

**STRATEGIC LEADERSHIP AND PERFORMANCE OF
UNIVERSITY ALUMNI ASSOCIATIONS IN KENYA**

BY

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FULFILLMENT OF REQUIREMENTS FOR THE AWARD OF
DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
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DECLARATION

This proposal is my own work and has not been used or submitted in other college or university for the award of any degree.

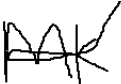
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This research proposal has been presented to me as the University mentor and supervisor.

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DEDICATION

This study is dedicated to my beloved wife Maximillah, my children Diana, Ryan, Robinson and Gabriella and my Brother John for being patient and encouraging me all through my academic journey.

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ABSTRACT

The study's aim was to determine how strategic leadership affects performance of University Alumni Associations in Kenya. The study data was collected among 90 managers of University Alumni Associations in Kenya. The study managed to achieve a 92.2% response rate since 83 responses were achieved. From the data gathered, it was evident that University Alumni Associations in Kenya include different members such as the secretariat (executive directors, administrators, accountants and marketing officers), members of the executive committees (chairperson, vice chairperson, secretary, deputy secretary, treasurer, and organizing secretaries) as well as the general staff and regular members of the organizations who are students and former students of the University. The study established that 52% of the members of the University Alumni Associations in Kenya are males while 48% are females. The study also found out that the University Alumni Associations in Kenya have adopted strategic leadership practices to improve performance in terms of achievement of the set goals and objectives, promotion of teamwork and collaboration, as well as the adoption of ethical, moral and supportive leadership, and strategic thinking practices. The study noted that adoption of teamwork and collaboration strategies, setting long-term and short-term goals as well as strategic goals and objectives are part of strategic practices adopted by the University Alumni Associations in Kenya. The University Alumni Associations in Kenya have vision and mission statements that guide their operations and activities. It was also evident that the University Alumni Associations in Kenya management have adopted strategic thinking plans, ethical, moral and supportive leadership plans to promote transparency, fair and ethical or moral activities among their members. The study determined that there exists a positive association between leadership strategies and achievement of the alumni association performance. This is because the adoption of strategic management practices led to goals and objectives setting, vision and mission of the firms. Adoption of the strategic leadership strategies also led to new learning and growth of the association members. This study recommends the need for adoption of strategic leadership to help promote performance and efficiency in terms of operations of the University Alumni Associations in Kenya. It is expected that this will lead to smooth running of the alumni associations, fair practices as well as innovation and flexibility in their programs.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Strategic leadership is a practice that has been mentioned as an important strategy for leading 21st century firms. It is considered a critical strategy in the modern unpredictable environments that most organizations including Alumni Associations are forced to work in. Scholars have argued that the practice of strategic leadership help promote the performance of organizations. This is because strategic leaders are able to plan for the future after prediction of various challenges in the world (Samuel, Sagan and Octavia, 2017). Belias *et al.* (2017) also argued that strategic leaders influence their followers or employees, and are futuristic and this means that they value both long term and short-term organizational goals at the same time. According to Borkovskaya (2018), strategic leaders have vital traits which include cognitive ability, future orientation, interpersonal relations, ability to focus on the big picture, proactive and risk-taking propensity. As a result, strategic leadership is one of the important factors towards the promotions of performance of organizations across the globe. This is due to the fact that strategic leadership acts involve exploring and maintaining unique core competencies, determination of strategic direction, emphasizing on ethical practices and the ability to plan the future needs of the company.

The study was based on echelons leadership theory and the transformation theory of leadership (Hiebl, 2014). The upper echelon theory of leadership indicates that organizations are replications of the intellectual characteristics and actions of their leaders. Therefore, the personal principles and inclinations of the top management directly affect the company environment, strategy and success of the organization (Abatecola & Cristofaro, 2018). The theory supports the view that top management of organizations influence major decisions in the firm and they must have skills that impact positive attitude in the organization (Berkovich, 2016). On the other hand, the transformational leadership theory indicate that leaders must have the ability to motivate the employees to work beyond the expectation thus driving good performance in the highly competitive market (Price & Weiss, 2013). The theory argues that transformational leaders inspire new concepts from employees and help promote performance of the organization.

In Kenya, there are a growing number of graduates and Alumni Associations. The management of these associations requires the use of unique and strategic thinking skills. With the strategic leadership skills, leaders can promote their firm success and productivity. Typically, a few studies have been done on this area of strategic leadership and this is partly why this study aimed to determine the relationship between strategic leadership and the performance of Alumni groups in Kenya.

1.1.1 Strategic Leadership

The concept of strategic leadership refers to the ability of a leader to influence others to voluntarily make decisions that lead to the achievement of the company's long-term performance. According to Özer and Tinaztepe (2014), the vision and direction of growth of the organization are impacted by different leadership approaches. Strategic leadership is one of the leadership aspects associated with potential success of an organization. This is because it helps leaders to successfully deal with change as well as to adopt effective strategy formulation and implementation process. Effective strategic leadership in an organization helps to manage high performance and also helps organization to achieve and sustain a competitive advantage over its peers.

According to Semuel, Siagian and Octavia (2017), a strategic leader is the leader who takes action after wisely considering the available options and positions that would help spur growth of the company. A strategic leader is naturally self-motivated and always makes apt decisions hence a good decision maker. Importantly, studies indicated that strategic leader use their skills to present their future and to motivate others in the society (Mukhezekule & Tefera, 2019). There are also those who argue that strategic leader is a manager who easily bonds and connects with other employees while focusing on the outcomes of any project. A strategic leader also takes planned risks at targeted times such that the taken risks only promote the objectives of the organization. Therefore, strategic managers make plans that help set guidelines for the company. This paper will determine how strategic leadership affects performance of organizations.

1.1.2 Organizational Performance

The concept of performance implies the results or the outcome that an organization achieves after setting goals and objectives. According to Omer, Sadq & Ahmed (2017), performance may be set in terms of the goals and objectives of the organization. This is because performance is the expectation of what is to be delivered by an employee or

a group of employees within a given time frame. This means that performance can be measured through the results or effort, tasks completed and quality of work as well as the specification of conditions of delivery.

Lear (2012) classified organization performance using either financial levels or other reward systems. The money motivation and performance aspects are subjective parameters that look at how efficient a firm uses its assets to generate revenues. Financial performance has also been generally used to stand for an organization's financial health within a specific period. In such a case, financial performance may be determined by the revenue generated from operations, cash flow from operations or operating income and the total unit sales (Carter & Greer, 2013). Generally, organizational performance describes how well or badly a company is doing both financially and non-financially. Some of the non-financial measures of performance include the quality of product or service, the levels of customer satisfaction and the morale of the employees. On the other hand, financial measures of performance include the company profitability, ROE, market share ROA, sales growth as well as the current ratios (Muia, 2017). This paper will specifically look at the effects of strategic leadership on general performance of the University Alumni Associations in Kenya.

