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STRATEGIC DIRECTION SETTING PRACTICES AND ORGANIZATIONAL PERFORMANCE OF MEDIA ORGANIZATIONS IN RWANDA. A CASE OF IGIHE LIMITED

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ABSTRACT

The media industry in Rwanda has witnessed significant transformations in recent years, reflecting the changing landscape of journalism in the digital era. Against this backdrop, it is crucial for media organizations to adopt effective strategic direction setting practices to remain competitive and fulfil their societal roles. The aim of this research is to investigate how setting strategic direction affect organizational performance in Rwanda. This study was guided by Managerial Leadership Theory. The research used a descriptive research design and target a population of 128 employees from Igihe Limited. This research employs a mixed-methods approach, combining qualitative and quantitative data collection methods. Interviews and surveys are conducted with key stakeholders within IGIHE Limited, including senior management, journalists, and other employees, to gain insights into the organization's strategic practices. Census approach was adopted by the study. Data was collected using semi-structured questionnaires and analysed quantitatively with the help of Statistical Package for Social Science (SPSS) version 25 tool. Descriptive analysis was performed using mean and standard deviation, while regression analysis was determined by model summary, ANOVA, and regression coefficients. Correlation analysis also carried out to determine the nature of the relationship between the variables. In the assessment of strategic direction setting at Igihe Rwanda Limited, it is evident that the management has set feasible organizational goals with a high level of agreement among respondents (Mean=4.56, Std Dev=0.539). Furthermore, the leadership prioritizes fundamental principles in the execution of strategic plans, also garnering substantial support (Mean=4.44, Std Dev=0.707). The periodic examination of the mission statement is a well-accepted practice among employees (Mean=4.60, Std Dev=0.656), as is the alignment of each department with the company's moral mission (Mean=4.51, Std Dev=0.738). The leadership's role in determining a mission that facilitates objective achievement receives strong endorsement (Mean=4.51, Std Dev=0.542), and the generation of new ideas in alignment with the company's vision and objectives is well-supported (Mean=4.49, Std Dev=0.580). These results reflect a positive outlook on the strategic direction and values within Igihe Rwanda Limited. Effective strategic direction setting practices significantly impact the organizational performance of IGIHE Limited and other media organizations in Rwanda, highlighting the importance of well-defined strategies in achieving success in the industry. The study

recommends conducting a comprehensive study on the strategic direction-setting practices of IGIHE Limited to enhance the organizational performance of media organizations in Rwanda.

Keywords: Media organizations, Strategic direction setting, Organizational performance, IGIHE Limited, Rwanda, Media industry

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BACKGROUND OF THE STUDY

Effective strategic leadership is vital in driving organizational performance and success in the current fast-paced and fiercely competitive global business landscape. It requires the capacity to anticipate and react adeptly to changes and challenges in the business environment while aligning the organization's objectives with its resources, abilities, and stakeholder concerns. According to Sun and Anderson (2018), strategic leadership is an essential approach for leading modern organizations as it facilitates long-term goal attainment and assists organizations in maneuvering through the constantly evolving business environment. Nguyen and Mohamed (2021) also emphasize the significance of strategic leadership practice in navigating through the rapidly changing business landscape and achieving organizational objectives.

Khan et al. (2020) found that strategic leadership practices, such as strategic planning, communication, and innovation, positively influence the financial performance of organizations in Pakistan's banking industry. Similarly, Sun and Anderson (2018) showed that strategic leadership practices, including visioning, empowerment, and collaboration, have a significant positive impact on employee engagement and customer satisfaction in the hospitality industry in China.

Moreover, strategic leadership practices have become even more critical in the global business environment, where organizations face various challenges such as digital disruption, geopolitical

instability, and changing customer preferences. Research has shown that effective strategic leadership practices can help organizations navigate these challenges and achieve sustainable competitive advantage (Al-Jabri & Abdul-Aziz, 2019).

