

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON  
ORGANIZATION PERFORMANCE OF NON-PROFIT ORGANIZATIONS:  
A CASE STUDY OF HABITAT ACTION AND PEACE (HAP), BAIDOA,  
SOMALIA.**

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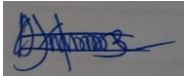
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
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ADMINISTRATION DEGREE IN STRATEGIC MANAGEMENT OF  
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## DECLARATION AND APPROVAL

### Declaration by student:

I confirm that this study is my own original work, which I am submitting for a Master of Business Administration degree with a specialisation in Strategic Management at the University of Mount Kenya. As far as I know, the document is still in its original form and has not been previously presented to any universities or other higher education institutions for research purposes or to obtain a master's degree.

Signature: 

Date: 13/11/2024

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### Approval by Supervisor

I hereby verify that the candidate conducted the work outlined in this project proposal under my direct supervision.

Sign ...   
University

Date: 13/11/2024 Dr. Maria Mung'ara Mount Kenya

### DEDICATION

This study is dedicated to my family for their unwavering support, especially my mother, Wives, children, siblings, and Parents for their constant encouragement throughout this journey.

## **ACKNOWLEDGEMENT**

I am delighted to appreciate the individuals who have contributed to the development and successful execution of this research project. I would like to express my gratitude and recognition to my supervisor, Dr. Maria Mung'ara, who has generously provided guidance during this research endeavour. She played a crucial role in my accomplishment and provided unwavering guidance throughout the completion of my study assignment.

I am deeply grateful to my mother, wives, brothers, and sisters for their unwavering support and encouragement throughout this research time, which has greatly contributed to my productivity. Their help and encouragement facilitated the timely completion of our study endeavour.

I would want to express my gratitude to my colleague at the workplace who have assumed my duties and obligations, allowing me ample time to focus on my research project.

## **ABSTRACT**

Strategic management is the core element of a prosperous endeavour for any organisation. In order to achieve success, managers must strategically analyse the organization's activities and prioritise their planning accordingly. This study aims to investigate the impact of strategic management methods on the performance of non-profit organisations, using HABITAT ACTION AND PEACE (HAP) Somalia as a case study. This study aims to investigate the impact of strategy formulation, strategy implementation, and strategy evaluation on the organisational performance of non-profit organisations, using HABITAT ACTION AND PEACE (HAP) Somalia as a case study. The study was based on the Planning School theory, the strategic fit theory, and the Public Value Theory. The study employed a descriptive research design, utilizing both quantitative and qualitative data. Questionnaires and secondary data reviews were employed to gather information. A census methodology was employed to gather data from the entire workforce of 60 employees at HABITAT ACTION AND PEACE (HAP) Somalia. The data analysis was conducted using SPSS 2.4, focusing on both descriptive and inferential statistics. The results were displayed using tables, graphs, and pie charts. Key findings indicate that effective strategy formulation, notably through stakeholder engagement and data-driven decision-making, enhances performance but faces challenges related to resource allocation. Strategy implementation benefits from strong leadership commitment, employee involvement, and clear communication,

although insufficient resources and training remain barriers. Strategy evaluation, with regular assessments, supports adaptability and effectiveness, though improvements are needed in data collection and communication to maximize outcomes. In conclusion, systematic strategic management practices bolster performance outcomes. The study recommends increasing stakeholder engagement, optimizing resource allocation, and adopting structured evaluation frameworks to enhance sustainability and accountability in strategic planning.

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## LIST OF ABBREVIATIONS AND ACRONYMS

CBHI	Community-based Health Insurance
HAP	Habitat Action and Peace
KHPF	Kenya Health Policy Framework
KIHBS	Kenya Integrated Household Budget Survey
LMIC	Low-Income and Middle-Income Countries
NHIF	National Health Insurance Fund
OECD	Organization for Economic Cooperation and Development
OOP	Out-Of-Pocket payments (OOP)
PHI	Private Health Insurance (PHI)
WHO	World Health Organization



Mount Kenya University

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter encompasses the following components: background information, problem description, justification of the investigation, general objective and particular objectives, research questions, significance of the study, limitation, and delimitation of the study.

#### **1.1 Background of the Study**

Strategic management is the practice of developing, executing, and assessing strategic actions that allow a company to accomplish its goals (Garg & Goyal, 2012). Strategic management is the process of making and executing managerial decisions that shape a corporation's long-term performance. This involves formulating, implementing, and controlling strategies to help the organisation reach its predetermined objectives. Strategic management methods focus on the careful examination and assessment of environmental opportunities and limitations, taking into account the company's strengths and shortcomings (Shalij & Augustine, 2017). Bahri, Pierre, and Sakka (2017) define strategic management as the process of addressing complex and uncertain issues within an organisation, which have wide-ranging repercussions. This process involves strategic analysis, implementation, and decision-making.

Rubio and Aragón (2009) argue that strategic management assists in the decision-making process about future possibilities and challenges encountered by small and medium-sized firms. Strategic management involves the creation of effective initiatives that aim to motivate individuals and improve communication, collaboration, and engagement inside the company. Sahoo and Yadav (2017) suggest that strategic management involves establishing the core objective of the organisation, choosing the most suitable goals to achieve that objective, and

successfully accomplishing both objectives throughout time. This is accomplished by incorporating the managerial abilities and methodologies that will lead to the achievement of organisational success. The strategic management process is an essential framework for organizations seeking to navigate the complexities of their environments and achieve their long-term goals. It begins with the formulation of a strategic mission, which serves as the guiding vision that defines the organization's purpose and values. This mission sets the tone for subsequent actions and decisions, providing a clear direction for all stakeholders involved. Establishing clear objectives follows the mission formulation, outlining specific, measurable goals that the organization aims to achieve. These objectives provide a benchmark against which progress can be assessed, ensuring that efforts remain aligned with the overarching mission.

The development of a strategy is the next critical phase in the strategic management process. This involves a thorough analysis of the organization's internal capabilities and external market conditions. A comprehensive situational analysis includes examining various factors such as economic trends, political climates, technological advancements, and ecological considerations. Understanding these elements is vital for identifying potential opportunities and threats within the industry. For example, organizations must assess entry barriers that could affect their ability to enter new markets, evaluate the availability of substitute products that might impact their competitive positioning, and understand the bargaining power of both customers and suppliers, which can influence pricing and profitability (Bahri, Pi erre, & Sakka, 2017; Sefiani, Davies, & Bown, 2018).

Once the strategy is developed, the focus shifts to the implementation phase. This is where the selected strategies are put into action. Effective implementation

requires careful planning and coordination, involving the allocation of resources, assigning responsibilities, and establishing timelines. Organizational structure plays a crucial role in this phase, as it determines how teams are organized and how information flows within the organization. The design of the implementation plan must align with the organization's culture and capabilities to ensure that strategies are executed efficiently and effectively (Gledson & Phoenix, 2017).

Moreover, change management is an integral aspect of strategy implementation. As organizations implement new strategies, they often encounter resistance from employees who may be accustomed to existing processes. Therefore, managing change becomes essential to foster a supportive environment for new initiatives. This includes engaging employees through communication, training, and involvement in the change process, ultimately helping to build buy-in and reduce resistance (Gledson & Phoenix, 2017).

An ongoing evaluation process is crucial to monitor the performance of the implemented strategies. Evaluation involves systematically assessing the outcomes of strategic initiatives against the established objectives. This feedback loop allows organizations to determine what is working and what is not, enabling them to make informed adjustments. Given the dynamic nature of external environments, organizations must be prepared to modify their strategies in response to changes in market conditions or competitive pressures. This adaptability ensures that organizations remain agile and can sustain their competitive advantage (Bahri, Pi erre, & Sakka, 2017). The strategic management process is a holistic and iterative framework encompassing the formulation of a strategic mission, establishment of objectives, strategy development, situation analysis, implementation, and ongoing evaluation. The interplay between these components is critical, as modifications to

one element can necessitate adjustments to others. Successful strategic management requires a comprehensive understanding of both internal and external factors, effective implementation of chosen strategies, and a commitment to continual evaluation and adaptation. Organizations that excel in these areas are better positioned to navigate the complexities of their industries and achieve sustainable success.

Strategy formulation is the act of selecting the best suitable activities for a company to attain its established objectives (Birinci & Eren, 2013). Strategy formulation is the process through which organisations select the most advantageous proposition to achieve more productivity and significant returns with little investments, as highlighted by several authors. The process is essential for the company's performance since it provides a structured approach to achieving expected outcomes. Formulating a strategy is a crucial responsibility for managers in all organisations. Over time, a variety of ways have arisen in the process, each receiving different levels of support and recognition (Alidris & Mohamed, 2012). Strategy formulation is the process in which a corporation develops its visions and missions, as some authors describe it. The process involves identifying the external opportunities and dangers that a firm may face. The process also includes doing internal assessments of the current strengths and weaknesses, with the aim of creating long-term objectives. In the realm of business, corporations endeavour to create alternative strategies and thereafter select specific ones to pursue. During the process of strategy formulation, business managers consistently strive to make decisions regarding the many business ventures to pursue.

They base their judgements to forsake others on the available resources (Waking'a & Ouma, 2017). Alternatively, corporate managers may make consequential

determinations regarding operational expansion or diversification in response to the needs of the competitive market. Effective strategies enable firms to effectively address emerging risks, leverage existing opportunities, and mitigate their weaknesses, which can sometimes be a source of competition.

Strategy implementation refers to the process by which a selected strategy is executed. The significance of executing a strategy and the formidable obstacles it encounters in contemporary organization's have been exposed, despite the fact that the literature indicates that there is greater emphasis on contributing to the creation of strategies rather than their implementation. This literature study focusses on examining the impact of strategy implementation and the going concern principle, as discussed by Shirokova, Vega, and Sokolova in 2013. Business managers comprehend the distinction between devising a plan and executing it to achieve diverse business objectives. Many strategic factors often fail to align with various company objectives in practical implementation. Strategic implementation is influenced by correct composition, which requires evaluating the main priorities of an organisation (Hollenbeck, Noe, Gerhart, & Wright, 2017). It is important to note that three elements are crucial for each firm in order to achieve the continuity of operations. Various authors argue that in order for an organisation to adhere to the going concern concept, it must assess its strategy and organisational structure, and then integrate these elements with the behaviour of individuals associated with the firm, whether they are internal or external stakeholders. Therefore, a company that takes these important factors into account experienced a strategic transformation. The difference is attributed to the strategic implementation, which leads to enhanced organisational performances. This includes the interplay of

strategies, the structures, and the behaviours of personnel that result in superior company performances (Sainidis & Robson, 2016).