1.1.3 University Alumni Associations in Kenya

University Alumni Associations refers to university-based organizations that help to provide services to both past and current university students (Newman & Petrosko, 2011). It should be noted that University Alumni Associations are allowed to organize members support activities (Banka, 2019). This includes services associated with networking opportunities, provision of career guidance and mentoring services. Other benefits that members of the University Alumni Associations enjoy include student's discounts, library access as well as free tickets to attend university events and conferences (Newman & Petrosko, 2011). Some University Alumni Associations also offer lifetime services to their members. Additionally, it should be noted that University Alumni Associations also give back to the society by promoting health and educational opportunities to their members (Campbell & Baxter, 2019).

In Kenya, the notable University alumni associations include the University of Nairobi, Maseno, Kenyatta and Moi University Alumni Associations (Muchemi, 2012). These groups work with students and provide different services and benefits to alumni to

maintain connection during and after their education. They collaborate with educational institutions and fellow graduates who are the key members. Members are encouraged to join to enjoy membership privileges such as access to the University research centers and library services (Walaba, 2013).

1.2 Research Problem

The concept of strategic leadership has been described as one of the key factors in driving organization change. This is because strategic leadership is associated with the ability to motivate and anticipate changes in the environment. According to a study done by Özer and Tinaztepe (2014) in UK to determine effects of strategic leaders on performance using a case study method, it was found that companies that have adopted strategic leadership have experienced high performance in their operations. This is because strategic leaders have the ability to manage, solve problems and to adapt based on the new changes in the environment. Additionally, the concept of strategic leadership is also associated with effective decision making and strategic collaborations. Olaka, Lewa and Kiriri (2017) contended that strategic leadership provides global firms with the ability to collaborate with other firms as well as the opportunity to improve their performance. Thus, it can be argued that strategic leadership helps firms to promote their productivity and performance levels.

In the University Alumni Associations in Kenya, performance has been dwindled with different challenges due to political issues, top university leadership interference and lack of commitment by some members (Walaba, 2013). Some of these internal and external organizational challenges have resulted into low performance, low efficiency and poor brand image of the Associations. Additionally, the University Alumni Association has been attempting to adopt various strategies to promote their performance to no avail (Muchemi, 2012). To some extent it has been argued that its performance is affected by the type of top leadership, the choice of strategies adopted and the poor strategy implementation process. However, it has been established that adoption of strategic management and leadership framework can help improve and promote the performance of the organizations (Campbell & Baxter, 2019). With no clear data to support this view, it is important that an evidenced study be done to find out the effects of strategic leadership on the performance of University Alumni Associations in Kenya.

Various studies have been done to find out the effects of strategic leadership on the performance of different organizations worldwide. For example, in the United States of America, Borkovskaya (2018) also confirmed that strategic leadership plays a critical role in the success of any company. Strategic leadership is the epicenter of organizational operational success because it helps harmonize the different strategies because the plans are derived from various issues in the firm. The study concluded that effective strategic leadership leads to enhanced firm performance. In UK, Akhtar, Kaur and Punjaisri (2017) evaluated the value chain systems that promote strategic leadership effectiveness in organizations and noted that strategic leadership is associated with effective decision making, problem solving and ability to motivate others. The study also found out that strategic leaders have the ability to anticipate changes in the external environment and this is important in managing performance of the organization. The study suggested the need for global firms to adopt strategic leadership frameworks in their operations. In Indonesia, Semuel, Siagian and Octavia (2017) noted that strategic leadership should be based on modern innovation to promote the market share and performance of the firm. Additionally, in Lebanon, Omer, Sadq and Ahmed (2017) found out that strategic leadership practices are important in coordinating the future performance of the organization. The study was done by use of a case study of Korek Telecom Company and its findings confirmed that strategic leaders have strategic thinking skills and ability to anticipate future problems. In Pakistan, Carter and Greer (2013) on their study to determine key plans, and the firm productivity noted that strategic leadership is critical to effective strategy implementation thus promoting firm performance. The study adopted cross-sectional design and noted that the increased rate of failure in organizational operations had become an issue of serious concern in companies. Therefore, managers in companies need to regularly update performance reports thus monitor progress and measure the success of the

In Kenya, Kahiga (2017) looked at the National bank of Kenya to assess the impact of strategic leadership actions on competitive advantage. The study noted that a strategic plan is the hallmark of achieving success in firms. It noted that firms should adopt strategic leadership in managing their organizations. Notably, Nyong'a and Maina (2019) conducted a study to evaluate the factors that impact strategic leadership success in companies. The study used a case study of the Kenya Revenue Authority and noted that adoption of collaborative management and change anticipation were core values

within strategic leadership framework. Additionally, a study by Olaka, Lewa and Kiriri (2017) found out that strategic leadership influence the performance of banks in the country in a positive way. Accordingly, Kabetu and Iravo (2018) investigated how strategic leadership impacts the performance of NGOs in Kenya and noted that strategic leadership is a key element for the success and performance of NGOs in the country and performance of International NGOs in the country. In their analysis of strategic leadership, Kitonga, Bichanga and Muema (2016) contended that strategic leadership influences positively the performance of County governments in the country. The study used a case study of Nairobi County in Kenya. Kising'u (2017) also studied Kenyan public and private universities to evaluate how strategic factors and issues can promote quality of services delivered by telecommunication companies. The inquiry reaffirmed the view that strategic parameters help achieve high-quality in all telecommunication firms in the country. However, some of these studies were done outside the country, while others were done using cross sectional design and were done in the past.

Therefore, it is evident that none of the earlier studies have intended to establish the effect of strategic leadership on organizational performance of University Alumni Associations in Kenya. It is also evident that the past studies done on the topic do not provide clear conclusions. Thus, the aim of the study is filling this study gap by presenting findings and responding to the question; how does strategic leadership affect the performance of University Alumni Associations in Kenya?

1.3 Objectives of the study

The objective of the research was to determine how strategic leadership affects performance of University Alumni Associations in Kenya.

1.4 Value of the study

The study outcome would help different companies in Kenya including the University Alumni Associations in Kenya. It would help them to determine how performance in companies is affected by strategic leadership. As such, the firms would get the opportunity to improve their leadership strategies hence improve performance in their future operations. Additionally, the study would also help potential companies in the country to understand how they can adopt strategic leadership in their major departments and programs.

The study would also help nonprofit making organizations in the country to adopt, formulate and implement strategic leadership policies in guiding organization performance. This would help to address the challenges facing many organizations in the country. This is because strategic leadership is associated with moral and ethical leadership models and can help reduce the highly spread corruption problem in Kenya.