According to Agyemang, Agyemang-Duah, and Agbemabiese (2020), strategic leadership practices in Africa are characterized by a strong focus on stakeholder engagement, ethical leadership, and the development of human capital. The authors argue that these practices are essential for organizations to build trust and credibility with their stakeholders and create a positive reputation in the community. Ojokuku, Odetayo, and Sajuyigbe (2018) suggests that effective strategic leadership practices in Africa include a focus on building strong relationships with employees, customers, and suppliers, as well as creating a culture of innovation and continuous improvement. The authors argue that these practices enable organizations to develop a competitive advantage in the market and achieve sustainable growth.

Ogbeibu and Appah (2018) found that strategic leadership practices in Nigeria, specifically, were positively associated with organizational performance. Their study found that leaders who exhibited transformational leadership behaviors, such as empowering employees and fostering innovation, had a greater impact on organizational performance than leaders who exhibited transactional behaviors, such as rewarding employees for meeting specific goals. Similarly, another study by Mangaliso and Chinomona (2017)

in South Africa found that strategic leadership practices were positively associated with organizational performance. The study emphasized the need for strategic leaders to be able to adapt to the dynamic and complex business environment in Africa and to develop strategies that are responsive to local market conditions.

Kariuki, Kihoro, and Wanjohi (2020) conducted a study in Kenya to examine how strategic leadership practices relate to organizational performance. Their findings showed that strategic leadership practices have a significant and positive impact on organizational performance. The authors also observed that organizations that adopt strategic leadership practices are better able to understand and navigate their competitive environment.

Similarly, Asnake, Asmamaw, and Belay (2021) conducted a study in Ethiopia to investigate the influence of strategic leadership practices on organizational performance. The results indicated that strategic leadership practices had a positive impact on organizational performance, particularly in terms of financial performance and customer satisfaction. The authors noted that organizations that implement strategic leadership practices are more innovative, have a clear sense of direction, and are better equipped to handle uncertainty.

According to a study by Nsengiyumva and Musonera (2020), strategic leadership practices have a significant impact on organizational performance in Rwanda. The study found that strategic leaders in Rwanda focus on creating a clear vision and mission for their organizations, aligning their goals with the stakeholders' expectations, and building a strong organizational culture that promotes innovation, collaboration, and accountability.

Murekezi et al. (2021) explored the impact of strategic leadership on the performance of small and medium-sized enterprises (SMEs) in Rwanda. The study found that strategic leadership positively influenced organizational performance, specifically in terms of financial performance, customer satisfaction, and employee satisfaction. The authors

emphasized the importance of strategic leadership in guiding organizational decisions and actions towards achieving desired outcomes. Another study by Mukunzi et al. (2020) found that strategic leadership practices such as visioning, communication, and motivation were positively associated with organizational performance. The authors concluded that strategic leadership is essential for driving organizational change and achieving sustainable development in the public sector.

IGIHE Limited, is a leading online media platform in Rwanda. One of the key strategic leadership practices observed at IGIHE Limited is the clear and consistent communication of the company's vision and goals to employees at all levels. This helps to align employees' efforts towards achieving the company's objectives and fosters a sense of shared purpose among employees. Additionally, IGIHE Limited's leadership team regularly seeks input from employees on how to improve the organization's operations and services, which encourages employee engagement and fosters a culture of continuous improvement (Mugabo, 2019).

Statement of the Problem

Organizational performance at Igihe Rwanda presents challenges, despite the implementation of various strategic leadership practices. Strategies like leadership directives and staff training have been applied, but it remains unclear which specific strategic leadership practices can effectively enhance organizational performance (Nthini 2013). In the media industry, every outlet strives to achieve its objectives, and it is apparent that strategic leadership practices are utilized; however, the specific practices that lead to improved performance and higher returns remain uncertain.

Researches done on different strategic leadership practices are based on their roles such as Lear (2018) found that strategic leadership practices lead to organizational success. However, in the recent times many media outlets in Rwanda have experienced poor performance which is a challenge to strategic leadership practices applied.