Strategy evaluation can be viewed as the evaluation of any coordinated plan put in place by any organization to utilize the limited resources for the most significant amount of interest ( Anyieni, 2013) . The primary goal of such a revisit to an already implemented coordination outline may be to review the credibility of the new decisions and idea as a counter check for whether or not they made the desired positive growth for the business. Different approaches to the definition of the strategy review process by many authors have pointed to the consensus that the original point in any such activity is to ensure that the plans implemented play the crucial role to sustain the business or organization in the market for longer and enable the continuous profit-making process. Several writers have taken to highlight the importance of this move in the business world and how it determines the success of any organization at any given point (Trigeorgis & Kasanen , 2011). It is vital, however, to understand that different managers or personnel in charge have unique approaches in carrying out the review ad there are a plethora of line of actions that could be utilized for the same objective; critical understanding of the probability that the decisions in place worked to the best ability of the organization for a positive change, or whether further changes are necessary. With the many approaches of doing this review comes with the advantages and disadvantages that affect the business entity directly, making the long list of Influences that strategy review has on the declaration of any organization as a going concern (Basu, 2014).

Most organisations in the United Kingdom, especially small and medium-sized enterprises, operate in a dynamic business environment. Therefore, it is crucial for

these firms to take a proactive approach in predicting changes (Kumar & Antony, 2008). Companies strive to foster a proactive management culture that empowers them to capitalise on the opportunities present in their operating environment. Strategic management is regarded as an essential and vital technique for enhancing business organisational performance and gaining a competitive edge for any company (Sainidis & Robson, 2016). Several justifications have been put out on the significance of strategic management practices for the performance of small and medium-sized enterprises. In general, the act of creating and maintaining the mission of an organisation provides a clear sense of purpose, concentration, and direction. This allows the company to adjust in times of crisis or stress that are imposed from external sources (O'Regan & Ghobadian, 2005).

## **1.2 Statement of the Problem**

A strategy is a comprehensive plan that guides a business in reaching its intended success in the sector. The majority of managers employ strategic approaches in order to attain desired outcomes. Strategic management and organisational performance are inherently interconnected in small and medium-sized enterprises (SMEs). However, many SMEs tend to prioritise less the development of an influential strategy for enhancing performance (Dauda, Akingbade, & Akinlabi, 2010). The corporate environment is characterised by turbulence, with frequent changes that might make earlier strategies obsolete. In order to succeed and gain market share in the highly competitive business climate, firms are compelled to adopt strategic management practices. These practices are designed to support their goals, choices, and actions, ultimately leading to a competitive advantage and desired success (Maroa, 2015). Intensive study efforts have been focused on the relationship between strategic management and business performance in the rapidly changing

and dynamic economic business environment (Basu, 2014). These characteristics include globalisation, evolving customer and investor expectations, intense competition in the product market, the need to improve product quality, and the importance of innovation in both products and processes for maintaining a competitive advantage (Alidris & Mohamed, 2012). Strategic management is necessary to handle these difficulties since it assesses and regulates both the organisation and the sector it competes in. This involves evaluating rivals and establishing strategic objectives to capitalise on prospective opportunities.

Extensive research has been conducted both internationally and domestically to assess the influence of strategic management methods on organisational performance. Dauda et al. (2010) conducted a study on strategic management practice and corporate performance in Lagos Metropolis. Agwu (2018) analysed the impact of strategic management on business performance and found a positive relationship between the two. Gweh (2018) conducted a study examining the impact of strategic management on firm growth. However, none of these studies have explored the effects of strategic management methods on the business performance of small and medium-sized enterprises (SMEs) in Mogadishu. However, none of these studies have examined the impact of strategic management approaches on the performance of non-profit organisations. Hence, this study aims to close the divide by examining the impact of strategic planning on the operational effectiveness of non-profit organisations in Somalia.

### **1.3 Justification of the Study**

Numerous worldwide and local studies have investigated the effects of strategic management approaches on organisational performance. Dauda et al. (2010)

conducted a study on strategic management practice and corporate performance in Lagos Metropolis. Agwu (2018) analysed the impact of strategic management on business performance and found a positive relationship between the two. Gweh (2018) conducted a study on the impact of strategic management on firm growth. However, none of these studies have examined the effects of strategic management methods on the business performance of small and medium-sized enterprises (SMEs) in Mogadishu. However, none of these studies have examined the impact of strategic planning on the success of non-profit organisations. This study aims to address the gap by examining the impact of strategic planning on the success of non-profit organisations in Somalia.

#### **1.4 General Objective**

The general objective of this study is to determine the Influence of strategic planning on organizational performance of Non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia.

##### **1.4.1 Specific Objectives**

1. To determine the Influence of strategy formulation on organizational performance of Non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia.
2. To determine the Influence of strategy implementation on organizational performance with a case of HABITAT ACTION AND PEACE (HAP) Somalia.
3. To determine the Influence of strategy evaluation on organizational performance of non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia.

### **1.4.2 Research Questions**

1. What is the Influence of strategy formulation on organizational performance of Non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia?
2. What is the Influence of strategy implementation on organizational performance with a case of HABITAT ACTION AND PEACE (HAP) Somalia?
3. What is the Influence of strategy evaluation on organizational performance of non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia?

### **1.5 Significance of the Study**

The study's findings emphasise the impact of strategic planning on organisational performance, which is expected to be advantageous for non-profit organisations. The results guided important decision-making processes aligned with the strategy, aiming to improve overall efficiency inside non-profit organisations.

This study's findings were valuable for researchers and academicians, serving as a useful reference. The statistical data provided can be used to compare future research findings that helped confirm any positive enhancements to the strategic planning and organisational performance of non-profit organisations in Somalia.

The study aims to determine the impact of strategic planning on organisational performance, with HABITAT ACTION AND PEACE (HAP) being the main recipient of the findings. The management of HABITAT ACTION AND PEACE (HAP) Somalia utilized the findings to create a strategic strategy and framework that directed the implementation of its development programs in Somalia.

## **1.6 Scope of the Study**

The study was categorized based on its content, geographical coverage, and time frame. Content Scope. The objective of this study is to examine the impact of strategic planning on the functioning of non-profit organizations in Somalia. The study will focus on personnel working in non-profit organization's, specifically those employed by HABITAT ACTION AND PEACE (HAP) in Mogadishu. The user did not provide any text. The study was conducted over a three-month period, specifically from March 2023 to June 2023. The researcher's main focus was on collecting primary data from

the personnel of HABITAT ACTION AND PEACE (HAP) Somalia.

## **1.7 Limitations**

There may be resistant of the respondents to provide data for this study due to confidentiality related matters. The time used for data collection may be long than expected. Delayed feedback from the respondents.

## **1.8 Delimitation**

A confidentiality form was developed and provided to the respondents to ensure their confidentiality is taken into account. The questionnaires were anonymous; hence, the respondents shall not provide their identity in any way. The researcher provided the respondents with sufficient time to answer to the questionnaire, while also doing regular and thorough follow-ups.

## 1.9 Definitions of Operational Terms

**Performance:** This refers to the extent to which an organisation has successfully accomplished its financial and non-financial goals, as well as the effectiveness of the entity's defined policies and strategies in achieving the anticipated outcomes.

**Strategic innovation:** This refers to the procedure implemented by an organisation to

revamp or reshape its corporate strategy in order to stimulate the expansion of the organisation while producing value for the organisation and its stakeholders, as well as establishing a competitive advantage for the organisation.

**Strategic management practices:** These elements are integral to the strategy management process and relate to the methods, decisions, and actions employed by an organization's leadership to establish the long-term direction of the organisation, establish specific performance goals, and design the various approaches to achieve them, considering both internal and external circumstances.

**Strategic management:** Strategic management refers to the collection of choices and

measures implemented by an organization's leadership to impact the organization's long-term performance.

**Strategic formulation:** Strategic planning is the method by which an organisation determines its business strategy, goals, and priorities, and then allocates its resources to implement the necessary measures to achieve them.

**Strategy:** A strategic plan is a comprehensive blueprint that outlines an organization's

intended course of action, specifically tailored to help the organisation achieve its long-term goals and objectives.

**Structure-strategy alignment:** Organisational alignment refers to the process of synchronising the different structural elements of a company with the intended corporate strategy. This alignment aims to produce synergy, which in turn leads to the attainment of higher performance outcomes.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section provides an overview of the theories that guide the study, the conceptual framework, the empirical studies conducted, a synopsis of the reviewed literature, and the research gaps identified in the study.

#### **2.2 Theoretical Review**

This study was grounded in the principles and concepts of planning theory. The theory was utilised to elucidate the significance of strategic planning on organisational performance. The theory was utilised to establish a connection between the planning and performance of the organisation.

##### **2.2.1 The Planning School theory**

The field of strategic management originated from the normative model of strategy, which emphasises planning (Hanlon & Scott, 1995). Conventional corporate strategy research has typically seen strategy formation as a logical procedure that relies on objective examination of the environment, resources, and the objective assessment of different options. Within the Planning School of thought, strategy formulation is regarded as a structured and organised procedure. Furthermore, the cognitive process is focused on meticulously devising the complete strategy to ensure the firm's progress. The company thoroughly documents the whole process and plan that it implements, from beginning to end. Strategy planning is regarded as separate and unique procedures. Within educational institutions, the strategic plan holds significant importance when management seeks to make new decisions. Equipped

with a well-defined plan, the management gains a clear and decisive path to progress, facilitating the company's steady advancement.

