

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
PERFORMANCE OF COMMUNITY DEVELOPMENT NON
GOVERNMENTAL ORGANISATIONS IN KENYA: A CASE STUDY OF
SHINING HOPE FOR COMMUNITIES**

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DECLARATION

This project is my original work and has not been presented for a degree in any University or for any other award

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DEDICATION

I devote this work to Oira family because of their genuine support and being close to offer advice throughout the study.



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ABSTRACT

Strategic management practices have continually been used all over the world to make critical decisions to improve the performance of service delivery by both private and public organizations. The main purpose of this study was to find out the influence of strategic management practices on performance of community development non-governmental organization in Nairobi County, Kenya a case study of shining Hope for Communities. The research was governed by four specific objectives: to assess the influence of technology on performance of community development NGOs in Kenya, to determine the influence of human resource planning on performance of community development NGOs in Kenya, to examine the influence of organizational structure on performance of community development NGOs in Kenya and to find out the influence of organizational culture on performance of community development NGOs in Kenya. The research was anchored by two theories: strategic fit theory and Ansoff strategic success theory. The research employed descriptive research design focusing on a target population of senior management team, social workers and caseworkers comprising of 300 employees of SHOFCO located in Kibera Nairobi County, Kenya. The study used stratified random sampling technique to select a sample for the study, using a sample size of 90 individuals. The study used structured questionnaire containing open ended questions to collect data. Questionnaires were administered individually and collected after respondents had fully filled. The results were analyzed thereafter using statistical package for social sciences (SPSS), regression analysis and presentation using tables, and figures for ease interpretation and understanding. The findings showed that technology, human resource planning, organizational structure and organizational culture had a positive and significant relationship with performance of community development NGOs in Kenya. The study made several conclusions: organizational culture was the most important predictor of strategic performance of community development NGOs in Kenya. Organization structure was the second predictor of strategic performance of community development organizations in Kenya. Human resource planning was the third predictor of strategic performance of community development NGOs and finally technology was the last predictor of strategic performance of community development nongovernmental organizations in Kenya.

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ABBREVIATION AND ACRONYMS

NGO- Non-Governmental Organization

CIMA- Chartered Institute of Management Accounts

IT- Information Technology

HRM- Human Resource Management **SHOFCO-**

Shining Hope for Communities

NACOSTI- National Commission of Science, Technology and Innovation



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This part consists historical information, remarks challenge under investigation, learning variables, meaningful learning, and scope of the study, restriction of learning, delimitation, and assumptions.

1.1 Background of the Study

Non-governmental organizations comprises of registered institutions that are operating independently putting more attention across helping and providing support to the unfortunate groups than those with business oriented goals (DeMars, 2015). According to Staddard (2006), not for profit organizations are best described as an organization or an institution that are established on voluntary basis to pursue and reach goals with no profit making intention outside government influence (Staddard, 2006). NGO can be defined as a formal organization with a business objective concerned about the humanitarian goal, including groups outside the organization which are not influenced by the government directly and are not for profit making. Therefore, voluntary organizations, not for profit organizations can be used interchangeably to refer to organizations operating in such away (Green & Mathias, 2015). In the recent years, strategic management boosting organizations performance is widely recognized by many organizations in the world (Satyro & Giannetti, 2017). Strategic management and organizational performance is evaluated using different dimensions ranging from finance

and nonfinancial mechanisms. The performance when evaluated it helps to bring the understanding in-depth of the strategy applied by the organization against productivity (Janatabadi, 2015). Moreover, is not easy to determine the performance of NGOs reason being they major community development (Hollaway, 2012). Managing nongovernmental organization and for profit making entities, the final measure on how well the organization is doing the identified organizational metrics of management effectiveness are used. This may include executing work that is in progress or how perfect the plans of the management are being carried out in the short-term or long-term by the experienced employees of the organization. The second metric is the aspect of leadership; which involves how communication properly effected from the top to down while sharing significant foresight, the strategy and information about the organizational changes and any progress or any adjustments made by the top managers.

The third metric is delegation; this is how well management aligns assignments and communicating instructions by the either supervisors, managers to the staffs of the organization. Return on investment is another fourth aspect that simply touches on the how well management utilizes its available resources which can it be either financial resources, physical resources and human resources to bring in an acceptable good returns to the shareholders of the firm. The management of conflict of interest is the fifth aspect. This is handled by spotting how well the management's capability to utilize collaboration and sharing skills, management appealing to common interests. Another aspect lastly is motivation, this is how management tries and attempts to get deeper understanding of the

needs of others and inspiring to perform better every time it is carrying out any project to success (Bryson, 2018).

A commonly sign that shows performance rating of improved service delivery, quality of the service, program outcome and donor growth. There is an agreement that is made in a acclamation together by Jillo and Kisinga outlining that, NGOs have been working together in the promotion of economic growth, conservation of the environment , health promotion and education development in the Kenyan situation. Several unmade decisions and common difficulties have been experienced by NGOs brought by this exploration into the sector. This is often mushrooming and protruding from the early growth and development of strategic plan, workers of the organization who are expecting to experience and see equality in decision making. The kind of mess of lacking inclusion in strategic planning often brings a lot of anxiety with senior managers and mostly the donors and directly to the founders of the project, who are carrying the main foresight bearer in most NGOs. The kind of governance, serverntship and leadership of senior management leading not for profit organizations and relations among board members, and workers disagreements are genuinely another problematic episode issue commonly identified slowing down implementation of bests selected strategy in action.

In regard to Adieri (2010), opines strategic planning as a chief determining pillar of strategic management practices. He went further opining that he process of strategic planning is crucial in the determination of the efficacy of plans made and how management aspect of practice which are concerned about organizing and shaping all that which is involved. Wagner (2006) explored the importance of strategic planning in

three identified dimensions: One strategic planning is vital in scanning the environment aiding in the acquisition of fundamental knowledge looking at the scope of the organization weaknesses and strengths.

However, selecting strategic management practices of NGOs in Kenya, this research focuses on identified community development NGO in Nairobi County. The practices chosen by the research are technology, strategic planning and strategy formulation also reviewing their literature. The research is anchored on strategic Fit Theory and Ansoff Strategic Success Theory.

1.1.1 Strategic Performance of Non-Governmental Organizations

According to Njeru (2015) there is no accepted definition on how an organization performs because of dependability on the perspective that not for profit firms are voluntary bodies having enough assets and collaborate to reach given set goals. Nongovernmental organizations comprises of registered institutions that are operating independently putting more attention across helping and providing support to the unfortunate groups than those with business oriented goals (DeMars, 2015). Otieno (2013) opines that firm performance is the achievement of a level of measurement quantified in form of objectives and productivity. It is measured by bringing together effectiveness of the organization in terms of finance since financial and nonfinancial measurements are important aspect of a strategy outcome. Chong (2008) argues that it is not mandatory to include both parameter of performance since it gives or gives some important points into a compared financial position to easiness and usage of available funds gaining competitive advantage. The performance when evaluated it helps to bring

the understanding in-depth of the strategy applied by the organization against productivity.

Environment or context in which NGOs are operating is much complicated with full of financial unpredictability. More so, Not for profit making organizations are susceptible to wrangles, instability and seen by other nations reflecting them as unsuspecting on their operations. They need to meet the ends of stakeholders, key donors, thereby moving from their focus depending on the requirements of the project that is being carried out by the sponsor. For a clear linkage of the stated foresight and vocation, the role of the existing NGO strategical management gives them the process, line up and a proper strategy to deal with the environment containing challenges focusing on delivery quality services to clients (Lewis, 2003)

According to (Agusani & Akrim, 2020)NGOs need to learn and have information on implementing strategies that will lead to an increase of employee productivity to attain goals though this is going difficult simply because of stiff competition. Human resource management develop strategic plans for recruitment, training, motivating and retaining employee to avoid high level of turnover. They set objectives to increase worker productivity and developing those mechanisms to attain goals stated. (Draugalis & Plaza 2019). According to Makanga & Paul (2017), managers utilize strategies to initiate highly improved plans and projections to overall maximizing production activities. Managers set goals to reduce overhead costs and how to gain the set goals. NGOs are really not inactive all over the continent and worldwide with a wide different range of initiating activities and many events on daily basis. Performance is the result of achieved success

of an organization on its programs or projects. This performance is continuous and it involves a highly actual performance with the organizations strategic goal set (Colquitt, Lepine & Wesson, 2014). Organization act, show, production is usually assessed with regard to the results. The numerals taken or number of measurement considered when measuring performance includes efficiency and effectiveness as a performance and quality of work. (Hatry, 2013). Defining effectiveness as a performance of an employee in attaining or achieving their set targets while efficiency can be defined as the capacity on employees to use minimal resources to gain or obtain a well desired output (Mayne, 2017).

It is also evident that organizational performance is established as a ratio between outputs and inputs respectively (Berman, 2015). Organizational performance is measured including the assessment of organizations overall effectiveness and success in attaining goals and set objectives. It can be a measure of how good the organization is performing in different aspect of its operations without leaving out financial, operational and strategic compass. In different environments an organization performance can be evaluated by the use of a range of metrics and some indicators which may sometimes vary depending on the kind of industry and some specific goals of the organization. Commonly used measures of organization performance include: revenue growth and organization profitability. Financial performance metrics assess the firm's ability to generate revenue, control some costs. Non-financial performance include measures that cover quality services, satisfaction of beneficiaries and donors. There is an agreement that is made in a acclamation together by Jillo and Kisinga outlining that, NGOs have

been working together in the promotion of economic growth, conservation of the environment , health promotion and education development in the Kenyan situation. Several unmade decisions and common difficulties have been experienced by NGOs brought by this exploration into the sector. This is often mushrooming and protruding from the early growth and development of strategic plan, workers of the organization who are expecting to experience and see equality in decision making. Given that at the end they are the actioners of a strategy that is in place. The kind of mess of lacking inclusion in strategic planning often brings a lot of anxiety with senior managers and mostly the donors and directly to the founders of the project, who are carrying the main foresight bearer in most NGOs. The kind of governance, servant ship and leadership of senior management leading not for profit organizations and relations among board members, and workers disagreements are genuinely another problematic episode issue commonly identified slowing down implementation of bests selected strategy in action.

In regard to Adieri (2010), opines strategic planning as a chief determining pillar of strategic management practices. He went further opining that he process of strategic planning is crucial in the determination of the efficacy of plans made and how management aspect of practice which are concerned about organizing and shaping all that which is involved. Wagner (2006) explored the importance of strategic planning in three identified dimensions: Ones strategic planning is vital in scanning the environment aiding in the acquisition of fundamental knowledge looking at the scope of the organization weaknesses, strengths, opportunities and threats in the outside environment.

(Kerow A. Kassin et al., 2022) dwelled on the impact of implementing a strategy to bring success of charity NGOs focusing to saving young children. The study made its way to adopt descriptive research design to make the inferences possibly on the relationship.

Apply simple random sampling to choose a sample to represent 250 respondents from which 152 was picked. Using regression analysis to confirm or formulate the speculation. The results confirmed a conclusive impact on the consumption of technology and leadership which does an improvement of non-governmental organizations. The study conclusively reported that leadership and technology are the main keys to successes of that organization.

1.1.2 Strategic Management Practices

According to Yabs, (2010), the concept of strategic management came from the word *strategoies*. Strategy has been used for some time like Peru, and Africa Kingdoms and empire of Mali and Ghana. Now strategy was to mean the laying down of plans to succeed in war. A well-known Chinese general Sun Tzu (520-480 BC) introduced the art of War that included all the management procedures of winning a war.

Company's strategic management practice must have a standard procedure of operations in directing the organizations course of actions (Prajoga, 2016). It also contains numeral tests undertaken by an organization to gain advantage within the market (Ozturk, 2020). Strategic management practices according to Adobor (2019), are steps in which managers decide, take action to plan, take control activities of the organizations to attain goals. Strategic management is a continuous and systematic plans that identified during

strategic planning and implementation. Therefore, the primary aim of management is to insure that institution reaches its set goals and optimizes its performance. It is important for not for profit organizations to assist and increase their network especially in rural homes. This is because there is growing consensus that NGOs are good ambassadors and representatives of the interest of the whole population including vulnerable people, recommending for their essential requirements (Hensen, 2017).

