

# Factors Affecting Integration Strategic Planning & Leadership Effectiveness on Organizational Performance: A Case of Ambo University Guder Campus

**Dejene Debebe Kibret**

Business and Economics School, Ambo University, Ambo, Ethiopia

**Email address:**

Dejenedebebe50@gmail.com

**To cite this article:**

Dejene Debebe Kibret. Factors Affecting Integration Strategic Planning & Leadership Effectiveness on Organizational Performance: A Case of Ambo University Guder Campus. *Advances in Sciences and Humanities*. Vol. 7, No. 4, 2021, pp. 112-125. doi: 10.11648/j.ash.20210704.12

**Received:** August 3, 2021; **Accepted:** October 19, 2021; **Published:** November 23, 2021

---

**Abstract:** Factors affecting integration of strategic planning and leadership effectiveness on organization performance. A case of Ambo University Guder Campus. They was identify gap which are planning fails when it doesn't support from top management and represent calculation style of management not commitment style participate people in journey and spoils. Many good ideas die before having a chance to be tested. Development and approval of innovations would shepherd new ideas through the long and tedious review and approval process in organizations. This study was using mixed research approach. Sampling technique used by simple random sampling. Sample sizes of 270 respondents chosen, distributed questionnaires and interview. Data analyze by STATA 13. Findings exposed that; strategic implementation, strategic monitoring, resource based strategy, governance body, financial management, employee empowerment affects creativity and innovation performance positively. It was also exposed that the strategic planning committee, inter-institutional linkages, community connection affects negatively whereas communication strategies has a positive statistically insignificant. They concluded that there are troubles opposite an organization while implementing strategic planning and leadership effectiveness. Based on the study it is suggested that campus need to develop their strategic monitoring, implementation, participation with community connection, maintain and planned based on campus resource strategy, organize strategic planning committee members based on experience and knowledge, governance body accomplish based on procedure and regulation of an organization, to perform all-embracing employee empowerment (awareness) establishment programs to modernize and effective maximize regularity of financial management.

**Keywords:** Creativity and Innovation, Strategic Planning, Leadership Effectiveness, Guder Campus, Ethiopia

---

## 1. Introduction

An educational institution was operating inside a legislative framework set down by national or state parliaments. Highly centralized systems have a tendency to be bureaucratic and this allows little discretion to schools and local communities. Decentralized systems devolve significant powers to subordinate levels and institutional level; speak self-management [33]. Strategic planning was a visionary process that results long-range and comprehensive strategic directions for the future to progress institutions' goals on behalf of service to students and the community [3]. Strategic planning was a multifaceted procedure that takes an organization into uncharted territory through a journey and offers a structure for addressing questions and solving

problems [11].

Strategic planning is very vital aspect of organizational development in achieving set goals and recommends that universities and other corporate organizations alike, should engage in strategic planning in order to enhance corporate performance [27]. Public universities should seek to sponsor teaching and non teaching staffs, delegate responsibility, appoints employees on administrative posts based on management experience and encourage teamwork and communication by reorganizing the structures thus enhanced efficiency and effectiveness [24].

Leadership effectiveness is the successful exercise of personal influence attempts by one or more people that result in accomplish organizational objectives matching with a mission while earning the universal approval of their

constituency's stakeholders in the case of civil society organizations [5]. Strategic planning was practiced as a continuous discipline in which plans are constantly under review or development, and goals are revised periodically and distributed widely across the campus. Conceptually, a gap still exists between the formulation and implementation of goals [32].

The teachers and leaders think that an initiative is inappropriate for their students; they are unlikely to implement it with enthusiasm. Successful management requires a clear link between aims, strategy and operational management [33]. Effective leadership promotes a positive organizational culture and builds professional learning community knowledge, reflects on their practice and generates new idea's leader to lead the development of the curriculum [26]. The educational leader is supported and leads for progress accomplishment of the educational program and evaluation and planning cycle.

Leaders help organizations achieve creativity by stimulating, challenging and freeing employees to produce fresh solutions to problems. Stimulating leaders ask questions that cause their followers to think freely and creates challenges that make work in the organization imaginative [10]. The vision and strategic goals of leadership determine an organization actively nurtures creativity where everyone can participate fully and achieve professional and personal growth in the pursuit of a common vision [12].

To succeed of unstable environment, organizations need to have people who are oriented toward learning and continuous improvement. Leader's helps at all levels to create favorable conditions for learning and innovation. Recruit talented, creative people and empower them to be innovative [12]. Therefore, strategic plan and leadership effectiveness on organizational performance can be affected by different factors. This the researcher declares that; identify factors affecting strategic plan and leadership effectiveness on organizational performance from those; this paper focused on strategic planning and leadership effectiveness of organizational performance a case of higher public institution in Guder Mamo Mezemir Campus.

### **1.1. Statement Problem**

Today's worldwide; planning fails when it doesn't support from top management and represent calculation style of management not commitment style participate people in journey and spoils strategies thinking causing managers to confuse real vision with the manipulation of numbers allies at the hearts of the issue, most successful strategies are vision not plans [13]. Strategic plans are developed who is a senior management does follow process to achieve task, effort wasted in creating reams of paper and a planning group complete for their respective areas. It doesn't understand what a strategic plan is actually designed to provide and process to communicate and build throughout the organization [41]. Many strategic plans fail to achieve desired outcomes in the implementation phase. Every educator remembers a time when a research-based program failed to achieve its intended

outcomes due to a lack of implementation fidelity, time, resources, support, or professional development [7].

There are managerial problems continue despite changes in personnel that tend to be issue- based rather than people-based, and they look success for one organizational department interpreted failure for another department. Some potential problems are associated with organizational performance such as intuitive judgments for high absenteeism and turnover rates, low employee satisfaction and R&D factors can be underlying causes financial problems and declining performance [11]. Community forum discuss citizens problems and issues and agree on the future direction of their community. This realization helps citizens focus on problem solving versus focusing blame within the community [31].

Many good ideas die before having a chance to be tested because impossible to gain approval in an organization where traditionally doing things are favored and no good process to deter- mine the value of new ideas. Development and approval of innovations would shepherd new ideas through the long and tedious review and approval process in organizations [12].

A leadership style influence on mobilization of colleagues in a consensual, collective effort to achieve the organization's vision. This mobilization may also involve some real managerial constraints [5].

According to Ambo university has faced low staff's linkage between administrative with academic staff and insufficient follow-up monitor to accomplish employee participate and mobilize organization commitment ongoing basis strategies. There is need have established budgets controls and communicate, review schedules including discuss employee goals and share progress monthly meetings. This study was, therefore; undertaken to bridge given by creativity and innovation gap through factors affecting integration of strategic plan and leadership effectiveness which analysis organize performance by taking the case of higher educational institution through answering the following research question.