Furthermore, the findings of the research would also contribute to academic theory relating to how performance in organizations is related to strategic leadership. Strategic leadership is an interest topic that applies worldwide and future researchers and scholars would use this study results as a reference point in their future studies. This would help promote the application of strategic plans in promoting the overall performance and success of firms in different parts of the world.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to provide effective analysis of theoretical review as well as empirical analysis of past studies related to the current topic of study. The section also includes the analysis of past and current literature related to the links between strategic leadership and organizational performance. The researcher identified the relevant theoretical frameworks as well as empirical gaps in the literature so as to offer suggestions for future aspects of scholarly studies.

2.2 Theoretical Foundation

Theory predicts and explains a phenomenon. This study was anchored in two theories. This research was founded on the concepts of the upper echelons theory of leadership and the transformational theory of leadership.

2.2.1 Upper Echelon Theory

The theory is the work of Hambrick and Mason (1984). the model explains behaviors of the top leadership in organizations. The Upper Echelon Theory holds that a company is a replication of the intellect and characteristics of its top leadership. This implies that the personal principles and beliefs of top leadership in a company affect the company's view of the environment as well as the decisions and the choices they make with regard to strategy and its implementation. Hambrick, (2007) further noted that managerial and leadership powers determine how an organization can solve its main problems.

Assumption of the theory is that top management of organizations influence major decisions in the firm and they must have skills that impact positive attitude in the organization. Therefore, the managers with higher discretion are expected to have more influence on the employees. The Upper Echelon Theory explains that the demographic features are to a larger extent interwoven to the cognitive and psychological traits of the top leaders of an organization. In this study, the theory will help to determine how top leadership of the University Alumni Associations in Kenya can adopt effective leadership skills to promote their performance. This will enable the leadership to adopt moral and ethical statutes in the business industry. The operations of a company are more often the reflection of the actions and beliefs of the organization's top

management and the University Alumni Associations in Kenya top leadership will use the model to improve their performance and success in various programs.

2.2.2 Transformational Leadership Theory

This theory is associated with the works of Bass (2005). The founder of the theory noted that postulates that managers and top leaders of the firms should be motivators of their workers in order for the workers to perform beyond expectation. Increased employee performance would thus improve the performance of the company to effectively compete in the dynamic markets. The increased market competition and increased customer expectations has led to the development of new ideas about leadership and one such example of these new ideas is packed under the concept of transformational leadership theory (Borkovskaya, 2018). The proponents of the theory argue that transformational leaders inspire new employee's concepts and do not publicly criticize them for their mistakes. Transformational leaders concentrate on solving the problems rather than blaming workers for their failures, leading to success and team work in the firm (Kahiga, 2017).

According to Carter and Greer, (2013), the key proposition of the theory is that it supports the view that there exists a significant effect of leaders on other employees of any organization. This is because such transformational leaders offer alternative solutions to emerging problems thus influencing workers to perform beyond expectation. It has been noted that significant transformational leadership actions lead to lowers the levels of worker frustration thus increasing performance levels and this is why transformational leadership should be encouraged in all sections and departments in organizations (Kabetu & Iravo, 2018). Some of the critical characteristics of transformational leaders that directly impact their firms include having a vision, being inspiring, possession of managerial leadership qualities, and are daring and risk takers. Since transformational leaders encourage new ideas by promoting innovativeness and creativity, their efforts result into high performance of the organization (Kising'u, 2017).

The theory is suitable and relevant to this study since it will encourage top leadership within the University Alumni Associations in Kenya to adopt transformational leadership and motivate workers of organization to always look out to find effective ways of carrying out business processes that maximizes the use of resources of the

company while reducing wastes. It will also push the association to think of new ideas and adopt team work which is important towards promotion of high performance of the association. Transformational leadership model can also help to promote problem solving and quick decision making within the organization.

2.3 Strategic Leadership and Organizational Performance

Analysis of past studies on the topic reveals that strategic leadership promotes organizational performance. This is because a strategic leader is able to organize productive assets that include capital, human, and physical resources to help him achieve the company's shared purpose. Strategic leaders commit the resources to the firm and the business. As a consequence, the essence of performance is enhanced. This means that the role of top leaders is to plan for the mission and success of the firm. Strategic leadership therefore involves aspects of being a motivator, visionary, enabler, a mentor as well as a facilitator and a coach.

According to a study by Borkovskaya (2018) a strategic leader emphasizes on the overall strategic direction so as to delegate a number of technical and operational decisions to support staff and other employees and this is important in promoting performance. The strategic leader gives responsibility based on trust or design control systems that enables him to monitor individual activities. The leader also should employ management and staff human resources that possess the necessary special skills. Therefore, business growth will be noted from increase in sales revenue that is brought by manufacture of more products or improved quality that justifies an increased unit price or range of products. A strategic leader should likewise understand the critical necessity of value creation and capabilities since these are necessary for improved firm performance.

This means that any firm that aims to create value must develop a formula for doing business through hiring a strategic leader who would ensure high performance in the organization. This is because strategic leader has the ability to invest in training and capacity building of the employees of the organization as well as to create new ideas and to increase the capabilities necessary for high performance in the organizations.

2.4 Empirical Studies and Knowledge Gaps

Different studies have been done on strategic leadership and performance of organizations. Globally, a study conducted in Pakistan by Carter and Greer in 2013 to determine how strategic leadership values styles affects organizational performance noted that the performance of organization was promoted by strategic leadership. Information was gathered from workers employed in the in the manufacturing industry in the country in the study which used 100 questionnaires which were responded to. The findings indicated that firms enjoy high success when the top leadership has adopted strategic ways of doing things. However, the concentration on the influence of leadership values and beliefs on performance alone in the study which was also only done in Pakistan implies that its implications cannot apply in Kenya.

In U.K Ilyas, Munir and Sobarsyah (2017) looked at the role of Innovation, Entrepreneurial Orientation and strategic management of the performance of SMEs in the society. The study found out that the presence of the need for strategic leadership practices that differ depending on the organization. The findings established that efficient strategic leadership practices help companies to improve their performance through enhancing their competitive advantage in the turbulent and unpredictable business environments. In addition, the scholars argued that strategic leadership processes lead to heightened competitive advantage while promoting entrepreneurial knowledge and innovation for organizations.

In Bosnia and Herzegovina, Akhtar, Kaur, and Punjaisri (2017) evaluated the chain coordinators' strategic leadership and coordination effectiveness and how this affects the management and strategic planning of public organizations using a target population of 300 public organizations. The findings reaffirmed that the use of strategic leadership practices in public organizations motivates the leaders to manage public organizations more responsibly. Additionally, the findings sought to make organizations to make use of strategic planning, implementation of strategy and efficient control measures to help improve service quality.