The planning school of thought in strategic management adopts a prescriptive approach, focusing on the systematic process of formulating strategies. This school emphasizes that strategy formulation is not merely an abstract concept but a structured methodology for developing a clear and defined plan. At its core, the planning school asserts that strategy must be carefully crafted, documented, and implemented to guide an organization's actions effectively. The process of strategy formulation begins with the establishment of specific, pre-defined objectives. These objectives provide a framework for decision-making and direct the organization's efforts toward achieving its goals. Before the actual planning begins, key components of the strategy, including the mission and vision of the organization, are identified. This foundational work is crucial as it lays the groundwork for subsequent analyses and decisions. One of the first steps in this process involves a thorough analysis of the external environment in which the organization operates. This analysis encompasses various factors, including economic trends, competitive dynamics, regulatory landscapes, and technological advancements. By understanding these external conditions, organizations can better identify opportunities for growth and potential threats to their success.

Simultaneously, an assessment of the organization's internal resources and capabilities is conducted. This internal analysis examines the strengths and weaknesses of the organization, focusing on areas such as human resources, financial assets, operational efficiencies, and technological competencies. By juxtaposing the internal capabilities against the external environment, organizations can identify strategic alternatives that leverage their strengths while addressing

their weaknesses. A key principle of the planning school is the alignment of internal strengths and weaknesses with external opportunities and threats. This alignment is often depicted through tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which facilitates a comprehensive view of the organization's strategic position. The primary aim is to develop strategies that capitalize on internal strengths and opportunities in the external environment while mitigating weaknesses and defending against potential threats. Once the analysis is complete, organizations can explore a range of strategy alternatives. These alternatives are evaluated based on their feasibility, potential impact, and alignment with the established objectives. The decision-making process involves selecting the most appropriate strategies that align with the organization's goals and available resources. This selection process is crucial, as it determines the strategic direction the organization will pursue.

The final step in the planning school approach involves the execution of the chosen strategy. This execution requires careful coordination and the allocation of resources to ensure that the strategy is implemented effectively. The organization must communicate the plan to all stakeholders, including employees, partners, and customers, to foster alignment and commitment to the strategic objectives.

The planning school of thought is distinguished by a hierarchical structure in which top management exercises full authority in decision-making, while subordinates are excluded from the process. Consequently, they obediently adhere to the instructions given by their superiors. Managers in the prescriptive school of thought prioritise the process of strategy formulation to ensure maximum adherence to correct procedures. The significance of the planning school becomes apparent when an event occurs that deviates from the original plan. This situation commonly

occurs when long-term plans are established and subsequent modifications occur either within the industry or the organisation. Any alteration in an internal or external variable has a direct impact on the entire plan. Therefore, accurate forecasting is crucial when employing the planning school of thought.

Similarly, the 'planning' school posits that an accurate strategy can only be achieved through regular and methodical forecasting, planning, and management. Empirical studies conducted by Fredrickson (1983), Fredrickson and Mitchell (1984), and Mintzberg (1973a) demonstrate that in unstable contexts, planning is frequently inadequate and results in inflexibility. The annual planning rituals within an organisation impede its capacity for innovation; choices are predetermined and new possibilities go unnoticed. This idea serves as the foundation for developing strategy by guiding the planning operations of any organisation.

### **2.2.2 Strategic Fit Theory**

The paradigm, also known as best fit strategic management or strategic decision theory, suggests that there is no universally applicable approach to strategic management techniques (Wright, Snell, & Dyer, 2005). Carmeli, Gelbard, and Gefen (2010) argue that the application of these techniques depends on the specific firm or organisation, its corporate strategy, and its organisational culture. The proponents of the theory further emphasise that the efficacy of strategic management methods is ensured only when they are appropriately incorporated with specific organisational and environmental comprehension. According to Ojera, Ochieng, and Aila (2011), this theory emphasises the significance of aligning strategic management methods with the specific conditions within the organisation, such as its culture, operational procedures, and the external environment. Therefore,

the techniques implemented should consider the specific requirements of an organisation or corporation and its stakeholders.

Kumar, Boesso, Favotto, and Menini (2012) noted that enterprises are compelled to prioritise efficiency and innovation in all aspects of their operations in order to survive and thrive due to the specific demands imposed by the environment. The measures outlined by Cutler (2006) allowed business management to develop plans that aligned with their operational conditions and reflected the aims of the company.

According to Donaldson (2006), managers carefully examine all parts of the current situation and take action on the aspects that are considered important for the organization's performance. Aina (2012) suggests that factors that influence variations in management principles and performance include the adoption of technology, goals and objectives, historical context, size, organisational ownership patterns, the business environment, and personnel. It was noted that management situations were unique and not universally applicable, but were dealt with based on the current conditions.

Klaas, Lauridsen, and Hakonsson (2006) argue that enterprises or organisations that are in good shape have better performance and have extra resources that allow them to grow their operations. Therefore, in order for organisations to effectively oversee their resources, be responsive to environmental changes, and take advantage of emerging opportunities, they should adopt the strategic fit concept by implementing appropriate strategic management practices that align with their current circumstances. This theory provided a framework for evaluating how the management of Garissa Provincial General Hospital has effectively implemented various strategic management practices based on its specific requirements and

considering both internal and external factors in order to achieve the hospital's objectives and improve its overall performance.

### **2.2.3 Public Value Theory**

Public Value Theory, introduced by Mark Moore in 1995, emphasizes the central role of public managers in creating value for citizens, which is akin to the way private sector managers deliver value to shareholders. The theory suggests that public managers must not only deliver services effectively but also respond to the needs and desires of citizens, as these services are financed through public resources. The primary goal is to ensure that public organizations provide services that are both efficient and equitable, balancing various stakeholders' needs, including the public, government authorities, and service users. Public Value Theory offers a framework for understanding how public institutions can achieve legitimacy by engaging citizens and ensuring their actions align with the public's interests (Moore, 1995).

The concept of public value goes beyond the traditional measurements of efficiency or effectiveness typically used in public management. It highlights the importance of outcomes that are meaningful and valuable to society. According to Benington (2011), public value creation requires the public sector to function in a way that involves citizens not only as service users but as active participants in decision-making processes. This shifts the focus from the provision of services to the enhancement of public spaces where citizens can experience fairness, inclusion, and participation. Public Value Theory encourages a more democratic approach to public administration, where citizens have a voice in the processes that affect their lives. This ensures that the outcomes of public sector activities align with societal values and needs.

One of the core ideas of Public Value Theory is the emphasis on strategic management within the public sector. Public managers must adopt a holistic approach, considering the various components of public value—outcomes, trust, legitimacy, and resources. This strategic framework helps public managers navigate the complex political and social environments in which they operate. Public Value Theory calls for public sector organizations to prioritize transparency, accountability, and responsiveness. According to Alford and O'Flynn (2012), public managers must seek to engage citizens in meaningful dialogue to co-create value, ensuring that public services reflect community needs and preferences. This engagement is crucial because public value is co-produced by citizens, managers, and political actors.

Another important aspect of Public Value Theory is its emphasis on innovation and adaptation. Public sector organizations must continuously evolve to meet the changing needs of society, making public value creation a dynamic and iterative process. According to Hartley (2017), public value creation involves experimenting with new ways of delivering services and solving problems, while ensuring that these innovations remain aligned with the broader public interest. Public managers, therefore, need to cultivate an organizational culture that is open to change, while also being mindful of the constraints imposed by political, social, and economic factors. This creates a need for public managers to balance innovation with prudent management of public resources.

In the context of public sector reform, Public Value Theory has been used to critique New Public Management (NPM) approaches, which prioritize efficiency, cost-cutting, and market-based solutions. Public Value Theory, on the other hand, advocates for a more comprehensive understanding of public sector performance,

which includes not just economic outcomes but also social justice, equity, and citizen satisfaction. As noted by Stoker (2016), Public Value Theory encourages a shift from a customer-service mentality to one that views citizens as co-creators of public value. This perspective recognizes that public institutions play a vital role in fostering social cohesion, trust in government, and democratic participation, which cannot be fully captured by traditional performance metrics.

Furthermore, Public Value Theory also emphasizes the ethical dimension of public management. According to Moore (2013), public managers must operate within a framework of public accountability, ensuring that their actions are aligned with the broader public interest. This ethical responsibility is particularly important in cases where public managers must make difficult decisions involving trade-offs between competing values, such as efficiency and equity. Public Value Theory provides a moral compass for public managers, guiding them in making decisions that not only achieve desirable outcomes but also uphold the values of fairness, justice, and inclusivity. Public Value Theory is particularly relevant in contexts where public trust in government institutions is eroding. By focusing on the creation of public value, public managers can work to restore trust in government and enhance the legitimacy of public institutions. According to Benington and Moore (2011), public value creation helps bridge the gap between government actions and citizen expectations, ensuring that public institutions remain responsive to the needs of the people they serve. This responsiveness is critical in today's complex, rapidly changing political and social environments, where public institutions are often required to address new and emerging challenges.

