic planning and implementation are unified by the ensuing "logical incrementalism." Quinn views logical incrementalism and formal strategic planning as useful complements rather than as fundamentally opposed concepts. Logical incrementalism unites strategic planning and strategic management by combining strategy creation and execution.

When applied correctly, logical incrementalism can handle complexity, take into account both important and little decisions, formal and informal processes, and be politically viable (Phillips & Moutinho, 2000). Incremental changes in degree can eventually compound into kind changes. When public-sector organizations employ some form of strategic planning to identify their broad aims and logical incrementalism to achieve their goals, they can and probably do frequently pursue logical incremental methods.

2.2.1.3 Strategic Planning and Strategic Thinking

The process of mapping out and developing the steps that must be followed to accomplish an organization's stated goals is known as strategic planning. It involves compiling and evaluating data on the existing state of affairs and creating an implementation strategy to carry out the company goal. Instead, strategic thinking assists in addressing issues like

(1)   where are we right now? - which examines the organization's current strengths and weaknesses in addition to any opportunities and risks present in the environment.

(2)   Where are we headed? The third question,

(3)   "How will we get there," relates to the focus, targeted position, and meeting other consumer demands which takes into account the methods to achieve the intended result and

(4)   how do we know when we've done so?

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Those are the controlling and evaluating functions. An organization can become proactive, innovative, and laser-focused by using strategic thinking. It encourages effective resource management and improved self-determination. It puts a company in a better position to take advantage of opportunities and find the best strategic fit.

2.2.1.4 Benefits of strategic planning to an organization

It is always interesting to observe that the organizations that function at the highest levels have some type of defined strategic plan in place and have successfully implemented it. On the other hand, struggling businesses lack a strategy and appear to fail in their endeavors to be prosperous. A road map for success is essential for a business to be successful. All employees benefit from having direction and focus thanks to a strategic plan. It identifies specified outcomes that must be reached and provides a plan of action to do so. An organization's various work units can better align with one another by using a strategic plan.

Arguably, the lack of a properly implemented strategic strategy is, perhaps, the main reason why businesses fail. A company will err aimlessly with shifting priorities if it has no concept of where it is going. After a strategic plan has been created, its success depends on a commitment to seeing it through and wise implementation. A lot of companies have created strategic plans just to put them on a shelf and let them collect dust.Managers need a strong strategic plan to be able to set expectations for their workforce. Without a strategy, expectations are formed in a vacuum with little to no alignment with shared objectives.

A solid strategic plan outlines clearly how the company will expand and succeed over the next two to five years. Create a planning team with managers, owners, staff, and

customers to create a strategic plan. The procedure has several steps, and it takes outstanding facilitation to keep things moving in the right direction. Here is a list of just a few advantages that can be obtained by putting in place a strategic planning process: The important things are prioritized.

Resources (time, talent, and money) are properly allocated to those activities that provide the most benefit, demonstrate an awareness of the changing environment as a foundation for needed change, analyze the internal business culture, and evaluate its impact on the company's performance, recognize the impact of the changing business environment on the company and affect the necessary changes in direction, become aware of the company's potentials in light of its strengths and weaknesses, and become aware of the company's potentials in light of its strengths and weaknesses.

2.2.1.5 Challenges faced in the practice of strategic planning

To find potential issues with plan implementation, notable literature was looked at. Hansen, Boyd, and Kryder (1998) identified certain implementation issues based on case studies, including:

  a) diversion from original objectives;

  b) failure to adapt the plan to changes in the business environment; and

  c) lack of confidence in success.

Management must commit to sustaining its attention on the predetermined plans and should only alter them significantly after carefully weighing their overall implications and effects.

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According to Downes (2001), the types of execution challenges that most businesses encounter can be divided into two groups: issues that are unique to the business itself and issues brought on by external forces operating in the sector. The degree of flexibility that businesses have to successfully launch strategic initiatives has an impact on these internal and external concerns. The "six strategy killers" of strategy execution, identified by Bear and Eisenstat, were studied by DeLisi (2001). (2000). He concluded that the execution of a strategy is notably hampered or destroyed by four of these elements. They are: a) top management that is ineffectual b) Senior management that is top-down or unprescriptive

Inadequate coordination across functional boundaries, unclear strategies, and contradictory priorities round out the list. Delisi's (2001) research has identified several additional potential causes for the implementation of plan failures. According to Brannen's survey-based study from 2005, some problems must be resolved to improve execution. They include insufficient or nonexistent resources, poor organizational understanding of the strategy, poorly defined action plans, unclear accountability standards, and organizational/cultural impediments.

Another important barrier to the successful execution of strategies was uncovered by Brannen's survey: "failing to Empower or give employees more flexibility and authority to execute." A further element that might have an impact on how a strategy is implemented is "habit and prior experience reflect on the new approach," according to Welbourne's observations on items on "what's getting in the way of execution" in 2005.

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2.2.2 Strategic Management

According to (Poister 2010), strategic management is a management approach that focuses on enhancing an organization's long-term viability and effectiveness in terms of both substantive policy and managerial capability. It incorporates all other management processes to offer a methodical, cogent, and practical approach to setting, achieving, overseeing, and revising the strategic objectives of an agency. Integrative in nature, strategic management links operational, tactical, and day-to-day decisions to longer-term strategic goals by

(a) focusing attention across functional divisions and various organizational levels on common goals, themes, and issues,

(b) tying internal management processes and program initiatives to desired outcomes in the external environment, and

(c) doing so.

Public companies and other entities employ strategic management, a type of planning that combines the creation and execution of strategies. It frequently involves strategic planning to create plans, implementation techniques, and continuing strategic learning. Strategic planning is the foundation of strategic management, which is far more thorough. To improve mission fulfillment, mandate compliance, and sustained public value creation through strategic learning, Poister (2014) asserts that strategic management entails

(a) strategic planning,

(b) budgeting,

(c) management and evaluation (methods of implementation), and

(d) feedback among these elements.

The objective of strategic management approaches is to assist public leaders and managers in their efforts to coordinate important choices across levels and functions both within and between organizations (Talbot, 2010; Van Dooren et al., 2015). (Van Dooren et al., 2015; Talbot, 2010) state that different strategies have varying degrees of formality, thoroughness, and tight control over the planning and implementation processes. This definition also takes into account continuous strategic learning, a vital element of strategic management that is usually disregarded and receives further criticism as a result.

Strategic management may ensure that a business or other entity constantly assesses the relevance of its strategies to determine whether they are effective or whether new plans are necessary by implementing strategic learning (OECD, 2018). Strategic management is a collection of generic methods similar to strategic planning, but it needs to be contingently customized to various contexts (Ferlie & Ongaro, 2015). Strategic management techniques aim to create a framework for strategically managing a government agency or other organization. Each strategic management system has a set of arrangements that give some actors more sway, increase the likelihood that some problems will arise, and support particular sorts of initiatives.