Organization use strategic management in planning implementation and taking control to gain organizational goals set within the area in which the organization is operating (Thompson et.,al 2020). The role played by strategic management towards NGOs performance is clearly meant to help them plant and attain long term goals and aims (Fowler, 2016). Strategic management creates, identify chances and risks in organizations outside setting. Management practices adopted by NGOs improves performance in setting clear objectives, taking stakeholders analysis , development of strategies, implementation and monitoring the set strategies(Abdel-Kadel &Wadongo, 2018).

Importantly strategic management practices include vision, mission, regular monitoring and evaluation (Hansen, 2020). Organization need to keep fit its goal and objectives and develop its strategy to achieve their set goals, scanning environment , keenly seeking other gains from other states for benefits and some red flags that may adversely affect its operations(Cofrancisco, 2016). NGO compared with profit making organizations and the government may benefit highly if adopts good strategic management practices (Meresa, 2019). Managing for both nongovernmental organization and for profit making that is

commercial entities, the final measure of the well doing of the organization is the use of identified organizational metrics of management effectiveness. This may include executing work that is in progress or how perfect the plans of the management are being carried out in the short-term or long-term by the experienced employees of the organization. The second metric is the aspect of leadership; which involves how communication properly effected from the top to down while sharing significant foresight, the strategy and information about the organizational changes and any progress or any adjustments made by the top managers.

The third metric is delegation; this is how well management aligns assignments and communicating instructions by the either supervisors, managers to the staffs of the organization. Return on investment is another fourth aspect that simply touches on the how well management utilizes its available resources which can it be either financial resources, physical resources and human resources to bring in an acceptable good returns to the shareholders of the firm. The management of conflict of interest is the fifth aspect. This is handled by spotting how well the management's capability to utilize collaboration and sharing skills, management appealing to common interests. Another aspect lastly is motivation, this is how management tries and attempts to get deeper understanding of the needs of others and inspiring to perform better every time it is carrying out any project to success (Bryson, 2018).

1.1.3 Non-Governmental Organizations in Kenya

According to Agwu (2018), there is an estimation 40 thousand people offering their services outside Kenya, whereby over 65,000 non-governmental organizations are

acknowledged in China and Russia with an addition of 130,000 persons carrying out activities within the system. It is estimated that six hundred thousand non-governmental organizations operating in Australia make up 8% of the workforce, but only sixty thousand have been fully registered with Australia Charity Not for profit Commission (ACNC). According to Maina (2019), it has been found that a large number of NGOs are unable to demonstrate the same progress and are in crisis experiencing same drawback and even some have been thrown out of their operations. Therefore, this calls for immediate and urgent evaluation of better management practices and further implementing the same on that note.

It is important for not for profit organizations to assist and increase their network especially in rural homes. This is because there is growing consensus that NGOs are good ambassadors and representatives of the interest of the whole population including vulnerable people, recommending for their essential requirements (Hensen, 2017). Comparing the state services and that of the NGOs, NGOs are at a better position to address societal crises, developing effective strategies and operating in sub-Saharan Africa (Mumbe & Njuguna, 2019). Numerous NGOs have really helped to connect the bridge between the have and have not by recommending for mechanisms to stop the spread of severe poverty, protecting human rights and having gaining high status in the government corporations.

NGOs in Tanzania have failed to impress because of dearth of buying in from secret stakeholders (Biteko & Ismael, 2020). This is a reason why NGOs are not well

performing on the strategies for improving their outcomes. The research revealed there is deficiency of strategies as the main reason why NGOs in Tanzania are not performing.

In Kenya the NGOs play have a crucial role supplying support to both government and communities in areas of education, environmental conservation, health and poverty eradication (Maina, 2018). Also they provide important services to marginalised groups like women (Muriuki et al., 2017). A number of organizations exists to fill the gap that both the private entities and public agencies have failed bridge during the period of crisis like displacement of people, diseases outbreak and social effects like health and education. According to Omondi& Muthini, (2019) non-governmental organizations found in developing country have been experiencing performance struggles compared to those operating in developed countries. A report by McKinsey-devex survey methodology revealed that 64% of donor funded projects fail (Anunda, 2016).The absence of strategic management practices affects the long-term capacity of NGOs.

1.2 Statement of the problem

Kenyan Scenario, NGOs have shown a progressing demonstration performance by applying the most appropriate strategic practices including a well-defined vision and mission, skilled human resource, application of improved technology and strategic plans that are precise and understood. (Kenya NGO management policy 2015). Many scholars have explored much concerning management practices linking to the performing organizations in the past. Connecting strategic planning linking with objectives and the available organizational resources, decision making and policy affairs, strategic staffing

which identifies the right people for the right job transforming inputs to outputs (Bryson, 2018).

According to Maina (2019), it has been found that a large number of NGOs are unable to demonstrate the same progress and are in crisis experiencing same drawback and even some have been thrown out of their operations. Therefore, this calls for immediate and urgent evaluation of better management practices and further implementing the same on that note. According to Omondi & Muthimi (2019) NGOs that are found in developing countries have been experiencing performance struggles compared to those operating in well developed countries. A report by McKensey-devex survey methodology revealed that sixty four percent of donor funded projects don't succeed (Anunda, 2016).The absence of strategic principles guiding management practices affects the long-term capacity of humanitarian organizations.

Though many researchers have made studies singling out strategic management practices, Odera (2018) opines that non-governmental organizations offering assistance concerning food insecurity in Kenya are not able to formulate and implement their selected strong and appropriate strategies. Therefore, at the end the outcome shows a down step in improving the level of food security among the people in Kenya. Besides, Gitonga (2018) explored the factors affecting maintenance of Kenya NGOs.

Although the mentioned researches have explored and established strong influence of strategic management practices on realizing set goals, not even one specifically revealed its influence on goal realization among community development humanitarian organizations in Kenya. Therefore, with this different study outcomes there is urgent

requirement for numerous studies to find out strategically how management practices impact performance of community development NGOs in Kenya. This is why the research is aiming to create new knowledge to fill the left big gap that is existing.

1.3 Purpose of the Study

Purposely carrying out this study was to find out the influence of strategic management practices on performance of community development NGOs in Kenya.

1.4 Main objective of the study

The general objective of this research was to assess the influence of strategic management practices on performance of community development NGOs in Kenya. A case study of Shining Hope for Communities.

1.4.1 Specific Objectives of the Study

- i. To assess the influence of technology on performance of community development NGOs in Kenya.
- ii. To determine the influence of human resource planning on performance of community development NGOs in Kenya.
- iii. To examine the influence of organizational structure on performance of community development NGOs in Kenya.
- iv. To find out the influence of organizational culture on performance community development NGOs in Kenya.

1.5 Research Questions

- i. What is the influence of technology on performance of community development NGOs in Kenya?
- ii. What is the contribution of human resource planning on performance of community development NGOs in Kenya?
- iii. What is the influence of organizational structure on performance of community development NGOs in Kenya?
- iv. What is the influence of organizational culture on performance of community development NGOs in Kenya?

1.6 Significance of the study

Research outcomes are of importance to the governorship of NGOs in providing direction and formulating policies and evaluating their strategies and more so addressing the gaps in their areas of jurisdiction. Individuals and donors immensely benefits from the research by evaluating the performance of the organization which they are funding. The staffs of the organization also benefits by adopting the best practices that will be sustained in the near future which will lead to improved performance. The NGO Bureau and the government host benefits in formulating policies which are influential to the management of their respective organizations. Finally, the research is of imperative for academicians and other investigators who may wish to increase their knowledge for further studies.

1.7 Scope of the study

This exploration was aiming to assess strategically how management practices impact performance of community development NGOs in Kenya, a case study of SHOFCO. This study limited itself to SHOFCO. The study period was between the years 2023 and 2024. The study was carried out for 1 year months from August 2023 to May 2024. The study targeted 300 respondents representing a sample of size of 90 individuals. Referring to Mugenda & Mugenda (2003), in a descriptive study taking a representative sample of 30% in any study is acceptable.

1.8 Limitations of the Study

Undertaking this investigation different disadvantages were observed such as absenteeism of the targeted employees more especially top managers of SHOFCO, leading to delay in research report writing. The questionnaires were dropped and later collected, though the personality trait of the respondents affected the data to be collected, however researcher ensured confidentiality of data that was going to be collected. To overcome the mentioned challenges the researcher made early communication to SHOFCO organization for the intended visit to secure the appointment.

1.9 Delimitation of the Study

The investigation was delimited strictly by focusing specifically on how strategically management practices impact performance of community development NGOs in Kenya. Exploration was driven by the following selected independent variables, technology, human resource planning, organizational structure, organizational culture on performance of community development NGOs in Kenya.

1.10 Assumptions of the Study

Explorer took on those participants who answered the research questions honestly. The researcher also assumed that respondents had enough knowledge and ability to fill the questionnaire correctly for reliable information that was used in this case for data analysis. The researcher also assumed that non-governmental organizations in Kenya experiences a problem in strategic management practices in their application of technology, human resource planning, organizational structure and organizational culture.

1.11 Operational Definitions of terms

A team- Is a group of individuals collaborating together to attain a collective objective of a given organization.

Non-Governmental Organization- Comprises of registered institutions that are operating independently with the initial focus on the humanitarian efforts and not company objectives.

Strategic Management- Strategic management are prepared and made decisions and actions when implemented they result set goals.

HR Planning- Is a term used to describe the activities concerning recruitment and selection, designing work and motivation of workers.

Technology- Technology is the fulfillment of human purpose as a method of achieving human purpose.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The section contains literature review, establishing theoretical foundation of research, empirical review, and summary of empirical review, research gaps and conceptual framework.

2.1 Empirical Review

The empirical review was based on the following objectives namely: strategic management, technology, human resource planning, organizational structure and organizational culture on performance community development NGOs in Kenya.

2.1.1 Strategic management practices and NGOs

It can be defined that a strategy is plan which brings together the key policies of an organization, goals, and actions to a solid pattern aiming to achieve organizational objectives (Burnes, 2004). Strategic management encourages relationship development thus enabling the organization to maintain stable relationship with donors, partners and

other stakeholders (Aboramadam & Borgonovi, 2016). The role of strategic management in NGOs has been opined in different contexts. Organizations use strategic management in planning, implementing and taking control to attain goals set in the place where they are operating (Thompson et al., 2020).

The role played by strategists in management private institutions is clearly to offer support towards achieving long term goals (Fowler, 2016). It has also been known that strategic management practices is an important factor that is used to give strength an organization in its performance. This is because it works like a guideline bringing efficiency in making decision. There is need for organization to adopt strategic management to allow it to improve strong strategies for it to gain set goals, considering its abilities, constraints and the area or place in which they are operating. Purposely strategic management creates a positive environment in the wider market and develop the muscle towards success despite the waves the organization is undergoing both internally and externally. Ladwal et al., (2012) found that organization practicing and emulating strategic management practices constitutes to improved service delivery which in turn induces performance.

For strategic performance of an organization to be effective and useful there must be commitment and high involvement across all levels of organization to overcome such problems such as: resistance to change, rivalry among departments and resource allocation (Ott Eisenhardt, & Bingham, 2017). Strategic management practices adopted by NGOs improves performance in setting clear objectives, taking stakeholders analysis, development (Abdel-Kadel & Wadongo, 2018). Strategy monitoring and evaluation is the

monitoring of resources and some activities that have been introduced to evaluate the effect or the value importance to the realization of goals. This process enables organizations to monitor the recent strategies to gauge whether they are correctly handled or they need improvement. Monitoring and evaluation strategies are important sine they determine management to determine the best strategies to be adopted over time. Effective organization culture motivated employees to high level of fulfilling their job goals. Following the research that was carried out by Adisa, and Osabutey (2017) exploring the effect of culture on the work life balance in Nigeria. The researcher designed a qualitative study which was targeting trained medical doctors from different parts of diverse of Nigeria. The findings showed that the factors of organizational culture like which include working hours, support from management, financial reward and team work influence the productivity thus affecting the strategic performance of the organization.