### **1.2. Research Question**

- a) What are factors that affect institutional effectiveness of Leadership on performance?
- b) What are factors that affect implementation of Strategic planning on performance?

### **1.3. Research Objective**

#### **1.3.1. General Objective**

To identify factors affecting integration of strategic planning and leadership effectiveness on organizational Performance higher public institution.

#### **1.3.2. The Specifics Objective**

- a) To identify factors that affects institutional effectiveness of Leadership on performance.
- b) To identify factors that affects implementation of Strategic planning on performance.

### 1.4. Significance of the Study

This study is examination of higher public institution; hence the findings of the study were believed to be primarily significant to the administrative and academic staff in order to improve performances that descend under strategic plan and leadership effectiveness. It is comprehensible creativity and innovation on organizational performances; it helps to fulfill community needs. Hence, this thesis indicate ways that the institution was give some possible insights to identify implementation of strategic plan to achieve the desire common vision of organization, improve organizational performance those by measuring leadership effectiveness. Finally, the findings were also helped to empower employee and participating community development from time to time take corrective action for their deficiency.

### 1.5. Limitation of the Study

In progress study was conducted higher public institution in case of Ambo University. Specifically enough and consistent information was used survey protection. The resources owed, material and punctuality of respondent for the study was not enough to accomplish. However, the investigator exerted the greatest endeavor to obtain data collection for use of the study.

## 2. Review Literature

### 2.1. Definition of Strategic Plan and Leadership Effectiveness

Leadership is about aligning people with the vision, inspiring them, motivating them, and providing effective communication. Management relates to the processes that keep an organization functioning, such as planning, budgeting, defining roles, and resourcing and measuring performance (Garis et al., 2018). Strategic planning was frequently positioned as vital for clarifying future directions in universities, they provided a rational basis for decision-making, establishing priorities, and improving organizational performance [37].

### 2.2. Theoretical View

#### 2.2.1. Visionary Leadership Style

Visionary Leader is a dreamer and organizational culture to the success and long-term viability of the organization. They are capable to connect with people in an intuitive and emphatic way, and they change how people believe about what is achievable. They create excitement in the organization. They are proactive and creative: they believe their decisions make a difference organizations and environment. They seek to shape the future and invest in human capital and innovation to achieve this. The Visionary Leader focuses much on the future; they do not pay close enough attention to the operational and shorter term management of the business [15].

#### 2.2.2. Strategic Leadership Style

Strategic leadership incorporated into the ongoing

collaborative work for each university becomes a center of leadership, initiative, and strategic decision-making. It is a vision of the best possibilities to create educational value and institutional advantage for the future. The vision has been widely internalized, and leadership is a transparent process and creates a mechanism of governance, forms of authority and administrative systems to do its work [32]. Strategic leadership was intensifying focus on student learning. Long simmering changes in the methods of teaching and learning to have taken form as a self-conscious movement. It systematically unites power with purpose, vision with action, shared values with shared governance, and narratives of identity with administrative systems [32].

#### 2.2.3. Managerial Leader Style

The Managerial Leader does not have time to dream and focuses more on the day-to-day and overtime they build an in-depth understanding of their part of the business. They tend to interact with people in a formalized impersonal way, where the role is more relevant than the person filling it. Managerial Leadership is critical to the effective running of the organization; there is more emphasis on financial and operational issues focus on innovation and creativity. This means that over time, the competitiveness of the organization erodes [15]. Managers are largely confined to implementing policies and decisions at higher levels in bureaucracy during centralized systems, leaders at self-managing schools have substantial responsibility for budgets, staff and external relations, interpretation and implementation of prescribed curriculum. They have more opportunities for innovation than leaders working within a tightly constrained centralized framework [33].

### 2.3. Determinants of Strategic Planning and Leadership Effectiveness

#### 2.3.1. Strategic Planning and Performance

The strategic plan is a written document that sets out the specific values, mission, goals, priorities, and tactics that an organization will use to ensure good performance. It identifies gaps in the organization's performance and suggests ways to close these gaps [4]. Distribute annual reports alignment with the strategic plan are four goal areas one each around academic achievement, the teaching and learning environment, communication, and resource management can create efficient reorganization measure that utilizes existing communication sources to accomplish an additional aim [7].

#### (i) Communication Strategy

Communications strategy provides employees with timely, cost effective and accurate information, who's positively; influence an organization to maintain employee productivity and morale as well as overcome resistance to change. They identifying key stakeholders for effective communications efforts and channels, transmitting message content staff's and follow-up monitor plan can accomplish employee participate educates to generate awareness [36]. Communications are coordinating people effort to work toward the same goals

within an organization. Effective communication helps people grasp issues, build rapport with coworkers, and achieve consensus [43].

#### **(ii) Strategic Planning Committee**

Formal leader or convener, inevitably the input of each member, as influenced by others through discussion and decision making along the way, results in the group as a whole creating a plan no one could have managed alone. Thus, the planning committee effectively leads the larger organization when its work is done [5]. Planning committee is to ensure the approval and launching of the master plan and long-term interests of as a whole is taken into account in policies and decisions of the institution, in so far as planning and highways issues are concerned. They also monitor, update and report progress of the current strategic plan and delegates work plan activities developed from the approved strategic plan. The Committee visits the application site and those premises from which a visual inspection of the proposals is considered essential to gain an understanding of the physical issues involved and that in notifying the owner (s) of the site to be visited.

#### **(iii) Strategies Monitoring**

A strategic plan is only as effective as its implementation, and successful implementation requires proactive strategic monitoring. Administrators should develop a monitoring approach that includes detailed timelines and progress reports linked to school improvement, individual goals, and metric tracking [7].

Organizational monitoring are clarify program objectives which link activities /collect routine data to those objectives for setting performance targets and feed results directly to those responsible to improve performance. The organization has a performance-monitoring framework, learns lessons from monitoring and makes changes as a result [4]. An organization was responsibility for monitoring progress reporting and setting organizational objectives across all department levels [25]. They have indicators to measure progress toward organizational objectives on a regular basis.

#### **(iv) Strategy Implementation**

Strategy implementation is performance measurement and management exercise, where translate strategies into key performance indicators that cascade further down in the organization [21]. Organizations decide to develop a detailed implementation plan that outlines specifically how staff will implement the strategic plan in day-to-day work, while others maintain a high-level action plan. Implementation plans often include the following: Specific programs, timeline for completion and a measurement plan, accountable for each activity, and interventions that will be implemented to address each objective [25]. They identify the factors that influence strategy development and implementation. Key factors are as creation of activity plan for strategy implementation; regular overview of the strategic plans; making strategy accessible to employees and motivation of management to cascade the tasks that influence efficient strategy implementation process

(Arturs Zepa and Leonids Ribickis, 2015).