Systems of strategic management coordinate different decision-making procedures across levels and departments with an emphasis on whether the entity is executing its strategy and accomplishing its objective. Certain categories of public institutions, such

as hospitals, police, fire, and military units, use highly formal and comprehensive strategic management systems.

The federal government of the United States is attempting to establish a formal system that is rather detailed (Moynihan, 2013). Early assessments show that the new system's routines have improved performance information consumption and learning (Moynihan & Kroll, 2016). Strategic management, however, doesn't happen when top executives micromanage operations to ensure uniformity, according to (T. H. Poister et al., 1999). Instead, it happens when decisions and actions at all levels are influenced by a small number of fundamental strategies or policies that are strongly endorsed as being essential for enhancing an agency's performance over the long term.

A public agency is strategically managed if its budgeting, performance measurement, human resource development, program management, and other management processes are all governed by a strategic agenda that has been developed with the support of key actors and widely disseminated both inside the company and among external constituencies. Implementing strategies, tracking performance, observing trends, and spotting new problems that may need attention are all aspects of strategic management. Dealing with change is the essence of management (Chakravarthy, 1982).

Every corporate organization deals with several circumstances that are not under its control and that are external to how it operates. Nonetheless, a manager adapts to change in the firm's external environment by selecting an appropriate strategy and creating a structure that matches.

There cannot be a one-time fix for the shifting situations that each company faces. As a company or organization positions itself to transform to address the needs of the original problem, the underlying issue may have experienced significant changes that do not necessitate using the same approach to address the new issue. Strategic management is the process of continuously adjusting to environmental changes for a corporation. The management of organizational resources to achieve a goal or objective is known as strategic management (Zamrodah, 2016).

It may also be seen as a group of managerial choices and actions taken by a company to provide a competitive advantage and long-term superior performance compared to rival companies (Powell, 2001; Wheelen and Hunger, 2004). In addition to addressing a company's external issues, strategic management is required to deal with internal process modifications. Strategic management is regarded as the most significant discipline that sets apart firms in the age of globalization since it is essential to attaining an organization's vision, mission, strategy, and goals; so, a thorough examination of the resources and an assessment of the internal and external environments in which the business competes are based on stakeholder interactions.

Any plan must possess at least five characteristics to be deemed a business strategy and worthy of implementation.

(1)   be quantifiable,

(2)   have clear objectives,

(3)   use resources,

(4)   designate who is responsible, and

(5)   be verifiable.

Strategic management is essentially a method for delivering forward-looking leadership about the most important issues that affect a company and its surroundings in a very deliberate, organized, and efficient way. The creation of a strategic management group to give leadership for the procedure is necessary for effective strategic management. The chief executive, top-level managers, and senior executive staff members should typically make up this group. They are responsible for ensuring that the strategic agenda, systems, and structures are implemented to achieve long-term strategic goals.

According to T. H. Poister & Streib (2005), strategic issues and the management of strategic decisions resulting from these issues are not confined to large firms (Robinson, R., & Pearce, 1984). Small businesses that are expanding must deal with strategic concerns if they are to survive and flourish in the future. Sadly, there is a grave lack of expertise in the strategic management of small and emerging businesses.

2.2.2.1 Strategic Management and Strategic Planning: Their Connection;

According to Bowman et al. (1987), strategic management is the process of an organization's essential decisions being made and put into action with a focus on accomplishing its vision and established objectives while being led by its mission. Strategic management, according to David (2003), is the art and science of developing, putting into practice, and assessing cross-functional decisions that help a company achieve its goals. According to Johnson et al. (2008), it also involves understanding an organization's strategic position and making choices or decisions that, if carried out, should result in the **desired outcome.** Sheth (2004) offers a conceptual framework for

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comprehending strategic management, which includes persistently asking, "Are we doing the correct thing?"

It requires paying attention to the "big picture" (of which strategic thinking and planning are essential components) and the ability to change course when necessary. It entails the following three steps: developing the organization's future mission in light of evolving external factors like regulations, competition, technology, and customers; developing a competitive strategy to accomplish the mission; and developing an organizational structure that will allocate resources to effectively implement its competitive strategy. Strategic management maintains an organization's relevance and is adaptable.

2.2.3 Organizational performance

Every organization has to understand organizational performance because having a business turnover and continuing to be relevant and competitive is one of their main goals. Concerned with an organization's overall productivity in terms of stock turnover, clients, profitability, and market share is organizational performance. (2015) Damilola et al. The organizational performance of a company determines how successfully it can place itself on the market for businesses with some informational, financial, and human resources. This performance determines a company's potential for success.

Organizational performance can be described as the gradual and substantial successes attained following the adoption of a set of practices. In other words, evaluating one's progress toward accomplishing predetermined goals is what the phrase "depth of performance" refers to. According to Randeree and Al Youha (2009), it is the process by which a company successfully implements strategies to meet its institutional goals.

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Performance is highlighted by Kiragu (2005) from four angles: financial, customer, internal procedures, and innovativeness. According to Fwaya (2006), performance is a formula for evaluating how well an organization is operating under specific conditions, such as productivity, employee morale, and effectiveness.

2.2.3.1 Relationship between strategic planning/management and organizational performance

Strategic planning and company performance are positively correlated, according to several studies (Nnabuife et al., n.d.). According to Veskaisri, Chan, and Pollard's (2007) argument, a company will not have a sustainable basis for establishing and retaining a competitive edge in the industry in which it operates without a clearly defined strategy. They also believe that effective planning and execution contribute favorably to an organization's financial and non-financial performance. No matter how big or little, businesses in the twenty-first century will be a part of the global business community that both influences and is influenced by societal change, events, and pressures from across the world. This is due to how rapidly changing, tumultuous, discontinuous, and intensely competitive the business environment is (Damilola et al., 2015).

In conclusion, a strong correlation between strategic planning and performance is supported by the vast majority of findings from earlier studies. All managers should be involved in strategic planning because it is a forward-looking activity that focuses on the progress of the organization. An organization will have little to no difficulty managing external changes if strategic planning is available and effectively implemented. Businesses must be able to function effectively in the face of external environmental influences that they have little possibility of controlling since they are

unpredictable, highly uncontrolled, and have a significant impact on how decisions are made. As they plan and execute strategic operations, organizations adjust to various environmental factors.

2.3 Theoretical Review

Many notions have been developed, which has allowed for the formulation of some useful hypotheses. Resource-Based Vision (RBV) Theory and Ansoff Strategic Success Theory are the theories that are most suitable for this investigation.

2.3.1 Resource-Based View (RBV)

The idea behind a firm's strategy is a result of the resources that the company has, according to Wernerfelt's (1984) view. According to this, a company will have a good chance of success if it has the greatest and most relevant resources for its strategy and operation. As a result, effective and efficient organizational resources will be a factor in strategic planning and administration (Wernerfelt, 1984).