In linking Public Value Theory to the study on "Influence of Strategic Management

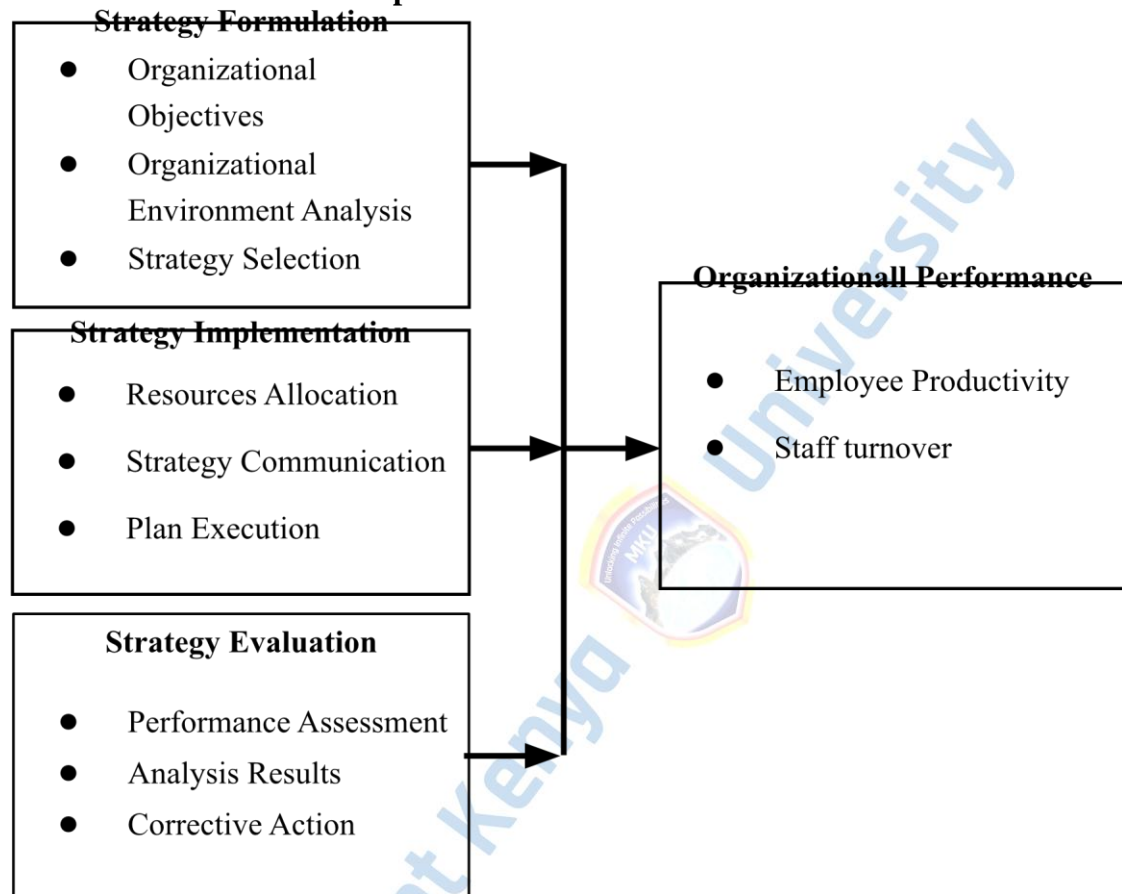
Practices on Organization Performance of Non-Profit Organizations: A Case Study of Habitat Action and Peace (HAP) Baidoa Somalia," the theory serves as a foundational framework. Strategic management within non-profit organizations like HAP, which operate within the public interest, aligns well with the principles of Public Value Theory. HAP's performance is not only measured by its operational efficiency but also by its ability to create value for the communities it serves. Public Value Theory suggests that non-profits, particularly those operating in humanitarian and development sectors, must focus on delivering services that improve the well-being of citizens, particularly in conflict-affected areas like Baidoa, Somalia.

By applying Public Value Theory, HAP can enhance its strategic management practices to ensure that its actions align with the public's needs and that its services contribute to the overall public good. This involves adopting a participatory approach where the local community plays a role in shaping the organization's strategic objectives. As Public Value Theory emphasizes co-production, HAP can foster stronger relationships with local stakeholders, ensuring that its interventions are both relevant and sustainable. The theory also underscores the importance of legitimacy, suggesting that HAP must maintain transparency and accountability to build trust with the communities it serves, donors, and other stakeholders.

In conclusion, Public Value Theory offers a comprehensive framework for understanding the role of public and non-profit organizations in creating value for society. It emphasizes the importance of aligning public sector activities with the needs and aspirations of citizens, promoting innovation, accountability, and ethical management. For non-profit organizations like HAP, Public Value Theory provides a strategic lens through which to assess their performance, ensuring that their

actions contribute to the public good and foster long-term community development. By incorporating the principles of Public Value Theory, HAP can improve its organizational performance and better fulfill its mission of serving vulnerable communities in Somalia.

### 2.3 Conceptual Framework



**Figure 1: Conceptual Framework**

**Source:** Researcher (2023)

#### 2.3.1 Summary of the Conceptual Framework

Figure 1 illustrates the conceptual framework that examines the connection between strategic management processes (Strategy Formulation, Strategy Implementation, and Strategy Evaluation) and how they influence organisational performance. Within

this framework, the strategic management procedures are seen as independent variables, whilst organisational performance is viewed as the dependent variable.

### **2.3.2 Strategy Formulation**

This is the first stage in which an organisation formulates its long-term objectives and devises strategies to accomplish them. The process entails examining the internal and external factors, assessing strengths, weaknesses, opportunities, and threats (SWOT analysis), and devising strategies that are in line with the organization's mission and vision. These tactics might include aspects such as market positioning, allocation of resources, and gaining a competitive edge.

Strategy design has a direct impact on organisational performance. Strategically developed plans that take into account both internal and external elements can establish a solid basis for attaining targeted results.

### **2.3.3 Strategy Implementation**

After formulating strategies, it is necessary to implement them. This phase entails the conversion of strategic plans into tangible actions and the effective allocation of resources. Implementation entails the synchronisation of the organization's structure, processes, culture, and people resources to bolster the selected initiatives. To achieve successful implementation, it is necessary to have effective communication, robust leadership, and diligent monitoring of progress. Effective implementation of strategies is essential for achieving the anticipated advantages identified throughout the process of strategy development. Effective implementation guarantees the efficient utilisation of resources and ensures that the organization's actions are in line with its strategic goals.

### **2.3.4 Strategy Evaluation**

Continuous assessment of strategies is essential to ensure they remain relevant and Influenceive in a dynamic business environment. Strategy evaluation involves measuring the actual outcomes against the intended objectives. If discrepancies are identified, adjustments can be made to the strategies. This phase often involves gathering performance data, conducting benchmarks, and assessing the organization's ability to adapt to changing conditions.

Continuous assessment of strategies allows an organization to identify areas for improvement and make necessary adjustments. Influence evaluation ensures that strategies remain relevant and contribute positively to organizational performance over time.

### **2.3.5 Organizational Performance**

This is the dependent variable in the framework. It reflects how well the organization is achieving its goals and objectives (Allio, 2011). Organizational performance can be measured through various metrics such as financial indicators (profitability, growth, return on investment), operational efficiency (productivity, quality), customer satisfaction, employee engagement, and market share.

The interaction between these three strategic management processes ultimately shapes the organization's performance (Kumar & Antony, 2008). A robust and well-integrated approach to strategy formulation, implementation, and evaluation is likely to lead to improved organizational performance across various dimensions.

## **2.4 Empirical Review**

Prior studies have been carried out at both local and global levels to investigate the relationship between strategic planning and organisational performance. In their 2019 study, Jayawarna and Dissanayake examined the correlation between strategic

planning and organisational success, and concluded that there is a positive association between the two.

#### **2.4.1 Strategy Formulation**

Strategy formulation is the method by which a company selects the most suitable activities to accomplish its established objectives. Strategy formulation is the process in which organisations select the most advantageous proposition to achieve more productivity and significant returns with little investments, as highlighted by various authors. The process is essential for the company's performance since it provides a structured approach to actions that can yield expected outcomes. Managers in every organisation must undertake the crucial role of strategy formulation (Alidris & Mohamed, 2012). Over time, the process has developed many ways that have received varying amounts of support and recognition. Strategy formulation is the process in which a corporation develops its visions and missions, as described by several authors. The process involves identifying the external opportunities and dangers that a firm may face. The process also entails doing internal assessments of the current strengths and weaknesses in order to develop long-term objectives. Companies in the business sector endeavour to create alternative strategies and then select specific ones to pursue (Anyieni, 2013).

In strategy formulation, business managers always aim to make decisions on the different businesses to venture. They make the same decisions on others to abandon depending on the available resources. In other cases, business managers make significant decisions on where to expand in terms of operation or where to diversify meeting the demands of the competitive landscapes (Basu, 2014). Influenceive strategies help companies to manage the arising threats, utilize available opportunities, and even solve their weakness that sometimes may be a source of competition. There is no text provided. Therefore, the process of strategy formulation plays a crucial role in ensuring the long-term survival and success of a corporation operating in the corporate environment. To comprehend the impact of strategy formulation on the going concern concept, it is imperative to define the going concern within the framework of a corporate setting. Comparison to different literature material provides the groundwork for assessment of the concept and its relation to strategy formulation (Agwu, 2018).

According to Anyieni (2013), businesses have approached the concept of planning in various ways throughout the years, reflecting the evolving nature of the business environment. Planning is fundamentally viewed as the process of setting objectives,

formulating strategies, and allocating resources within acceptable risk levels to achieve more favorable outcomes than would occur by chance. This definition underscores the significance of proactive decision-making in guiding organizations toward their desired goals. Strategic planning is described as the art and science of utilizing a nation's

resources in a coordinated manner to achieve specific objectives. Garg and Goyal (2012) emphasize that strategic planning serves as a crucial element of an organization's overall strategy. It enables companies to position themselves effectively in the market, allocate resources based on strategic goals, and guide their development over time. This strategic positioning is vital in ensuring that organizations can respond to competitive pressures and evolving market demands effectively. Moreover, strategic planning in business addresses a wide range of issues related to transitioning from current conditions to future challenges in the business environment (Donkor & Kwarteng, 2018). This transition often involves analyzing internal capabilities, assessing external market conditions, and identifying potential opportunities and threats. By understanding these dynamics, organizations can craft strategies that not only enhance their current performance but also prepare them for future challenges. It is also important to note that the process of strategic planning may not always progress smoothly from one step to the next. New ideas and insights can emerge at various stages, leading to changes in previously made decisions. This iterative nature of strategic planning reflects the complexity of the business landscape, where uncertainties and unforeseen challenges can necessitate adjustments to existing plans (Mintzberg et al., 2005). Such flexibility allows organizations to remain agile and responsive to the rapidly changing environment, ensuring that their strategic initiatives remain relevant and effective, strategic planning is an essential component of

organizational success, providing a framework for navigating the complexities of the business environment. Through effective planning processes, organizations can set clear objectives, align their resources with strategic goals, and adapt to evolving circumstances. By acknowledging the dynamic nature of strategic planning, businesses can better position themselves for sustainable growth and competitive advantage. O'Regan and Ghobadian (2005) argue that planning is crucial for either sustaining the existing scale of a corporation or establishing a structure for its expansion. Strategic planning enables firms to exploit future opportunities and efficiently tackle potential dangers. This planning method takes into account environmental changes and adapts strategies and plans accordingly, as required (Dutot & Bergeron, 2016). According to Blackburn, Hart, and Wainwright (2013), strategic planning involves creating strategies to improve corporate performance by collecting pertinent information to gain a better understanding of environmental elements and decrease uncertainty. According to Wang, Redmond, and Walker (2011), strategic planning is viewed as a

method to attain a competitive edge, allowing organisations to effectively plan for efficiency in a sustainable manner. According to Osma et al. (2017), small and medium-sized firms (SMEs) that actively engage in strategic planning are more likely to see increased profitability and considerable market expansion compared to those that do not prioritise strategic planning. Gledson and Phoenix (2017) emphasise that the performance of small and medium-sized enterprises (SMEs) is influenced by strategic planning. However, it is observed that many SMEs do not give importance to this element.