#### **(v) Resource-Based Strategy**

Resources is a source of organizational capabilities and capabilities are a source of core competency, which is the basis of competitive advantage and intangible resources are superior and more potential as a source of core competency than tangible resources [29]. Tangible resources are resources that can be seen, touched, and quantified such as company's property, factory, equipment, and even cash. Intangible resources are resources that are hard to see, touch, or quantify such as knowledge and skills of employees, a firm's reputation, and a firm's culture.

School management is quite clear and adequate with the vision, mission, and objectives of the school. The school resources affect the school implementation strategy and competitive advantage of excellence [29]. The resource-based view (RBV) is one of the most influential theories for explaining a firm's sustained competitive advantage (SCA). Its basic idea is that firms can attain an SCA when they possess and control service becomes equally valuable, rare, and inimitable assets and have an organization in place that is handle resources, and structural performance, will determine its success [20].

#### **2.3.2. Leadership Effectiveness and Performances**

Principles of leadership effectiveness are:-build a collective vision, mission, and set of values that help people focus on their contributions; establish a fearless communication environment that encourages accurate and honest feedback and self-disclosure; make information readily available; demonstrate resourcefulness and the willingness to learn; create an environment that stimulates extraordinary performance [5]. Leadership can be effect at an organizational level to be sure; improving organizational effectiveness often the key driver behind such as customer satisfaction, relationship with suppliers, organizational culture and innovation (Bolden, 2004).

#### **(i) Employee Empowerment**

Employee empowerment is a kind of motivational strategy which gives the employees a sense of satisfaction towards their job and organization. Employees are satisfied with the various factors such as employee trainings, self development programmers, employee meetings, employee participation in the various activities and consideration of their ideas and opinion [28].

Mistakes should be managed by the employee with the excellence of innovation and creativity. The leadership style established bureaucratic in nature which was a great threat to empowerment programmes. Learning is new skills for gain new perspective to individuals; it leads to identify new ways for quality improvement and innovations. Management can de-motivate workers while making autocratic decision [17].

#### **(ii) Community Connection**

Higher education institutions are establishing institutionalization of community service and civic

engagement initiatives and students have increased their participation in community-based work. Community of Promise can access the extensive resource base of colleges and universities to strengthen its competencies such as campus facilities for meetings, research, volunteer centers, training and consulting projects [8].

A resilient community must ensure that its critical infrastructure and warning systems are sufficiently robust to minimize the harm to its people, property and the environment [23]. Claiming management has lost sight of its unique role in the community and wants a clear understanding of public perceptions of the institution. They develop new programs that are better serve to the community and improve community relationships. They are not convinced the institution needs to establish new programs as much as it needs to support its existing programs [6]. Leaders can be the most significant impact if they represent the culture of the community. Effective leaders need to know what the local culture really is [31].

### **(iii) Governance Body**

The board assesses organization's initiatives for supportable and meet development goals nationally and regionally. Then also organization is responding appropriately trends of fields within the wider environment and meeting the needs serves. A charter provides an adequate framework for carrying out the mission of the organization and for dealing with external challenges to the organization. Governing body responds appropriately to an important environmental trends and influences social, political, or economic [4]. It has become necessary to create an appropriate legal framework ensure that higher institutions give due attention and priority to nationally prioritized areas and lay governance system of transparency, equity and accountability (Proclamation No. 51 (1)/2019).

### **(iv) Inter-institutional Linkages**

Institutional linkages with strategic importance to organization can result in a healthy exchange of approaches and resources (including knowledge and expertise). Organization has linkages with potential collaborators and collegian bodies, potential funders. Linkages help an organization keep up with advances in pertinent fields and give an organization access to wide-ranging sources of up-to-date information within each area of organization's work and [4]. Linkages are spread and diffusion stocks of knowledge which synergies further through creative duplication and accumulation into new stocks of knowledge. Where linking with multinationals has figured strongly leveraging has had a strong influence on upgrading [30].

Ethiopian institutions of higher education (AIHE) have contributed to the agricultural sector through training high-level professional competence of agricultural graduates, enhancement of indigenous research capability, and generation and dissemination of technologies [16]. University-industry linkages support mechanisms developed by the management of the university can be translated from organizational level to the individual level and thereby can encourage and foster effective

technology and knowledge transfer [19].

### **(v) Financial Management**

Organization's financial management ensures that directors and managers have the information they need to make decisions about financial plan and budget resources, manage cash, do accounting, and provide financial reporting. Financial accountability of an organization's has appropriate checks and balances and that both internal and external professionals oversee the care organization's assets for prerequisite of external trust [4]. There are leader performance dimensions such as; managing personnel resources and managing material resources, include leadership activities involved in the actual implementation of developed plans and solutions under one's command. Leaders are also responsible for training and developing the personnel resources under their command [42].

Universities have been hiring non-academic staff almost as fast as student numbers increase and may be playing an employment generation role for the surrounding community. In the process, they overlook opportunities for cost-savings and work performance improvement. The permanent employment of large numbers of non-academic staff is costly and inefficient for Ethiopian universities [18].

## **2.4. Measure of Organizational Performance**

Creativity has examined the stage of idea generation, whereas innovation studies have commonly the latter phase of idea implementation (Neil Anderson, 2014). Leaders successfully encourage organizational creativity and innovation by designing the organization to foster an environment that is conducive for creativity to flourish and for diversity to thrive. Leaders were building friendly and inclusive working conditions for members of organization. Consequently, organizational leaders must respect, value and harness the richness of ideas, backgrounds and perspectives of every employee. They also allow their unique personal assets and experiences to work for an organization [10].

Leaders work together with different experiences, knowledge, and perspectives which creatively solve local problems. The idea is to bring people for new and innovative ways to bring about change [10]. A leader should support entrepreneurial activity and facilitate employees to find the time to follow their ideas for new products and processes. A new knowledge management system is more successful when employees are encouraged to input relevant information system appropriate [12]. To meet ever-evolving customer needs and expectations, organizations must innovate and find more and more new ways to meet those needs.

## **2.5. Strategic Plan and Leadership in Ethiopian University**

Ethiopia presently faces the enormous challenge of creating a more comprehensive and efficient educational system amid rapid population growth. To compensate for the lack of qualified personnel in Ethiopia, Ethiopia's imperial government imported teachers, administrators, and education advisers from countries like France and Egypt [40]. The size and scope of public universities in Ethiopia varies

significantly, but majorities are multi-disciplinary institutions that offer undergraduate and graduate programs while concentrating on providing mass education rather than research.

