

## EFFECT OF THE RELATIONSHIP BETWEEN LEADERSHIP AND STRATEGIC MANAGEMENT IN BUSINESS GROWTH AND DEVELOPMENT IN SOUTH SUDAN. A CROSS-SECTIONAL STUDY.

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### Abstract

#### Background

This study aims to document the effect of the relationship between leadership and strategic management in business growth and development in South Sudan. Leadership has a significant impact on the strategic management process. Especially it helps to determine the vision and mission of the organization. Further, it facilitates the organization to execute effective strategies to achieve that vision. The study reveals that leadership and strategic management serve as a link between the soul and the body of an organization. Therefore, this study seeks to assess the effect of the relationship between leadership and strategic management in business growth and development in South Sudan.

#### Methodology

The study design was cross-sectional with both qualitative and quantitative approaches employed. The study was conducted in Juba County, Central Equatorial State.

#### Results

The relationship between leadership and strategic management in business growth and development in South Sudan scores, most people in Juba like quick money indicating respondents agreed that youth love for quick money is one of the roles of Leadership and management that it plays in Organizations and businesses in South Sudan to ensure quality training of the employees, limited organizations and business training institutions, most employers do not consider quality education, and most jobs in Juba are taken by foreigners

#### Conclusion

Findings revealed that most of the respondents indicated low levels of education, high taxes, high Government expenditure on unnecessary things, expensive operational costs, expensive necessities like electricity, and poor subsidies given to Businesses and organizations indicating that Leadership and management had not done to the expectations.

#### Recommendation

The government must be transparent. Transparency can be ensured through clear and simple criteria for evaluating taxes, clearly defined competitive tax subsidy incentives, well-defined institutional responsibilities, adequate monitoring and supervision of the leadership and management in Organizations and businesses

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#### Background of the study

Since the mid-1980s a growing body of leadership research has focused on strategic leadership, in contrast to managerial and visionary leadership. It focused on how top leadership makes decisions in the short term that guarantee the long-term viability of the organization. The best-performing organizations are consciously strategic in their leadership planning. These top leaders also can align human resources in an effective way directly to the business strategy (House & Aditya, 1997). Global megatrends are leading to increasing levels of complexity, dynamism, and uncertainty in the corporate environment (MSc\_KJ\_Möller.Pdf, n.d.). In an uncertain economy, organizations need effective strategies that will enable them to thrive (2002\_annual\_report.Pdf, n.d.). Traditional leadership approaches have been rendered

insufficient by the rapid changes in the knowledge economy ((PDF) *The Role of Knowledge Management in Building Client Relationships*, n.d.). Businesses need to practice systemic innovation in this fast-changing, knowledge-driven global business landscape to remain competitive ((PDF) *The Wheel of Business Model Reinvention: How to Reshape Your Business Model to Leapfrog Competitors*, n.d.).

Over time the leader's capability is therefore shaped by the top team's quality as well as with the capabilities of the full organization. These can either provide invaluable support for the changes a leader wants to make or render those changes possible. Hence the best leaders pay great attention to the design of the elements around them. They articulate a lucid sense of purpose, create effective leadership teams, prioritize and sequence their initiatives carefully, redesign organization structures to make good

execution easier, and most importantly, integrate all these tactics into one coherent strategy. This design of strategic leadership is, therefore, an integrated group of practices that build an organization's capacity for change and ability to perform. To develop and maintain this capacity, four critical elements need to be integrated: the commitment to the organization's purpose, the makeup of the top management team, the capabilities and motivation of people throughout the organization, and a sequence of well-chosen strategic initiatives that can take the organization forward further argue that: "A rapidly changing world has created a society craving for speed and action. Without effective strategic leadership, the probability that an organization can achieve superior, or even satisfactory, performance when confronting the challenges of the global economy will be greatly reduced (Serfontein & Hough, 2011). Therefore, the objective of this study is to assess the effect of the relationship between leadership and strategic management in business growth and development in South Sudan.

## Methodology

### Research Design

The study design was cross-sectional and both qualitative and quantitative approaches will be employed to gain an in-depth understanding of the impact of leadership and strategic management on an organization's growth and development in Juba County

### Study Setting

The study was conducted in Juba County, Central Equatorial State where the majority of the Organizations and businesses are located

### Sample Selection and Sampling Procedure

Four pajamas were considered and each formed a stratum to come up with a representative sample. Convenience sampling was used in each Payam to select 30 respondents. This type of sampling was deemed more appropriate given that the respondents would spread apart and therefore it enabled the researcher to come up with a representative sample. The researcher used convenience sampling because it allows the researcher to obtain basic data and trends regarding the study without the complications of using a randomized sample. This sampling technique is also useful in documenting that a particular quality of a substance or phenomenon occurs within a given sample which is very useful for detecting relationships among different phenomena.