Environmental scanning involves systematically surveying and interpreting data to identify external opportunities and threats based on political, economic, ecological,

legal, social, and technological trends (Chahal, Dangwal, & Raina, 2016).

Organizations gather information through environmental scanning of events, trends, and expectations, responding by adjusting strategies and plans as needed. This process

is essential for SMEs to understand the external environment and adapt to changes effectively (Auka & Langat, 2016).

Ammar and Chereau (2018) emphasize that environmental scanning evaluates factors

impacting a business's current state and future development, guiding strategic planning.

It distinguishes between the internal business environment (strengths, weaknesses, culture, resources) and external macro-environmental factors (Shirokova, Vega, & Sokolova, 2013). SMEs use environmental scanning to align business activities with

the changing external environment and ensure sustainable growth (Auka & Langat, 2016) .

Temtime (2013) highlights the importance of strategic planning for SMEs in providing

direction for sustainable growth. By interpreting information gathered from

environmental scanning, SME managers can determine the company's direction,

mission, and vision, integrating them into the company's philosophy and strategic framework (Anyieni, 2013). Managers must emphasize clear vision and mission to

steer the company effectively in the business environment (Auka & Langat, 2016).

Donkor and Kwarteng (2018) explain that the mission defines a firm's purpose through

the products and services it offers, customer base, and core values, derived from environmental scanning analysis. The vision articulates the company's values and

purpose beyond financial metrics, embodying the organization's identity (Dauda,

Akingbade, & Akinlabi, 2010). Mission and vision statements encapsulate the

company's identity and serve as guiding principles (Maroa, 2015).

#### **2.4.2 Strategy Implementation**

In his study, Sushil (2018) examines the multifaceted nature of the strategy implementation process, which encompasses a range of managerial activities including incentive, remuneration, control procedures, and other related roles.

Developing a cohesive plan poses a challenge for management teams, but ensuring its successful execution throughout the organisation is even more arduous. Yoshikuni and Albertin (2018) highlight various elements that can influence the conversion of strategy into organisational actions. The execution of strategy is frequently regarded as an artistic endeavour rather than a scientific one, with research in this field characterised as varied and disjointed. A successful strategy implementation process should be in line with the organization's future goals, create internal action plans, prioritise strategic decisions, handle organisational changes and external uncertainties, promote teamwork and expertise, and develop strategies to improve organisational performance (Donate & Canales, 2012).

Testing a manager's ability to promote organizational change, engage workers, increase firm competencies and competitive capabilities, and nurture strategic initiatives is vital for transforming strategic plans into tangible results. Effective strategy execution requires that the strategy be deeply integrated into the day-to-day operations of the organization. This alignment ensures that every level of the organization is working towards common goals and that employees understand how their roles contribute to the broader strategic objectives (Kaplan & Norton, 2008). In today's challenging and competitive business landscape, organizations must implement strategic management strategies to establish and sustain a competitive advantage (Njagi & Kombo, 2014). Strategic management involves a systematic examination of the internal and external environments, making informed choices, and undertaking actions that collectively build and maintain this competitive edge. As noted by Hill and Jones (2012), effective strategic management requires a thorough analysis of market conditions, competitor actions, and internal capabilities to inform decision-making processes.

While the creation of a strong strategic plan is significant, the proper implementation of that plan is vital for achieving success. As Birinci and Eren (2013) emphasize, strategic goals cannot be realized without a carefully defined implementation strategy. This process involves translating the strategic plan into actionable steps, which requires careful coordination across various functions and departments within the organization. Managers play a crucial role in this aspect by ensuring that resources are allocated efficiently, timelines are adhered to, and all employees are engaged in the process. Furthermore, the implementation of

effective techniques is crucial for attaining desired outcomes. This includes fostering a culture of collaboration and communication, ensuring that employees are adequately trained and equipped to execute their roles, and monitoring progress through performance metrics (Kaplan & Norton, 2008). Regular feedback and adjustments are necessary to navigate unforeseen challenges and ensure that the organization remains aligned with its strategic goals. Ultimately, the successful implementation of strategic management processes is integral to the sustainability and growth of an organization. By integrating strategic plans into everyday operations and empowering managers to lead change, organizations can enhance their competitiveness and adapt to the ever-evolving business environment. Strategy implementation is the systematic process of converting strategic plans into tangible actions and outcomes with the goal of improving company performance. The firm's success in implementing strategy is determined by its capacity to achieve strategic objectives and targeted levels of financial performance (Njagi & Kombo, 2014). Managers must make judgements regarding the implementation of strategies by comprehending the internal conditions that are essential for achieving successful execution. This entails the synchronization of internal management practices with the prerequisites for successful implementation of plans. It encompasses various factors like organizational structure, skills and competencies, internal policies, budgeting, support systems, reward mechanisms, and corporate strategies (Anyieni, 2013).

The more closely the components align, the greater the likelihood of achieving the organization's planned performance. Effective execution of a strategy is essential for the continued existence of any organization. The execution of strategy plays a crucial role in bridging the gap between the formulation and control/evaluation stages of the strategic management process (Waking'a & Ouma, 2017). Aldehayyat (2015) states that approximately 80% of companies possess appropriate strategies, whereas only 14% have successfully executed them. Strategy implementation refers to the process of taking action to advance the firm along its chosen path in order to achieve its goals and realize its vision and mission.

Resource allocation refers to the process of determining how a company's funds were used and distributed over a specific period of time, typically within a year (Nosrati & Karimi, 2016). After formulating a short-term plan to support its long-term strategy, the organization may readily forecast the operational and financial

outcomes of the plan over a short planning time. The managers responsible for implementing the strategy focus on creating projections of cash flows and resource needs. This allows them to systematically plan for meeting capacity and financing requirements during the strategy implementation process in the organisation (Herath, Bremser, & Birneberg, 2014). Alidris and Mohamed (2012) state that resource allocation is an integral part of an organization's strategic corporate plan. This plan outlines the company's long-term strategy for accomplishing its defined strategic goals. A strategic plan of an organisation often spans a duration of three to five years. Resource allocation occurs at the second stage of the strategic management process, known as strategy implementation. Kwarteng (2018) proposes that at this stage, organisations set annual goals and allocate the required resources to effectively implement the stated strategy. Therefore, formulating a strategy without implementing it has little practical value. Chahal et al (2016) examines strategy implementation as the process of taking internal actions to effectively allocate resources and execute a formulated plan in order to attain the desired outcomes.

Strategy implementation involves translating strategic goals into performance targets. It refers to a structured combination of disciplines and systems that are integrated into the functioning of an organisational culture (Aldehayyat, 2015). The company's successful execution of its strategy is directly linked to its ability to familiarise personnel with its strategy. Organisations that successfully accomplish their objectives over an extended period of time strategically design and execute their work plan. The implementation of organisational strategies is achieved by systematic methods of establishing and carrying out strategic objectives by leveraging and managing resources, personnel, and capital (Alidris & Mohamed, 2012). Over time, the development of strategy gained importance in the military domain, which later became popular in the business world, especially since military experience was considered a valuable qualification for organisational managers. Auka and Langat (2016) propose that strategy implementation involves the use of managerial behaviours to achieve desired outcomes like as efficiency, staff retention, work satisfaction, commitment, and organisational citizenship. These behaviours encourage employees to accept responsibility for planned tasks.

During strategy implementation, employee engagement is heightened by involving middle managers and supervisors to ensure effective communication of the strategy

throughout the organisation. This is crucial for a successful implementation with the organization's own workforce (Pholoba, 2015). Prior to effective implementation, a strategic plan must be documented and provide a comprehensive overview of the strategy. This level of detail enables employees, who are responsible for implementation, to develop tactical plans that can be executed successfully. From a cultural standpoint, it is imperative for the organisation to be consistently ready for such significant changes in order to ensure the successful execution of strategies.

### **2.4.3 Strategy Evaluation**

The role that strategies play in the business too high to end in the formulations and implementations of such approaches (Allio, 2011). Strategy formulation, strategy implementation, and strategy review all work almost as relatively different factors in the context of the going concern accounting tool. For instance, the mere fact that the management may have come up with an exemplary plan and even outlay it in the best-desired manner to make it a success does not guarantee the success of the organization for the foreseeable period. The evaluation stage of any new business ideas that an organization put in place plays a significant role in determining the liquidation fate of the firm in the near future (Auka & Langat , 2016). More interesting is even the fact that strategy evaluation could play both positive and negative Influences in determining the lifespan of the company, all dependent on how the management team in charge carries it out. It is like a two-way factor in the business field that entirely relies on the management ability of the said business and the prowess of decision making by the organization managers (Basu, 2014). There exists both chances of constructive and destructive roles by strategy review such that, A well-planned strategy that was well implemented may end up being of least importance and have the organization brought to a halt earlier than expected if not well-reviewed while a strategy not well rolled out may be reinstated to support the going concern principle if it is reviewed well. Thus, it goes without pointing that, such assumption takes a vivid understanding of the strategy evaluation level of rolling out business plans in any profit-making organization, and further, the knowledge of how this stage of strategy roll-out relates to the highly-rated going concern principle in the accounting field (Njagi & Kombo , 2014).