2.1.2 Strategic Performance and NGOs

Non-governmental organizations form a bigger part of the economies in both private and public (Kitonga, 2017). Not for profit making organizations covers thousands of organizations which have relationship with government in delivering important and essential services to the needy. However, they experience a wide range of leadership obstacles that preclude them from achieving their vision, mission and objectives inhibiting their ability to take roles in leadership positions in the larger society (Glaeser, 2019). A number of organizations spend much of their time responding critical problems unaware instead of preparing earlier to deal with them in the future when they occur (Girod &Whittington 2017). Strategic management and organizational performance is

evaluated using different dimensions ranging from finance and nonfinancial mechanisms. The performance when evaluated it helps to bring the understanding in-depth of the strategy applied by the organization against productivity (Janatabadi, 2015). Moreover, is not easy to determine the performance of NGOs reason being they major community development (Hollaway, 2012). They use up their energy remaining with little resources for the next challenge. This locks organization into reactive posture (Onyonge, 2018).

For strategic performance of an organization to be effective and useful there must be commitment and high involvement across all levels of organization to overcome such problems such as: resistance to change, rivalry among departments and resource allocation (Ott Eisenhardt, & Bingham, 2017). Strategically it gives direction which is set up by organization's management in the form of vocation and foresight statements target saving government as argued by Jayyawarm, (2019) Investigating the effect of technology on operational performance of NGO in Nairobi County, an exploratory by Cheruiyot (2016) where a research methodology determining the causes and effect of variables, utilizing regression analysis. The study findings revealed that adopting information technology identifies and speeds up how to use the available information, communicated and made available for use. Because of that humanitarian organizations with more experience and has adopted technology use exhibit well improved service delivery hence high performance and productivity. Organization which has got a welltrained and skilled workers contributes to the efficacy of the rate of production thus achieving organizational goal set in the short or long-term. Such organizations are to

fasten production and achieving their response to customers' needs in the larger markets and better in meeting and quality and quantity required. High process quality involves organizations having a right and appropriate organizational culture orientation and action framework used for the employees of the organization. By good strategic staff training, NGOs in Kenya can get it right to match job roles and duties to workers with wellmatched skills too. Thus, laying a good foundation for implementation and control. The results of employee commitment work fuels higher returns.

Odhiambo, (2021) carried a study investigating the effect and how strategically managerial practices and performance on health NGOs found in Nairobi City County. Using descriptive research design from selected population through stratified random sampling method targeting 98 health organizations. The research conclusively reported positively a relationship on the variables that planning, scanning of the environment in which the organization is carrying out its operations, formulation, implementation and monitoring

Agusani & Akrim (2020) carried out a study enhancing social performance of nongovernmental organizations operations in Indonesia through outside positive pressure that tries to mediate the role of orienting different dimensions and sustainability acts, opines that a lot of exertion experienced by the locally formed humanitarian organizations in their community course well done, and expertise on activities exploring outside factors that positively enhance local performance of such kind of organization found in a developing country. The results shows that outside forces brought by main

effect on development of those strategies that are used to sustain new ventures that encourage management to embrace community performance in Indonesian state.

Strategy implementation it openly addresses the aspects on who to be included for the auctioning of the selected strategy, how the implementation will be taking place both today and in the future and when this big implementation is going to be carried out for a successful program activity. It refers to specific and special procedure or otherwise approaches that are followed by an organization to ensure that managerial objectives, the methods and the technologies are integrated into day to day operations. They can also get to apply to ensure that meaningful ideas are generated and transformed into functional actions with significant impacts to organizational outcomes. The intended strategies that are mostly implemented by the organization are meant to support organization's cultural aspect. It involves and accommodates every idea contributed by members and stakeholders, enhance a good reputation of the organization, emphasize on quality and preserving the organization cultural aspect. According to Ogoro (2018) who carried out a study on assessing of the company strategy and policy necessary to ensuring a longterm and dynamic plan for the successor is in place. Co-involving assists an organization in accepting special and crucial changes and practicing or implementing human resource management practicing strategies in the context of an emerging future (Hesson et al., 2013). By the use of such mentioned notion on organization's performance and development may be improved via training of employees. According to Buhai et al., (2008) He confirmed that indeed work place conditions had a very important meaningful

impact on strategic performance of community development not for profit organizations. The statement to this study was based on a similar cross sectional survey on the organizational working conditions. The results made conclusion that a good health and safety working conditions in organization work place improved organization performance why? because staffs get satisfied and become more productive at their various job capacities while poor working conditions results a negative impact on the organizations performance since staffs become nonproductive on their various jobs capacities.

2.1.3 Influence of Technology and Performance of NGOs

Humanitarian organizations benefit immensely when its workforce that has gone through extreme training on information technology aiming to achieve social, economic and environmental objectives (cost of savings, living and avoidance, 2017) scholars suggest that using technology exhaustively promises a fast turnaround time, improved end products of quality and well-motivated staffs because technology is the heartbeat of successful and determined organization. Huang & Liu (2020) investigated the question how the effect of strategic partnership on innovation, performance and technology intensive industries. By collecting data from a list of organizations which are operating in such mentioned technology industries. The research was aiming to have an in-depth and heavy understanding on how strategic formation of alliances can majorly facilitate knowledge exchanging, transferring of technology and collaboration of research and development (R&D) efforts which leads to improve the innovation outcomes. The study quickly found that partnership that is the formation of strategic alliances indeed facilitates

knowledge exchange, technology transfer and even collaboration research and development which leads to increased innovation outputs and capabilities. The conclusions from the exploration indicated positively there exist a correlation between successful innovation and strategy collaboration. The research further emphasized that the value of the formation of strategic partnerships as one way of encouraging innovation and obtaining a competitive edge in sectors that rely heavily in technology. However the study focused on innovation and technology.

Investigating the impact of technology on operational act of NGO in Nairobi County, an exploratory by Cheruiyot (2016) where a research methodology determining the causes and effect of variables, utilizing regression analysis. The study findings revealed that adopting information technology identifies and speeds up how to use the available information, communicated and made available for use. Because of that humanitarian organizations with more experience and has adopted technology use exhibit well improved service delivery hence high performance and productivity.

Undergoing training and developing to horn personnel skills on matters concerning technology usage make a company to attain strategic set goals. By developing on current technology through training is a unique learning method that is directed to attain better achievement on the present assignment (Samwel, 2018).

Vazquez-Lopez et al (2021) information technology in up country, results demonstrates that the value of innovation, connecting with available technology is there for all people in the community. The concept that all NGO should adapt the utilization of technology to benefit and improve quality life gaining acceptance. The use of current technology is

becoming crucial as a mechanism to reducing the risks and unforeseen circumstances in the NGO sector. IT is also becoming a vital and significant tool in consultancy services. The reason behind is that managers capacity to develop a knowledgeable, passionate workforce that is motivated which can only be attained via adoption of technology is very significant to the success of the organization.

Muchiri (2015) studied on factors influencing the acceptance of technological innovation in Nairobi County. Data collected from targeted population was purely sampled only for the research itself. Rigorous statistical research design and analysis was used. As a form of data collection questionnaires, interviews were used. At the end of the research the results showed that 100 medium sized firms have successfully gone higher putting new and affordable technological advances into practice. New technologies are more secure and have advantage with the help of new advancement. This is because it makes easy to put in different levels of management in the process and ideally make sure all the decisions work together to gain the shared goals.

According to Coates (2023) there are main environmental, economic and social benefits of technology use in humanitarian sector in the world wide, local and national. The utilization of technology accurately helps to retrieve, gather, and disseminate variety of information required to improve community development (Naveen, 2022). The ability and desire of NGOs to invest in current technological methods determine organizations overall performance, increased output, but also changes have detrimental effects in the humanitarian sector (Molaei and Rozazadeh, 2018).

Many organizations encourage the use of technology to pursue a task that cannot be done individually. According to Rahaja et al., (2015) doing staff training on technology in the organization is made to identify employee weaknesses that affect them attaining maximum fulfillment of their duties in work place. Another research shows that organizations have got a big assignment put in their strategic plan which triggers the accommodation of new technology to become competitive according to the plan. Majid & Shakeel (2017) shows that organizations have responsibilities need to carry out planning to gain, therefore need to acknowledge the importance of using technology and skills that are greatly important for achieving planned tasks. Top management have been informed by experts that they should give technological strategies a special attention simply because deeply the study of technology is becoming an increasingly showing the importance in the current world (Smith and Rogers 2003). Technology strategy use by organizations is not the same as research and development strategies, latter it is about receiving technological help through in-house done activities by the organization in particular non-governmental organizations. Technological development is the foundation for the future strategy to promote future strategic behavior that in return may lead to enhancing competition and development in terms of organizational performance (Ford 1998). Evidently the use of technology was given a back in the past previous time, for different organizations to improve their strategic performance Nanayakkara(2017).

Exploration by Hussain (2016) discovered that the important technology architectures have a believable notion that there is distinguished focus on technological tactic and its outcome. Acquiring good and super advanced technological strategies is achieved mainly

at zero conflict of interest. If conflict of interest really do exist within organization senior management it requires to be dealt with in order to achieve required effective technological alliances especially promoting equity, interest, transparency, partnership and market development for the strategy to become successful for good performance strategically. Technology is the current marvel in our daily lives that has taken off and nearly no organization can thrive without having deeply invested in technology. The application and use of technology allows some most turf and difficult question and tasks to become continuously easy and more efficient. In strategic management technology has allowed the dissemination of knowledge to be distributed to achieve a given task. Also technology has allowed staffs to be engaged and learning in that ways which they never have in their places of work setting before.

Venkatesh, Morris & Davis (2013) postulated the reason why and how the extent to which the idea of technology usage in implementing a strategy is becoming more popular in the current world. Organization adopt turnaround strategy using it to accommodate new technological innovations, new skills, ICT application, leading to training on new technology, new transactions processing methods and encouraging organizations to embrace out sourcing.

Huang & Liu (2020) investigated the question how the effect of strategic partnership on innovation, performance and technology intensive industries. By collecting data from a list of organizations which are operating in such mentioned technology industries. The research was aiming to have an in-depth and heavy understanding on how strategic formation of alliances can majorly facilitate knowledge exchanging, transferring of

technology and collaboration of research and development (R&D) efforts which leads to improve the innovation outcomes. The study quickly found that partnership that is the formation of strategic alliances indeed facilitates knowledge exchange, technology transfer and even collaboration research and development which leads to increased innovation outputs and capabilities. There is a positive correlation between successful innovation and strategy collaboration. The research further emphasized that the value of the formation of strategic partnerships as one way of encouraging innovation and obtaining a competitive edge in sectors that rely heavily in technology. However the study focused on innovation and technology.

2.1.4 Influence of Human Resource Planning and NGOs

Any workforce management is a paramount asset of an Organization. All organization's resource is oriented, planned on the available resources to actualize the organizational set goals. Therefore, managers need to give a careful thought to the needs of the staffs. An organization may acquire all the current technology and the best manpower, unless it looks a after its staff skills, it will never attain its optimum goals. According to Vetter (2001) human resource is a technique used to predict the number of staffs required in organization, the type of talent and skills required at a specific time in the future. It ensures the management chooses the appropriate number of workforce with relevant skills, trained and well-motivated while doing their work. Workers are urged to put into practice and be aware of changes of strategies in order to assist in the success of overall culture in the organization. Also culture affects individual performance and perceive things in the organization. As a result the corporate culture affects both employees work

performance and their personal lives, subjects including HRM, marketing management, nursing and community health, emphasizes the importance of appropriate organizational culture (Backstrom and Snyder, 2018).

Delery & Roumpi (2019) made an argument that manpower as a resource signifies a good relationship that exists or associated with management of individuals and the development to upscale employee skills in their specific areas of specialization for the benefit of the organization. The human resource including assets, people improve the organization activities and ensuring fully utilization of talents, skills towards meeting organizational goals and objectives (Xie & Cooke, 2019). HRP is one of the functional duty that its results are there to horn the performance of the organization and success Flamini & Gnan, (2019). HRM improves the activities of the firm using the knowledge of employees which give them opportunity to perform their duties better touching on the growth and development of employees translating it to better performance. Practical skills of employees are essential because they add flavor to the overall progress of the organization and improve constantly Sahite (2018).