Miringu (2013) also found that organizational performance fails due to lack of strategic leadership practices which are eventually collapsed. Nyagaka (2013) found that there are several roles of strategic leadership practices offered in an organization but it did not indicate which one is better to achieve an outcome. Iraland and Hitt (2015) also indicated that many organizations have different approaches to strategic leadership practices. This involves strategic directions, resource management, human capital, staff training, culture and ethical practice in establishing strategic goals. Despite these, this study is embarked on strategic leadership practices such as strategic direction setting, strategic alignment, strategic control and strategic intelligence leadership in order to achieve and find out which one is better to influence performance of media companies. The existing studies on the relationship between leadership practices and organizational performance in Rwanda are limited in their focus on the impact of leadership development programs. Although a few studies have investigated this relationship (Nsengiyumva, 2020; Umubyeyi, Manirakiza, & Muhimpundu, 2020), more research is needed to determine how effective leadership development interventions are in improving strategic leadership practices and organizational outcomes. Thus, the study focused on the influence of strategic leadership practices on organizational performance at Igihe Rwanda Limited.

LITERATURE REVIEW

Strategic Direction Setting Practices

Strategic direction setting is an important process for organizations to establish goals and objectives that align with their overall mission and vision. Performance management is an essential component of strategic direction setting as it helps organizations monitor progress towards their goals and make necessary adjustments to achieve optimal performance.

Setting a strategic direction involves identifying and analyzing external and internal factors that may impact the organization's performance, developing a

vision and mission statement, establishing goals and objectives, and creating a plan to achieve them. This process requires input from stakeholders, including employees, customers, suppliers, and shareholders, and ongoing monitoring and evaluation to ensure that the organization remains on track (Hitt *et al.*, 2017).

According to Armstrong and Baron (2021), "setting strategic direction is the process of establishing a clear and compelling vision and mission for the organization, developing strategic objectives and plans, and aligning the resources and activities of the organization to achieve them" (p. 14). The authors suggest that performance management is critical for organizations to achieve their strategic objectives as it enables them to track progress towards their goals, identify areas for improvement, and take corrective action when necessary. To ensure effective strategic direction setting and performance management, organizations should establish a performance management system that includes regular monitoring and evaluation of progress towards strategic objectives. This system should also provide feedback and recognition for employees who contribute to the achievement of these objectives.

Gunday *et al.* (2019) demonstrated that strategic direction setting positively affects firm performance. The study found that strategic planning leads to increased profitability, market share, and overall business success. The study found that strategic direction setting leads to improved coordination, increased employee commitment, and better decision-making processes, all of which contribute to organizational performance.

According to Cao and Pan (2018), strategic direction setting is a critical component of organizational performance management. The authors argue that organizations that engage in effective strategic direction setting are better able to align their resources and efforts towards achieving their goals. They also note that such organizations are more likely to succeed in the face of environmental uncertainties and market disruptions.

Leadership Theory

Robert Blake and Jane Mouton, writing in 1964 and 1978 respectively, are credited as being the authors of the managerial leadership philosophy. Managerial leadership theory is a management approach that emphasizes the importance of a leader's ability to effectively manage and motivate employees towards achieving the organization's goals. The theory suggests that effective leadership can improve organizational performance by fostering a positive work culture, encouraging innovation and creativity, and promoting employee satisfaction and engagement.

This theory suggests that with proper training, individuals can develop the necessary skills to become effective leaders, and training programs can be designed to modify the leadership behaviors of change managers. This indicates that the most efficient leadership methods can be learned (Northouse, 2013). The foundation of this theory lies in the behavioral aspects of a leader's consideration for people, which pertains to how much a leader takes into account the needs, interests, and development opportunities of their team members when deciding how to accomplish a task and which methods increased organizational efficiency and productivity (Bhatia, 2014).