In South Africa, Mukhezakule and Tefera (2019) investigated the correlation between sustainable organizational performance and corporate strategy as well as strategic leadership. The study utilized the South African Aviation Industry using a conceptual framework for the study. The study used a sample size of 120 respondents and

employed the survey technique. It was concluded that between corporate strategies, strategic leadership promotes sustainable organizational performance that dictates a major role in the survival of the firm in the long run. However, these studies were conducted outside the country and they cannot imply in the current study context.

In Kenya, Kabetu and Iravo (2018) researched about the impact of strategic plans on the performance and success of the NGOs in Kenya. However, the study only analyzed how corporate plans affect the NGOs success in different aspects. The study also adopted cross sectional research design. Therefore, a research gap is evident since most of the past inquires concentrated on the effect of strategic direction. This means that there is need for a study to be done to determine strategic practices and its importance in non-NGOs companies' performance and success.

In a study of the impact of strategic managerial practices on floricultural companies in Kenya, Maroa and Muturi (2015) used a descriptive survey design with a target of 21 floricultural companies. Of the 21 firms, 10 were picked by simple random sampling and 5 respondents purposively selected from each firm. Maroa and Muturi (2015) found out that most of the companies had a strategic plan which they implemented and evaluated the implementation using control mechanisms. The findings also indicated that strategy formulation, implementation, evaluation and control have a critical impact on the performance of organizations.

In another research to determine the relationship between strategic systems and value of the savings credit cooperative societies that was conducted in Kakamega Kenya, Obunga, Marangu, and Masungu (2015) established that strategic leadership practices impacted the performance of these SACCOs. Likewise, to determine the relationship between strategic leadership and church growth in Kenya, Mutia (2015), using a descriptive correlation study with a sample size of 482 and found a significant relationship between the church's growth and strategic leadership.

Ndunge (2014) conducted a case study on how the strategic plans can promote the success and management view of the Kenya Wildlife Service where a change in management programme of KWS was implemented. The findings indicated that strategic leadership is critical for change management because it sets a clear vision, and promotes effective communication while enhancing proper planning which offers the firms a strategic direction. However, these studies were done within Non-Alumni

Association sector and current study will focus on analysis of strategic leadership and organizational performance of university Alumni Associations in Kenya. Therefore, this study filled the gap by determining the correlation between strategic leadership and the performance of University Alumni Associations in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This study covered various methods and procedures. Specifically, this part included data collection method, research design as well as data analysis methods. Data collection and analysis were done after approval of the proposal and this helped in presentation of the study findings and results.

3.2 Research Design

With a view of achieving the study objective, the study adopted cross-sectional research design. This helped to collect data across a number or multiple University Alumni Associations in Kenya. The Adoption of cross-sectional research design provided a quick and cheap way of collecting data in this study. The design helped to remove assumptions on the correlation between strategic leadership and the performance of University Alumni Associations in Kenya.

According to Bromley and Bromley (1986), cross-sectional research design help to disapprove assumptions. This is because the model is associated with multiple snapshots of data. It helped to generate information associated with the topic of study at a specific point in time. This helped to deduce new concepts that can describe the correlation between strategic leadership and the performance of University Alumni Associations in Kenya.

3.3 Target Population

This study targeted University Alumni Associations in Kenya. The target population of this study included all the registered University Alumni Associations in Kenya. According to the Registrar of Societies in Kenya (2020), 26 public universities and 14 private universities have registered University Alumni Associations. The study was based on census method and included all the registered University Alumni Associations in Kenya.

3.4 Data Collection

The researcher utilized both primary and secondary data during the study. A secondary data can be defined as the information that had been previously gathered for other

purposes or for topics related to the research study. Various publications including the strategic reports of registered University Alumni Associations in Kenya helped provide secondary data.

However, primary data was collected using questionnaires. The use of semi-structured questions helped to evaluate and determine the effect of strategic leadership and organizational performance of University Alumni Associations in Kenya. The questionnaire was divided into sections with section A containing general information; section B containing questions investigating strategic leadership strategies and section C containing information on the organizational performance of the University Alumni Associations in Kenya. The questionnaires were self-administered as well as through the use of online or emails to the University Associations leaders.

3.5 Data Analysis

In this study, the researcher used both quantitative and qualitative methods of data analysis. The researcher determined the relationship between strategic leadership and the performance of University Alumni Associations in Kenya. Specifically, the researcher investigated the correlation between the strategic leadership and the performance of University Alumni Associations in Kenya. The researcher adopted qualitative techniques in analyzing the qualitative data. Qualitative research method involves exploration of a concept with the intention of providing more understanding on the concepts under investigations. After data collection, the researcher analyzed the data and a model was used to determine how strategic leadership influences the performance of University Alumni Associations in Kenya. The model is shown below:

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4 + \dots + c + B_3$$

Where Y= organizational Performance of University Alumni Associations in Kenya.

X₁= Setting long-long term goals, Strategic Mission and Vision

X₂=Team Work and Collaboration Practices

X₃= Ethical, Moral and Supportive Leadership

X₄= Strategic Environmental Analysis

X₅= Creativity, Innovation and Strategic Thinking Practices

X₆= Flexible Decision Making and Problem-Solving

B₃=Error Factors

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

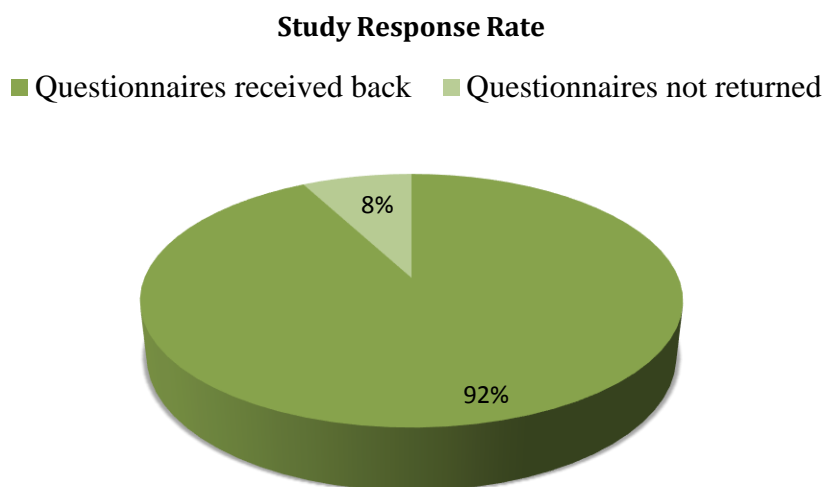
4.1 Introduction

This chapter presents the study findings and the analysis of the findings. The information is presented in frequency tables and figures with the aim of illustrating the relationship between the variables under study with the study objective which was to determine how strategic leadership affects performance of University Alumni Associations in Kenya. The findings and the analysis were preceded by an analysis of the respondent demographics and characteristics. The study sought to determine how strategic leadership impacts the performance of the said alumni groups, and as such 90 respondents from diverse University Alumni Associations in Kenya were issued with questionnaires.