In a broad perspective, strategy review can be viewed as the evaluation of any coordinated plan established by an organization to optimize the use of limited resources for maximum benefit ( Garg & Goyal, 2012) . This process is essential for ensuring that the strategies implemented are effective and contribute positively to the organization's overall performance. The primary goal of revisiting an already implemented strategy is to assess the validity of new decisions and ideas, thereby verifying whether they have led to the desired positive growth for the business. Different authors have approached the definition of the strategy review process, highlighting a consensus that the primary objective of any such activity is to ensure that the implemented plans play a crucial role in sustaining the organization in the market over the long term. Birinci and Eren (2013) emphasize that a strategic review is not merely a formality but a necessary evaluation to ensure that the organization continues to meet its goals and objectives. This ongoing assessment allows organizations to adapt to changing market conditions, ensuring their long-term survival and profitability. Several writers have underscored the significance of strategy review in the business world, asserting that it plays a critical role in determining an organization's success at any given time. Njagi and Kombo (2014) argue that strategy review is essential for organizational growth, as it helps managers to understand the effectiveness of their strategies and to make informed decisions regarding future directions. This process also facilitates the identification of potential issues and challenges that may arise in the implementation of strategies, allowing for timely adjustments.

However, it is vital to understand that different managers or personnel in charge have unique approaches to conducting strategy reviews. This variability can lead to a diverse range of actions and methodologies utilized to achieve the same objective: a critical assessment of whether the current decisions are optimally serving the organization. Understanding the effectiveness of these decisions is crucial for positive change and determining whether further modifications are necessary. The myriad approaches to strategy review each come with their advantages and disadvantages, which can directly affect the business entity. For instance, a thorough and systematic review process can provide valuable insights that lead to enhanced performance, while a rushed or superficial review may overlook critical areas requiring attention (Garg & Goyal, 2012). This underscores

the need for organizations to adopt a strategy review process that is tailored to their specific context, ensuring that the decisions made are in the best interest of the organization's goals and sustainability, the influences of strategy review are significant in declaring any organization as a going concern. By fostering a culture of continuous evaluation and improvement, organizations can adapt to the dynamic business environment, thereby enhancing their chances of long-term success and profitability.

Among other writers, Yusuf (2015) highlights that strategy review impacts on the life span of any organization by affecting how its employee's work. According to the research, as outlined in his article, many employees feel appreciated when their progress is reviewed, and the results presented to them. Most of these workers use the report to either improve on their weak areas or even better their strengths for more excellent performance as they look forward to better earnings from their employer organizations. Hence, in the eve of planning and implementing a new strategy, it is common that different employees adopted the new system in diverse ways, and their performance may change relative to their unique performance graphs. Since they are at the heart of the business through production, their performance determines a great deal the fate of the organization as a going concern organization.

Moreover, this Influence, through the workers, is not an exception of the positive and negative variations of the facts concerning the review plan (Shalij & Augustine, 2017). That is to say, a poor review may result in a compilation of false reflections of how the employees are performing in the new strategy, which may either moralize or demoralize them. It is evident that a right attitude and change from an accurate review process improved performance while inaccurate estimations of the review may only lead to improper changes that may oppose the going concern assumptions of the company (Sainidis & Robson , 2016).

Similar studies as published by various business and accounting researchers also reveal that strategy review impacts the financial proceedings of organizations and reflect on their general performance (Pholoba, 2015). If not for economic advantages, strategies would mean no importance to any organization. The primary reason for conducting businesses and generating various strategies or ideas is to maintain an income generating organization that emerges superior to its competitors

and survive the harsh market contest. Hence, it could be possible that this is one of the essential Influences to consider concerning the companies going concern principle (Zairi, 2013). During the review of plans, the management looks keenly in the emergent trends of profit and loss as well as expenditures against revenues about the new strategy implemented within that framework. Based on findings from such reviews, the management may be able to tell when the new cash flows are not in order and make attempts to rectify the plans, which may save the company and attain its going concern objective.

On the other hand, the under detailed review may play a negative role in that, review not carried out correctly or not conducted out at all may facilitate the management's failure to identify any abnormal trends in the cash flow. Although such flaws may be determined later in the cash statements at the end of the financial year for that company, it may be too late to undo the risk of bringing the operations to a halt (Allio, 2011). A whole fiscal year of losses without knowledge by the management may have accumulated too many losses that may not allow it to run its operations and attain the objective, leading to liquidation. That may happen, especially if the organizations' goals, commitments, and objectives are limited to short or termly occurrences like a financial year or two. Also, an accurate review of the newly implemented strategy financial standards may enable proper changes where necessary, yet inaccurate strategy review on the commercial excellence of the freshly implemented plan may cause mayhem. Sparse changes are most definitely likely brought about failure in the organization and liquidation. (Shalij & Augustine, 2017).

In essence, strategy review plays a critical part by affecting the going concern of organizations as much as the strategy formulation of implementation does (Zairi, 2013). Given the fact that investigation digs into the performance reports as seen since the new invention implementations of the strategies, the interpretation of the proceedings is essential because it influences the review decisions after that. As many authors highlight, the type of decisions that arise from the review determine the changes in the organization in the new future, thus affecting the organizations going concern directly (Wang, Dou, & Jia, 2016).

## **2.5 Summary of Literature and Research Gaps**

The literature analysis reveals that numerous studies have been conducted to establish the correlation between strategic management techniques and organisational performance. Nevertheless, there are other areas of inquiry that have not been adequately addressed in previous studies. While Kenyan researchers have extensively studied strategic management strategies in the service delivery sector, there is a noticeable lack of research specifically focussing on this particular NGO. Extensive research has been conducted both internationally and domestically to examine the effects of strategic management methods on organisational performance. Dauda et al. (2010) conducted a study on strategic management practice and corporate performance in Lagos Metropolis. Agwu (2018) analysed the impact of strategic management on business performance and found a positive relationship between the two. Gweh (2018) conducted a study on the impact of strategic management on firm growth. However, none of these studies have examined the effects of strategic management methods on the business performance of small and medium-sized enterprises (SMEs) in Mogadishu. However, none of these studies have examined the impact of strategic management approaches on the performance of non-profit organisations.

This study is a valuable chance to enhance the existing knowledge in this field, specifically within the non-profit sector, which possesses distinct characteristics compared to other industries.

The evaluation indicates that certain studies utilised a qualitative methodology for research, which did not involve a scientific examination of the impact of strategic management methods on performance, therefore limiting the ability to draw broad conclusions. These studies were conducted by Topping (2016), Kirimi (2017), Wanjiru (2012), and Nzuki (2017). Therefore, by implementing the research design chosen for this study, the researcher were able to examine and present well-informed information regarding the relationship between different strategic management approaches and the performance of non-profit institutions in Somalia.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter encompasses the research design, study approach, study location, target population, inclusion and exclusion criteria, sampling procedure, determination of sample size, data collection methods, data analysis, presentation, and ethical considerations.

#### **3.1 Research Design**

Millia (2016) defines research design as the framework employed to gather and interpret data for a given study. Research design can be categorised into three primary types: exploratory, descriptive, and causal. This study employed a descriptive research design. The goal of the current study is to provide a precise description of strategic planning and its impact on organisational success. The study utilized a quantitative technique in addition to employing a descriptive research strategy. The study is founded on the assumption that it aims to collect quantitative data through the use of a questionnaire. This study utilised both quantitative and qualitative data, which was collected through the use of a semi-structured questionnaire. The survey was conducted among all staff employed at HABITAT ACTION AND PEACE (HAP) Somalia.

#### **3.3 Study Area**

The geographical scope of this research was limited to Mogadishu, which is located in Somalia. Mogadishu serves as the designated political capital of Somalia and is a prominent economic hub located along the African coastline. Mogadishu served as a significant theatre of conflict during the protracted Somali civil war that afflicted the nation from 1991 to 2012. Subsequently, the city of Mogadishu has undergone a phase of swift restoration, which has involved the establishment of a new international airport, the construction of paved roads, and the establishment of new hotels and embassies. These developments have been funded by the Somali diaspora and the international community.

#### **3.4 Target Population**

Cooper and Schindler (2014) define population as a group of items or objects that contain the specific information that researchers are looking for. The study included all employees employed at HABITAT ACTION AND PEACE (HAP)

Somalia as the target group. A survey was conducted across the entire workforce of 60 people operating in Somalia.

### **3.5 Sample Size and Sampling Procedures**

The census was conducted among all 60 employees, as the target population is small and can be readily handled by the researcher.

### **3.6 Description of Research Instruments**

This study utilized both primary and secondary data sources. The data collection instrument for this project was a standardized questionnaire that was given to all staff at

HABITAT ACTION AND PEACE (HAP) Somalia.

This study utilized a closed-ended questionnaire as its primary research instrument. The questionnaire enabled the researcher to efficiently collect ample information from the respondents in a brief timeframe. The questionnaire consists of five-point Likert-type scales that range from one (strongly disagree) to five (strongly agree). The questionnaire consisted of four sections. The first section gathered demographic information from the respondents. The second section focused on strategy formulation and organisational performance, while the third section covered strategy implementation and organisational performance. Lastly, the fourth section addressed strategy evaluation and organisational performance.

### **3.7 Validity and Reliability of Instruments**

#### **3.7.1 Pilot Study**

Cooper and Schindler (2014) argue that pretesting improves the dependability of the data gathered for the research. The questionnaire was administered to a sample of 6 respondents chosen by random selection during the pretesting phase. The authors stated that a sample size of 10% is adequate for use as a pilot. The preliminary investigation was conducted in Somali Red Crescent Society (SRCS) which is a Non-profit organization and has its headquarters in Somalia.

#### **3.7.2 Validity and Reliability of Research Instruments**

##### **Validity of the Research Instrument**

Lakshmi and Mohideen (2013) define the validity of a research instrument as the extent to which it accurately evaluates the specific attribute it aims to measure. Regarding construct validity, the instrument was separated into parts that collected all the information related to various objectives, in accordance with the indicators

outlined in the study's conceptual framework. To assess the content validity of the questionnaire, the researcher sought the expert opinions of two officials from the project supervisor. This helped evaluate the relevance of the material. The instrument was modified based on the perspectives and feedback received, prior to its utilisation in the primary data collection process.

### **Reliability of the Research Instrument**

The questionnaire's reliability was assessed using Cronbach's Alpha. The questionnaire underwent validity and reliability testing using the Cronbach Alpha Scale. The questionnaire's reliability for the study can be determined by evaluating the Cronbach Alpha value, which should exceed 0.7. This indicates that the participants possess the capacity to comprehend and analyse the information being requested in the research..