Numerous studies have explored the correlation between Managerial Leadership Theory and organizational performance. For example, Wang and Xu's (2015) study discovered a favorable influence of Managerial Leadership Theory on organizational performance in Chinese companies. Similarly, in a sample of US organizations, Dinh *et al.* (2014) demonstrated that effective leadership was connected to positive organizational performance. Wang and Huang (2015) carried out a meta-analysis of 102 studies and discovered a robust positive association between leadership effectiveness and organizational performance, further supporting the connection between managerial leadership and organizational performance.

Yukl (2013) proposed that the theory of managerial leadership revolves around the notion that strong

leadership can result in improved employee performance, higher job satisfaction, and increased organizational commitment, all of which ultimately led to enhanced organizational performance. The theory highlights that leaders who possess effective communication skills, foster trust with their staff, and establish a common sense of purpose can bring about a positive impact on organizational performance. Avolio *et al.* (2019) discovered that transformational leadership, a form of managerial leadership that emphasizes inspiring and motivating employees, was linked to improved organizational performance.

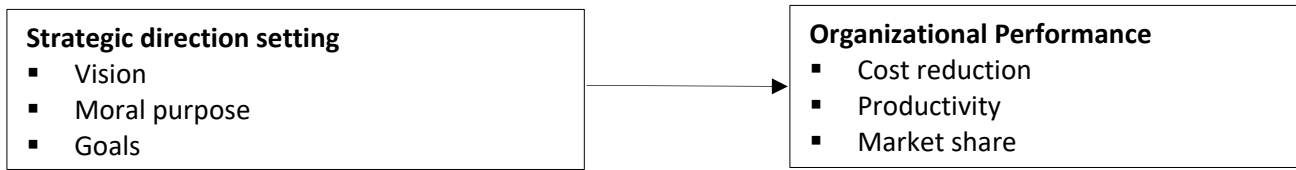
In the context of Rwanda, where the country has been undergoing significant development in recent years, this theory has been studied to understand its impact on organizational performance. One study conducted by Gasorekwi and Ngirande (2020) examined the relationship between managerial leadership and organizational performance in Rwanda's public sector. The study found that there was a positive correlation between managerial leadership and organizational performance, with effective leadership leading to higher levels of employee satisfaction and ultimately, better organizational performance. In conclusion, managerial leadership theory suggests that effective leadership can improve organizational performance by motivating and guiding employees towards achieving organizational goals. This theory highlights the importance of creating a positive organizational culture, providing clear direction, and inspiring employees to work towards a common vision.

Conceptual Framework

Borg and Gall (2017) suggest that conceptual frameworks are comprised of a set of overarching ideas and theories that help define the problem being studied, determine the independent and dependent variables, develop research questions, and identify relevant literature. In the view of Mugenda and Mugenda (2013), a conceptual framework is a structure that explains the relationship between variables and often employs diagrams to illustrate these relationships. The

study's conceptual framework proposes that strategic leadership at Igihe Limited is influenced by strategic direction setting. Figure 1 depicts how

strategic direction setting analyzes the actions of top-level leaders (executives) affect the success of their organizations.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher, 2023

Research Gap Identification

The literature on strategic leadership practices and organizational performance is extensive, with several studies confirming the positive correlation between the two variables. Strategic leadership practices involve setting a clear direction, communicating effectively, building relationships, and encouraging innovation. However, the literature on the topic in the context of Rwanda is limited, with few studies exploring the subject.

Previous authors (Abou-Moghli *et al.*, 2017; Yang, Park & Lee, 2019; Oduro & Afari-Kumah, 2019; Hlalele & Mafini, 2021; Mugisha & Ahimbisibwe, 2019; Musyimi, 2016; Habiyaemye & Bizimana, 2019) focused on strategic direction setting on organizational performance. Ntawiha and Ngarukiye (2021) conducted research in Rwanda to investigate how strategic leadership affects the performance of the public sector. They discovered that strategic leadership practices such as visioning, communication, and employee involvement had a significant positive influence on organizational performance. Although there is a lot of evidence supporting the benefits of strategic leadership practices, there is still a gap in research on this topic in Rwanda. Rurangwa and Gatete (2020) studied the impact of strategic leadership practices on the performance of small and medium-sized enterprises (SMEs) in Rwanda and found that such practices have a positive influence on their performance. However, this study was limited to SMEs, and it is necessary to investigate how strategic leadership

practices affect organizational performance in other sectors of the Rwandan economy.