A study carried out by Solaja suggests that human skills are intangible and are valuable hence distinguishing personality to the wellbeing of the organizational and make the workers accumulate large skills attached collectively to pin suitable answers, (Zahra et al.,2019).

Many researchers have known that good selection and good procedure applied during recruitment practices help firm to perform much better (Meyer & Hamilton, 2020).On

that same note empirical studies have shown that recruitment and human resource practices demonstrates a good relationship to positive performance. Workforce management has to be handled and taken as an important factor to polish organizational performance. Across all the organization human resource is imperative and every individual is involved” (Wright &Ulrich, 2017).

Besides, Sabiu Kura and Reni (2019) reveal that regular or quarterly training and development serves as the most powerful predicting variable of the future take of the firm on its strategic performance. The ever changing and dynamisms of individuals is improved by coming up with current knowledge and skills to continue improving through training and development initiatives that cannot be copied by other organizations in the wider market or industry (Teece, 2014). A research that was carried out by Katou (2008) suggests that a proximity between human resource policies and performance of the organization exist. Example compensation, resource development and job design against skills, and behavior. The study experiments that the relationship is partly connected by human resource management outcomes affected by the organization selected strategies hence performance through HRM.

A study that was carried out by Scharmer (2007) established that every well informed organization senior management team should be in a position of adopting to apply human resource practices. Human resource practice methods are being obtained and taken as a proper model why? Because it supports a notion that can be used to bring change in the near future organizational operations. The five notions that can bring such change in the future include co-initiating, co-sensing, pre-sensing, co-creating and co-involving

movements. Co-initiating is the first stage where by at this point the organization has model as a goal shared with its stakeholders for any future upcoming events. The second one gives a direction in which the organization has already recognized the issues at hand across the border. At this stage, some concrete new ideas are now generated by different groups who are working together the perfect the selected goal to be readily achievable. The organization top managers now start to take a quick glimpse on their vision for tomorrow involving the human resource management practices known as pre-sensing. For this purpose to be achieved the organization entirely requires to lay a very strong ground preparing for a better preparation work for change. At this stage the leadership of the organization goes in solving the historical conflicts which have existed in the past in order to smoothly move ahead for realistic future optimism. Then co-creating as another notion takes into effect following as it clearly identifies openly organization's top managers to start now envisioning on how things may be in the coming future to avoid failing the set goals. Further Scharmer suggest clearly that organization leadership should focus on long-term human resource management in house methods rather than urgent needs of the organization.

According to Ogoro (2018) who carried out a study on assessing of the company strategy and policy necessary to ensuring a long-term and dynamic plan for the successor is in place. Co-involving assists an organization in accepting special and crucial changes and practicing or implementing human resource management practicing strategies in the context of an emerging future (Hesson et al., 2013). By the use of such mentioned notion on organization's performance and development may be improved via training of

employees. According to Buhai et al., (2008) He confirmed that indeed work place conditions had a very important effect on strategic success of community development NGOs. The statement to this exploration based a similar cross sectional survey about organizational working conditions. Results made conclusion that a good health and safety working conditions in organization work place improved organization performance why? because staffs get satisfied and become more productive at their various job capacities while poor working conditions results a negative impact on the organizations performance since staffs become nonproductive on their various jobs capacities.

Ray et al., (2013) made an additional idea on the same issue that work conditions affect individual attitude which in turn truly affects individual performance in work place. In order to improve the organization's strategic performance Ray suggests that reducing worker's negative attitude adds to improving negative attitudes through making strong open and better collaborations, negotiations and interaction that are seen having a higher positive effect on worker behavior. The research made very unique conclusions that employers providing fair, better, and equal working conditions incredibly have higher impact on their productivity in comparison to segregated work conditions based on cultural association Ndegwa (2017), carried a study investigating basically the impact of training and development factors and staff performance on NGOs operating in Mandera County in Kenya employing descriptive research study design targeting 18 NGOs operating in Mandera, with 333 staffs working in various NGO .Sampling of 180 employees clustered into two strata based on management, using questionnaire to assemble data analyzed descriptive statistics. The results shows training techniques that

are used by NGOs in Mandera are interactive employee training technique, hands on training, classroom lecture method, group discussions method and e-learning or online based training technique, seminars and workshops have to be prepared for the human resource branch on the importance of systematic approach of training and various department. Mechanisms need to be created for correct assessment and assessment of worker performance after schooling.

Greenly (2016) gives an opinion concerning strategic planning that the significance of strategic planning is keeping on translating into the performance of an organization mainly in accordance to what advantage caused by planning alone and a lone. Strategic planning has got an internal value which make it more and more as an effective tool used to foster humanitarian activities and organizations to improve on it's the set goals to achieve the expected performance. Studies done by other scholars indicates that strategic planning is a process and a content. On the side of content, strategic plans contain unique elements that show variation from one organization to another. Strategic planning as a process looks on the mechanism and events which an organization undergoes as from planning its formulation to implementation.

In view of Grants (2013), strategic planning is evaluated or calculated as a tool that has an impact on organizational performance, secondly is also seen as elementary in facilitating decision making process. A piece of research that was conducted by Mkutano (2018) clearly investigated whether exactly there is an impact of project management practices on the successes of funded projects in Nairobi County, Kenya. Using a well structure questionnaires the data was collected. Reviewing the data was done in form of

quantitative using descriptive and inferential statistics. According to the study efficient proper implementation of technology on projects management in which planning, communication and stakeholders' participation and involvement resulted in improved organizational performance. Afronze and Khan (2017) in their research which went in depth on how good and well executed communication approaches and project complexities genuinely affected the execution of projects globally. A survey was done to weigh the impact of the communication on production of organizations. 60 agencies were engaged intentionally both receiving well-structured questionnaires. The result showed that there exist complexity nature of a project which has little impact connectivity between communication and structural production.

Novo (2017) researched on the importance of carrying out planning during the stage of administration of projects. The research objectives pertained to establishing how competitiveness and skills in project administration and governance abilities promotes success. The outcome of the study illustrated that planning process and project manager are correctly related. Therefore having a major link between project leaders' abilities and the success of projects to better performance of the organization. Buba and Tango (2017) looked into how planning affected well established projects and their performance in terms of quality measurement. The three major categories of participants were involved, including project managers in the country of Nigeria who were architects, where quantity surveyors received a total of 43 questionnaires. The study discovered that project managers who are better during the time when giving instructions have best capable management style, adding to best inventive quality and create stronger working

relationships. Simiyu (2018) researched onto the establishment on how the practice of Managing Community Based Organizations (CBO) contributed to organizational performance of agricultural initiatives in Bungoma. He used a descriptive research design and divided at 138 groups registered in the county as community based organizations. The study specifically focused on agricultural project while the present research focus in strategic performance.

2.1.5 Influence of Organizational structure and Performance of NGOs

Organization structure is the arrangement of duties by managers who are in line of authority. It shows the sequence who reports to who and the area of jurisdiction and also the division of labor , job duties described in the job description and procedures followed in decision making (Okumu, 2003). Organization structure can also be viewed from different dimensions. According to Higgins (2005) observes an organization structure as involving the following five attachments that define a structure. They include the duties or job performed, the sequence of authority, the assembly of different jobs to give better results of the organization, the coordination applied or used by managers to oversee work and span of control which helps a manager to effectively take the role of supervision.

Burns and Stalker (2006) opines that the influence of structure is common within level of development. In their research they discovered organization structure boosts performance of organization to higher levels and even causing coming of new businesses in the changing environment. The study also found that a number of organizations which

have more employees perform much better compared to the organizations with small number of employees. The study made conclusions that environmental changes and uncertainty of the future, over grown firms are too affected with hurdles which may require different approaches to organization structuring.

Ngugi (2019), examined the effectiveness of organization culture on managing knowledge of NGOs in Nairobi. An opinion that is shared streamlines the decisions made by the organization. NGOs have adopted different ways of leadership to strengthen their organizational structure. The researchers made conclusions that control systems will help an organization to pick out some areas that are weak and address them earlier before becoming a big problem to control.

Keremu et al., (2021) investigating the main influencers of organization formed structure on the success of telecommunication firms operating in Kenya. Mixed design methodology was exploited to collect data. Prime facts brought together by use of questionnaire and second hand facts sourced from company reports. The study showed that organizational structures have no positive change on performance of MTNOs in Kenya. The study made conclusions with a meaningful and positive insight on structural production quickly refusing to consider the null hypothesis H_0 at $\beta=0.405$ and $p=0.000$.

Carley and Prietula (2014) an NGO takes the determination of the movement and flow of work, information and authority within the organization. Organization structure can be a connection of relationship and responsibilities mushrooming within the organization. Trian & Tran, (2013) asserts that the term organization structure is very

difficult to define because of its varying usage and application by managers and scholars in different occasions or subjects.

Oracha, J. (2022) carried out a study establishing the effect of competitively having taken merit structural set up behavior towards leadership and performing international nongovernmental organization in Kenya. Facts were brought together through administering structural questionnaire and analyzed statistically. Research findings showed organization structure significantly controls the connection between strategic kind of leadership and production. Nkem O. (2017) carried out a study where it was focusing on the organization culture and strategic management on organization performance. The research sample representative size was 155 which was mainly picked from a group of 259 employees of Diamond Bank .139 respondents luckily returned their questionnaires with a response rate of 89.7%.SPSS software utelized to analyze questionnaires while multiple regression analysis was utilized to analyze facts. Finally outcome analysis done showed that there existed a meaningful positive relationship between organization culture and organization performance. Again the relationship between strategic management had a positive and significant relationship to organizational production.

2.1.6 Influence of Organizational culture and performance of NGOs

Culture can be defined as values that are shared with certain group of people with same characteristics that can be learnt by new members to adopt the perceptional feeling about a given situation (Ravasi &Schultz, 2006) Harko et al., (2021) investigating influencers of culture practices concerning employee rate of turnover of the NGOs in Sindh,

Pakistan. A questionnaire was used to collect the data. 180 questionnaires were distributed among employees where 121 were considered to be fit for the data analysis for further interpretations. SPSS version 22 was used for analyzing descriptive statistics. The findings showed that there is a likelihood that NGOs might be able to reduce employee turnover.

Omosa et al., (2019) established cultural impact on implementing of strategic plan county government of Kenya. Research used descriptive survey research design targeting 10 county governments. Stratified random sampling technique was used where 240 study subjects were selected by sample random sampling. Using regression and correlation data analyzed using content analysis. The outcome of the research signified organizational culture can be a predictor of implementing organization plans. The study findings showed that a suitable culture promotes togetherness and cohesiveness of workers in an organization to achieve a common purpose. There is need to carry out a culture assessment that will reveal what strategic culture should strengthen, motivate and identify possibilities for immediate success in culture reshaping endeavor. The intended strategies that are mostly implemented by the organization are meant to support organization's cultural aspect. K 'Obonyo (2012), postulates that culture and its environment internally are the factors tht need to be prevailed for better strategy reaping better and lucrative goals.

Mbuva, (2022) investigated cultural impact on workers production of health NGOs in Nairobi County, Kenya. Using a well-structured questionnaire data was collected. The descriptive research design applied, the study stemmed that culture is vital in bringing

people together from different areas to accomplish a set goal. The research further outlines how culture encourages employee to work with the top management. Workers are urged to put into practice and be aware of changes of strategies in order to assist in the success of overall culture in the organization. Also culture affects individual performance and perceive things in the organization. As a result the corporate culture affects both employees work performance and their personal lives, subjects including HRM, marketing management, nursing and community health, emphasizes the importance of appropriate organizational culture (Backstrom and Snyder, 2018).