4.2 Response Rate

The researcher gave out a total of 90 questionnaires to diverse members of different alumni organizations but only 83 were dully filled and returned to the researcher in time. This represents a response rate of 92.2% according to Mugenda and Mugenda (2003) who asserted that a response rate of 50.5% and above is statistically acceptable for significance. Figure 4.1 below gives an illustration of the response rate for this study.

Figure 4. 1: Participant Response Rate



Source: Researcher, 2020

4.3 Demographic Characteristics

The researcher distributed questionnaires to members of different university alumni organizations holding different positions that include members of the secretariat (executive directors, administrators, accountants and marketing officers), member of the executive committees (chairperson, vice chairperson, secretary, deputy secretary, treasurer, and organizing secretaries) as well as the general staff and regular members of the organizations. Table 4.1 below gives the distribution of the participants.

Table 4. 1: Distribution of the Participants positions in the organization

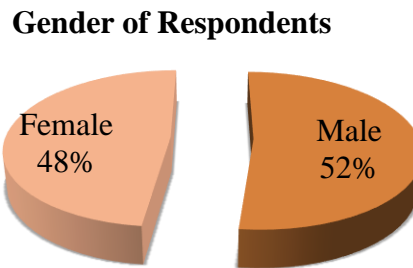
Position	Frequency	Percentage (%)
Members of the executive committees	8	9.6
Members of the Secretariats	8	9.6
General staff members	22	26.6
Regular members	45	54.2
Total	83	100.0

Source: Researcher, 2020

4.3.1 Respondents' Gender

The research sought to determine the respondents' gender because the knowledge is critical in underscoring the composition of University Alumni Associations and also increases validity of the study findings. Out of the 83 respondents, 40 (representing 48%) were female and 43 (representing 52%) were male. This indicates that the university alumni associations are composed of both genders in almost equal proportions.

Figure 4. 2: Genders of the Respondents



Source: Researcher, 2020

4.3.2 Age of Respondents

The study also sought to establish the age cohorts of University Alumni Associations members represented in the population. Table 4.2 shows the frequency and the percentage of the age of the respondents.

Table 4. 2: Age of the Respondents

Lower	Upper	Frequency	Percent %
20	25	8	9.7
26	30	23	27.7
31	35	17	20.5
36 and above		35	42.1
Total		83	100.0

Source: Researcher, 2020

4.3.3 Level of Education

The level of education of the respondents was sought for and it was established that the largest number of participants (62, representing 74.7%) had a postgraduate degree, 12 (representing 14.5%) had a bachelor's degree while the remaining 9 (representing 10.8%) had a Diploma. The respondent education levels are presented in table 4.3 below.

Table 4. 3: Education level of the respondents

Level	Frequency	Percent %
Doctorate	8	9.6
Masters	54	65.1
Bachelors	12	14.5
Diploma	9	10.8
Total	83	100.0

Source: Researcher, 2020

The findings above indicate that most of the active members of University Alumni Associations are holders of postgraduate degrees, especially the Master’s degree.

4.3.4 Length of membership of the Participants

The researcher sought to find out the length of membership of the participants in their respective University Alumni Associations. Towards this end the researcher established that most alumni (62) had been members of their respective associations for between 6 and 10 years; this represents about 74.7%. Only 21 participants (25.3%) had been members for five years or less while none (0.0%) had been members for 16 years or more. The lower frequency of members with more years can be explained by the fact that most university alumni associations became functional after 2005. Table 4.4 shows the length of membership of the participants in their respective university alumni associations.

Table 4. 4: Length of Membership of the Participants

Level	Frequency	Percent %
16 years and over	0	0.0
6-10 years	62	74.7
5 years or less	21	25.3
Total	83	100.0

Source: Researcher, 2020

4.4 Strategic Leadership Strategies

The researcher sought to establish the strategic leadership practices utilized by the university alumni associations; the practices were grouped under goals and objectives, teamwork and collaboration, ethical, moral and supportive leadership, and strategic thinking practices

4.4.1 Settings Strategic Goals and Objectives

The respondents were asked to state whether their organizations had in place a vision statement and express their opinions in a Likert scale. Only 5 (6%) strongly disputed the existence of a vision, 8 (9.6%) disagreed, 14 (16.9%) moderately agreed, 19 (22.9%) agreed while 37 (44.6%) strongly agreed. The existence of a vision statement had a mean of 3.987 with a standard deviation of 1.063.

Table 4. 5: Existence of a vision statement

Response	Frequency	Percent %
1	5	6.0
2	8	9.6
3	14	16.9
4	19	22.9
5	37	44.6
Total	83	100.00

Source: Researcher, 2020

The respondents were asked to state whether their university alumni associations had set mission statement and express their opinions in a Likert scale. Only 3 (3.6%) strongly disputed the existence of a vision, 5 (6%) disagreed, 11 (13.3%) moderately agreed, 17 (20.5%) agreed while 47 (56.6%) strongly agreed. the existence of a mission statement had a mean of 4.102 and a standard deviation of 1.240.

Table 4. 6: Existence of a mission statement

Response	Frequency	Percent %
1	3	3.6
2	5	6.0
3	11	13.3
4	17	20.5
5	47	56.6
Total	83	100.00

Source: Researcher, 2020

The researcher also sought to establish the existence of both short-term and long-term goals of the university alumni associations. The findings are given in table 4.7 below.

Table 4. 7: Goal setting

Statement	N	Mean	SD
The association has set short term goals	83	3.100	1.213
The association has set long term goals	83	3.682	1.433

Source: Researcher, 2020

From the findings it is evident that most associations had both long-term and short-term goals. However, most participants (mean of 3.682 and SD 1.433) were aware of long-term goals than short terms goals whose mean was 3.100 and SD 1.213.

4.4. 2 Team Work and Collaboration Strategies

The researcher also sought to establish the utilization of teamwork and collaboration strategies within the university alumni associations. The respondents were asked to rank the level of their perception of the existence of partnership, teamwork, support, group works and collaborations. The results are given in table 4.8.