Leaders were appointed among those trained as leaders with experiences in teaching. Seniority and competencies were major criteria in addition to leadership and management training for selection and appointment of education leaders. There were system of incentives or motivational schemes in the form of bonus pays and loans system for leaders [45]. Strengthening the higher educational sector in Ethiopia is vital because a well-educated population is the motor for Ethiopia's social and economic development. In order to meet this challenge, the public universities across Ethiopia are building up leadership and management capacities under the stewardship of the Higher Education Strategy Centre (HESC), supported by an international consortium [34]. This support may include: training courses, advisory services, networking, and access to a pool of international and local experts, exposure visits.

## 2.6. Empirical Evidence

Employee empowerment is giving a certain degree of employee's autonomy and responsibility for taking decision regarding their specific organizational goals. These are a kind of motivational strategy which gives the employees a sense of satisfaction towards their job and organization [28]. They identify training needs and improved in order to bring the highest satisfaction in their learning.

An academic institution needs rapidly changing internal and external environments by design appropriate strategic plans and

effective implementation of their preferred strategies. The stakeholders' participation in the process of strategic planning was found to be below; less emphasis was given to critically assessing their still changing external environment while planning; preferred communicating strategies and activities to both academic and administrative staff was found to be minimal and ineffective; there was also lack of adequate monitoring, follow up and feedback systems [1].

Strategic implementations are formulated vision and mission of the company in business plan. Strategic management, strategy formulation and its implementation are important tools for its future development and maintaining competitiveness of an organization. Strategy is an effective way of basic factor for company future success [22].

Practical leadership education the future will present, managers need to enhance their competence for making leadership decisions. These decisions affect all issues in strategy formulation, and implementation, for organizations and organizational units. Learners can develop and improve leadership-in management decision-making by applying establishment of direction (vision and goals), development and improvement of individual and stakeholder competence, and the strengthening of an achievement-oriented climate that is satisfying for all stakeholders [29].

## 2.7. Conceptual Framework

Conceptual frame work explains the main things to be studied, the key factors and the assumed relationship among them. The framework depicts strategic plan and effectiveness of leadership as influenced by variables below lists (Figure 1).

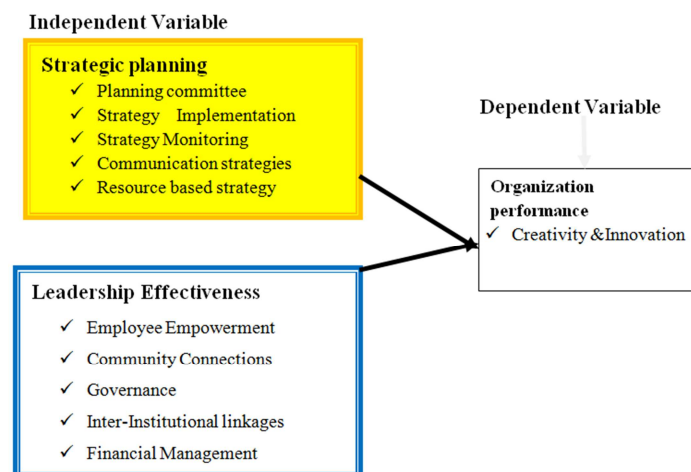


Figure 1. Conceptual frame work from Literature review, 2021.

## 3. Material and Method

### 3.1. Research Design

Research Design is a design for collection of measurement and analysis of data. Longitudinal research designs were patterns of change and establish the direction of same sample

over time that makes repeated observations and magnitude of causal relationships. Measurements are taken on each variable over two or more distinct time periods and change in variables over time [46]. A design of research is good or not, it is judged by standards such as the degree of accuracy attainable on the level of relevant evidence sought and made logically visualizing its practicability [38].

### 3.2. Population

A population is any entire collection of people, animals, plants

or things from which we may collect data. In order to make any generalizations about a population, a sample, that is meant to be representative of the population, is often studied [46].

*Table 1. Total Population.*

Type of Branch Campus	Ambo University		Total
	Administrative Staff	Academics Staff	
Guder Mamo Mezemir Campus	535	214	749

Source data: Guder Campus Human Resource administrative and Development (2021)

### 3.3. Sampling Technique

Sampling is the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. Sampling technique instead of every unit of the universe only a part of the universe is studied and the conclusions are drawn on that basis for the entire universe [46]. A simple random sample is one in which each element of the population has an equal and independent chance of being included in the sample i.e. a sample selected by randomization method [42].

### 3.4. Sample Size Determination

According to Yamane [44] provides a simplified formula for proportions to calculate sample sizes. This formula was used to calculate the sample sizes which interpret according to the researcher that where  $n$  is the sample size,  $N$  is the population size, and  $e$  is the level of precision.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{749}{1+749(0.05)^2} = 260.7$$

$$Y = X\beta_1 + X\beta_2 + X\beta_3 + X\beta_4 + X\beta_5 + X\beta_6 + X\beta_7 + X\beta_8 + X\beta_9 + e \quad (1)$$

$$CI = XPC + XSI + XSM + XCS + XEP + XCC + XGOV + XIIL + XFM + XRBS + e \quad (2)$$

Independent Variable

- $\beta_1$ =(SPC) Planning committee
- $\beta_2$ =(SI) Strategy Implementation
- $\beta_3$ =(SM) Strategy Monitoring
- $\beta_4$ =(CS) Communication strategies
- $\beta_5$ =(EP) Employee Empowerment
- $\beta_6$ =(CC) Community Connections
- $\beta_7$ =(GB) Governance Body
- $\beta_8$ =(IIL) Inter-Institutional linkages
- $\beta_9$ =(FM) Financial Management
- $\beta_{10}$ =(RBS) Resource Based strategy

Dependent Variable

$$Y = (CI) \text{ Creativity \&Innovation}$$

### 3.7. Operationalization and Measurement of Variable

*Table 2. Operational Measurement of independent and dependent variables of study.*

Independent Variables	Symbol	Categorical	Unit Measurement	Expected outcome (+/-)
Resource based strategy	RBS	Scale	Likert-type scale (strongly disagree, Disagree, Neutral, Agree, strongly agree)	+
Strategic planning committee	SPC	Scale	Likert-type scale	+
Strategic monitoring	SM	Scale	Likert-type scale	+
Communication strategies	CS	Scale	Likert-type scale	+

Independent Variables	Symbol	Categorical	Unit Measurement	Expected outcome (+/-)
Strategic implementation	SI	Scale	Likert-type scale (very low, low, fair, high, very high)	+/-
Financial management	FM	Scale	Likert-type scale	+
Governance Body	GB	Scale	Likert-type scale	-
Community connection	CC			
Employee Empowerment				
Inter-institutional linkages				
Dependent Variables			Measures	Expected outcome (+/-)
Creativity and Innovation	CI	Continuous	Likert-type scale	+/-

Source: Own literature review (2019)

## 4. Result and Discussion

### 4.1. Respondent File

Respondent file whose participates in survey was exposed 301 questionnaires which were issued, 270 questionnaires were come back entirely fulfilled instead of 90.1%, while 31 questionnaire instead of 9.9% was not come back questionnaires distributed.