The findings of the third aim indicate that a substantial proportion of participants expressed strong agreement with the important impact of strategy implementation on organizational performance. Finally, the findings of the fourth goal indicate that the review of strategies has a favourable and significant impact on the performance of NPD Ltd. Therefore, the aforementioned findings are substantiated by the results of correlation analysis, which indicate a statistically significant positive association between environmental scanning and both budgetary performance ($r=0.717$, $sig=0.00<0.01$) and quality performance ($r=0.783$, $sig=0.00<0.01$) (Irechukwu, 2022). The relationship between strategy design and timely performance ($r=0.647$, $sig=0.00<0.01$), as well as the relationship between quality performance ($r=0.696$, $sig=0.00<0.01$), were shown to be statistically significant. There is a noteworthy and statistically significant correlation between strategy implementation and timely performance ($r=0.650$, $sig=0.00<0.01$). Similarly, a strong and statistically significant association exists between strategy evaluation and quality performance ($r=0.707$, $sig=0.00<0.01$) at a substantial level (Karangwa & Irechukwu 2023).

Currently, there is limited literature available on how strategic leadership practices influence organizational performance in Rwanda, focusing mainly on the SME sector. Further research is

needed to investigate how strategic leadership practices impact organizational performance in other sectors, such as the public and non-profit sectors. It is also necessary to examine the moderating effect of contextual factors, such as cultural, social, and economic context, on the relationship between strategic leadership practices and organizational performance. The research gap in Rwanda highlights the need for additional research to explore the impact of strategic leadership practices on organizational performance in different sectors and to analyze the influence of contextual factors.

METHODOLOGY

Research Design: The study utilized a methodology known as triangulation, which combines qualitative research design with descriptive quantitative research design. In its most basic form, it provides a framework that could be helpful in the process of

Table 1: Sampling Frame

Area of experience	Target Population
Top Managers	24
Middle Managers	36
Low level Managers	60
Total	128

Sampling Procedures and Techniques: Cooper and Schindler (2014) state that a sample is a representative portion of a population that is used to draw conclusions about the entire population. From a pool of 128 potential participants census approach was adopted by the study.

Data collection methods: Both open-ended and closed-ended questions were used in the questionnaires for this study. Because questionnaires are efficient data collection tools that invite free-form responses relevant to the research subject, they were favored (Orodho, 2015). The survey asks respondents to score descriptive statements about the force in corporations on a 5-point Likert scale, based on how well they believe each statement describes that force. Kothari (2013) argues that questionnaires produce reliable and valid data because they remove researchers'

precisely and methodically determining answers to questions posed in an examination (Kothari, 2014; Creswell, 2013). Both the quantitative and the qualitative information were gathered from the participants using the instruments at the same time. It required collecting data simultaneously, but the numerical and qualitative aspects of the data were collected and examined separately. This allowed the researcher to gain a deeper comprehension of the issue at hand. A transparent overview was used because it was suggested that the researcher be provided with accurate facts regarding various aspects of control.

Target Population: A research's target population or universe consists of all the things and people in that study that have some characteristic (Sekaran & Bougie, 2013). One hundred twenty-eight people that work for Igihe Rwanda Limited are the target population for this investigation.

prejudice and influence from the data collection process. The goal of employing a questionnaire, one type of instrument used to acquire data, is to look for variations, or variability, in the responses given by the respondents (Kothari & Garg, 2014). The effectiveness was evaluated based on the secondary data. Igihe Ltd is the source of the secondary data used.