Table 4. 8: Team work and collaboration strategies used in the associations

Statement	N	Mean	SD
The association support team working experience	83	2.173	1.333
The association has set partnership among members	83	2.655	1.002
The association support members collaboration experiences	83	3.268	1.399
The association leadership encourage group working programs	83	3.688	1.068

Source: Researcher, 2020

From the findings, it is evident that most of the university alumni associations failed to support team work and partnership as depicted by means of 2.173 (SD = 1.333) and 2.655 (SD = 1.002). The two means are below reasonable positivity according to the thumb rule, implying that most respondents disagreed with the statements. However, most respondents weakly agreed with the statement that the associations supported collaboration among members (mean of 3.268, SD = 1.399) and that the leadership encouraged group working programs (mean 3.688, SD = 1.068).

4.4.3 Ethical, Moral and Supportive Leadership Strategies

The ethical, moral and supportive leadership strategies' existence in the alumni associations was studied. Table 4.9 gives a summary of the statements posted to the respondents and their responses.

Table 4. 9: Ethical, Moral and Supportive Leadership Strategies

Statement	N	Mean	SD
The association leadership encourage honesty and transparency	83	4.081	1.242
The association leadership encourage fair practices	83	3.983	1.199
The association leadership encourage moral activities	83	4.352	1.334
The association leadership encourage ethical programs	83	4.000	0.985
The association leadership is supportive to the members	83	3.277	1.407

Source: Researcher, 2020

The findings indicate that most of the associations' leadership encouraged honesty and transparency (mean 4.081, SD = 1.242). Likewise, most associations' leaderships encourage morality as well as ethics in their activities (Mean 4.352, SD = 1.334 and mean 4.000, SD = 0.985 respectively). However, some respondents had reservations on the use of fair practices and support to members by the association leadership, mean of 3.983 and 3.277 respectively. Generally, the means above 3.277, on the ethical, moral and supportive leadership indicate most respondents agreed that such practices were present in the associations.

4.4.4 Strategic Thinking Practices

On the issue of strategic thinking, the respondents were asked to rate their associations in terms of innovation and creativity, flexibility, membership growth and learning, and environmental scanning and analysis. The respondents agreed that there existed flexibility plans (mean of 3.004, SD = 1.005), strongly agreed that there existed growth and learning of members (mean of 4.167, SD = 1.283) and agreed that there was flexible decision making and problem-solving practices (mean of 3.561, SD = 1.439). However, the respondents disputed the existence of innovation and creativity (mean of 2.489, SD = 1.420) and environmental scanning and analysis (mean of 2.100, SD = 0.931).

Table 4. 10: Strategic Thinking Practices

Statement	N	Mean	SD
The association leadership encourages innovation and creativity	83	2.489	1.420
The association leadership encourages flexible plans	83	3.004	1.005
The association leadership encourages growth and learning of members	83	4.167	1.283
The association leadership encourages environmental scanning and analysis	83	2.100	0.931
The association leadership encourages flexible decision making and problem solving	83	3.561	1.439

Source: Researcher, 2020

A summary of the strategies used by the associations is given in table 4.11 below;

Table 4. 11: Summary of the Strategic Leadership Strategies

Aspect	Mean	SD	CV
Setting strategic goals and objectives	3.80	1.25	0.36
Team Work and Collaboration Strategies	3.13	1.33	0.39
Ethical, Moral and Supportive Leadership Strategies	3.96	1.29	0.42
Strategic thinking	3.17	1.07	0.31

Source: Researcher, 2020

4.5 Strategic Leadership Strategies and Performance of the Association

4.5.1 Strategic Leadership Strategies and Achievement of Set Goals

The researcher sought to establish the relationship between leadership strategies and achievement of the association goals and objectives by finding out if the associations' vision, mission and long term and short-term goals were achieved. The respondents agreed that the mission and the vision of the associations had been achieved to some extent (mean 3.555, SD = 1.143 and mean 3.228, SD = 1.083 respectively). However, they only weakly agreed that the associations had achieved their short-term and long-term goals due to strategic leadership (mean 2.981, SD = 1.329 and mean 2.790, SD = 1.111 respectively).

Table 4. 12: Strategic Leadership Strategies and Achievement of Set Goals

Statement	N	Mean	SD
The association strategic leadership has led to achievement of its vision	83	3.555	1.143
The association strategic leadership has led to achievement of its mission	83	3.228	1.083
The association strategic leadership has led to achievement of its short-term goals	83	2.981	1.329
The association strategic leadership has led to achievement of its long-term goals	83	2.790	1.111

Source: Researcher, 2020

4.5.2 Strategic Leadership Strategies and Learning and Growth

The researcher also sought to establish the relationship between leadership strategies and learning and growth of university alumni associations and its members by finding out if the strategies have led to the development of new skills among members, increased mentoring of the members, enhanced career growth and increased networking among members. The respondents strongly agreed that the strategies used by the associations have enhanced networking, mentoring and career growth of the members (mean 4.333, SD = 0.879, mean 4.322, SD = 0.994 and mean 4.037, SD = 1.502 respectively). However, they also agreed that the associations strategic leadership had led to development of new skills among its members (mean 3.111, SD = 1.083). Table 4.13 gives the summary of these findings.

Table 4. 13: Strategic Leadership Strategies and Learning and Growth

Statement	N	Mean	SD
The association strategic leadership has led to new skills among members	83	3.111	1.083
The association strategic leadership has led to mentoring among members	83	4.322	0.994
The association strategic leadership has led career growth of members	83	4.037	1.502
The association strategic leadership has led to members accessing new networking opportunities	83	4.333	0.879

Source: Researcher, 2020

4.5.3 Strategic Leadership Strategies and Efficiency of Operations

Finally, the researcher looked at how strategic leadership affected association efficiency in terms of operations of the association. The points of consideration include smooth running of university alumni associations, fair practices and innovation and flexibility in their programs. A good number of respondents disagreed that there existed fair practices and equal opportunities for the members (mean 2.467, SD = 1.143). Likewise, the respondents slightly agreed that there exists innovative practices and flexibility in the associations (mean 2.690, SD = 1.352). Most of the respondents agreed that there

were fewer problems and that the associations were run smoothly (mean 3.689 and 3.998 and SD = 1.200 and 0.896 respectively).