Organization culture plays a very vital part in the organization and is also increasing in business processing management. Therefore NGOs be alert and be remaining eye open to their specified cultural norms that might hold an impact on the real success of the organization strategically leading to performance. Organization culture is taken and can be viewed as one the most crucial key factor used in supporting the attainment of efficacy business operations and processes (Schenieded et al., 2013)The main purpose to why a big number of organizations strategy related projects tend to fail is majorly because of cultural values guiding the involved guidelines for the implementation process (Cao et al., 2001).Performing organization is purely directed through employee collaboration together with the system in place which purely also relies on organization cultural aspects. Organization use strategic management in planning implementation and taking control to gain organizational goals set within the area in which the organization is operating (Thompson et.,al 2020). The role played by strategic management towards

NGOs performance is clearly meant to help them plant and attain long term goals and aims (Fowler, 2016).

Baisch (2010) evaluated the process associated with the orientation in the organization through a business process management model. According to Basch an organization which has got a well-trained and skilled workers contributes to the efficacy of the rate of production thus achieving organizational goal set in the short or long-term. Such organizations are to fasten production and achieving their response to customers' needs in the larger markets and better in meeting and quality and quantity required. High process quality involves organizations having a right and appropriate organizational culture orientation and action framework used for the employees of the organization. Pivot (2002) despite be aware about the importance of organization culture and its dimensions as still under researched in business processing.

Kong M. (2007) carried out research investigating the cultural effect on perception of workers demeanor. The study compared customer perception with that providing service encountering demeanor in the United States of America and the Republic of Korea identifying the existing association demeanor dimensions to satisfy customers. Applying a questionnaire to collect data using exploratory factor analysis to exactly provide a distinction of set behavior dimensions to each culture. The findings clearly showed difference found between USA and Korea customers on perception of waiting staff demeanor and their impact on performance.

A research that was carried out by Mannion and Davies (2018) concerning getting more information about culture for medical care quality improvement. The research got to

involve assessing healthcare hospitals in United Kingdom (UK) and the study found that cultural factors determines the success of health care facilities. Same note researcher made recommendations the utilization of lean six sigma mode to organization cultural support improving on NGOs performance.

Kokt and Ramaruo (2015) conducted a research investigating on the impact of organization culture on job stress in accommodating facilities in South Africa .The study explored structural questionnaires way of a methods to determine the correlation between organization culture and job stress. The outcome revealed indeed effective organization culture motivated employees to high level of fulfilling their job goals. Following the research that was carried out by Adisa, and Osabutey (2017) exploring the effect of culture on the work life balance in Nigeria. The researcher designed a qualitative study which was targeting trained medical doctors from different parts of diverse of Nigeria.

The findings showed that the factors of organizational culture like which include working hours, support from management, financial reward and team work influence the productivity thus affecting the strategic performance of the organization.

2.3 Theoretical Framework

This an object trying to give a reason why a phenomenon is the way it appears based on the theories directing the researcher and help interpret the findings. The theories that guide the study include: strategic fit theory and Ansoff strategic success theory.

2.3.1 Strategic Fit Theory

Regarding to this theory, it assumes that there is no existence of identified strategic management practices apply to every NGO, but management practices depends on the activities or services provided by an organization where the meeting point is where application depicts its effectiveness. The theory puts more emphasis on the fitness and appropriateness of management practices by any given organization which includes rules and policies, values and procedures. The theory opines that the management must insure that the staff needs, stakeholders and donors are taken into account. Nongovernmental organizations has to implement new strategies that excellently suit their daily needs and requirement according to their operations (Donaldson, 2009).

A large number of investigations from researchers opines that the amendments made by the organization within the environment the organization operates, force the organization to make adjustments on their systems and designs used. The main objective of the organization is to have changes based on the surroundings. Decisions can be made through situational leadership and according to the current environment. This idea is aligned with the proponents that decisions are reached better based on the activities taking place in the organization. Many other NGOs have come up with several modifications of structures to enhance performance with their uncertainty of the future take.

This theory once applied it will help managers to manage the little available resources prudently lowering expenses and be aware of the turbulent environment and becoming flexible on their duties (Little, 2006). The adaptation of this theory with the external

surroundings may play a vital role on how NGO performance would look like. With this purpose senior management failing adhere to changes in the environment may be forced to close down many organizations. According to Luos (2006), NGOs need to quickly and promptly respond to environmental turbulences in advocating strategic management practices.

2.3.2 Ansoff Strategic Success Theory

This is a model used in planning by the firm to ascertain its success the product or service provided by the firm in the market. The model is connected to Igor Ansoff who is the father and proponent of management school of thought. In regard to the idea there exist a link between a formal strategy for planning and achievement of organization success. Environmental turbulences has to be dealt with for the organization to thrive effectively.

The extent of adjustment affects the chosen strategy by the management (Asoff, 1971).Gianos (2013), one of the most contributors to Ansoff's success strategic success theory has openly proven that empirically the theory is useful in the service delivery of the organization's services. The theory focuses on the formulation of tools used by the management to enhance and improve on their capacity to indulge in analyzing data with a goal in mind of exploiting future performance to improve and gain competitive advantage. By using the theory the organization's management is able to match its behavior and abilities to peripheral operations within the environment.

(Hussey, 2007) justifies that when an organization uses data appropriately the future plans and actions are able to match thereby maximizing its success. The environment in

which NGOs are operating today has no remedy for it to succeed but environmental changes are the key considerations when determining the level of productivity. The organization capability determines management's attainment of high performance constantly. Though many researchers have recognized Ansoff theory, a lot of criticism have been raised by other scholars. The future of forecasting methods made assumptions that past activities of the organization determines the future of the organization including the environment in which the organization is carrying out its Activities.

Therefore, the future of the organization can be both quantified hence generating a selfcreated limitation which is a misconception. However, Ansoff theory helps an organization to develop the best way to growth strategy basing on the alternatives that are available to the organization management. It opines the suitability of strategy applied by the management on determining its performance. However, Ansoff theory helps an organizations towards developing the best growing strategy overtime based on the choices available to the management. The model is applicable since it tries to explain suitable strategic management practices on performance of community development organizations.

2.4 Conceptual Framework

This is a model containing variables drafted by a researcher to achieve results (Gerring, 2014). The independent variables used include training, human resource, organizational structure and culture.

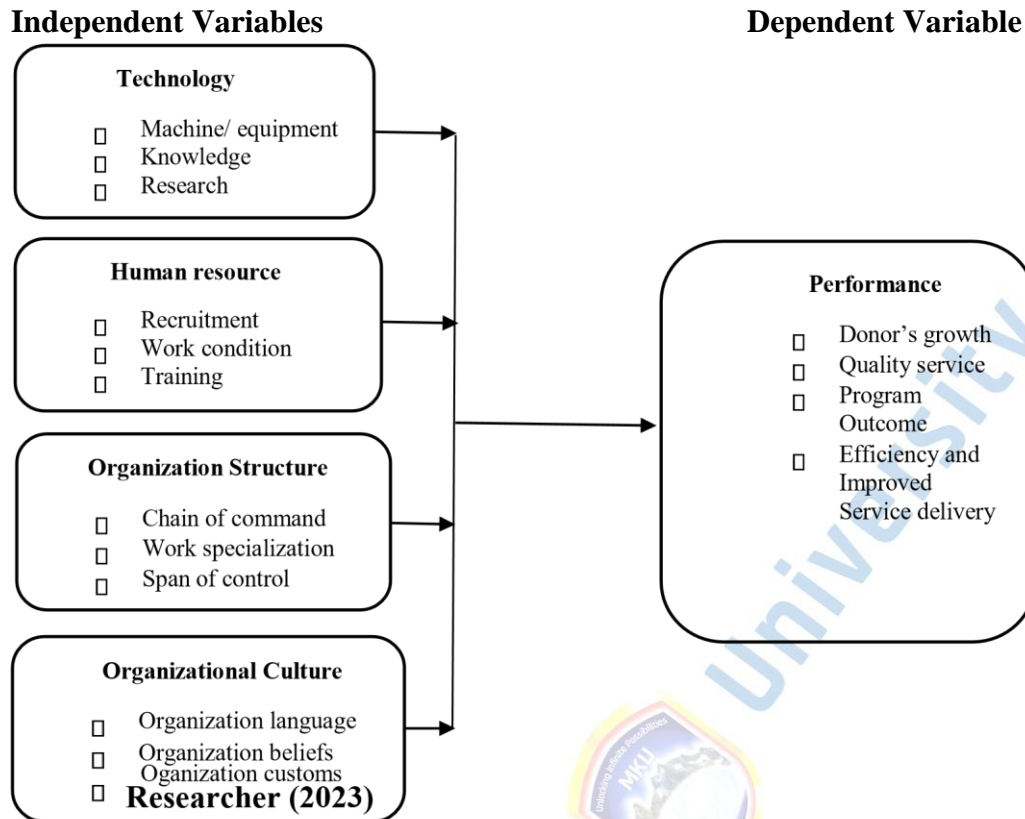


Figure 1: Conceptual Framework

Source: Researcher (2024)

2.5 Recap of Literature Review

This segment has emphasized on how strategically managerial practice influences the output of community development NGOs. The chapter reviews the different theories on strategic management including strategic fit theory and Ansoff strategic success theory. The chapter also reviews the specific objectives including technology, human resource planning, organizational structure and organizational culture. Without leaving out the

diagrammatically object indicating the companionship between the identified variables, independent and dependent as they are highlighted. Therefore the research gap is identified from this review.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section covered set principles described pattern of carrying the study. Entailing the place where study took place, targeted population, techniques of sampling and sample

population, instrumentation, validation and reliability, methods of collecting facts, analysis and accepted ethical consideration.

3.1 Research Methodology

The researcher utilized mixed research methodology as it helped the researcher to gather information both quantitatively and qualitatively. The research used well-structured questionnaire as primary equipment to collect the required data. This method was more and directly relevant for the study reason being it enabled the investigator to apply a number of research designs that were useful in gathering both types of information.

3.2 Research Design

The research used description of research design. According to Cooper & Schindler (2015) description research design is an involvement of series of fact finding on a given phenomenon answering the question how to get data and how to evaluate such data. It is a roadmap to finding a suitable and approachable solution to study problem Kogania (2017). The use of descriptive research design gives a good result when used in data collection because it is the determinant of the companionship between the objectives of the study Ngatia et al., (2018). Further it gives the researcher an opportunity to apply quantitative technique assessing the variable's relationship within the present environment.

3.3 Location of the Study

The investigation took place at Shining Hope for Communities (SHOFCO) located at Kibera in Nairobi County, Kenya.

3.4 Target Population

The study was targeting a population of 300 employees of SHOFCO community development NGO in Nairobi, Kenya, comprising of senior management team, Social workers, teachers and Caseworkers. This is because they were involved in the strategic management process in policy setting and goals of the organization hence organizational performance.

Table 1: Target population

Level	Population(p)	Rate (%)	Sample size
Senior management team	50	0.3	15
Social workers	100	0.3	30
Teachers and case worker	150	0.3	45
Total	300		90

Source: Researcher (2024)

3.5 Sampling Procedure and Technique

In this research the researcher employed the method of describing the phenomenon where stratified sampling was used to attain enough representation to support all the groups that were involved in the research .The representatives targeted by the researcher was grouped

into either male or female and according to the position held in the organization. This ensured that there is a true and honest reflection of different categories of staffs. The sample comprised of senior management team, social workers, teachers and caseworkers. This is because they had positions which were best to give more information on strategic management performance. The researcher used 90 respondents which was equivalent to 30 percent of the chosen representative of which was sufficient for the research (Mugenda & Mugenda, 2003).

3.6 Construction of Research Instruments

The study used open ended questionnaire as an instrument to bring together the required facts from Shining Hope for Communities found in Kibera, Nairobi County, Kenya. The questions tested on a five Likert scale which gave respondents freedom to have options to choose on.

3.6.1 Pilot Test

A sample of 10 individuals was selected by the researcher from the target representative to test how reliable and valid the research instruments used (Cooper et. al., 2003). This was achieved through stratifying respondents according to their level of management and position held in the organization. The pilot test allows the investigator to pretest the suitability of the research equipment, amount of time that was to be taken to collect questionnaires, getting familiar with the organization and the method of administering questionnaires, identifying ambiguities and evaluate as to whether each set questions can give adequate range of responses.