Validity and Reliability: Pretesting involves the evaluation of a set of questions corresponding to the themes included in a questionnaire, administered to a designated subset of individuals, who may or may not be representative of the intended target population (Hilton, 2017). In order to ascertain the clarity and lack of ambiguity of the questions, the researcher undertook a pretesting process for the questionnaire. Kothari (2014) recommended that the pretest sample size should encompass 10% of

the anticipated study sample size. Adhering to Burns and Grove (2013) recommendation, the researcher allocated 10% of the projected study sample size for

the pretest. The study was carried at Rwanda Broadcasting Agency where 13 questionnaires were distributed

Table 2: Reliability Analysis

Variable	No. of Items	Cronbach's Alpha
Strategic direction setting practices	6	0.752
Performance of of Igihe Rwanda Limited	5	0.881

Source: **Pilot Test data**, (2023).

From Table 2 the Cronbach alpha result for each variable was found to be above the lower limit of acceptability, that is, above 0.70. More specifically Table 2, determining strategic direction setting practices had $\alpha = 0.752$ and Performance of of Igihe Rwanda Limited had $\alpha = 0.881$. These Cronbach alpha results greater than $\alpha = 0.70$ indicate good internal consistency among the items.

The findings in Table 3 showed that the KMO statistic for strategic leadership practices measures was 0.785 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2020). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 236.513 with 45 degrees of freedom, at $p < 0.05$). KMO and Bartlett's Test results provided an excellent justification for factor analysis to be conducted.

Table 3: Factor analysis - KMO and Bartlett

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.785
Bartlett's Test of Sphericity	Approx. Chi-Square	236.513
	Df	45
	Sig.	.000

Source: **Pilot Test data**, (2023).

Data Analysis Procedure: Triangulation design allows for the independent examination of both qualitative and quantitative information. Participants' responses were collected using a predetermined questionnaire. A quantitative approach was used to the data analysis. Statistical methods were used to analyze the quantitative data. There is a wide range of methods used in statistical studies, from the straightforward ones we all use frequently (such calculating an average) to the more difficult and nuanced ones. Because it can estimate net effects and has explanatory power, multiple regression analysis was performed. SPSS version 25 was utilized, which is a social science statistical package. In addition, the study made use of inferential findings such as the Pearson relationship and relapse. Pearson correlation was used to demonstrate the strength and significance of the relationship between the independent and

dependent variables. Regression formula:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Eq (.1)}$$

Where: Y = Organization performance; X_1 = Strategic direction setting; ε =Error term

RESULTS AND FINDINGS

Descriptive Results on Strategic direction setting practices and performance

The objective of this study was to examine the influence of strategic direction setting practices on performance of Igihe Rwanda Limited. The study used six statements to measure the influence of strategic direction setting practices on performance of Igihe Rwanda Limited. Table 4 contains the results on the statement used to measure strategic direction setting practices and its influence on performance of Igihe Rwanda Limited.

Table 4: Descriptive Analysis for strategic direction setting practices

Statements on strategic direction setting	SD	D	N	A	SA	Mean	Std Dev.
The management of Igihe Rwanda Limited has set organizational goals which are feasible	0 0.0%	0 0.0%	2 2.1%	39 40.2%	56 57.7%	4.56	.539
Igihe Rwanda Limited's leadership makes sure that the strategic execution of plans emphasizes fundamental principles.	0 0.0%	2 2.1%	6 6.2%	36 37.1%	53 54.6%	4.44	.707
Every so often, Igihe Rwanda Limited examines the mission statement.	0 0.0%	1 1.0%	6 6.2%	24 24.7%	66 68.0%	4.60	.656
Each department shares in Igihe Rwanda Limited's moral mission.	0 0.0%	2 2.1%	8 8.2%	26 26.8%	61 62.9%	4.51	.738
The leadership team of Igihe Rwanda Limited determines the mission that facilitates achieving your objectives.	0 0.0%	0 0.0%	2 2.1%	44 45.4%	51 52.6%	4.51	.542
New ideas are generated in accordance with the vision and objective of Igihe Rwanda Limited.	0 0.0%	0 0.0%	4 4.1%	41 42.3%	52 53.6%	4.49	.580

Source: **Primary data**, (2023).