Table 4. 14: Strategic Leadership Strategies and Efficiency of Operations

Statement	N	Mean	SD
The association strategic leadership has led to smooth running of the group	83	3.689	1.200
The association strategic leadership has led to members enjoying equal and fair practices	83	2.467	1.143
The association strategic leadership has led to few problems in the association	83	3.998	0.896
The association strategic leadership has led to innovative and flexible operations	83	2.690	1.352

Source: Researcher, 2020

4.6 Regression Analysis

The objective of the study, which was to determine how strategic leadership affects performance of University Alumni Associations in Kenya aimed to establish the link between strategic leadership and performance of the university alumni associations in Kenya. This relationship was established through a regression model adopted by the researcher;

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4 + \dots + c + B_3$$

Where Y= Association Performance

a = constant terms

b = coefficients

X₁= Setting long-long term goals, Strategic Mission and Vision

X₂=Team Work and Collaboration Practices

X₃= Ethical, Moral and Supportive Leadership

X₄= Strategic Environmental Analysis

X₅= Creativity, Innovation and Strategic Thinking Practices

X₆= Flexible Decision Making and Problem-Solving

B₃=Error Factors

Table 4. 15: Regression Statistics

Regression Statistics					
Multiple R	0.6800				
R ²	0.6863				
Adjusted R ²	0.4606				
Standard Error	0.3423				
Observations	83				
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	9.3742	3.0443	22.3670	0.0000
Residual	79	10.6674	0.1535		
Total	83	20.0416			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Constant	0.5000	0.2478	2.2771	0.0300	
Goals and objectives	0.2734	0.0673	5.2635	0.0010	
Team work and Collaboration	0.2119	0.0338	5.1244	0.0018	
Ethical, moral and supportive leadership	0.2863	0.0621	2.7840	0.0013	
Strategic thinking	0.1966	0.0345	3.1721	0.0060	

Source: Researcher, 2020

The regression analysis above shows that all the four independent variables have a positive effect on the performance of the university alumni associations. The constant term of 0.5000 which was statistically significant at $t = 2.2771$ and $p = 0.0300$ is utilized. The equation for the regression therefore is;

$$Y = 0.50 + 0.2734 x_1 + 0.2119 x_2 + 0.2863 x_3 + 0.1966x_4 + \dots + B_3$$

The regression analysis above shows that a unit increase in the implementation of the association goals and objectives led to an increase in performance by 0.2734 in the organization. However, a unit increase in teamwork and collaboration increases the performance of the association by 0.2119. Likewise, a unit increase in the

implementation of ethical, moral and supportive leadership leads to an increase in performance by 0.2863. Finally, a unit increase of strategic thinking by the association leadership increased its performance by 0.1966. With an R-square of 0.686 it can be argued that there is a considerable strong association between strategic leadership and performance of University Alumni Associations in Kenya.

4.7 Discussions

This chapter aimed at presenting the findings and analyzing such findings for the study which sought to establish the effect of strategic leadership on performance of university alumni associations in Kenya. The findings have shown that the university alumni associations utilized four main leadership strategies that include the implementation of set goals and objectives, team work and collaboration, ethical, moral and supportive leadership, and strategic thinking. All these aspects had a mean greater than 3.13 on the Likert scale, implying that most respondents noted their use in their respective associations.

The regression analysis conducted has revealed that strategic leadership practices certainly impact positively the performance of the associations. This finding is in tandem with Ilyas, Munir and Sobarsyah (2017) who found out that efficient strategic leadership practices help organizations to improve their performance by improving their competitive advantage as well as Obunga, Marangu, and Masungu (2015) who established that strategic leadership practices positively impacted the performance of SACCOs. Likewise, effective leadership strategies not only impact performance but promote sustainable performance. This is in line with Mukhezakule and Tefera (2019) findings that illustrated that strategic leadership promotes sustainable organizational performance and this acts as a critical role in the survival of the organisation. This can be extrapolated that effective strategic leadership will not only increase performance but will also enhance sustainability of the alumni associations.

Generally, the findings here show that proper implementation of leadership strategies positively influences the performance of the university alumni associations. It should however be noted that the performance of these alumni associations has been affected by poor innovative practices and lack of adequate fair practices and equality implementation strategies. Therefore, the leadership of these associations should consider revising their innovative practices and also ensure that all members enjoy the benefits of the association equally and fairly.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the study. It also highlights the conclusions and recommendations adopted after analysis of the data. The section also provides the limitation of the study and suggestions for other scholars to use in their desired future studies. All the summaries and recommendations provided in this section are in line with the study objective which was to determine how strategic leadership affects performance of University Alumni Associations in Kenya.

5.2 Summary of the Study Findings

The aim of this study was to determine how strategic leadership affects performance of University Alumni Associations in Kenya. The study data was collected among 90 managers of University Alumni Associations in Kenya. The study managed to achieve a 92.2% response rate since 83 responses were achieved. From the data gathered, it was evident that University Alumni Associations in Kenya include different members such as the secretariat (executive directors, administrators, accountants and marketing officers), members of the executive committees (chairperson, vice chairperson, secretary, deputy secretary, treasurer, and organizing secretaries) as well as the general staff and regular members of the organizations who are students and former students of the University.

The study found out that 52% of the members of the University Alumni Associations in Kenya are males while 48% are females. The average range of the executive members of the University Alumni Associations in Kenya is 36 years and above at 42% and majority of them have Masters Degree at 65%. This means that majority of the active executive members of the university alumni are holders of postgraduate degrees; especially the Master's degree and they have worked with the association for about 6 years and above.

The study also found out that the University Alumni Associations in Kenya have adopted strategic leadership practices to improve their performance in terms of achievement of the set goals and objectives, promotion of teamwork and collaboration, as well as the adoption of ethical, moral and supportive leadership, and strategic thinking practices. The study found out that setting strategic goals and objectives is

part of strategic practices adopted by the University Alumni Associations in Kenya. The University Alumni Associations in Kenya have vision and mission statements that guide their operations and activities. The findings also indicate that most of the associations had both long-term and short-term goals.

The study also found out that the majority of the University Alumni Associations in Kenya have adopted teamwork and collaboration strategies within their operations. This led to stable partnership, teamwork, support, group works and collaborations within the University Alumni Associations in Kenya. It was also evident that the University Alumni Associations in Kenya management have adopted ethical, moral and supportive leadership plans to promote transparency, fair and ethical or moral activities among their members.

Moreover, the findings indicated that the University Alumni Associations in Kenya management have adopted strategic thinking plans in their operations. This led to high-innovation and creativity, flexibility, membership growth and learning, as well as effective environmental scanning and analysis of their operations. The study noted that University Alumni Associations in Kenya management use strategic thinking models to improve their flexible decision making and problem-solving skills. From the findings, it was evident that there is a positive relationship between leadership strategies and achievement of the alumni association performance. This is because the adoption of strategic management practices led to setting of goals and objectives, vision and mission of the firms. Adoption of the strategic leadership strategies also led to new learning and growth of the association members. The study also found out that adoption of strategic leadership promoted efficiency in terms of operations of the alumni associations. This led to smooth running of the alumni associations, fair practices as well as innovation and flexibility in their programs.

5.3 Conclusion

The study concluded that there is a positive relationship between strategic leadership and performance of University Alumni Associations in Kenya. This is because it was evident that the adoption of strategic leadership strategies such as setting of goals and objectives, mission and vision as well as promotion of teamwork and collaboration promoted the performance of alumni associations. The study also noted that adoption

of strategic leadership strategies such as ethical, moral and supportive leadership, and strategic thinking practices promoted the performance of the University Alumni Associations in Kenya. Strategic leadership practices were associated with setting of long-term and short-term goals of the associations.