*Table 3. Shows reply file.*

NO	Questionnaire	Frequency	Percent
	Distributed	301	100%
1	come back	270	90.1%
2	Non- come back	31	9.9%

Source: Field assessment, July, 2021

### 4.2. Assumption of Classical Multiple Linear Regression Models

#### 4.2.1. Mean Error Term

The average value of the errors is zero. Mean value of the dependent variable,  $\hat{y}$ , will not be equal to the mean of the fitted values from the model (Brooks, 2008).

```
. summarize CI,detail
```

CI				
Percentiles				
		Smallest		
1%	1	1		
5%	1	1		
10%	1	1	Obs	270
25%	2	1	Sum of Wgt.	270
50%	3		Mean	2.844444
		Largest	Std. Dev.	1.113397
75%	4	5		
90%	4	5	Variance	1.239653
95%	4	5	Skewness	-.2735239
99%	5	5	Kurtosis	1.953021

*Figure 2. Mean Error Term.*



```
. vif
```

Variable	VIF	1/VIF
SI	4.53	0.220673
CC	2.95	0.339277
IIL	2.77	0.360903
SM	2.20	0.455292
SPC	2.06	0.485905
CS	2.05	0.488337
EM	1.96	0.510006
RBS	1.60	0.624907
GB	1.60	0.625683
FM	1.45	0.691201
Mean VIF	2.32	

Figure 3. Multicollinearity.

#### 4.2.2. Multicollinearity

When  $R^2$  are close to one which are cause  $\text{Var}(\beta)$  to be large:  $\text{Var}(\beta) \rightarrow \infty$ . High correlation between two or more

```
. hettest
```

```
Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of CI

chi2(1)          =      1.39
Prob > chi2       =      0.2378
```

Figure 4. Heteroskedasticity.

The results show that chi-square getting presents are small and variances of the errors are constant. This implies that there is no evidence of heteroskedasticity detection and the homoscedasticity assumptions of the model have been met.

#### 4.2.4. Autocorrelation

If covariance between the errors terms over time or cross-sectional on the type of data was zero are called uncorrelated with one another. If the errors are not uncorrelated with another, they are 'auto correlated' or serially correlated (Brooks, 2008). DW test statistic is approximately equal to  $2(1 - \rho)$ . Since  $\rho$  is a correlation, it implies that  $-1 \leq \rho \leq 1$ . If  $\rho = 1$ ,  $DW = 0$ ; this are perfect positive autocorrelation in the residuals [2].

#### 4.2.5. Normal Distribution

Skewness measures the extent to which a distribution is not symmetric about its mean value and kurtosis measures how far the tails of the distribution are. If the residuals are normally distributed, the histogram should be bell-shaped

independent variables is called multicollinearity. Also they setting a cutoff value for VIF above 10 were concluding multicollinearity is a problem [47]. Perfect multicollinearity occurs when there is an exact relationship between two or more variables. They are observed only when the same explanatory variable is inadvertently used twice in a regression [2].

The results show that Mean VIF of independent variables is 2.32 below cut off the value of VIF. This implies that there is no exact relationship between variable.

#### 4.2.3. Heteroskedasticity

Breusch-Pagan / Cook-Weisberg test null hypothesis of error variances are equal versus the alternative error variances which are a multiplicative function of one or more variables. The alternative hypothesis was states that the error variances increase (or decrease) as the predicted values of Y increase. A large chi-square would indicate that heteroskedasticity was present [35]. The variance of the errors is constant,  $\sigma^2$  known as homoscedasticity. If error haven't constant variances known heteroscedastic. Their mean value is roughly constant; their variance is increasing systematical [2].

and the Bera-Jarque statistic would not be significant [2].

#### 4.3. Factor Analysis

Factor analysis is concerned with the covariance or correlations between a set of observed variables can be explained in terms of a smaller number of unobservable latent variables. Consequently, the partial correlations between any pair of observed variables, given the values of the common factors, should be approximately zero. They involves a number of common factors that describe correlations between observed variables, and estimating how each factor is related to observed variable (factor loadings) and trying to simplify the initial solution by the process (factor rotation) [39].

#### 4.4. Correlation Analysis

Correlation is measured whether the relationship is positive or negative and the strength of relationship. They are most popular correlation coefficients are spearman's rank correlation. There is strong non linear relationship between

the variables/ uncorrelated; r is close to 0 or even 0. When present is a negative correlation between two variables, as the significance of one variable increases, the significance of the

other variable decreases. When there is a positive correlation between two variables, as the value of one variable increases, the value of the other variable also increases [46].

```
. spearman CI RBS FM EM IIL GB CC SM CS SI SPC, pw
(obs=270)
```

	CI	RBS	FM	EM	IIL	GB	CC	SM	CS	SI	SPC
CI	1.0000										
RBS	0.4767	1.0000									
FM	0.3152	0.3256	1.0000								
EM	0.3472	0.2255	0.4332	1.0000							
IIL	0.1895	0.3497	0.4337	0.6110	1.0000						
GB	0.5224	0.3701	0.1605	0.2001	0.0108	1.0000					
CC	0.3159	0.3315	0.1214	0.2468	0.3700	0.2577	1.0000				
SM	0.4383	0.3861	0.1222	0.1967	0.3334	0.3580	0.5413	1.0000			
CS	0.2573	0.4077	-0.0617	-0.0912	0.2268	0.0776	0.5207	0.5508	1.0000		
SI	0.4994	0.4671	0.3399	0.4959	0.6316	0.3309	0.7837	0.5862	0.4210	1.0000	
SPC	0.1120	0.2698	0.3663	0.5397	0.6626	-0.0896	0.0973	0.2796	0.0532	0.3421	1.0000

**Figure 5. Correlation Analysis.**

The condensed study result of spearman's rank correlation also illustrates the strength of the relation between creativity and innovation with positive (resource based strategy, financial management, employee empowerment, governance

body, community connection, strategy monitoring, communication strategy and strategy implementation) and strong non linear relationship closely to zero (employee Inter institutional linkages, strategic planning committee).