2.3.2 Ansoff Strategic Success Theory

Ansoff (1984) pioneered the Ansoff Strategic Success Theory, which was further developed by Ansoff and Mcdonnel (1990). According to the notion, excellent performance of a corporation is ensured when its strategy is forceful enough for its capacity and responsive enough to respond to external turbulence. According to this hypothesis, when the aforementioned requirements are met, a firm's performance potential is at its highest. The components of a firm's capabilities ought to complement one another.

This method is used to identify the changes that must be made to a firm's internal capabilities and strategy to ensure a firm's future success. This study suggests that strategic planning and management techniques can affect a company's performance, but only if the adoption requirements are sufficiently satisfied.

2.4 Empirical Review

Formal strategic planning, according to studies by Ketokivi and Castener (2000) and Grant (2003), helps the organization operate better. Yet, they used financial-related variables as their benchmarks for measuring a firm's performance. To guarantee the validity and trustworthiness of their findings, researchers have not been able to come up with a list of both qualitative and quantitative performance indicators. The majority of studies usually drew their results using quantitative measures of performance, particularly financial-related variables like ROI, ROE, sales turnover, and profit. Yet, both qualitative and quantitative performance indicators are used to gauge an organization's performance.

There is a strong case to be made for the inclusion of qualitative performance metrics in the process of assessing organizational performance (Chakravarthy, 1986). The importance of qualitative performance indicators like teamwork, customer satisfaction, and employee satisfaction has been overlooked. The performance of an organization cannot be fully assessed using only quantitative performance measurements.

Secondly, academics overlook the implementation and control phases of the formal strategic planning process in favor of concentrating on the creation of the formal strategic plan. The formulation, execution, and control phases make up a formal strategic planning process (Hopkins and Hopkins, 1997). When researchers split

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organizations into planners and non-planners, they neglected the strategic plan's implementation and control (management) components. Organizations that have a strategic plan are considered planners, whereas those without one are considered non-planners.

Researchers failed to take into account how the strategy plan is implemented. There is also a study from 2016 by Ghoneim and El-Baradei on how strategic planning affects the accomplishment of missions of nonprofits operating in Egypt. The study's target audience was made up of Egyptian charity groups operating in the governorates of Cairo and Alexandria. Researchers claim that there was insufficient information about the Egyptian nonprofit population to select a representative sample for the study.

The analysis's findings confirm and support the impact of strategic planning on nonprofit organizations' ability to execute effectively. These areas, however, included learning and development for employees, internal corporate procedures, and customer processes. In the financial processes domain, no statistically significant difference was found.

This study will be used because it considers both qualitative and quantitative factors when evaluating the performance of the firm.As a result, it gives the researcher a very strong grasp of how strategic planning affects how well a company performs.

2.5 The Conceptual Framework

The independent variables (predicting variables) and dependent variables make up the conceptual framework of this study (outcome variables). The dependent variables may directly be impacted by independent variables.

Strategic Planning and Management   Organizational Performance

(**Independent variables**)   (**Dependent variables**)

Contr

Contribution of Strategic plan

Organizational performance

- *Financial viability*

- *Better service delivery*

ational

Components of Strategic plan

Components of Strategic plan
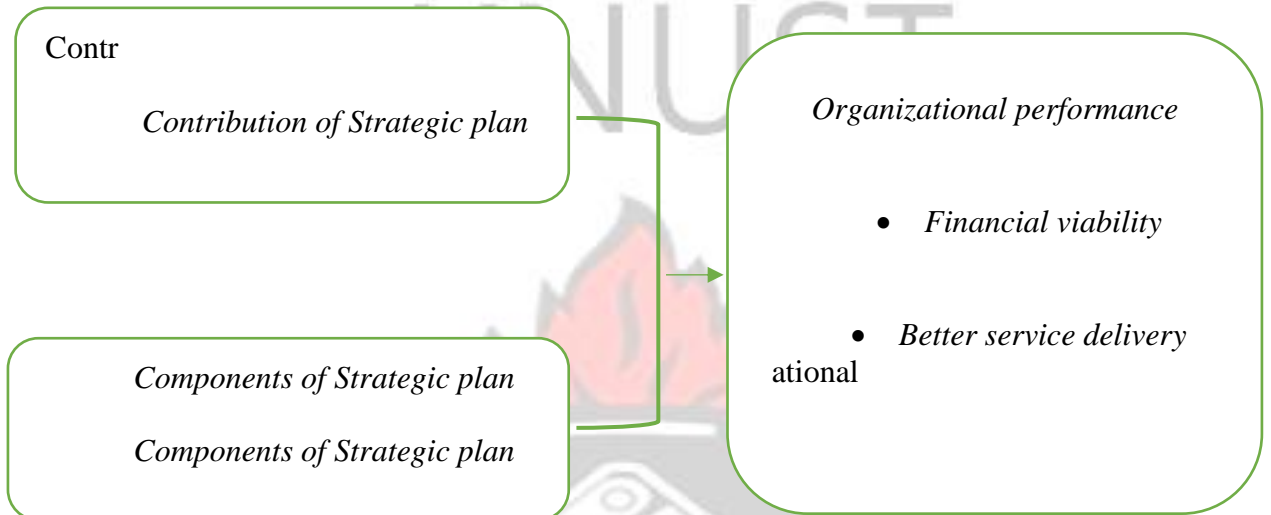
Figure 1 Conceptual Framework

3.1 Introduction

The approaches that will be employed in the process of developing, gathering, analyzing, and presenting data are presented in this chapter.

Also, this chapter includes information on the study's sample size, sampling methods, and ethical considerations.

3.2 Research Design

A technique for compiling, analyzing, presenting, and interpreting scientific findings is the study design (Creswell & Plano Clark 2007). The main approach is to connect philosophical analysis to a particular (and doable) scientific inquiry. In other words, the design of the study sets the procedures for collecting and processing the data, as well as how all of this might be used to answer the research question (Grey, 2014).

According to Robson (2002), there are three possible study design types: exploratory, descriptive, and explanatory. The basis for categorizing depends on the objectives of the research field because each notion reflects a distinct objective. For instance, descriptive research aims to explain a situation, a person, an event, or how many factors interact and how certain things happen by accident (Blumberg, Cooper, and Schindler 2005).

Descriptive research, on the other hand, cannot say for sure whether an incidence occurred, which is particularly pertinent for a relatively new or undiscovered topic (Punch, 2005). Due to the abundance of descriptive details/information, alternative

research principles like explanatory or exploratory procedures are preferred. When there is insufficient information on elusive phenomena and fundamental issues, exploratory analysis is used (Saunders et al., 2007).