3.6.2 Validity of Research Instruments

Can be the length or the extent t results attained by the researcher truly represent the actual situation (Gerring, 2014). It measures the accuracy of the analysis carried out by the researcher using content validity to cover all the variables shown in the research to sufficiently generate answers in the questionnaire to represent the content of the concept clearly.

3.6.3 Reliability of Research Instruments

Measures the way a phenomenon behaves the same way, with same opinions and standards. A research instrument is assumed to be reliable when the research answers are generated in the same and no major differences in what is being tested at two different occasions (Zikmud, 2010). The researcher took 10 members from the targeted population to test the reliability. This was achieved through stratification of respondents according to their level of management and position held in the organization. The pilot test permitted the investigator to pretest the suitability of the research equipment, amount of time that was to be taken to collect questionnaires, getting familiar with the organization and the method of administering questionnaires, identifying ambiguities and evaluate as to whether each set questions can give adequate range of responses and items which may require modification.

3.7 Data Collection Method and Procedure

Before conducting data gathering an authorization letter from Mount Kenya University was obtained by the inquirer to permit on the same. Original data was obtained from

questionnaires which were administered by the researcher to staffs and collected later as the respondents need to fill them at their own. Secondary information was attained from the review sources, SHOFECO website, text books and extracts from interviews.

3.8 Data Analysis and Presentation

Before analysis the research questionnaire was checked for reliability and verified in a way which facilitated data analysis (Mary Ngechu, 2006). The data was processed using SPSS to analyze countable data while non-countable data was classified and applied the content analysis because it aimed extracting meaningful data deducing realistic inferences from the open ended questionnaire. Data tables and graphs were used as form of presentation. Regression analysis was also utilized to identify the length to which variable influences one another as it was demonstrated statistically. The regression model was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \sum$$
 Where Y = Performance, α = Constant term, β = Beta coefficient X_1 = Technology, X_2 = Human resource planning, X_3 = Organization structure, X_4 = Organization culture \sum = Error term.

3.9 Ethical Consideration

The investigator received authorizing massive both from University and NACOSTI to give mandate for data collection. After receiving the license, the researcher initiated data gathering process. The responses from respondents were treated with confidentiality without revealing their names. Researcher maintained

high level of integrity throughout the study process which involves data collection, data analysis and reporting. The researcher urged the participants to participate freely feel allowed to pull down their participation at any given time they may.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This segment clearly it is presenting a breakdown results of the data analyzed, response rate obtainable, respondent's personal information, the descriptive outcome. The data was collected as per the variables.

4.1 Response Rate

Complete number of distributed structured questionnaires to participants was 90. Out of 90 questionnaires 79 were fully marked and returned representing 87% on the other hand

11 returned blank unfilled rating 48% as shown in the figure 2.

According to (Dencombe, 2014), a response rate of more than 50% is acceptable.

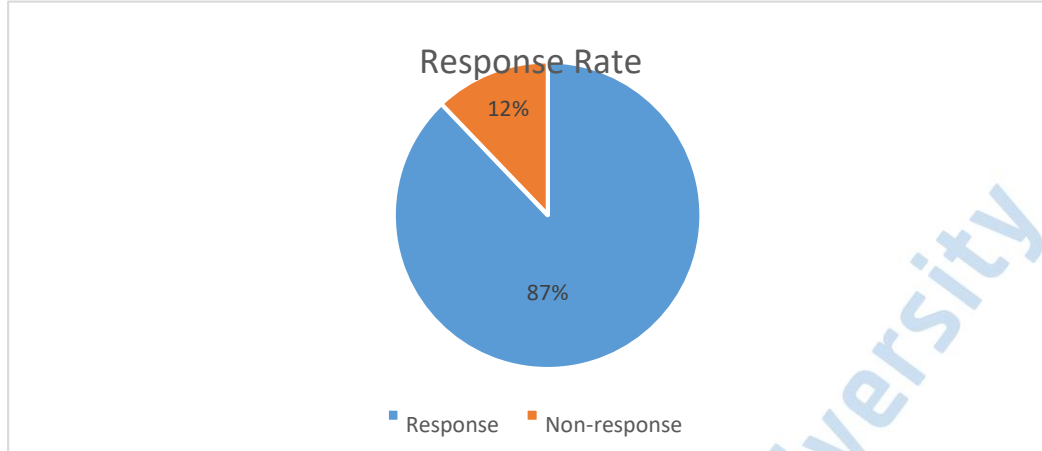


Figure 2: Response Rate

Source: Field Data (2024)

4.2 Reliability and Validity Results

The study made a pilot test using 10 participants to determine exactness and how well the questionnaire is effective to produce and give a good outcome. The study found that the questionnaire had a Cronbach Alpha of 0.7 indicating the reliability as shown in Table 2 below.

Table 2: Reliability and validity Results

Variables	Cronbach Alpha Values
Technology	0.79
Human Resource Planning	0.76
Organizational Structure	0.78

Source: Field Data (2024)

4.3 Demographic

The respondent's background is shown in this section. These information was vital in categorizing various responses based on individual's profile. The information include: male or female, number of years, highest qualification in education, and duration measured in years the participants offered services within the organization.

4.3.1 Gender

The major intention was to set up the gender of the participants in the research. The study aimed responses from both male and female. 50 male and 29 female gender responded with 55% and 32% respectively as shown in figure 2 below.

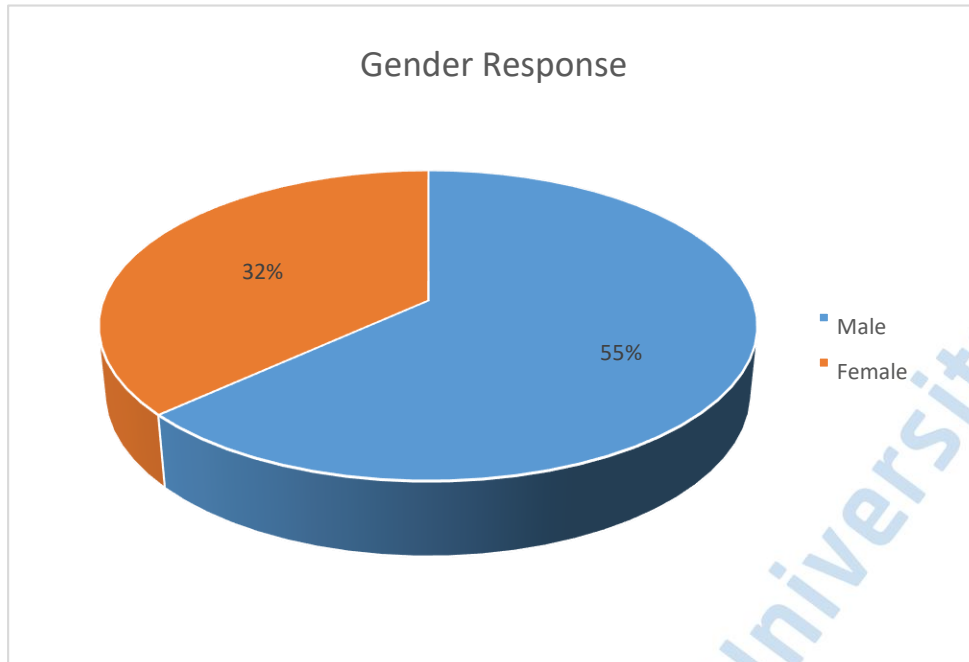


Figure 3: Gender Response

Source: Field Data (2024)

4.3.2 Age Range in Years

The research explored the age range in years in which respondents have worked. Yields are tabulated in table 3 below.

Table 3: Age Range in Years

Response	Frequency	Percentage
Less 20	6	6.6
26 -30	11	13.9

31 -35	12	13.3
36 -40	21	26.2
41 -45	13	14.4
Above 46	16	20.2
Total	79	94.6

Source: Field Data (2024)

4.3.3 Highest Level of Education

The research determined the greatest and top notch level of participant’s qualification as tabulated in table 4 below.

Table 4: Highest Level of Education

Response	Frequency	Percentage
Certificate	24	30.3
Diploma	31	39.2

Degree	21	26.5
Masters	2	2.5
PhD	0	0
Total	79	98.5

Source: Field Data (2024)

From table 4 the findings shows that 24 respondents are certificate holders (30.3%), 31 are diploma holders (39.2%) , 21 degree holders (26.5%), 2 master holders (2.5 %) and 0 PhD holders (0%). The study made a conclusion that participants who are diploma holders have a higher significant number compared with the other participants.

4.3.4 Number of years worked

The research required respondents do specify the span or duration in years worked in the organization as tabulated in table 5 below.

Table 5: Number of Years Worked

Response	Frequency	Percentage
Below 5 Years	31	39.2
5 -10	16	20.2
10 -15	21	26.5

15 -20	11	13.9
Above 20	0	0
Total	79	99.8

Source: Field Data (2024)

From Table 5 31 respondents worked in the organization for 5 – 10 years (39.2%), 16 participants worked a span of 10 – 15 years (20.2%), 21 respondents worked a span of 15 – 20 years (13.9%) and above 20 years 0 (0%). The study suggests that the highest number of workers had provided service for only 5 years (39.2%).

4.4 Descriptive Statistics

This section gives a series of descriptive findings in relation to the best practices embraced by the management to experience better performance of community development humanitarian organizations in Kenya. The research relied on quantitative method to gather data. The investigator built a questionnaire tool using a five point likert scale. The key interpretation were: 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = strongly disagree.

4.4.1 Technology

Table 6: Technology

Response	N	Mean	Std. Deviation
Technology drives the community development NGOs using machines and equipment.	79	4.021	0.876
Technology contributes to the overall knowledge in organizational performance.	79	2.347	1.182
Information introduced by information system is created to support implementation of a strategy.	79	4.004	0.743

The adoption of new technology in community development influences the way services are made available.	79	3.113	1.032
The adoption of new technologies has helped to reach new partners and donors.	79	2.901	1.254
The organization considers the use of technology as an input of client's feedback.	79	2.561	0.734
Average		2.658	0.967

Source: Field Data (2024)

The study's main objective was to examine the impact of technology on the performance of community development NGOs in Kenya. Table 6 indicates that respondents strongly agree that technology drives community development NGOs using machines and equipment ($M = 4.021$; $SD = 0.876$). They were neutral that technology contributes to the overall knowledge in organizational performance ($M = 2.347$; $SD = 1.182$). The participants agreed that the information introduced by an information system is created to support implementation of the strategy in place ($M = 4.004$; $SD = 0.743$). The participants agreed too that the adoption of new technology influences the way services are made available ($M = 3.113$; $SD = 1.032$). They again agreed that adopting new technologies had helped organizations to reach new partners and donors ($M = 2.901$; $SD = 1.254$). They disagreed that organizations consider the use of technology as an input for client's feedback ($M = 2.561$; $SD = 0.734$). These outcomes showed that the influence of technology on community development NGOs had a modest impact on the strategic performance of community development NGOs in Kenya ($M = 2.658$; $SD = 0.967$).

4.4.2 Human Resource Planning

Table 7: Human Resource Planning

Response	N	Mean	Std. Deviation
Having well trained and experienced human resource managers attracts and retains employee turnover.	79	4.156	1.179
The organization recruitment process is highly competitive.	79	3.016	0.991
Inadequate trained staff limit the organization daily affairs.	79	3.325	1.161
Human resource have limited impact on performance of the organization.	79	2.321	0.997
Human resource have a high impact on performance of the organization.	79	2.726	1.179
Average		3.109	1.101

Source: Field Data (2024)

The roman two research objective was identified human resource planning on strategic performance of community development NGOs in Nairobi, Kenya. Table 7 reveals that the participants agreed that when a firm has well trained and qualified human resource

qualified ($M = 4.156$; $SD = 1.179$), they also agreed that inadequate trained staff limit the organization daily affairs ($M = 3.325$; $SD = 1.161$). They disagreed organization recruitment process is highly competitive ($M = 3.016$; $SD = 0.991$). They also strongly agreed that human resource had limited impact on performance of organization ($M = 2.321$; $SD = 0.997$). Also they strongly agreed that human resource planning had a high impact performance of organization's strategy in place ($M = 2.726$; $SD = 1.179$). These outcome showed that there was neutral impact of human resource on strategic performance of community development NGOs ($M = 3.109$; $SD = 1.101$).