### Primary data collection

The primary data collection was explored and the originality of data through gathering information relevant to the study. The data was obtained from respondents at Juba Express Money Transfer Worldwide Limited in Juba County by use of questionnaires and interview manuals. The researcher gathered data from the respondents which were the primary concern of this survey design approach.

## Research instruments

### Questionnaire

The questionnaire was chosen because of its ability to reduce any bias and the collection of authentic data important for data analysis. The researcher used both closed-ended and open-ended questionnaires aiming at testing the impact of leadership and strategic management on an organization's growth and development in South Sudan. Perceptions and Beliefs also were sought on a five-point Likert Scale, five being the highest (Banyenzaki, 2008).

### Key Informative Interviews

Structured questions and open-ended statements were used by the researcher in trying to interview respondents in Juba Express Money Transfer Worldwide Limited Juba County.

### Ethical Consideration

Before embarking on the data collection process, the researcher obtained an introductory letter from Kampala University. This letter was then presented to the Juba Express Money Transfer Worldwide Limited. After getting clearance from Juba Express Money Transfer Worldwide Limited, the researcher obtained informed consent from the respondents and informed them about the purpose of the study. The data was aggregated to avoid having data being related to an individual, questionnaires were destroyed after data analysis.

### Validity

To ensure the validity and reliability of the instrument, the researcher employed the expert judgment method. After constructing the questionnaire, the researcher contacted experts in this area to go through it to ensure that the instrument was clear, relevant, specific, and logically arranged. Also, a pre-test was conducted to test and improve the reliability and validity of the instrument.

A formula for Lawshe was used to measure the validity of research, as indicated below:

$$CVR = (n - N/2) / (N/2)$$

CVR= Content Validity Ratio, n= number of respondents indicating "essential", N total number of respondents. However, the content validity ratio was 0.82

### Reliability

Inter-rater reliability was employed. Here the research assistants were used to do content analysis for the researcher. To calculate this kind of reliability, the researcher reported the percentage of agreement on the same subject between his raters and that of the assistants. However, half of the test, instrument, or survey, was used to analyze half as if it as the whole thing. Then comparisons of these results were taken with the overall analysis.

Cronbach method was used to measure the validity of research using the alpha option in a numerical coefficient of reliability. The computation of alpha will be based on the reliability of a test relative to other tests with the same number of items and measuring the same construct of

interest. The alpha coefficient ranges in value from 0 to 1 was used to describe the reliability of factors extracted from the study (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (that is, rating scale: 4 = strongly agree, 0 = strongly disagree). The higher the score, the more reliable the generated scale. 0.5 was used for the acceptability of the reliability coefficient.

**Data Analysis**

The data was coded, edited, and analyzed using a rating scale especially the Likert type as follows:

SD- Strongly disagreed (0 Points)

D – Disagreed (1 Points)

U – Undecided (2 Points)

A –Agreed (3 Points)

SA – Strongly Agreed (4 Points)

The scores obtained by the respondents on questionnaire items were weighted to get their mean.

Weighted scores refer to the respondent’s scores against each questionnaire item multiplied by the scores under each Likert scale point. The products were added together in each column to find out the average (mean) using the

number of respondents involved. The mean (average) obtained is interpreted as follows:

**Interpretation Scale**

0.0-0.9 = SD

1.0-1.58 =D

1.59-2.00 = U

2.01-2.7 =A

2.80-4.00 = SA

This was further used to interpret the respondent's view on each questionnaire item and the findings of the impact of leadership and strategic management on an organization’s growth and development in South Sudan

**Result**

This chapter presents the findings based on the objectives of the study: To examine the impact of leadership and strategic management in an organization’s growth and development of Organizations and businesses in South Sudan and to determine whether leadership and strategic Management in organizations and business adoption and implementation have made a positive impact in South Sudan.

**Table 1: Gender by respondent distribution**

Respondents demographics		Frequency	Percent%
Gender (N=132)	Male	69	52.27
	Female	63	47.73
Total		<b>132</b>	<b>100.0</b>

*Source: Primary Data*

Table 1 shows the gender demographics of the study. Out of a total of 132 respondents, 52.27% were males and 47.73% of the respondents were females respectively.