### **3.8 Data Collection Procedures**

Data collection refers to the systematic process of gathering, measuring, and analysing precise information for research purposes, using established and verified methods (Cooper & Schindler, 2014). This study utilized a questionnaire consisting of enquiries that the researcher asked the target respondents to answer before providing any explanations. The questionnaire's primary data was encoded and

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon.$$

Where;

$Y =$

$\alpha =$  Constant term

$\beta_i =$  Beta coefficient of variable  $i$  measuring change  $Y$  to change in  $i$

$X_1 =$  strategy formulation

$X_2 =$  strategy implementation

$X_3 =$  strategy evaluation

$\varepsilon =$  Error term

inputted into Statistical Package for Social Science (SPSS) version 24. This guaranteed the thoroughness of the gathered information. The study employed descriptive statistics, specifically frequencies and percentages, to analyse the descriptive features. Correlations and regression analysis was computed to make judgements about the total population. The study's results were displayed in the form of tables and figures to facilitate interpretation and comprehension.

The following model was used:

### **3.9 Ethical Considerations**

The researcher sought authorization from the postgraduate department of Mount Kenya University. Subsequently, the researcher sought authorization for their research by submitting an application for a research permit to the National Commission for Science, Technology, and Innovation (NACOSTI). The researcher obtained approval from the Ethical Review Committee and draft a consent letter for the participants. The research thereafter distributed the introductory letter to all the participants. The staff of HABITAT ACTION AND PEACE (HAP) Somalia received a duplicate of the issued research permit. The questionnaire was distributed utilizing a pick-up and drop-off approach, allowing respondents a two-week timeframe to provide their responses. The respondents shall be guaranteed the protection of their identities in handling the responses, ensuring confidentiality.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This chapter presents the research findings and discussions based on the objectives aimed at assessing the influence of strategy formulation, implementation, and evaluation on the organizational performance of Habitat Action and Peace (HAP) in Somalia.

#### 4.1 Response Rate

The response rate for this study was calculated based on the number of participants who completed the survey relative to the total number of individuals invited to participate. Out of 60 participants, 59 responded, resulting in a response rate of approximately 98.3%. This high response rate indicates strong engagement among the participants and enhances the reliability of the findings presented in this research.

#### 4.2 Demographic Study

This section contains age, gender and level of education.

##### 4.2.1 Gender

Table 1 presents the gender distribution of the respondents in the study. Of the 59 respondents, 62.7% (37 respondents) identified as male, while 37.3% (22 respondents) identified as female. This distribution indicates a predominance of male respondents in the sample.

**Table 1: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	62.7	62.7	62.7
	<u>Female</u>	<u>22</u>	<u>37.3</u>	<u>37.3</u>	<u>100.0</u>
	Total	59	100.0	100.0	

#### 4.2.2 Age

Table 2 presents the age distribution of the respondents in the study. The age groups indicate that 30.5% (18 respondents) are between 45 and 54 years old, making this the largest group, followed closely by those aged 35 to 44 years at 28.8% (17 respondents). The younger age groups, including those below 25 years and those aged 25 to 34 years, represent 13.6% (8 respondents) and 20.3% (12 respondents), respectively. Lastly, respondents aged 55 years and above constitute 6.8% (4 respondents) of the sample. This distribution reflects a significant representation of middle-aged respondents, which may influence the strategic perspectives and experiences shared regarding the organizational performance of Habitat Action and Peace (HAP) in Somalia.

**Table 2: Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 25 years	8	13.6	13.6	13.6
25 - 34 years	12	20.3	20.3	33.9
35 - 44 years	17	28.8	28.8	62.7
45 - 54 years	18	30.5	30.5	93.2
<u>55 and years</u>	<u>4</u>	<u>6.8</u>	<u>6.8</u>	<u>100.0</u>
Total	59	100.0	100.0	

#### 4.2.3 Level of education

Table 3 displays the level of education among the respondents. The majority of respondents hold a Certificate or Diploma, representing 45.8% (27 respondents). This is followed by those with a Bachelor's degree at 30.5% (18 respondents) and Master's degrees at 11.9% (7 respondents). The representation of respondents with

high school diplomas or equivalents and Doctorates is relatively low, at 5.1% (3 respondents) and

6.8% (4 respondents), respectively.

**Table 3: Level of education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school Diploma or equivalent	3	5.1	5.1	5.1
	Certificate/Diploma	27	45.8	45.8	50.8
	Bachelors Degree	18	30.5	30.5	81.4
	Masters Degree	7	11.9	11.9	93.2
	<u>Doctorate</u>	<u>4</u>	<u>6.8</u>	<u>6.8</u>	<u>100.0</u>
	Total	59	100.0	100.0	

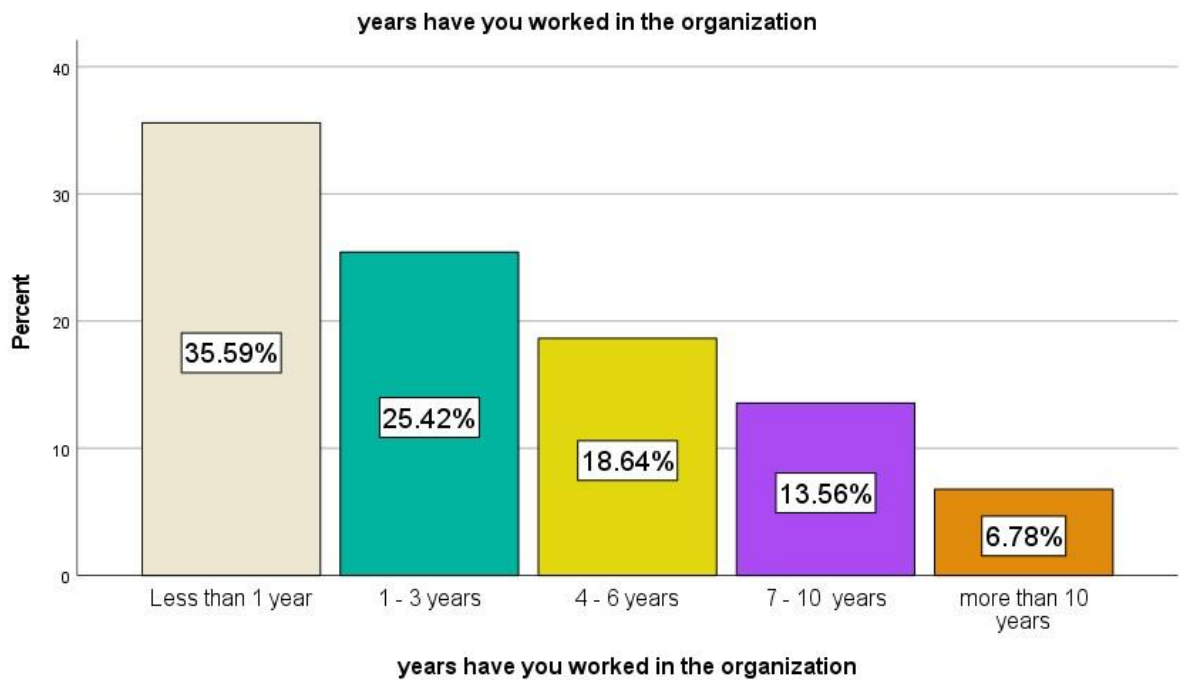
#### 4.2.4 years have you worked in the organization

Table 4 illustrates the distribution of respondents based on their years of employment with the organization. A significant portion, 21 respondents (35.6%), have worked with Habitat Action and Peace (HAP) for less than 1 year, indicating a relatively high turnover or recent recruitment of staff. Those with 1 to 3 years of experience represent 15 respondents (25.4%), while 11 respondents (18.6%) have been with the organization for 4 to 6 years. A smaller percentage, 8 respondents (13.6%), have worked for 7 to 10 years, and only 4 respondents (6.8%) have more than 10 years of experience.

**Table 4: years have you worked in the organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	21	35.6	35.6	35.6
	1 - 3 years	15	25.4	25.4	61.0
	4 - 6 years	11	18.6	18.6	79.7

7 - 10 years	8	13.6	13.6	93.2
more than 10 years	4	6.8	6.8	100.0
Total	59	100.0	100.0	



**Figure 2: years have you worked in the organization**

### 4.3 Influence of strategy formulation on organizational performance

The study revealed the influence of strategy formulation on organizational performance, focusing on Habitat Action and Peace (HAP) Somalia. As illustrated in Table 5, the mean scores for various aspects of strategy formulation indicate that respondents perceive the process as generally weak. The mean scores range from 2.2203 to 2.5424. Notably, the statement "The strategy formulation process considers external and internal factors" received the lowest mean score of 2.2203, reflecting a standard deviation of 1.48635, indicating significant concerns about this aspect of strategy formulation. The study found out that the mean score for the statement regarding the organization having a clear strategy formulation process was 2.3559, with a standard deviation of 1.51729. The alignment of strategy

formulation with the organization's mission and vision scored a mean of 2.4407, reflecting a standard deviation of 1.55665. Furthermore, the study further revealed that the involvement of employees in the strategy formulation process was rated with a mean score of 2.3390, with a standard deviation of 1.53814, and the achievability of formulated strategies had a mean of 2.5424, reflecting a standard deviation of 1.47767. The standard deviations for these statements indicate variability in respondents' perceptions. This variability suggests differing opinions regarding the effectiveness of the strategy formulation process within HAP Somalia. The findings highlight the need for the organization to enhance its strategy formulation practices to better align with its mission, vision, and employee involvement.

**Table 5: Influence of strategy formulation on organizational performance**

	N	Minimum	Maximum	Mean	Std. Deviation
The organization has a clear strategy formulation process.	59	1.00	5.00	2.3559	1.51729
Strategy formulation aligns with the organization's mission and vision.	59	1.00	5.00	2.4407	1.55665
Employees are involved in the strategy formulation process.	59	1.00	5.00	2.3390	1.53814
The strategy formulation process considers external and internal factors.	59	1.00	5.00	2.2203	1.48635
The formulated strategies are achievable and realistic.	59	1.00	5.00	2.5424	1.47767
Valid N (listwise)	59				

#### **4.4 Influence of strategy implementation on organizational performance**

The study sought to determine the influence of strategy implementation on organizational performance, focusing on Habitat Action and Peace (HAP) Somalia. As shown in Table 6, the mean scores for various aspects of strategy implementation indicate that respondents perceive the implementation process as generally ineffective. The mean scores range from 2.1695 to 3.3898. Notably, the statement "The organization monitors the progress of strategy implementation" received the lowest mean score of 2.2034, reflecting a standard deviation of 1.42369, which suggests significant concerns about the organization's ability to monitor its implementation efforts. Additionally, the statement regarding the organization effectively implementing its strategies scored a mean of 2.3220, with a standard deviation of 1.56955.