4.4.3 Organizational Structure

Table 8: Organizational Structure

Response	N	Mean	Std. Deviation
Organization structure has assisted the organization to satisfy strategic objectives on strategic performance.	79	4.507	0.987
Organization structure executes a vital role in coordinating and supervising of strategy practice.	79	4.298	1.112
Organization structure has given leadership a chance to do better great evaluation of work done by their subordinates.	79	2.421	1.163

Organization structure has broadened or increased by 10% after engaging partnerships and forming alliances.	79	3.316	1.075
Organization has assisted managing organizational change.	79	3.037	0.961
Average		3.516	1.060

Source: Field Data (2024)

Roman three of the selected objective by the researcher was on organizational structure on strategic performance of community development NGOs in Kenya. Table 8 indicates that respondents strongly agreed that organization structure had assisted the organization to satisfy strategic objectives on strategic performance of community development NGOs ($M = 4.507$; $SD = 0.987$). The participants agreed strongly that organization structure is important in the coordination and supervision of strategy in practice ($M = 4.298$; $SD = 1.112$). The respondents disagreed that organization structure had given leaders a better evaluation of work by subordinates ($M = 2.421$; $SD = 1.163$). They too agreed that organization structure had broadened by 10% after engaging with partners and donors through formation of alliances ($M = 3.316$; $SD = 1.075$). Organization structure had assisted in managing organization change ($M = 3.037$; $SD = 0.961$). These outcomes revealed that organization structure had modest influence on strategic performance of community development NGOs in Kenya ($M = 3.516$; $SD = 1.060$).

4.4.4 Organizational Culture

Table 9: Organizational Culture

Response	N	Mean	Std. Deviation
The organization is consistent adapting virtues that are well effective and systemized used to carry out communication	79	3.014	1.031
Organization employees are highly and better valued where they too value the shared information.	79	4.632	0.912
The organization contains guides and principles governing their vendors and staffs the manner they interact within themselves.	79	4.923	0.743
The organization has a culture which defines the way strategic practices are shared.	79	4.673	0.608
The organization has a culture of assisting in managing change and smooth transition.	79	4.036	0.513
Average		4.256	0.761

Source: Field Data (2024)

Number four variable and final find out the impact of organizational culture on strategic production of community development NGOs in Keya. Table 9 showed that participants agreed the assertion that the organization is consistently adopting values as well as effective system of communication ($M = 3.014$; $SD = 1.031$). They also agreed that organization employees are taken care of and are regarded highly on their value information shared ($M = 4.632$; $SD = 0.912$). They strongly agreed that the organization had set principles governing their suppliers and employees the way they interact amongst themselves ($M = 4.673$; $SD = 0.608$). They also strongly agreed that the organization had culture of assisting in managing organizational change and better transition ($M = 4.036$; $SD = 0.513$). These results had a high influence on strategic performance of community development NGOs in Kenya ($M = 4.756$; $SD = 0.761$).

4.4.5 Organizational performance

Table 10: Organizational performance

Response	N	Mean	Std. Deviation
The organization has strategically increased 20% growth this financial year.	79	2.803	0.838
The organization structure affects its overall strategic performance.	79	2.562	0.50

The organization currently has capacity to attaining better and quality service rendered to its beneficiaries.	79	2.064	0.625
The organization has the muscle for the development sustainable alliances with donor and stakeholders within NGO sector.	79	3.035	0.816
The organization is able maintaining financial sustainability in the executing of its major projects.	79	3.013	0.855
Average		2.695	0.727

Source: Field Data (2024)

On strategic performance of community development NGOs in Kenya Table 10 indicates that participants agreed with the statement that organization had increased 20% growth than the previous financial year ($M = 2.803$; $SD = 0.838$). They also agreed that organization's structure affects its overall performance ($M = 2.562$; $SD = 0.50$). Participants also agreed that organization had been able to attain better service to its beneficiaries ($M = 3.035$; $SD = 0.816$). They agreed too that the organization currently able to maintaining financial sustainability in executing its major projects ($M = 3.3013$; $SD = 0.855$). The mean score and Standard deviation for responses was (2.695, 0.727) respectfully. This indicates that a good number of participants agreed with the statement regarding organizational performance of community development NGOs in Kenya.

4.5 Inferential Statistics

In this section underscores an analysis of the relationship among variables of the study.

Table 11: Correlation Matrix

Correlation Performance	Organizational Resource	Technology Structure	Human culture	Planning	Organizational	Organizational
Organizational Performance	Pearson correlation	1				
	Sig(2tailed)					
Technology	Pearson correlation	.514	1			
	Sig(2tailed)	0.000				
Human Resource Planning	Pearson correlation	.643	.103	1		
	Sig(2tailed)	0.000	.306			

Organizational Structure		.612	.453	.475	1	
	Pearson correlation	0.000	0.000	0.000		
	Sig(2tailed)					
Organizational culture		.639	.249	.616	.552	1
	Pearson correlation	0.000	0.012	0.000	0.000	
	Sig(2-tailed)					

4.5.1 Correlation Analysis

Source: Research Data (2024)

The research examined correlation analysis on the variables to determine whether there existed any significant correlation among the strategic performance of community development NGOs in Kenya. The correlation examined using Pearson's correlation as shown in the tabulated in table 11:

Table 11 indicates the influence of technology having a positive meaningful relationship with the strategic performance of community development (r=0.514, p=0.000). The r with value of 0.514 shows that the variable is linearity with the strategic performance of community development non-governmental organizations in Kenya. The findings come

into an agreement with that of (Samuel, 2016), who conducted a study aiming to evaluate business of multinational pharmaceutical corporations growth strategy and performance. The research findings revealed that companies' in Kenya outperformed other counter parties in training, employee retention, employee innovation and operational efficiency. Further the results found that development of pharmaceuticals had a positive correlation with other performing indicators.

Human resource planning and strategic performance of community NGOs having a positive meaningful relationship ($r=0.643$, $p=0.003$). The value r of 0.643 reveals that human resource planning has a linear variable that has a positive relationship with strategic performance of community development NGOs. According to (Mei et al., 2014), all the aspects pertaining to human resource planning include technical innovation, functional innovation improve organizational performance. A research that was carried out by Katou (2008) suggests that a proximity between human resource policies and performance of the organization exist. Example compensation, resource development and job design against skills, and behavior. The study experiments that the relationship is partly connected by human resource management outcomes affected by the organization selected strategies hence performance through HRM.

The findings signifies a very strong and meaningful relationship between structural and strategic production of community development NGOs in Kenya ($r=0.612$, $p=0.000$). Organizational structure has a linear variable that has a positive relationship with the strategic performance of community development NGOs as indicated by r value of 0.612. The outcome is rhyming with (Akintoye, Ajolabi, & Akamoli, 2015) that organizational

structure improves strategic performance by increasing market share thus reducing associated risks.

The findings also show a positive meaningful relationship between cultural and strategic performance of community development NGOs in Kenya ($r=0.639$, $p=0.003$). Culture as indicated by r value of 0.639, are linear variable that has a positive relationship with a significant of strategic performance of community development NGOs. These results conquer with (Oladimeji & Udosen's, 2019) that culture is a strategic tool for achieving organizational performance.

4.5.2 Multiple Linear Regression Analysis

The study employed multiple linear analysis to clearly establish the impact of internally strategies of performance of community development NGOs in Kenya. Table 4.7 represents the outcomes.

Table 12: Multiple Regression Analysis

	Unstandardized coefficients		Standardized coefficients	t	Sig
	Beta	Standard Error	Beta		
Constant	0.482	0.287		1.68	0.096
Technology	0.157	0.066	0.354	5.278	0.000

Human Resource	0.325	0.067	0.141	1.775	0.009
Organization Structure	0.183	0.064	0.402	5.087	0.000
Organization Culture	0.349	0.060	0.217	2.634	0.010

Dependent variable: Organizational performance

Source: Research Data (2024)

According to Table 12, technological success of strategic performance of community development NGOs in Kenya having a positive and meaningful association ($\beta=0.157$, $p=0.000$). This signifies that a 0.157 growth on strategic performance of community development organizations. The outcome come into an agreement with that of (Samuel, 2016), who conducted a study aiming to evaluate business of multinational pharmaceutical corporations growth strategy and performance. The research revealed that companies in Kenya outperformed other counter parties in training, employee retention, employee innovation and operational efficiency. Further the results found that development of pharmaceuticals had a positive correlation with other performing indicators.

The outcome testifies a positive and meaningful relationship between human resource planning and strategic performance of community development organizations ($\beta= 0.325$, $p=0.009$). A single digit of human resource planning improves the strategic production

of community development NGOs by 0.325 units. This is in line with (Akintoye, Ajolabi, & Akamoli, 2015) that organizational structure improves strategic performance by increasing market share thus reducing associated risks. Delery & Roumpi, (2019) made an argument that manpower as a resource signifies a good relationship that exists or associated with management of individuals and the development to upscale employee skills in their specific areas of specialization for the benefit of the organization.

The findings also showed a positive and meaningful relationship between structural and strategic practices on performance of NGOs. Exploration go in hand with (Mei et al., 2014), all the aspects pertaining to human resource planning include technical innovation, and functional innovation improve organizational performance. Odhiambo, (2021) carried a study investigating the effect on how strategically management practices and performance on health NGOs found in Nairobi City County. Using descriptive research design from selected population through stratified random sampling method targeting 98 health organizations. The research findings showed that there is a great positive relationship on the variables that planning, scanning of the environment in which the firm is conducting its operations, formulation, implementation and monitoring.

Finally, the findings outlines a positive and meaningful relationship between organizational culture and strategic production of community NGOs in Kenya ($\beta=0.349$, $p=0.010$). This means that increasing even a small unit of culture improves the performance of organization. According to Omosa et al., (2019) carried out a research to establish the effect of organizational culture on implementing of strategic plan within the county government of Kenya. The study used descriptive survey research design

targeting 10 county governments. Stratified random sampling technique was used where 240 study subjects were selected by sample random sampling. The data analysis was done using descriptive statistics with the help of SPSS, regression and correlation data analyzed using content analysis. The outcome of the study showed organizational culture can be a predictor of implementing organization plans. The study findings revealed that a suitable culture promotes togetherness and cohesiveness of workers in an organization to achieve a common purpose. There is need to carry out a culture assessment that will reveal what strategic culture should strengthen, motivate and identify possibilities for immediate success in culture reshaping endeavor.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The section entails recap of research findings made by researcher providing inferences and clear recommendations and suggested areas for further studies.

5.1 Summary of Findings

The study employed mixed methodology which helped researcher to gather information both quantitatively and qualitatively. The research used descriptive research design which gave an opportunity to apply quantitative technique assessing the variables relationship within the present environment. The study sample size was 90 individuals of Shining Hope for Communities found in Nairobi County Kibera comprising of senior management team, social workers, teachers and caseworkers. The research used

description of research design. According to Cooper & Schindler (2015) description research design is an involvement of series of fact finding on a given phenomenon answering the question how to get data and how to evaluate such data. It is a roadmap to finding a suitable and approachable solution to study problem Kogania (2017). The use of descriptive research design gives a good result when used in data collection because it is the determinant of the companionship between the objectives of the study Ngatia et al., (2018). Further it gives the researcher an opportunity to apply quantitative technique assessing the variable's relationship within the present environment.

The first objective assessed technology on performance of community development NGOs. Driving the performance, contribution of knowledge, the information introduced using technology all contributes to support strategy implementation. The outcome showed that technology had the modest impact on performance. New technologies are more secure and have advantage with the help of new advancement. This is because it makes easy to put in different levels of management in the process and ideally make sure all the decisions work together to gain the shared goals. The application and use of technology allows some most turf and difficult question and tasks to become continuously easy and more efficient. In strategic management technology has allowed the dissemination of knowledge to be distributed to achieve a given task. Also technology has allowed staffs to be engaged and learning in that ways which they never have in their places of work setting before.