#### 4.5. Regression Analysis

```
. regress CI RBS FM EM IIL GB CC SM CS SI SPC
```

Source	SS	df	MS	Number of obs = 270		
Model	169.772984	10	16.9772984	F( 10, 259) = 26.86		
Residual	163.693683	259	.632021941	Prob > F = 0.0000		
Total	333.466667	269	1.23965304	R-squared = 0.5091		
				Adj R-squared = 0.4902		
				Root MSE = .795		

CI	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
RBS	.1990433	.0511775	3.89	0.000	.0982664	.2998203
FM	.1917989	.0670539	2.86	0.005	.0597587	.3238391
EM	.3204284	.0725073	4.42	0.000	.1776496	.4632072
IIL	-.220683	.0774445	-2.85	0.005	-.373184	-.0681819
GB	.1601162	.0416661	3.84	0.000	.0780688	.2421636
CC	-.1680741	.0589594	-2.85	0.005	-.284175	-.0519733
SM	.1896024	.0677794	2.80	0.006	.0561334	.3230713
CS	.066875	.0566092	1.18	0.239	-.0445979	.178348
SI	.350036	.0975374	3.59	0.000	.1579686	.5421033
SPC	-.1414931	.0481314	-2.94	0.004	-.2362717	-.0467144
_cons	.1967264	.2203241	0.89	0.373	-.2371281	.630581

Source: Stata regression output

**Figure 6. Multiple regression coefficients.**

## 4.6. Discussion of the Findings

### 4.6.1. Implementation of Strategic Planning

#### (i) Resources Based Strategy

Resources based strategy are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.000) and  $t$ -ratio of 2.89 greater than 2 was significant. This implies that implementation of strategic planning brings one unit changes in Resources based strategy than it is now, this will result 0.199 units or 19.9% changes the creativity and innovation of an organization. The institution still needs to identify the gap knowledge; skills and behaviors of employees through integrate, builds, and reconfigure internal and external competences for future success.

*"An organization are needs setting precedence to distribute budgets, harmonizing resource management strategies with intangible asset, suitable scheduling and share of assets timely." (Participants 21 male, 2 female).*

#### (ii) Communication Strategy

Communication strategy are positively related with creativity and innovation and most statistically insignificant ( $p$ -value=0.239) and  $t$ -ratio of 1.18 less than 2 was insignificant. This implies that implementation of strategic planning brings one unit changes in communication strategy than it is now, this will result 0.066 or 6% changes creativity and innovation. Institutions were serious mobilizes employee commitment and awareness to achieve organization strategies and maintain employee morale and overcome resistance to change.

#### (iii) Strategy Implementation

Strategy implementation are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.000) and  $t$ -ratio of 3.59 greater than 2 was significant. This implies that implementation of strategic planning brings one unit changes in strategy implementation than it is now, this will result 0.35 or 35% changes creativity and innovation. The leaders are not individually implementing strategy enough to effectively. There is an incentive given to employees to motivate strategic implement.

#### (iv) Strategic Planning Committee

Strategic planning committee are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.004) and  $t$ -ratio of 2.94 greater than 2 was significant. This implies that implementation of strategic planning brings one unit changes in strategy planning committee than it is now, this will result 0.141 or 14.1% changes creativity and innovation. The Committee members should be not gives strategic orientation and discusses brutal facts to employees. They don't invest time and effort to do new ideas and share to employee of an organization.

#### (v) Strategy Monitoring

Strategic monitoring are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.006) and  $t$ -ratio of 2.8 greater than 2 was

significant. This implies that implementation of strategic planning brings one unit changes in strategy monitoring than it is now, this will result 0.189 or 18.9% changes creativity and innovation. The Leaders and employees would not responsible to use area of quality improvement process and KPIs to accomplishing organizational objectives across all department levels.

### 4.6.2. Institutional Effectiveness of Leadership

#### (i) Financial Management

Financial Management are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.005) and  $t$ -ratio of 2.86 greater than 2 was significant. This implies that institutional effectiveness of leadership brings one unit changes in financial management than it is now, this will results 0.191 or 19.1% changes creativity and innovation. Governing body needed have involved in financial planning and monitoring on organizational financial performance on regular basis. There is no establishment of committee to oversee financial issues as well as an auditor satisfied with the financial managers' controls of cash and assets.

#### (ii) Employee Empowerment

Employment empowerment are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.000) and  $t$ -ratio of 4.42 greater than 2 was significant. This implies that institutional effectiveness of leadership brings one unit changes in employment empowerment than it is now, this will result 0.32 or 32% changes creativity and innovation. There is no employee empowerment program to developed individuals for quality improvement and innovations. In the case of management; they are totally no problem solving and de-motivate employees to get the right of learning new skills.

*"An organization are not encourage team spirit by consolidating the educational development army integrating both academics and support staff." (Participants 21 male, 2 female).*

#### (iii) Inter-institutional Linkage

Inter-institutional linkages are positively related with creativity and innovation and most statistically significant ( $p$ -value=0.000) and  $t$ -ratio of 4.42 greater than 2 was significant. This implies that institutional effectiveness of leadership brings one unit changes in inter-institutional linkages than it is now, this will result 0.32 or 32% changes creativity and innovation. Organization has formal and informal linkages with like-minded organizations, but they are not contributing efficiently to the organization's goals and mission. These external stakeholders given training and research activities to management team but not individual level as results no new ideas or a resource exists.

*"I think that in my campus inter-institutional linkages less networking to diversify fund sources for research output, products and services. It needs on strategic issues and perform regular external visits to create innovative*

*international collaborations. They are not initiating and promoting joint academic programmes, student and staff exchange as well as joint research and community development works.” (Participants 21 male, 2 female).*

#### (iv) **Governors Body**

Governors body linkages are positively related with creativity and innovation and most statistically significant ( $p\text{-value}=0.000$ ) and  $t\text{-ratio}$  of 4.42 greater than 2 was significant. This implies that institutional effectiveness of leadership brings one unit changes in governor's body than it is now, this will result 0.32 or 32% changes creativity and innovation. Governing structure are not clarifies; inequity allocation of command and resources among employee; operates ineffectively to supports external and internal environments to identify with forces affecting the efficiently organization's direction. Management is applying disparities in participation between administrative staff.