The results presented show that 40.2% and 57.7% of the respondents agreed and strongly agreed respectively while 2.1% were neutral that management of Igihe Rwanda Limited has set organizational goals which are feasible. The statement had a mean response of 4.56 which further confirmed that majority of the respondents agreed. The standard deviation of 0.539 indicated that the responses varied slightly from the mean. These finding implied that the management of Igihe Rwanda Limited has set organizational goals which are feasible

On whether Igihe Rwanda Limited's leadership makes sure that the strategic execution of plans emphasizes fundamental principles, 54.6% of the respondents strongly agreed, 37.1% agreed, 6.2% were neutral while 2.1% disagreed. The mean of 4.44 further confirmed that majority of the respondents agreed. The standard deviation of 0.707 indicated that the responses varied slightly from the mean. These finding implied that Igihe Rwanda Limited's leadership makes sure that the strategic execution of plans emphasizes fundamental principles.

The study sought to find out every so often, Igihe Rwanda Limited examines the mission statement.

This statement had a mean response of 4.60 which confirmed that majority of the respondents agreed and strongly agreed with the statement. The findings further showed that 68.0% and 24.7% of the respondents strongly agreed and agreed, 6.2% were neutral while 1.0% disagreed that every so often, Igihe Rwanda Limited examines the mission statement.

On whether, each department shares in Igihe Rwanda Limited's moral mission. The results show that 26.8% and 62.9% of the respondents agreed and strongly agreed with the statement. The mean of 4.51 further indicated that majority of the respondents agreed with the statement. The standard of 0.738 implied that the responses slightly varied from the mean.

The study further sought to establish whether the leadership team of Igihe Rwanda Limited determines the mission that facilitates achieving your objectives. The mean response for this statement was 4.51 implying that majority of the respondents either agreed or strongly agreed with the statement. The results further showed that 45.4% and 52.6% of the respondents agreed and strongly agreed that

leadership team of Igihe Rwanda Limited determines the mission that facilitates achieving your objectives.

Similarly, the findings revealed that 53.6% and 42.3% of the respondents strongly agreed and agreed that new ideas are generated in accordance with the vision and objective of Igihe Rwanda Limited. The statement had a mean response of 4.49 which further confirmed that majority of the respondents agreed.

The findings align with Gunday et al. (2019) who demonstrated that strategic direction setting positively affects firm performance. The study found that strategic planning leads to increased profitability, market share, and overall business success. The study found that strategic direction setting leads to improved coordination, increased employee commitment, and better decision-making processes, all of which contribute to organizational performance.

Regression results for strategic direction setting

practices versus performance of Igihe Rwanda Limited

To determine the effect of strategic direction setting practices on performance of Igihe Rwanda Limited in Rwanda, a linear regression model was fitted with strategic direction setting practices as the independent variable. The results of the model estimates for determining strategic direction setting practices and media organizational performance are shown in Table 5. The result of the coefficient of determination (r squared) is 0.570. The result of the adjusted r-square is 0.567. The result of the Pearson's correlation coefficient (r) is 0.755. The result of the standard error of the estimate is 0.65724. This means that the variability in the prediction is 0.65724. In other words 56.7% of the variation in performance of Igihe Rwanda Limited in Rwanda in the model is explained by the variation in the independent variable (strategic direction setting practices). Other factors not included in the study contributed to 43.3% of the variation in performance of Igihe Rwanda Limited.

Table 5: Model summary for Strategic direction setting practices

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.567	.65724
a. Predictors: (Constant), Strategic direction setting practices				
b. Dependent Variable: Performance of Igihe Rwanda Limited				

Source: **Primary data**, (2023).

The results of an Analysis of Variance (ANOVA) test performed on the variable Strategic direction setting practices are summarized in Table 6. The findings further confirm that the regression model of variable Strategic direction setting practices on performance of Igihe Rwanda Limited is significant and supported

by $F=201.134$, $p<0.01$ since p-values was 0.00 which is less than 0.05. This meant that that null hypothesis is rejected and conclude that strategic direction setting practices has a positive significant influence on performance of Igihe Rwanda Limited.