It may not provide complete and conclusive answers to the study questions but instead investigates the topic in various depths. Thus, the objective is to resolve novel topics for which little to no prior research has been done (Brown, 2006). Yet, exploratory research ultimately serves as the foundation for a more conclusive study and determines the initial layout of the analysis, sampling, and data gathering (Singh, 2007).

An explanatory report, on the other hand, summarizes and takes into account the descriptive data. Explanatory research aims to answer the questions "why" and "how," whereas descriptive research will focus on the question "what kind" (Cantwell 2020).It makes use of descriptive and exploratory analysis before delving into certain theories to explain a phenomenon.Explanatory research looks into reasons and provides information to support or refute an interpretation or forecast.It is carried out to identify and document any relationships between different parts of the phenomenon under study. The primary goal of this thesis is to demonstrate how strategic planning and management affect Christian Religious Organisations' success.

Since the purpose of the study was to describe the contribution of the strategic plan to organizational performance, a descriptive research approach was employed. This is backed up by Kothari's (2004) argument that, even though the researcher cannot influence the data collected in a descriptive study design, they can still look for explanations even if they are unable to manipulate the variables.

3.3 Population of the Study

Population is defined by Poliit and Beck (2004:50) as the whole or sum of people who follow a set of rules. A population is made up of several studied objects or entities. A population is the entire group of cases that a researcher is interested in. It is the entire collection of items or entities that share certain traits.This summarizes the characteristics of the items, things, or artifacts that (Saunders, 2007) have looked at. Population is the total number of people or things needed for an analysis. Religious organizations' opinions on how the strategic plan affects organizational performance are gathered. Hence the target population of this study is made up of 100 Christian Religious Groups in Ghana. Data is gathered from Pastors, Elders/ Deacons, and departmental leaders of all the Religious Groups selected in Ghana

3.4 Sampling Technique and Sample Size

The sample is a segment of the population.An entity is the most important unit from which to collect data. Sampling refers to the process of selecting a portion of the population to represent the entire population. In this study, stratified approaches and purposeful sampling will be used. A non-probability sample has a purpose. To get a sample that is representative of the population, a purposive sample is used. It is typically accomplished by choosing a sample of individuals who represent a cross-section of the population in a non-random manner. To save time and money and ensure that only pertinent data are obtained, the researcher will utilize the purposeful sampling technique to pick the relevant respondents.

Also, a stratified sample strategy will be used because the researcher has categorized them based on their positions. Nonetheless, the Pastors, Elders, and departmental leaders of the chosen Religious Organization in the Ashanti Region of Ghana make up

the samples in this study.A total of roughly 120 views are requested to be sampled for the study.Each component of the population has a nonzero chance of being randomly selected in probability sampling.On the other hand, the selection probabilities for non-probability sampling are uncertain.Instead, items for the sample are selected using arbitrary criteria.Yamane (1967:886) presents a condensed formula for calculating sample sizes to eliminate all these misunderstandings.The sample size was determined using the following formula.

Our formula is provided; $n = \dfrac{}{1:+ \ (2)}$

Where n is the sample size, N is the population size, and e is the level of precision.

3.5 Data Collection Methods

It is important to note that there are two types of data collecting: primary data collection and secondary data collection. Primary data are first-hand information that the researcher has collected, as the name suggests. The data gathered is accurate, and distinct, and was gathered with a specific objective in mind. They have never been scientifically categorized previously. The information acquired may also be made public. The most prevalent methods for gathering primary data include self-administered surveys, interviews, field observations, and experiments.

Nonetheless, a questionnaire will be employed to gather data. The questionnaire is a collection of questions that have been created to pose and elicit responses regarding a certain field of study. Often, written or electronic responses are provided for a variety of questions by the participants. Also, the outlines feature blank sections where respondents can write or check off their answers. Responses to the research topic are gathered by circulating collections of these forms. For this study, a standardized

questionnaire containing pertinent questions on measurement scales for organizational performance and strategic planning will be used.

3.6 Data collection procedure

Both quantitative research and survey data collection were used in this study. The quantitative approach was chosen since the study's research hypotheses would be tested using numerical data. Depending on the study's characteristics, the data-gathering method would be separated into the appropriate sections. Pre-testing refers to the testing of the research tool before the primary data collection, and researchers often employ 10% to 15% of the sample size (Saunders et al., 2007). This is done to gain a sense of the study's respondents' responses and the data collection tool. Pre-testing aids in the revision of questions that need to be changed in light of data acquired during fieldwork. The information was gathered from the potential samplers in the study's category using a Google online design form. Hence, emails were used to get responses from the respondents.

3.7 Sources of Data

According to Saunders et al., there are two sources of data (2009). There are both primary and secondary data, but for this study, only primary data will be used. They define primary data as the initial information gathering for a certain study or objective. A questionnaire, primarily a closed-ended questionnaire, is the main method used in this study to collect fundamental data from the field. The particular form utilized to collect written data for the study is a questionnaire. Information that has already been used for one purpose but is now suitable for use in study or science is known as secondary data. It also includes information that has already been made public, such as

findings from other sources including sources like books, journals, papers, and the Internet.

3.8 Data Analysis

Before the final analysis, the data will be arranged to make coding and tabulation easier and updated to assure precision, reliability, and accuracy. With the aid of SPSS, the acquired data will be examined using descriptive statistics. SPSS is effective for data screening, descriptive statistics, graphing, etc. After processing the data in the SPSS format for interpretation, by Cronbach Alpha analysis, the reliability of the construct dimensions will also be examined. Both descriptive tools will be used to report the data's outcome. The frequency, percentage, and mean statistical methods were used to describe data.

3.9 Ethical Considerations

Regardless of the setting or circumstance, a person must uphold certain moral standards (Akaranga&Makau, 2016). The moral guidelines that researchers in different fields of research must adhere to are the focus of research ethics (Fouka&Mantzorou, 2011). By keeping all of the comments anonymous for this analysis, the author upholds ethics. Also, the researcher will obtain prior consent from the intended respondents before beginning the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND DISCUSSIONS

4.1 Introduction

The study's analysis of the data gathered from Kumasi's 109 Church Organizations is the subject of the information in this chapter. This chapter offers the data presentation, analysis, and comments of the investigation into how organizational performance is influenced by strategic management and planning, using the case of Christian religious groups in the Kumasi Metropolitan Area.The information from the respondents was gathered using structured questionnaires. Of the (109) One Hundred and Nine distributed questionnaires, 100 acceptable ones were used, resulting in a 98% response rate. Using the Statistical Package for Social Sciences, the data were examined (SPSS).