*“I think that in my campus governing structure represent based on not only knowledge but we put friendly relationship such as wedding. There is a need of knowledge of management and universal thinking as well as list and chain of command. Campus governance wills not responsibilities to do open and transparent discussion forums; communicating and enforcing procedures, policies, guidelines, rules and regulations of an organization.” (Participants 21 male, 2 female).*

#### (v) **Community Connection**

Community connection are positively related with creativity and innovation and most statistically significant ( $p\text{-value}=0.000$ ) and  $t\text{-ratio}$  of 4.42 greater than 2 was significant. This implies that institutional effectiveness of leadership brings one unit changes in community connection than it is now, this will result 0.32 or 32% changes creativity and innovation. Organization is giving little financial support to the community and participation like communal labour activities but community's was not interference in teaching and learning. As well as no commitment of indigenous knowledge mixing with technology transfer to community by outreach service and research area identification activities.

*“We think that in my campus community participated to know planning process and evaluate yearly planning report when management present. Campus would not ineffectively implement community based education.” (Participants 21 male, 2 female).*

## 5. Conclusions and Recommendation

The main objective of this study was factors affecting integration of strategic planning and leadership effectiveness on organization performance. Specific objectives were to identify factors that the implementation of strategic planning, identify factors that the effectiveness of leadership. Data was analyzed using factor analysis and multiple linear regressions method.

### 5.1. Conclusions

#### 5.1.1. Implementation of Strategic Planning

- 1) *Resources based strategy* are still needs to identify the gap knowledge; skills and behaviors of employees through integrate, builds, and reconfigure internal and external competences for future success.
- 2) *Communication strategy* were serious mobilizes employee commitment and awareness to achieve organization strategies and maintain employee morale and overcome resistance to change.
- 3) *Strategy implementation*: the leaders are not individually implementing strategy enough to effectively. There is an incentive given to employees to motivate strategic implement.
- 4) *Strategic planning committee* members should be not gives strategic Orientation and discusses brutal facts to employees. They don't invest time and effort to do new ideas and share to employee of an organization.
- 5) *Strategic monitoring*:-The Leaders and employees would not responsible to use area of quality improvement process and KPIs to accomplishing organizational objectives across all department levels.

#### 5.1.2. Institutional Effectiveness of Leadership

- 1) *Financial Management*:-Governing body needed have involved in financial planning and monitoring on organizational financial performance on regular basis. There is no establishment of committee to oversee financial issues as well as an auditor satisfied with the financial managers' controls of cash and assets.
- 2) *Employment empowerment*: There is no employee empowerment program to developed individuals for quality improvement and innovations. In the case management are total no problem solving and de-motivate employees to get the right of learning new skills.
- 3) *Inter-institutional linkages*: Organization has formal and informal linkages with like-minded organizations, but they are not contributing efficiently to the organization's goals and mission. These external stakeholders given training and research activities to management team but not individual level as results no new ideas or a resource exists.
- 4) *Governors body*: Governing structure are not clarifies; inequity among employee; operates ineffectively to supports external and internal environments to identify with forces affecting the efficiently organization's direction.
- 5) *Community connection*: Organization is giving little financial support to the community and Participation like communal labour activities but Community's not interference in teaching and learning. As well as no commitment of indigenous knowledge mixing with technology transfer to community by outreach service and research area identification activities.

## 5.2. Recommendation

That is the study put forward the next:

### 5.2.1. Implementation of Strategic Planning

- 1) Organization use dynamic capability to find resources that are valuable, financial resources shared, rare, individual technologies, production skills, difficult to imitate and can be exploited by the organization.
- 2) Organization has involves key stakeholders in communications efforts to maintain employee productivity through appropriate communication channel timely, honest with employees.
- 3) An organization leaders has been given financial incentives to encouraged the employees
- 4) Strategic committee of an organization should be incorporated based on knowledge of planning and compliance to invest the time and effort from orientation up to evaluation of strategic for future success.
- 5) Management of an organization focused area of quality improvement process and key performance indicators to measure employing working by monitoring progress and reporting.

### 5.2.2. Effectiveness of Leadership

- 1) Management of an organizational follow monthly and quarterly financial performance by assign competent committee of financial issues on regular basis.
- 2) Management of an organizational are making free from autocratic decision and trust to introduce empowerment as tool of decentralization and problem solving. It establish employee empowerment program such as Leadership training center in campus.
- 3) An organization use Institutional linkages adequately from regional and international organization mentorship and coaching through training and research activities.
- 4) An organization identify area of community grass roots level, community development, learning center, technology copying, technology development and incubation center for encourage community for effective door- to- door transfer.

## References

- [1] Assefa B. B. (2007). The Practice of Strategic Planning and Strategy Implementation in Public Universities of Ethiopia. Educational Planning. Vol. 22, No. 2.
- [2] Brooks Ch. (2008). Introductory Econometrics for Finance 2nd Edition: Published in the United States of America by Cambridge University Press, New York.
- [3] Central Ohio Technical College (2017). Strategic Planning & Budget Handbook. The Ohio State University: Newark. Pp. 07.
- [4] Charles Lusthaus, Marie-Helene Adrien, Gary Anderson, and Fred Garden. (1999). Enhancing Organizational Performance: International Development Research Centre, Canada.
- [5] Cooper, James Fenimore., and John Nirenberg (2004). Leadership Effectiveness.
- [6] Encyclopedia of Leadership. Ed. Thousand Oaks, CA: SAGE Publications, Inc., pp 845-54. SAGE Reference Online. Web. 30 Jan. 2012.
- [7] Eagle's Flight (2020). A Practical Guide to Leading Change.
- [8] ECRA (2016). Tools and Techniques for Successful Strategic Plan Implementation:- An ECRA Group White Paper, All Rights Reserved.
- [9] Elizabeth Hollander,(2004). Connecting Communities with Colleges & Universities. Strategies to Strengthen Local Promise Efforts Through Higher Education Involvement. Published by America's Promise: The Alliance for Youth.
- [10] Erica W. A. and Bruce E. P. (2006). Strategic Public Relations Management Planning and Managing Effective Communication Programs, 2nd Edition. Lawrence Erlbaum Associates, Publishers: Mahwah, New Jersey, London.
- [11] Emmanuel Agbor (2008). Creativity and Innovation: The Leadership Dynamics Journal of Strategic Leadership, Vol. 1 Iss. 1, 2008, pp. 39-45
- [12] Fred R. David and Forest R. David (2017). Strategic Management: Competitive Advantage Approach, concepts and cases, 16th Edition, England, Pearson education Ltd.
- [13] Gary Yukl (2013). Leadership in Organizations. eight edition: Pearson Education, Inc., publishing as Prentice Hall.
- [14] Henry Mintzberg (1994). The fall and Rise of Strategic planning: Harvard Business Review. Free Press and prentice Hall International. pg 107-109.
- [15] Herbert Sherman; Erwin R.; Susan M. Halfhill and John B. Washbush (2001). Practical leadership in management education for effective strategies in a rapidly changing world. Journal of Management Development. Vol. 20 No. 3, 2001, pp. 245-257.
- [16] James Redmond (2013). Strategy and the Importance of Strategic Leadership. By BBS, MBS, ACMA: Examiner Professional 2 Strategy & Leadership.
- [17] Kassa B. (2008). Linkage of Higher Education with Agricultural Research, Extension and Development in Ethiopia: Higher Education Policy, International Association of Universities 0952-8733/08 pp. (275-299) www.palgrave-journals.com/hep.
- [18] Keerthika R., Henry Edward Roy S., Karthikeyan G., REC, Chennai (2018). Employee Empowerment- Challenges and Strategies. IOSR Journal of Business and Management (IOSR-JBM). Volume 20, Issue 6. Ver. I. PP 54-57.
- [19] Kennedy Munyua Waweru, Sewale Abate, Guyo S. Huka, Shano M. Dawe, (2011). Financing of higher education in Africa: A case of Ethiopia public universities cost containment measures. Educational Research, ISSN: 2141-5161, Vol. 2 (4) pp. 1089-1093. Available online@ http://www.interesjournals.org/ER.
- [20] Korff, N. (2014). University-Industry Linkages: Benefitting from Experience. Industry & Higher Education, Vol 28, No 4, Pp 281-300.
- [21] Kraaijenbrink. J.(2011 ). Human Capital in the Resource-Based View. The Oxford Handbook of Human Capital.