Table 6: ANOVA results for Strategic direction setting practices

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.431	1	42.431	201.134	.000 ^a
	Residual	33.811	95	.617		
	Total	76.242	96			
a. Dependent Variable: Performance of Igihe Rwanda Limited						
b. Predictors: (Constant), Strategic direction setting practices						

Source: **Primary data**, (2023).

The study further computed the coefficient's estimates for the regression model fitted. Table 7 shows that strategic direction setting practices has a positive effect on performance of Igihe Rwanda Limited in Rwanda ($\beta = 0.542$, $t = 5.899$ p -value=0.000). The p -value of the coefficient estimated is less than 0.05 level of significance. This

implies that the effect of strategic direction setting practices on performance of Igihe Rwanda Limited in Rwanda is statistically significant. The equation formulated by the results of the model is given as: Performance of Igihe Rwanda Limited in Rwanda = $1.976 + 0.542$ Strategic direction setting practices

Table 7: Coefficient results for Strategic direction setting practices

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.976	.335		5.899	.000
	Strategic direction setting practices	.542	.079	.561	6.870	.000

a. Dependent variable: Performance of Igihe Rwanda Limited

Source: **Primary data**, (2023).

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the research aimed to examine the effects of strategic direction setting procedures on the performance of Igihe Rwanda Limited in Rwanda. The findings of the regression analysis revealed a significant correlation between the implementation of strategic direction establishing techniques and the performance outcomes of the media organizations. The aforementioned findings were additionally supported by the positive and statistically significant association discovered through the process of correlation analysis. Collectively, the evidence derived from several analytical methodologies continuously underscores the positive correlation between the implementation of strategic direction setting processes and the performance outcomes of Igihe Rwanda Limited in Rwanda. This implies that focusing on improving strategic direction establishing practices, specifically in terms of the Vision, Moral purpose, and Goals can result in measurable enhancements in the overall performance of these institution.

Firstly, it is crucial for IGIHE Limited to establish a more robust and dynamic strategic planning process. This involves conducting regular environmental scans to stay attuned to changing audience preferences and emerging technologies. By embracing a forward-thinking approach, the

company can adapt its content, distribution, and advertising strategies accordingly. Moreover, investing in employee training and development in digital media skills is essential to ensure that the organization can effectively leverage new technologies and platforms. Additionally, fostering strong partnerships and collaborations with local and international media organizations can provide IGIHE Limited with opportunities for knowledge sharing, joint ventures, and access to global best practices.

Furthermore, the study suggests that IGIHE Limited should place a strong emphasis on audience engagement and feedback mechanisms. This involves leveraging data analytics and audience surveys to understand their preferences and tailor content accordingly. Moreover, it is recommended that the company continues to uphold journalistic integrity, objectivity, and ethical reporting standards to maintain public trust and credibility. To improve financial performance, diversification of revenue streams beyond advertising should be explored, including subscription models, sponsored content, and events. By implementing these recommendations, IGIHE Limited can position itself as a leading and sustainable media organization in Rwanda, driving both social impact and financial success.

Suggestions for Further Studies

Further studies on the topic of "Strategic Direction Setting Practices and Organizational Performance of Media Organizations in Rwanda: A Case of IGIHE Limited" can explore several avenues to gain a deeper understanding of the subject. Firstly, a comprehensive analysis of the specific strategic practices employed by IGIHE Limited and their impact on organizational performance can provide valuable insights. This could involve in-depth interviews with key personnel, a thorough review of their strategic documents, and a longitudinal

analysis to assess how these strategies have evolved over time.

Secondly, comparative studies can be conducted to benchmark IGIHE Limited against other media organizations in Rwanda or even in the broader East African region. This comparative analysis can help identify best practices and areas where IGIHE Limited may need improvement. Additionally, examining how external factors, such as changes in government policies or shifts in audience preferences, influence strategic direction and performance can be a fruitful area of research.

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