Table 1:

Table 4. 1: Demographic Information of Respondents

Demographics	Frequency	**Percentage**
Gender		
Female	54	50.0%
Male	54	50.0%
Marital status		
single	34	31.5%
married	72	66.7%
Widowed	2	1.9%
divorced		
Age		
Less than 20 years	1	.9%
20-29	15	13.9%
30-39	50	46.3%
40-49	30	27.8%
50 and above	12	11.1%
Educational level		
JHS		
SHS	2	1.9%
Diploma	4	3.7%
Degree	43	39.8%
Postgraduate	56	51.9%
others	3	2.8%
Duration of service		
Less than 5 years	27	25.0%
5-10 years	33	30.6%
11- 15 years	17	15.7%
15 and above	31	28.7%

Source: Field data, 2023

4.2 Demographic Information

The background information of the respondents in this study was analyzed to have a fair appreciation of and confidence in the persons who submitted data to accomplish the study's aims. Gender, Marital status, Age, academic rank, length, and duration of service with the Church organization were among the demographic factors taken into account.

The respondents' demographic data is shown in Table 4.1.

According to the study, there wasan equal number of male as well as female respondents men (50.0%), and women (50.0%), With regards to their marital status, 34 of them, representing 31.5% were single, 72 of them are married constituting a 66.7%, with 2 widowed which represented 1.9%. the age demography stood as such - only one person was below 20 years, which showed .9%. the age range from (20-29 years) represented 13.9%. The majority of the respondents fell between the ages of 30-39 years which showed represented 46.3%. The respondents with the 40-49 age brackets constituted 27.8% while those above 50 years took an 11.1%. On the score of academic rank, none of the respondents' level was at the Junior High Level. However, 1.9% representing 2 respondents were Senior High School certificate holders. Only 3.7% of them held certificates in Diploma. People who were Degree holders took a 39.8% representation. The research indicated that most of the respondents were Post graduate Degree holders with a percentage representation of 51. 9%. 2.8% represented respondents who qualified in other areas. the study indicated that the majority of the respondents showed that the number of years of businesses falls within the ages of 3-5 years ((59.6%) and (40.4%) said their businesses have existed for more than five years.

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On the score of the length of duration of service with the church organization, the study revealed that 25.0% of respondents had less than 5 years of service with the organization, with those in the 5-10years totaling 30.6%. 15.7% indicated that they had been with the organization for 11-15 years in duration of service. Finally, 28.7% were received as respondents who had served in their organizations for over 15 years. It could thus, be claimed that by putting the figures of the length of duration of respondents within the 5years and above region together, it could be purported that the majority of respondents were people who had served long enough in their religious organizations and served in various leadership capacities, and thus equipped to offer trustworthy and credible advice.

4.3 Descriptive Analysis

The responses for each item on each scale utilized in the study's investigation of the main components were recorded using a 5-point Likert scale. The Likert scale contained the following response options: 1, 2, 3, 4, and 5 for strongly disagree, disagree, neutral, and strongly agree respectively. The results of the descriptive analysis are interpreted in table 2 below, using these scales.

Table 4. 2 Descriptive Statistics Results for Mission and Vision

Source: Field data, 2023

Statements	Min.	Max.	Mean	Std. Dev.
MV1: *The organisation has a clearly articulated mission and vision.*	1	5	4.24	1.126
MV 2: *strategic plan is in line with the Vision and mission of the organization.*	1	5	4.10	1.023
MV 3: *strategic plan contributes a lot to the performance of the organization*	1	5	3.81	1.020
MV 4: *there is a written annual operational plan in accordance with our well articulated mission and vision statements*	1	5	3.76	1.049
MV 5: there is a well-defined organizational structure	1	5	4.11	.970
MV 6: *in-depth program evaluation is conducted as part of accomplishing the organizational mission and vision statement*	1	5	3.57	1.052
Composite mean			3.9352	

The average mean score for the 5 items that measured the construct of vision and mission was 3.9. As implied by the composite mean of 3.9, the majority of participants were predominantly "in agreement" with most of the items under this construct. In

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further explanation, because this average mean of 3.93 is closer to 4 (i.e. when rounded to the nearest whole number), participants may be said to "totally agree" that the availability of a clear mission and vision statement of their organization created a harmony between expectations and actual.

Some of the items under mission and vision and their respective mean values (m) and standard deviations (SD) are: "*The organisation has an articulated mission and vision*," (m= 4.24; SD=1.126), " *strategic plan is in line with the Vision and mission of the organization* " (m= 4.10; SD=1.023), and " *in-depth program evaluation is conducted as part of accomplishing the organizational mission and vision statement*." (m= 3.57; SD=1.053). etc. These statistics simplysuggest that the availability of Mission and Vision serves as a working guide in working towards the fulfilling of the organizational goals.

Table 4. 3 Descriptive Statistics Results for Leadership

Statements	Min	Max	Mean	Std. Dev.
LPL 1: the organization has effective leadership	1	5	4.29	1.086
LPL 2: leadership is a shared function among many people	1	5	4.02	1.230
LPL 3: the kind of leadership being practiced is the autocratic style	1	5	1.92	1.161
LPL 4: The autocratic leadership style gets work done as it is innovation- oriented and enhances task performance	1	5	2.26	1.097
LPL5: the kind of leadership being practiced is the democratic style	1	5	3.45	1.342
LPL 6: The democratic leadership style is positively related to innovative work behavior and task performance.	1	5	3.61	1.118
LPL 7: the kind of leadership being practiced is the laissez-faire style.	1	5	1.75	1.103
LPL 8:	1	5	1.99	1.180

The laissez-faire leadership style is positively related to innovative work behavior and task performance				
LPL 9: Roles and responsibilities for members or staff are established	1	5	4.21	1.103
LPL 10: There is a staff evaluation process	1	5	3.08	1.312
LPL 11: There are trainings and workshops to enhance the skills of Team and Ministry leaders.	1	5	3.59	1.263
Composite Mean			3.1062	

Concerning Leadership, the mean score for the eleven items used to measure the construct was 3.1 on average. Given that the prefix figure for this statistic is 3.1 which corresponds to "neutral" on the Likert scale, it appears that the respondents were generally neutral on most of the items under this construct.

Some of the items under Leadership and their respective mean values (m), as well as standard deviation (SD), are; "*the organization has effective leadership*," (m= 4.29; SD=1.086), "*Leadership is a shared function among many people*" (m= 4.02; SD=1.230), "*There are training and workshops to enhance skills of Team and Ministry leaders*" (m= 3.59; SD=1.263) and "*Roles and responsibilities for members or staff are established*" (m=4.21; SD= 1.103). Based on these results, it can be statedthat the respondents were predominantly neutral to the constructs under the Leadership variable.

organization is in line with the strategic plan" (m=3.67; SD= 1.192).

These findings indicate that most respondents had a neutral attitude toward the Planning variable's constructs. Again, however, it can be inferred that most of these respondents would somewhat lean towards being in agreement considering the composite mean figure of 3.7 which is close to 4 on the Likert scale when rounded up to the nearest whole number.