The study also concluded that the University Alumni Associations in Kenya have adopted teamwork and collaboration strategies within their operations and this led to stable partnership and support group working relationship among the members. The University Alumni Associations in Kenya also adopted ethical, moral and supportive leadership plans to promote transparency, fair and ethical or moral activities among their members. It is important that similar organizations adopt strategic leadership to promote their performance.

The study also concluded that the University Alumni Associations in Kenya management have adopted strategic thinking plans in their operations. This led to high-innovation and creativity, flexibility, membership growth and learning, as well as effective environmental scanning and analysis of their operations. The study noted that University Alumni Associations in Kenya management use strategic thinking models to improve their flexible decision making and problem-solving skills.

The study also concluded that there is a positive relationship between strategic leadership strategies and achievement of the association performance. This is because the adoption of strategic management practices led to setting of goals and objectives, vision and mission of the firms. Adoption of the strategic leadership strategies also led to new learning and growth of the association members. The performance of the associations also improved in terms of efficiency of operations and flexibility in the programs and it was concluded that there is a positive relationship between strategic leadership strategies and performance of University Alumni Associations in Kenya.

5.4 Recommendations of the Study

This research study mainly evaluated the effect of strategic leadership on performance of University Alumni Associations in Kenya and found out a positive correlation. Hence, the study recommends to the management of University Alumni Associations in Kenya to adopt strategic leadership practices in their major operations. This will help

them to achieve teamwork and collaboration as well as setting of their goals and achievement of ethical practices.

The study also recommends the need for the organizations, especially top management of associations to adopt ethical and moral practices in their operations. The organizations should also adopt strategic thinking and value innovation in their practices. This is because ethical, moral as well as supportive leadership and strategic thinking practices are associated with transparency, fair practices and setting of flexible goals and objectives.

Moreover, the study recommends that organizations should adopt strategic thinking and strategic leadership practices when dealing with members from different socio-economic groups in the society. This will help them to promote their innovations as well as creativity and flexibility in their operations. Additionally, the study also recommends that organizations should adopt plans that will allow their membership growth and learning, as well as effective environmental scanning and analysis of their operations to avoid conflicts with their stakeholders. Members should be accorded mentorship and coaching programs to enhance their skills and experiences and feel to be part of the associations. This can be achieved through the adoption of effective strategic leadership strategies by the associations.

5.5 Limitations of the Study

This research study face another of limitations. For example, data was limited to managers and top leaders of the University Alumni Associations in Kenya. Additionally, some respondents were extremely busy and gathering data was a challenge because of their busy schedules. However, the researcher managed to organize for online meetings and sending of questionnaires through their emails. Although some respondents were not willing to share their strategic plans, the researcher reassured them that the study data was only meant for academic purposes.

5.6 Suggestions for Further Research

This study's focus was on determination of how strategic leadership affects performance of University Alumni Associations in Kenya. However, future researchers should focus on the analysis of the relationship between strategic leadership and

members' satisfaction among University Alumni Associations in Kenya. This will help to attract new members and develop their skills. Importantly, future studies should consider analyzing the effects of strategic leadership on the financial performance of University Alumni Associations in Kenya. This is because the current study focused on organizational performance in general.

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APPENDICES

Appendix I: Questionnaire

This questionnaire is designed to gather information on the effect of strategic leadership on performance of University Alumni Associations in Kenya. The study is being carried out for a research project in partial fulfillment of the requirements for the award of degree of Master of Business Administration (MBA) at the University of Nairobi. The information induced from this questionnaire will be treated with utter confidentiality and solely for purposes of academic work.

SECTION A: GENERAL INFORMATION

Kindly fill all the questions by ticking in the boxes provided.

1. Name of University Alumni Association

2. Position in the organization?

- a) Board of Directors
- b) Middle level Management
- c) General Staff
- d) Senior Management
- e) Chairman
- f) Others Specify.....

Age

- a) 20– 25
- b) 26 – 30
- c) 31– 35
- d) Above 36 years

Gender

- a) Male
- b) Female

Highest level of education

- a) Diploma []
- b) Bachelors []
- c) Masters []
- d) Doctorate []
- e) Other (Please specify)_____

For how long have you worked in this organization?

- a) 0-5 years [] b) 6-10 years []
- c) 11-15 years [] d) 16 years and above []

SECTION B: Strategic Leadership Strategies

Indicate your level of agreement with the following statements related to the association between strategic leadership strategies to increase their performance of your association. Use the scale: 1: Strongly Disagree 2: Disagree 3: Moderate 4: Agree 5: Strongly Agree

Statements	1	2	3	4	5
Settings Strategic Goals and Objectives					
The association has set vision statement					
The association has set mission statement					
The association has set short term goals					
The association has set long term goals					
The association has set core values					
Team Work and Collaboration					
The association support team working experience					
The association has set partnership among members					
The association support members collaboration experiences					
The association leadership encourage group working programs					
Ethical, Moral and Supportive Leadership					
The association leadership encourage honesty and transparency					

The association leadership encourage fair practices					
The association leadership encourage moral activities					
The association leadership encourage ethical programs					
The association leadership is supportive to the members					
The association leadership is supportive of organizational culture					
Strategic Thinking					
The association leadership encourages innovation and creativity					
The association leadership encourages flexible plans					
The association leadership encourages growth and learning of members					
The association leadership encourages environmental scanning and analysis					
Flexible decision Making					
The association leadership encourages flexible decision making					
The association leadership offers alternative solutions to emerging problems					
The association leadership encourages new ideas objectively					

SECTION C: Performance of University Alumni Associations

To what extent has each of the following strategic leadership strategies improved the performance of your association

Statements	1	2	3	4	5
Achievement of Set Goals					
The association strategic leadership has led to achievement of its vision					
The association strategic leadership has led to achievement of its mission					

The association strategic leadership has led to achievement of its short-term goals					
The association strategic leadership has led to achievement of its long-term goals					
The association strategic leadership has led to achievement of its core values					
Learning and Growth					
The association strategic leadership has led to new skills among members					
The association strategic leadership has led to mentoring among members					
The association strategic leadership has led career growth of members					
The association strategic leadership has led to members accessing new networking opportunities					
Efficiency of Operations					
The association strategic leadership has led to smooth running of the group					
The association strategic leadership has led to members enjoying equal and fair practices					
The association strategic leadership has led to fewer operational problems in the firm					
The association strategic leadership has led to attraction of new members					
The association strategic leadership has led to growth in funding opportunities					
The association strategic leadership has led to innovative and flexible operations					