- [22] Kurt Verweire (2018). The challenges of implementing strategy: Advances in Project Management Series: PM World Journal, Vol. VII, Issue V.
- [23] Mária Mišanková and Katarína Kočišová (2014). Strategic implementation as a part of strategic management. Contemporary Issues in Business, Management and Education: Procedia - Social and Behavioral Sciences 110 (2014) 861–870.
- [24] McAslan, Alastair (2011). Community Resilience: Understanding the Concept and its Application. A discussion paper by Director of the Torrens Resilience Institute, Adelaide, and Australia. ere are no sources in the current document.
- [25] Murugi. C. N. (2018). Strategic Management Practices and Change Implementation in Selected Public Universities in Kenya. International Academic Journal of Human Resource and Business Administration | Volume 3, Issue 4, pp. 124-149.
- [26] NACCHO (2011). Developing a Tribal Health Department Strategic Plan: A How-To Guide: [www.redstar1.org/resources](http://www.redstar1.org/resources) and [www.naccho.org/accreditation](http://www.naccho.org/accreditation).
- [27] NQS (2017). Leadership and management in education and care services: An analysis of the National Quality Standard, Occasional Paper 5.
- [28] OWOLABI,(2012). The Effects Of Strategic Planning On Corporate Performance In University Education: Babcock University, Kuwait Chapter of Arabian Journal of Business and Management Review, Vol. 2, No. 4.
- [29] P. Jaya Kumar & Prof. Dr. A. Ananda Kumar (2017). Employee Empowerment – An Empirical Study. Global Journal of Management and Business Research: A Administration and Management, Volume 17 Issue 4 Version 1.0, Online ISSN: 2249-4588 & Print ISSN: 0975-5853.
- [30] Rahayu. A, Suwatno, Suherman. A, and Yuliawati K. A, (2014). Analysis of Resources-based Education Management and Its' Effect on School advantage (Study on Vocation High School in the City and District of Bandung). International Journal of Education, Vol. 7 No. 2 pp 97-102.
- [31] Rasiah. R, (2011). Role of Institutions and Linkages in Learning and Innovation: International Journal of Institutions and Economies, Vol. 3, No. 2, pp. 165-172.
- [32] Rhonda Ph. and Robert H. P. (2009). An Introduction to Community Development (1st edition): Rutledge publisher, USA, Madison Ave, New York.
- [33] Richard L. Morrill, 2010. Strategic Leadership 1st edition: Integrating Strategy and Leadership in Colleges and Universities, Rowman & Little field Publishers, Inc. <http://www.rowmanlittlefield.com>.
- [34] Richard B. (2004). What is Leadership? Leadership South West Research Report 1. [www.leadershipsouthwest.com](http://www.leadershipsouthwest.com).
- [35] Richard Hawkins, (2014). Public Universities in Ethiopia Enhancing Leadership & Management Capacities. Higher Education Strategy Centre (HESC): Maastricht School of Management, International Centre for development oriented Research in Agriculture and the European Centre for Strategic Management of Universities.
- [36] Richard W. (2015). Heteroskedasticity Last revised: University of Notre Dame, <https://www3.nd.edu/~rwilliam/>.
- [37] Ryerson University (2011). Change Management Leadership Guide:-Canada, Toronto <https://www.ryerson.ca/content/dam/hr/manager-resources/docs/change-management-leadership-guide.pdf>. Pp. 15-17.
- [38] Simon P. Albon, Isabeau Iqbal, and Marion L. Pearson, (2016). Strategic planning in an Educational Development Centre: Motivation, Management, and Messiness. Strategic Planning in an Educational Development Centre: Collected Essays on Learning and Teaching, Vol. IX.
- [39] S. K. Singh (2006). Fundamental of Research Methodology and Statistics. New Delhi: New Age International Publishers Ltd.
- [40] Sabine L. and Brian S. Everitt (2004). A Handbook of Statistical Analyses using SPSS: Chapman & Hall/CRC Press LLC, Washington, D.C.
- [41] Stefan Trines,(2018). Education in Ethiopia. World Education New Review.
- [42] Stevens Maleka, (2015). Strategy Management and Strategic Planning Process (1st edition). South African Perspective. Pp. 16-17.
- [43] Stephen J. Zaccaro., Andrea L. Rittman., Michelle A. Marks (2001). Team leadership. The Leadership Quarterly 12 (2001) 451–483.
- [44] Talya Bauer and Berrin Erdogan, 2012. An Introduction to Organizational Behavior v. 1.1 (<http://2012books.lardbucket.org/>).
- [45] Taro Yamane (1967). Statistics, An Introductory Analysis, 2nd Ed., New York: Harper and Row.
- [46] Tirussew Te., Amare A., Jeilu Ou., Tassew W/ha., Aklilu D. and Berhannu A. (2018). Ethiopian Education Development Roadmap (2018-2030). Ministry of Education Education Strategy Center (ESC).
- [47] Vincze, Szilvia (2013). Research Methodology. Water Management: TÁMOP-4.1.2. A/1-11/1-2011-0009, Debrecen.
- [48] Wooldridge, J. (2012). Introductory Econometrics (5th edition): A modern Approach. South-Western College Publishing.