Table 4. 4 Descriptive Statistics Results for Performance

Statements	Min.	Max.	Mean	Std. Deviation
P 1: There are effective and coordinated avenues for measuring performance at my Church	1	5	3.54	.990
P 2: At my church, there are a few areas that need improvement	1	5	3.72	1.040
P 3: At my church, our strengths and opportunities far outweigh our weaknesses and threats	1	5	3.63	.953
P 4: At my church, an in-depth program evaluation is conducted as part of the planning process	1	5	3.56	.857
P 5: At my church, there are effective coordinated services among departments	1	5	3.89	.753
Composite Mean			3.6667	.

Source: Field data, 2023

The majority of respondents displayed a similar overall sense of neutrality towards performance, as evidenced by the composite mean of 3.66. However, given that this average mean is closer to 4, it can be said that there is some consensus that performance

measurement is an important component in an organization (i.e. when rounded to the next whole number).

Some of the items underperformance and their respective mean values (m) values, as well as standard deviation (SD), include "***There are effective and coordinated avenues for measuring performance at my church***, (m=3. 54; SD= .990), " ***At my church, our strengths and opportunities far outweigh our weaknesses and threats***," (m= 3.63; SD=. 953), and " ***At my church, there are effective coordinated services among departments***," m= 3.89; SD=. 753).

4.4 Reliability and Validity Test

While the reliability analysis measures the stability of the variables, the validity analysis assesses how effectively the variables capture the goal structures. The Cronbach alpha and composite reliability were used to assess the constructs' consistency. The Cronbach alpha value and the composite reliability show how accurately the measures are utilized to measure the variables. For these metrics, a value of 0.7 is regarded as acceptable (Hair et al., 2013). Also, (Trinchera et al., 2018) state that the rule of thumb in claiming good reliability is that, the reliability coefficient should be 70 and above, with higher coefficients reflecting excellent reliabilities.

Table 4. 5 Results of the Reliability Test

Construct	No. of items	Cronbach Alpha
MV	6	.815
LPL	11	.627
PL	5	.860
P	5	.690

Source: Fieldwork Survey, (2023)

Table 4.5 shows that the Cronbach alpha reliability coefficient for the construct of Mission and vision is roughly **0.81, or 81%** when expressed in percentage terms. One could contend that since this number is higher than the cut-off point of **70%**, the scale for this construct was good and can be trusted for further study. Again, the dependability coefficient for the Leadership construct was **0.627**, or almost **63%** when expressed as a percentile. As this number is quite close to the criterion of **70%**, it could be argued that the scale for this construct was satisfactory and could be relied upon for further investigation. Furthermore, .**860** was found as the Cronbach alpha reliability coefficient for the construct of Planning, which reflects a representation of **86%**.

Lastly, it was realized that the construct of performance attracted a Cronbach alpha reliability coefficient of .**69** which translates to **69%** when expressed in percentile. Although some of these Cronbach alphas fall short of the usually accepted benchmark.70, they are still rather close to it, so even if they are not the best, these coefficients can be best summarized as being fit for purpose in any further study since they are quite satisfactory. In summary, therefore, the Cronbach alphas of **.815, .627, .860, and .690** have the effect that **81%, 63%, 86%, and 70%** respectively, of the variance in the scores, will be considered as true scorevariance (i.e. internally consistent reliable variance), indicating that results derived from data analysis can be relied upon to some extent.

4.5 Correlation Analysis

To determine the connections between the constructs taken into account in the study, a correlation analysis was conducted. The demographic data of the respondents (i.e., gender, age, number of years with the organisaion, educational level, mission and

vision, leadership, planning, and performance) were included in the correlation matrix
to regulate relationships and account for residuals.

Table 4. 6 Field study 2023

	Gender	level of education	Age	Duration of service	MV	LPL	LP	L
Gender	1	.						
level of education	.185	1				.		
Age	.262**	.337**	1					
Duration of service	.290**	.333**	.594**	1				
MV	.059	.055	.144	.131	1			
LPL	-.088	.028	-.074	-.011	.390**	1		
LP	-.091	-.056	-.018	.034	.424**	.607**	1	
L	-.169	.004	.074	.075	.491**	.652**	.716**	1

4.6 Correlation Matrix Analysis Results

In general, the results realized that the association between the variables used were
found to be positive and statistically significant. Pearson product correlation of mission
and vision and leadership was found to be statistically significant ($r = 0.390$, p
<0.001).This figure shows that there is a low positive correlation, thus, an increase in

the mission and vision would lead to heightened leadership. On the other hand, the mission vision, and planning also have a positively low correlation between its variables represented as (r = .424 < p = 0.001).

This can be further explained as, as mission and vision rise, planning also rises. However, the magnitude or strength of the effect is not great. The minimal impact can be attributed to the fact that planning is not a distinguishing characteristic of mission and vision. On the other hand, there was a moderately positive correlation between mission vision, and performance (r = .491, p> 0.001). This result proposes that mission and vision increase the performance output. Leadership and Planning on the other hand recorded a high positive correlation between its variables (r = .607, p > .001). The extent of the strength of the relationship is very high. This result suggests that there is a link between people in leadership and the successful planning of an organization. (r = .652, p > .001) was the correlation analysis results between leadership and performance. This can be interpreted as a strong and positive relation as it is close to 1. The same can also be explained for the correlation between planning and performance which recorded its figures as such (r = .716. p = 0.001), which is also close to 1, which is deemed the perfect positive correlation between any given variables.

Table 4. 7 Correlation Analysis Results of only 4 variables {Mission and Vision, Leadership}

	MV	LPL	PL	P
MV	1		.	
LPL	.390**	1	.	.
PL	.424**	.607**	1	.
P	.491**	.652**	.716**	1

**. Correlation is significant at the 0.01 level (2-tailed).
Field study 2023

4.7 Chapter Summary

This chapter's main goal was to examine the field data. The analyses were done based on the specific research goals of the study. Utilizing descriptive, reliability tests and correlation techniques, it was discovered that there is a positive and substantial association between the mission and vision, leadership, Planning, and performance. Additionally, it was found that there is a positive and high strength of relationship between leadership and planning as well as leadership and performance. Planning may also influence performance and subsequently success. The summaries of the findings, conclusions, consequences, and recommendations are presented in the following chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter serves as the study's summary. It presents an overview of all the findings from Chapter Four (4) about the goals of the study. This chapter also includes the study's shortcomings and suggestions for additional research that will next be presented, the conclusion, and any required recommendations for further research as well as to the relevant bodies and authorities. For ease of comprehension of the full presentation, the chapter is separated into subsections, each of which contains all of the objectives and findings.