**Table 2: Marital status of the respondents**

Respondents demographics		Frequency	Percent%
Gender (N=132)	Married	70	53.03
	Single	62	46.97
	Total	<b>132</b>	<b>100.0</b>

*Source: Primary Data*

**Table 2 shows the marital status of the respondents who participated in the study. Out of a total of 132 participants, 70% were married and 62% were single.**

**Table 3: Education Level of Respondents**

Respondents demographics		Frequency	Percent%
Educational level (N=132)	Certificate	39	29.55
	Diploma	51	38.64
	Graduate	24	18.18
	Masters	18	13.64
	Total	<b>132</b>	<b>100.0</b>

*Source: Primary Data*

Table 3 shows the education levels of respondents who participated in the study. Out of a total of 132 participants, 38.64% of the respondents were diploma grandaunts, 29.55% of the respondents were certificate holders, 18%

of the participants were degree holders and 13% of the participants were at master level respectively. This research finding shows that most of the respondents were educated and knowledgeable. Therefore they could read

and understand the questionnaire. This meant that they were in a position to self-administer the questionnaires. This greatly reduced the problem of ignorant respondents and the language barrier.

**The relationship between leadership and strategic management in business growth and development in South Sudan.**

**Table 4: Showing the Respondents' Views on the relationship between leadership and strategic management in business growth and development in South Sudan using Weighted Scores**

S/N	Items	4	3	2	1	0	Total	Mean	Interpretation	
		SA	A	D	SD	U				N
1	There are few Organizations/business training institutes in Juba	23	35	49	21	04	132	316	2.4	D
2	Most employers do not consider the quality of employees	22	33	48	23	06	132	306	2.3	D
3	Most of the salaries paid to employees cannot meet their basic needs.	19	24	46	29	14	132	269	2.0	D
4	There is no job security in most Banks.	21	31	49	18	13	132	287	2.1	D
5	Most employees are not given capacity building.	34	36	21	18	23	132	304	2.3	D
6	Most people in Juba like quick money.	56	47	20	05	04	132	410	3.1	A
7	Most jobs in Juba are taken by foreigners.	18	23	51	36	04	132	279	2.1	D
8	Most of the people in Juba lack the skills to perform at work.	20	31	48	29	04	132	298	2.2	D

Noted: 2) The relationship between leadership and strategic management in business growth and development in South Sudan was based on mean scores measured on a Likert-type scale from 1 to 5 (0= not sure, 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree) (2) N= 132

Table 4 above reports the relationship between leadership and strategic management in business growth and development in South Sudan scores, most people in Juba like quick money (3.1) indicating that respondents agreed that youth love for quick money is one of the roles of Leadership and management that it plays in Organizations and businesses in South Sudan to ensure quality training of the employees while, limited organization's and business training institutions (2.4), most employers do not consider quality education (2.1), most jobs in Juba are taken by foreigners

**Discussion**

Findings revealed that most of the respondents indicated that low levels of education, high taxes, high Government expenditure on unnecessary things, expensive operational costs, expensive necessities like electricity, and poor subsidies given to Businesses and organizations were the main causes of poor Leadership and strategic management at Juba Express Money Transfer Worldwide Limited Juba County, this indicates that leadership and strategic management in an organization's growth and development had not done to the expectations.

**Conclusion**

Findings revealed that most of the respondents indicated that low levels of education, high taxes, high Government expenditure on unnecessary things, expensive operational costs, expensive necessities like electricity, and poor subsidies given to Businesses and organizations were the main causes of poor performance at Juba Express Money Transfer Worldwide Limited Juba, this indicates that Leadership and management had not done to the expectations. Below are the limitations of this study.

Confidentiality and data sensitivity: some respondents may decline to give information for fear of releasing personal and confidential information.

Time constraints: The problem a raised by the respondents who do not have the researcher's time to attend to interviews and even fill in the questionnaires. This led to limited information from the respondents.

Despite the above challenges, information was gathered by convincing the respondents that the research would be purely used for academics for the Masters of Business Administration (MBA) Degree.

**Limitation of the Study**

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### Recommendation

The government must be transparent. Transparency can be ensured through clear and simple criteria for evaluating taxes, clearly defined competitive tax subsidy incentives, well-defined institutional responsibilities, and adequate monitoring and supervision of the leadership and management in Organizations and businesses

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### Conflict of interest

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