The second variable focused to ascertain the impact of human resource planning on performance of community development NGOs in Kenya. Human resource planning improves the activities of the firm using the knowledge of employees which give them opportunity to perform their duties better touching on the growth and development of employees translating it to better performance. Workforce management has to be handled and taken as an important factor to polish organizational performance. Human resource practice methods are being obtained and taken as a proper model why? Because it supports a notion that can be used to bring change in the near future organizational operations. Human skills are intangible and are valuable hence distinguishing personality to the wellbeing of the organizational and make the workers accumulate large skills attached collectively to pin suitable answers

The third objective was to examine the influence of organizational structure on performance of community development NGOs in Kenya. The research found a positive and significant relationship between organizational structure and performance. It was also found organization structure had modest impact on strategic performance of community development in Kenya. Organization structure boosts performance of organization to higher levels and even causing coming of new businesses in the changing environment. Number of organizations which have more employees perform much better compared to the organizations with small number of employees. The study made conclusions that environmental changes and uncertainty of the future, over grown firms are too affected with hurdles which may require different approaches to organization structuring.

Finally the last objective was to find out the influence of organizational culture on performance of community development NGOs in Kenya. The results showed a high influence of culture on performance with a positive meaningful relationship between organization culture and performance. The regression analysis showed also a positive and meaningful relationship between organizational structure and performance of community development NGOs. Suitable culture promotes togetherness and cohesiveness of workers in an organization to achieve a common purpose. There is need to carry out a culture assessment that will reveal what strategic culture should strengthen, motivate and identify possibilities for immediate success in culture reshaping endeavor. Culture is vital in bringing people together from different areas to attain a common aim. The exploration further outlines culture encourages employee to work with the top management. Workers are urged to put into practice and be aware of changes of strategies in order to assist in the success of overall culture in the organization. Also culture affects individual performance and perceive things in the organization.

5.2 Conclusion

The research outcomes are of importance to the governorship of NGOs in providing direction and formulating policies and evaluating their strategies and more so addressing the gaps in their areas identified. Individuals and donors immensely benefits from the research by evaluating the performance of the organization which they are funding. The staffs of the organization also benefits by adopting the best practices that will be sustained in the near future which will lead to improved performance. The NGO Bureau and the government host benefits in formulating policies which are influential to the management

of their respective organizations. Finally, the research is of imperative for academicians and other investigators who may wish to increase their knowledge for further studies. The study was targeting a population of 300 employees of SHOFCO community development NGO in Nairobi, Kenya, comprising of senior management team, Social workers, teachers and Caseworkers. This is because they were involved in the strategic management process in policy setting and goals of the organization hence organizational performance.

The study's roman one variable reviewed how influential technology is on performance of community development NGOs in Kenya. As a result it indicated a positive, meaningful significant relationship between strategic performances of community NGOs in Kenya. The study made conclusion that technology innovation, adoption of new technology benefits and improves quality life gaining and reducing the risks and unforeseen circumstances in the NGOs endeavors. Technology had the modest impact on performance. New technologies are more secure and have advantage with the help of new advancement. Using technology exhaustively promises a fast turnaround time, improved end products of quality and well-motivated staffs because technology is the heartbeat of successful and determined organization.

The second objective reviewed how influential human resource planning is on performance of community development NGOs in Kenya with apposite significant relationship. The study made conclusions that manpower as a resource signifies a good relationship that is associated with management of people and development to upscale skills in their areas of specialization for the benefit of the organization. Good human

resource planning improves the activities of the firm using the knowledge of employees which give them opportunity to perform their duties better touching on the growth and development of employees translating it to better performance. Connecting strategic planning linking with objectives and the available organizational resources, decision making and policy affairs, strategic staffing which identifies the right people for the right job transforming inputs to outputs (Bryson, 2018).

The third objective reviewed how influential of organization structure is on performance of community development NGOs found in Kenya. Findings showed positive and significant relationship. The study summed up that organization structure boosts performance to high levels and causing coming up of new business in the ever changing environment. Also the research revealed that share knowledge streamlines the decision made by the leaders of the organization. Environmental changes and uncertainty of the future, over grown firms are affected with hurdles which may require different approaches to organization structuring. Organization need to keep fit its goal and objectives and develop its strategy to achieve their set goals, scanning environment , keenly seeking other gains from other states for benefits and some red flags that may adversely affect its operations

Finally on the fourth objective the research reviewed on how influential organizational culture is on performance of community development NGOs in Kenya. The outcome showed a positive relationship and significant relationship between culture and performance. The study further made a conclusion that culture can be a predictor of implementing organization plans and furthermore a suitable culture promotes

togetherness and cohesiveness of workers in the organization to attain a stated goals. There is need to carry out a culture assessment that will reveal what strategic culture should strengthen, motivate and identify possibilities for immediate success in culture reshaping endeavor. Culture encourages employee to work with the top management. Workers are urged to put into practice and be aware of changes of strategies in order to assist in the success of overall culture in the organization.

5.3 Recommendations

The outcomes of this study are important to the NGO managers who are the drivers of the organization in providing plans, direction and formulation of policies. According to Maina (2019), it has been found that a large number of NGOs are unable to demonstrate the same progress and are in crisis experiencing same drawback and even some have been thrown out of their operations. Therefore, this calls for immediate and urgent evaluation of better management practices and further implementing the same on that note.

Organizations benefits immensely when its workforce has gone through extreme training on information technology aiming to achieve social, economic and environmental objectives. Using technology exhaustively promises a fast turnaround time, improved end products of quality and well-motivated staffs because technology is the heartbeat of successful determined organization. According to (Mei et al., 2014), all the aspects pertaining to human resource planning include technical innovation, functional innovation improve organizational performance. A research that was carried out by

Katou (2008) suggests that a proximity between human resource policies and performance of the organization exist.

Community development NGOs workforce is a paramount asset, therefore all organizations resource oriented, use the available resources to activate the set goals. Managers need to give a careful thought to the needs of the staffs.

Organization structure boosts performance of the organization to a high levels and causing coming of new businesses in the changing environment. An organization with big number of employee perform better compared to organization with few employees.

Non-governmental organizations have to adopt different ways of leadership to strengthen their organization structure also putting down controls to place out weak areas before becoming problem. Organization culture-shared culture and knowledge streamline the seasons made by the organizations NGO to find out a suitable way to promote togetherness and cohesiveness of workers in the organization to achieve a common purpose need to carry out a culture assessment that will reveal what strategic culture should strengthen identify possibilities for immediate success.

5.4 Suggestion for Further Studies

The main reason for carrying out this experimental work was to experiment deeply on how does strategic managerial practice influence the performance of community development NGOs in Kenya. The experiment provides that future coming studies to be explored in other countries and sectors to compare the findings in the study. This exploration employed descriptive research design which might have been exhausted

fully.

Future research to employ a cross-sectional research design to give inferences how strategic managerial practices affects the performance of community development NGOs in Kenya.



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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR SHOFKO EMPLOYEES

Kindly respond to the questions by ticking in the box provided.

RESPONDENT CONSENT

Do you consent to participate in this research?

Yes ()

No ()

SECTION A. GENERAL INFORMATION

1. What is your gender?

(a) Male ()

(b) Female ()

2. What is your age range in years?

(a) Less than 25 ()

(b) 26-30 ()

(b) 31-35 ()

(d) 36-40 ()

(e) 41-45 ()

(f) Above 46 ()

3. What is your highest level of education?

(a) Certificate ()

(b) Diploma ()

(c) Degree ()

(d) Masters ()

(e) PhD ()

Other (specify)

4. Number of years worked at the organization?

(a) Below 5 years ()

(b) 5-10 ()

(c) 10-15 ()

(d) 15-20 ()

Above 20 ()

5. Management level

(a) Senior Management Team ()

(b) Case Workers ()

(c) Social Workers ()

(d) Teachers ()

SECTION B

The main aim of this section is to gather your views on strategic management practices and how they influence the performance of your organization. The specific management variable under the study include:

- a) Technology
- b) Human resource
- c) Organizational structure
- d) Organizational culture

Please tick the level of agreement of the following statements

1. Disagree, 2. Disagree, 3. Neutral, 4. Agree and 5. Strongly Agree.

Technology

	Technology	1	2	3	4	5
1	Technology drives the community development NGOs.					
2	Technology contributes to the overall performance.					
3	Information introduced by information system is created to support implementation of a strategy.					
4	The adoption of new technologies in community development influences the way services are made available.					

Human resource planning

No	Human resource planning	1	2	3	4	5
5)	With qualified human resource managers of the organization attracts and retains qualified staffs.					
6)	The organization recruitment process is highly competitive.					
7)	Inadequate trained staff limit the organization daily affairs.					
8)	Humana resources have limited impact on performance of the organization.					

Organizational structure

No	Organization Structure	1	2	3	4	5
9)	Organization structure has assisted the organization to satisfy strategic objectives on strategic performance.					
10)	Organization structure plays a role in coordination and supervision of strategy practice.					
11)	Organization structure has given leaders a room to do better evaluation of work by subordinates					

12)	Organization has assisted in managing organization change					
-----	---	--	--	--	--	--

Organizational Culture

No	Organizational Culture	1	2	3	4	5
13)	The organization is consistent adapting values as well as effective system of communication.					
14)	Organization employees are highly valued and they value the information shared.					
15)	The organization has a set principles governing their suppliers and employees the way they interact amongst themselves.					
16)	The organization has a culture which defines the way strategic practices are shared.					

Organization performance

No	Organization Performance	1	2	3	4	5
17	The organization's structure affects the its overall performance					
18	The organization has been able to attain better service to its beneficiaries					
19	The institution has been able to develop sustainable partnerships with stakeholders within the NGO sector					
20	The institution has been able to maintain financial sustainability in the execution of its projects					

THANK YOU FOU YOUR PARTICIPATION



APPENDIX II: ERC LETTER



REF: MKU/ISERC/3470
TO: OIRA AMENYA JUSTUS

Date: 28 February 2024

REG: MBA/2022/54464

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF COMMUNITY DEVELOPMENT NON GOVERNMENTAL ORGANISATIONS IN KENYA: A CASE STUDY OF SHINING HOPE FOR COMMUNITIES

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2514**. The approval period is **28/02/2024 - 27/02/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika



**APPENDIX III: NACOSTI RESEARCH
LICENSE**





REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 922587

Date of Issue: 12/March/2024

RESEARCH LICENSE



This is to Certify that Mr.. JUSTUS OIRA AMENYA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF COMMUNITY DEVELOPMENT NON-GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE STUDY OF SHINING HOPE FOR COMMUNITIES for the period ending : 12/March/2025.

License No: NACOSTI/P/24/33728

922587

Applicant Identification Number

Walter Mwangi

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

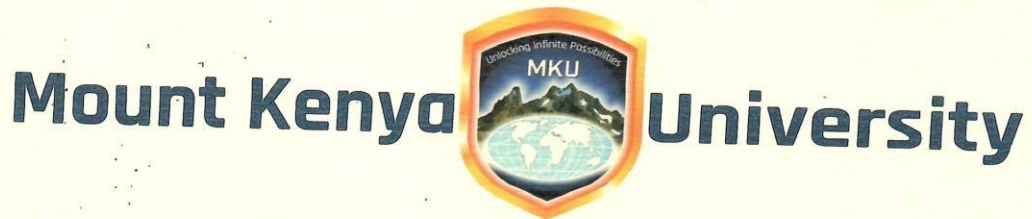
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See overleaf for conditions

APPENDIX IV: FIELD ENTRY AUTHORIZATION



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/54464

4th March, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: OIRA AMENYA JUSTUS - REGISTRATION NO. MBA/2022/54464


The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Strategic Management Practices on Performance Community Development Non-Governmental Organizations in Kenya: A Case Study of Shining Hope for Communities."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March 2024, and May 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

APPENDIX V: SIMILARITY INDEX

**INFLUENCE OF STRATEGIC
MANAGEMENT PRACTICES ON
PERFORMANCE OF
COMMUNITY DEVELOPMENT
NON GOVERNMENTAL
ORGANISATIONS IN KENYA: A
CASE STUDY OF SHINING HOPE
FOR COMMUNITIES**

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Word count: 20351
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by Justus Oira

Mount K

INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
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