5.2 Findings Synthesis

The results are summarized in this section. The outcomes are explained in depth in chapter four. The study's primary objective was to evaluate the impact of strategic planning and management in organizations and its outcome on performance; a case study of Christian Religious Groups. From the researcher's knowledge found from previous studies, these past and recent research studies have made it clear that there is an increased internal and external uncertainty due to emerging opportunities and threats, lack of awareness of needs and the facilities-related issues and environment as well as lack of direction. Many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them. This is called crisis management. The study used a descriptive survey with the main objective of determining the factors that influence strategic planning and management on the performance of Christian Religious Groups in Ghana. The

following were the researcher's objectives; to find out how strategic planning and management affects Christian Religious Groups' performance in Ghana, to find out the key factors of strategic plan that may influence organizational performance, and finally, to identify the challenges faced by the organizations that practice strategic planning.

The study also partially aimed to gather how conversant the church leaders in the various categories of leaders chosen are even familiar themselves on the research topic, and by extension, to what extent they give attention to it, given our dynamic environment in every facet of our human lives today.

5.3 Conclusion

The study attempted to evaluate the impact of strategic planning and management in organizations and its outcome on performance; a Case study of Christian Religious Groups. The qualitative research methodology was adopted and by convenient sampling method, 109 Christian religious organizations in Kumasi, who were both willing and available were engaged in the study. A developed questionnaire was used to collect data from the respondents and using Statistical Product for Service Solution (IBM SPSS version 20), the data was organized analyzed, and presented. Tables were used to present descriptive analysis, reliability, and correlation analysis. Findings of the study suggested that mission and vision, leadership, planning, and performance were found to have a positive and significant link using descriptive, reliability tests, and correlation methodologies.

Additionally, it was established that there is a strong and favorable correlation between leadership and planning as well as performance.Generally, it can be concluded also that, religious organizations should pay attention to capacity building of its leadership at the

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forefront, and not only keep a focus on improving structural developments. Systems and structures will have to be properly harnessed across every level of the organisation if set goals that revolve around the organisational mission and vision statements are to be met.

5.4 Recommendations

Based on the findings revealed by the study, the following recommendations are suggested by the researcher to help religious organizations.

1. Policies, systems, and structures that are realistic and achievable should be formulated and made available and accessible to the people at the base so that leadership becomes a shared responsibility instead of centered,

2. Again, system structuring and planning, though a sole responsibility of leadership, should be open and participatory for ideas to be floated and considered.

3. Planning should be an ongoing process and not a destination.

5.5 Limitations and directions for future research

There are a few limitations that should be mentioned to help guide future scientific research, even if the study's findings are generally consistent with those of other studies in the field.Recognizing a study's shortcomings does not diminish its importance.Instead, it enhances its conclusions by describing the shortcomings that potential future researchers would find interesting to plan for comparable investigations. Although the results of the study to a large extent are consistent with other studies conducted in that discipline, there are still a few limitations that need to

be pointed out to help direct future scientific research. 109 people in total participated in the cross-sectional survey that was used for the study. For a cross-sectional survey, this sample size is considered to be quite small. It still does not fully represent the population, though.

Thus, it is advised to exercise caution when generalizing the study's conclusions.Also, the research survey was limited to respondents in the Kumasi metropolis, which may give an unfair representation of findings to the other cities of the country, the researcher is of the view that, in other future works, the survey should extend to others parts of the country to give a holistic view of the study.
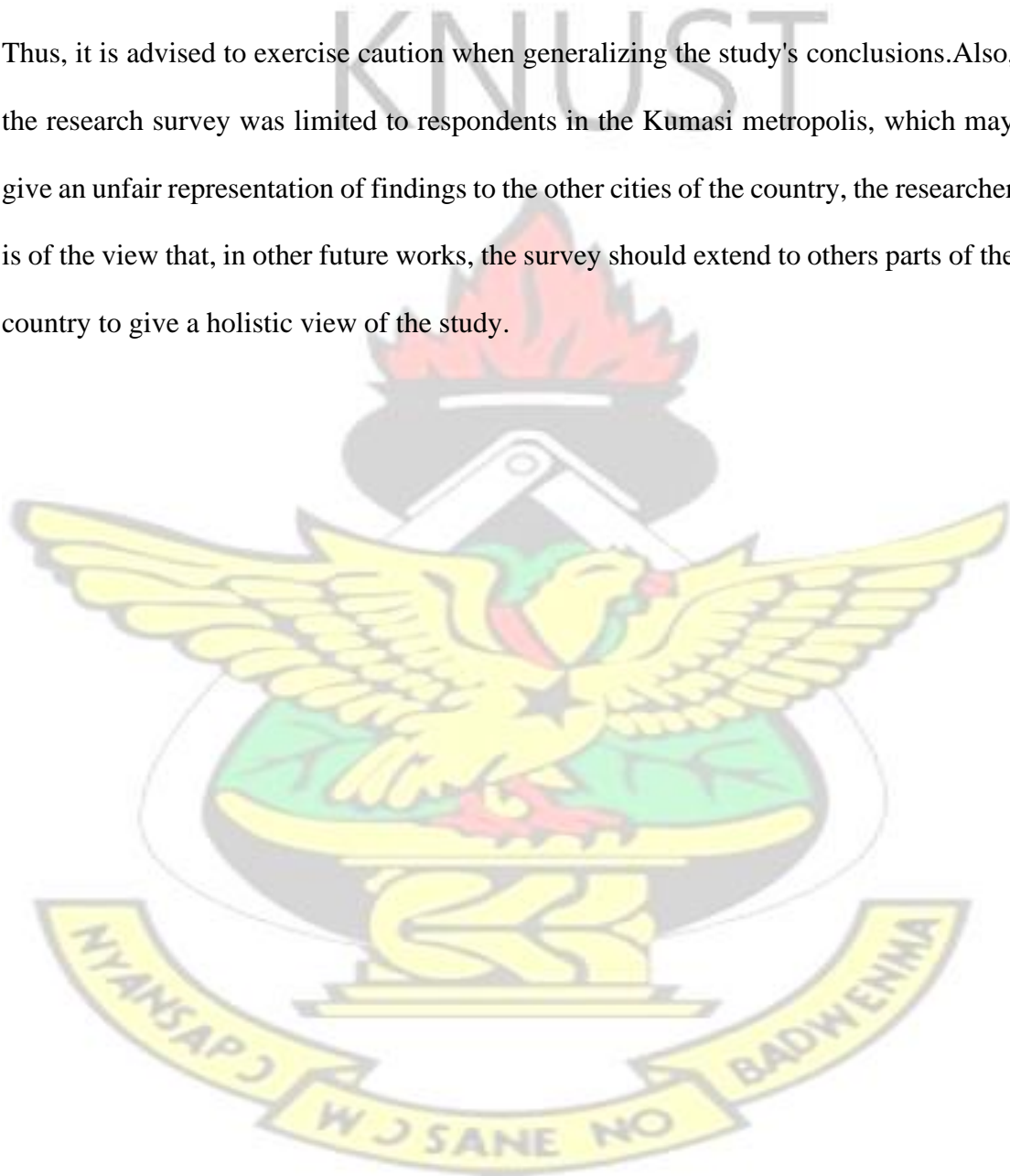
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QUESTIONNAIRE

