

Empirical Evidence of Organizational Strategy and the Performance of Faith-Based Organizations

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Effective implementation of organisational strategy is considered a major tool for facilitating firm performance and global competitiveness. However, most academic discussions and debates in existing literature have limited the discourse of strategy implementation in profit-oriented organisations, particularly in the Nigerian context. Therefore, this study explored the impact of the constructs of organisational strategy and performance of a faith-based organisations. A survey of 297 respondents constitute the population for this study. The research study is descriptive in nature, and it adopted a mixed method research design. A simple regression analysis was utilized for the analysis of the completed questionnaire. Also, thematic analysis was used to analyse the qualitative interview. The result shows that personality of the employees significantly influences member satisfaction. Therefore, this study recommends that faith-based organisations must ensure that their organisations consistently provide training for employees in order accommodate people irrespective of their peculiarities.

KEYWORDS

Faith-Based Organisation, Religion, Social Support, Strategy

INTRODUCTION

Good strategy is an essential factor required to facilitate favourable business outcomes in today's highly competitive business environment. Hence, implementation of strategies that will help a business acquire competitive advantage is vital. As noted by Yanney, Dennis and Awuah, (2015) business strategy plays a major role in enhancing performance of businesses because it charts the future path that the business will navigate and determine how the business intends to get there. As such one can tie the performance of a firm to its business strategy and how well articulated the strategy is executed (Olson & Bokor, 1995). Though the business environment is composed of various elements such as the existing internal and external culture, successful execution of strategy is a function of the dominant organisational culture. According to Baumgartner and Korhonen (2010), the implementation of strategies that create immense economic benefits for organisation requires that businesses put emphasis on service or product quality as a culture.

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Therefore, a major factor that drives the success of any organisation is the prevailing culture which is projected by performance and productivity of employees. Hence, culture is considered major when it comes to the subject of strategy (Hitt, Ireland, Sirmon & Trahms, 2011). It needs to be emphasised that culture is affected by internal environments such as structures, processes, systems, leadership styles, internal decisions and external environment such as government regulations to mention a few. However, the major focus of this study shall be the internal environment. Every business has the liberty to articulate and design a structure that will empower its strategy and facilitate the attainment of organisational goals (Yanney, Dennis, & Awuah, 2015). Faith based organisation is not an exception.

Although faith-based organisations in Nigeria have contributed immensely to the socio-economic development of the country, existing literature has paid little attention to their efforts in national development and in particular their strategy implementation and performance. It is in this light, that this study examined the extent to which the implementation of strategy impact on the performance of faith-based organisations.

The specific objectives Includes:

- I. To examine the influence of mechanic (Ambiance) clues on loyalty
- II. To assess the influence of organisational social support on satisfaction.

Strategy Implementation

The implementation of strategy is regarded as one the most difficult and time-consuming aspect of strategy management. This is premised on the fact that formulating a successful strategy does not translate into strategy implementation success. Preble (1992) opined that a huge portion of time of manager is allocated to implementation which requires programming, motivation and controlling.

Strategic management process encapsulates set of decisions, commitments, and actions necessary for a business to enjoy strategic competitiveness (Hitt et al., 2011; Sunday & Vera, 2018).) with strategy implementation as a part of the entire process. Implementation of strategy, thus, involves being meticulous with processes and ensuring that strategies formulated within the firm are implemented to drive the attainment business objectives and goals (Mbithe, 2011). However, based on the unpredictability and nature of any venture challenges begin to emerge in the course of the implementation of strategy. It is important to note that such challenges can be categorise into two major components such as organisational impeters and environmental obstacles. Organisational impeters are concerned with leadership, policies, systems, resource and capabilities while environment problems involve those issues as regard political, economic, social, donor, and legal issues (Nour, 2013).

Non-Governmental Organisations (NGO)

Omar, Leach and March (2014) viewed NGOs as self-regulating, private, non profit oriented organisations that are designated to enhance community's quality of life. The phrase "NGO" is often liked with organisation that engage in charity work in developing countries or across borders. It originated during the creation of the United Nations in 1945 to denote non-state entities operating as consultants in UN activities (Lewis, 2010). For many years, NGO's have function at local, national and international levels providing social and economic values. Researches indicated that as at today, a many more NGOs are participating in activities focus on religious; they provide social services on the platform of faith-based NGOs.

Mechanic Clues

The purpose of mechanic clues is to produce a practical, beautiful and efficient service environment. Haeckel *et al.* (2003) observed that mechanic clues originate from inanimate objects or environments and involve tangible evidence of the service. It is projected in things such as building design, equipment, sound, furnishings, displays, colours, smells, lighting and all other physical clues, hence

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