KNUST School of Business

Department of Marketing and Corporate Strategy

Cell: 0244-405718

School number: 3962020

Dear Respondent,

Survey on Strategic Planning and Management within Ghana's Christian

Religious Groups

I am Angelina FosumaaAdu-Twum, a student at the Kwame Nkrumah University of Science and Technology in Kumasi-Ghana. As part of the data collection process on the project titled **"*Assessing the Impact* of *Strategic Planning and Management on Organisation Performance. Evidence from Christian Religious Groups"*.** I am kindly writing to request your participation in the survey by completing the questionnaire, which is purposely to sample views of leaders in a number of Christian Religious Groups that are operating in Kumasi-Ghana.

The findings of the study are expected to add knowledge to the existing academic literature, which would be used for academic purpose and would also be helpful in explaining managerial behavior and business performance especially in the Religious sector, which are also critical to the successful management of Christian Religious Groups operating in Kumasi-Ghana.

No individual information will be disclosed and all results will be presented as an aggregate summary data for academic purpose. It would take a participant approximately 10 to15 minutes to fill out the questionnaire.

Thank you for your cooperation.

Yours Sincerely

………………………………..

Angelina FosuhemaaAdu-Twum (**Student)** Dr. Martin Owusu Ansah **(Supervisor)**

Email:ladutwum.fls@gmail.com

APPENDIX A: CONSENT FORM

I acknowledge that, I understand the research and that the study has fully been explained to me. I am also aware that, any information I offer to the researcher would be used in the research report. I further concede that the researcher has assured me the following:

- That my participation in this research is voluntary.

- That my personal details or information will remain anonymous throughout the research study as well as in the research thesis.

- That I can decline to answer any question about which I feel uncomfortable without any compulsion.

I hereby consent to being a participant for the research study titled: Assessing the impact of Strategic Planning and Management on Organisation Performance. A Case Study of Christian Religious Groups.

I hereby consent to be a participant in the research study titled: Assessments and Contributions of private accommodations for students in Ghana; a case study of KNUST campus Accommodation.

Signature(   )seSign with an [X] or [√])

QUESTIONNAIRE

Assessing the impact of Strategic Planning and Management on Organisation Performance.A Case Study of Christian Religious Groups.

SECTION A: GENERAL INFORMATION

The section is asking for your background information. Please indicate your answer by ticking **(√)** Or **(X)**   on the appropriate box.

A1 Please indicate your gender

Male	
Female	

A3 Please indicate your marital status

Single	
Married	
Divorced	
Widowed	

A3 Please indicate your age category

Less than 20 years	
20 – 29	
30 – 39	
40 - 49	
50 and above	

A4 Please indicate your highest level of education

JHS	
SHS	
Diploma	
Degree	
Post Graduate	
Other (specify)	

A5 Please indicate your duration of service with the organisation

Less than 5 years	
5-10 years	
11 -15 years	
Over 15 years	

PART B: VISION AND MISSION

Below are statements about Strategic Management and Planning, Organizational vision and Mission, planning, structure and the people, all measured on a 1 to 5 point Likert scale.

Please indicate to what extent you agree/disagree with each statement as the statement relates to the perceived organizational strategic planning and management.

Please indicate the extent to which you agree with the following statements about your organisation.Use a scale likert of 1-5, where (**1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree and 5- Strongly Disagree**).

	MISSION AND VISION	Strongly disagree ◄────► Strongly agree				
		1	**2**	**3**	**4**	**5**
MV1	At my church, the organisation has a clearly articulated mission and vision					
MV2	At my church, the organization's strategic plan is in line with the Vision and mission of the organisation					

MV3	At my church, strategic plan contributes a lot to the performance of the organization					
MV4	At my church, there is a written annual operational plan in accordance with our well articulated mission and vision statements.					
MV5	At my church, there is a well-defined organizational structure					
MV6	At my church, in-depth program evaluation is conducted as part of accomplishing the organizational mission and vision statement					

SECTION C:LEADERSHIP AND PEOPLE
Please indicate to what extent you agree/disagree with each statement as the statement relates to the leadership and people.
1 = **Never**, 3 = **Neutral** 5 = **Always**

		Strongly disagree ⟵ ⟶ Strongly agree				
	LEADERSHIP					
		1	2	3	4	5
LPL1	At my church, the organization has effective leadership					
LPL2	At my church, leadership is a shared function among many people					
LPL3	At my church, the kind of leadership being practiced is the autocratic style.					

LPL4	The autocratic leadership style gets work done as it is innovation-oriented and enhances task performance.					
LPL5	At my church, the kind of leadership being practiced is the democratic style					
LPL6	The democratic leadership style is positively related to innovative work behavior and task performance.					
LPL7	At my church, the kind of leadership being practiced is the laissez faire style					
LPL8	The laissez faire leadership style is positively related to innovative work behavior and task performance.					
LPL9	Roles and responsibilities for members or staff are clearly established					
LPL6	There is a staff evaluation process					
LPL7	There are trainings and workshops to enhance skills of Team and Ministry leaders.					

SECTION D: PLANNING

Please indicate to what extent you agree/disagree with each statement as the statement relates to the planning of events and activities in the organisation.

1 = **Never**, 3 = **Neutral** 5 = **Always**

	PLANNINIG	Strongly disagree ⟷ Strongly agree				
		1	**2**	**3**	**4**	**5**
PL1	At my church, three to five year strategic plan is in place					
PL2	At my church, there is an annual process to set program goals and budget					
PL3	At my church, the budget of the organization is in line with the strategic plan					

PL4	At my church, there is a written annual operational plan					
PL5	At my church, major strategies are grouped for the allocation of resources					

SECTION E: PERFORMANCE

Please indicate to what extent you agree/disagree with each statement as the statement relates to the performance of the church orgnisation.

1 = **Never**, 3 = **Neutral** 5 = **Always**

	PERFORMANCE	Strongly disagree ←→ Strongly agree				
		1	**2**	**3**	**4**	**5**
P1	There are effective and coordinated avenues for measuring performance at my church.					
P2	At my church, there are few areas that need improvement.					
P3	At my church, our strengths and opportunities far outweigh our weaknesses and threats					
P4	At my church, in-depth program evaluation is conducted as part of the planning process.					
P5	At my church, there are effective coordinated services among departments.					

If you have any comments, please write them below

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………………………………………………………………………………………………..

Thank you for completing the questionnaire.