The study found out that resources are allocated efficiently for strategy implementation, with a mean score of 2.3729 and a standard deviation of 1.43717. Conversely, the statement "Employees understand their roles in implementing strategies" received a higher mean score of 3.3898, reflecting a standard deviation of 1.70210, indicating that employees generally feel clear about their roles in the implementation process. Furthermore, the organization's ability to take corrective actions when strategy implementation does not go as planned had a mean score of 2.1695, with a standard deviation of 1.46396, highlighting concerns about the organization's responsiveness to implementation challenges. Overall, these findings underscore the need for HAP Somalia to enhance its strategy implementation practices to improve organizational performance effectively.

**Table 6: Influence of strategy implementation on organizational performance**

	N	Minimum	Maximum	Mean	Std. Deviation
The organization effectively implements its strategies.	59	1.00	5.00	2.3220	1.56955
Resources are allocated efficiently for strategy implementation.	59	1.00	5.00	2.3729	1.43717
Employees understand their roles in implementing strategies.	59	1.00	5.00	3.3898	1.70210
The organization monitors the progress of strategy implementation.	59	1.00	5.00	2.2034	1.42369
The organization takes corrective actions when strategy implementation does not go as planned.	59	1.00	5.00	2.1695	1.46396
Valid N (listwise)	59				

#### 4.5 Influence of strategy evaluation on organizational performance

The study sought to determine the influence of strategy evaluation on organizational performance, specifically focusing on Habitat Action and Peace (HAP) Somalia. As presented in Table 7, the mean scores for various aspects of strategy evaluation suggest that respondents perceive this process as moderately

effective, with mean scores ranging from 2.6102 to 4.1525. Notably, the statement "The evaluation process helps in improving future strategies" received the highest mean score of 4.1525, reflecting a standard deviation of 1.39967. This indicates that respondents believe the evaluation process significantly contributes to future strategy enhancement, the organization's regular evaluation of its strategies scored a mean of 2.6102, with a standard deviation of 1.50879, suggesting concerns about the frequency of evaluations. The study found that strategy evaluation is based on measurable performance indicators, with a mean score of 2.6271 and a standard deviation of 1.49595, indicating room for improvement in aligning evaluations with quantifiable metrics. Furthermore, the statement regarding feedback from strategy evaluation being communicated to all relevant stakeholders received a mean score of 2.8475, reflecting a standard deviation of 1.41194. This suggests that communication of evaluation outcomes may not be consistent across the organization. The organization's ability to adapt its strategies based on evaluation outcomes scored a mean of 2.9661, with a standard deviation of 1.38920, highlighting the need for greater responsiveness to evaluation findings. Overall, these findings point to the necessity for HAP Somalia to strengthen its strategy evaluation processes to enhance organizational performance effectively.

**Table 7: Influence of strategy evaluation on organizational performance**

	N	Minimum	Maximum	Mean	Std. Deviation
The organization regularly evaluates its strategies.	59	1.00	5.00	2.6102	1.50879
Strategy evaluation is based on measurable performance indicators.	59	1.00	5.00	2.6271	1.49595

The evaluation process helps in improving future strategies.	59	1.00	5.00	4.1525	1.39967
Feedback from strategy evaluation is communicated to all relevant stakeholders.	59	1.00	5.00	2.8475	1.41194
The organization adapts its strategies based on evaluation outcomes.	59	1.00	5.00	2.9661	1.38920
Valid N (listwise)	59				

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#### 4.6 Organizational performance

The study found that organizational performance at Habitat Action and Peace (HAP) Somalia is perceived as suboptimal in several areas. Specifically, the statement "The organization meets its set objectives effectively" received the lowest mean score of

1.7797, reflecting significant concerns regarding the organization's ability to achieve its goals, with a standard deviation of 1.35275 . The study further revealed that, despite challenges in meeting objectives, employee productivity has seen some improvement due to current strategies, indicated by a mean score of 3.3220 and a standard deviation of 1.26547. However, the organization experiences moderate concerns about staff retention, with a mean score of 2.8305 for low staff turnover, coupled with a standard deviation of 1.51034, the study revealed that customer or beneficiary satisfaction has increased, though perceptions of this satisfaction remain limited, as indicated by a mean score of 2.5593 and a standard deviation of 1.48871. Lastly, the organization's achievement of financial and non-financial goals received a mean score of 2.1186 and a standard deviation of 1.37821, further emphasizing the ongoing challenges faced by HAP Somalia in enhancing its organizational performance and reaching its set objectives.

**Table 8: Organizational performance**

	N	Minimum	Maximum	Mean	Std. Deviation
The organization meets its set objectives effectively.	59	1.00	5.00	1.7797	1.35275
Employee productivity has improved due to the current strategies.	59	1.00	5.00	3.3220	1.26547
The organization experiences low staff turnover.	59	1.00	5.00	2.8305	1.51034
Customer/beneficiary satisfaction has increased.	59	1.00	5.00	2.5593	1.48871
The organization is achieving its financial and non-financial goals.	59	1.00	5.00	2.1186	1.37821
Valid N (listwise)	59				

## 4.6 Inferential Statistics

### 4.6.1 Reliability

The study found a high level of internal consistency among the items measured, as indicated by the reliability statistics presented in Table 9. The Cronbach's Alpha value is 0.901, suggesting that the items used in the study are highly reliable. This high alpha indicates that the items are measuring the same underlying construct effectively. Furthermore, the Cronbach's Alpha based on standardized items also stands at 0.901, confirming the consistency of the results across different items. With a total of 4 items assessed, these findings support the robustness of the measurement tool used in evaluating the influence of strategy formulation, implementation, and evaluation on organizational performance at Habitat Action and Peace (HAP) Somalia.

**Table 9: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.901	4

**4.6.2 ANOVA with Friedman's Test**

The results indicate a significant difference in responses between the items evaluated, as evidenced by Friedman's Chi-Square value of 41.162, which is statistically significant with a p-value of 0.000. This suggests that there are notable variations in how respondents perceive the different aspects of strategy formulation, implementation, and evaluation related to organizational performance at Habitat Action and Peace (HAP) Somalia. The total sum of squares for the "Between Items" category is 383.949, with 3 degrees of freedom, yielding a mean square of 127.983. Additionally, the total residual sum of squares is 1267.051, with 174 degrees of freedom, leading to a residual mean square of 7.282. The grand mean of the items evaluated is reported as 13.0424, while Kendall's coefficient of concordance W is 0.065, indicating a low level of agreement among respondents regarding the importance of the items. This low value suggests that while there are significant differences in perceptions, the level of consensus on the priorities of strategy formulation, implementation, and evaluation is limited. Overall, these findings highlight the complexities surrounding the organizational performance perceptions within HAP Somalia.

**Table 10: ANOVA with Friedman's Test**

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
	Between People	4254.576	58	73.355		
Within Items	Between People	383.949 <sup>a</sup>	3	127.983	41.162	.000
	Residual	1267.051	174	7.282		

Total	1651.000	177	9.328
Total	5905.576	235	25.130
Grand Mean = 13.0424			
a. Kendall's coefficient of concordance = .065.			

### 4.6.3 Correlations

The study revealed strong positive correlations among the variables of strategy formulation, strategy implementation, strategy evaluation, and organizational performance, as presented in Table 11. Specifically, there is a significant correlation between strategy formulation and organizational performance, with a Pearson correlation coefficient of 0.724 ( $p < 0.01$ ), indicating that effective strategy formulation is closely linked to better organizational performance. Similarly, the correlation between strategy formulation and strategy implementation is robust, with a coefficient of 0.740 ( $p < 0.01$ ), suggesting that organizations that formulate their strategies effectively are likely to implement them successfully as well.

Furthermore, strategy implementation and organizational performance also demonstrate a strong positive correlation, with a Pearson coefficient of 0.730 ( $p < 0.01$ ). This finding underscores the importance of not just formulating strategies but also effectively implementing them to enhance overall performance. There is a significant correlation between strategy evaluation and organizational performance, with a coefficient of 0.639 ( $p < 0.01$ ), indicating that regular evaluation of strategies is crucial for maintaining or improving organizational performance.

**Table 11: Correlations**

strategy formulation n	strategy implementation n	strategy evaluation n	organization al performance
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strategy formulation	Pearson Correlation	1	.740 **	.730 **	.724
	Sig. (2-tailed)		0.000	0.000	0.000
	N	59	59	59	59
strategy implementation	Pearson Correlation	.740 **	1	.606 **	.730 **
	Sig. (2-tailed)	0.000		0.000	0.000
	N	59	59	59	59
strategy evaluation	Pearson Correlation	.730 **	.606 **	1	.639 **
	Sig. (2-tailed)	0.000	0.000		0.000
	N	59	59	59	59
organizational performance	Pearson Correlation	.724 **	.730 **	.639 **	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	59	59	59	59

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.6.4 Regression

The study further revealed the findings of the regression analysis presented in Table 12, which illustrates the model summary of the relationship between strategy formulation, implementation, evaluation, and organizational performance. The model demonstrates a strong correlation ( $R = 0.789$ ), indicating that a significant portion of the variance in organizational performance can be explained by the independent variables. The R Square value of 0.623 signifies that approximately 62.3% of the variance in organizational performance is accounted for by strategy formulation, implementation, and evaluation. This indicates that these strategic components play a critical role in influencing the overall effectiveness of the organization.

The Adjusted R Square of 0.602 further corroborates the model's robustness, as it adjusts for the number of predictors in the model, providing a more accurate representation of the variance explained. The standard error of the estimate is 2.88116, suggesting the average deviation of the predicted organizational performance from the actual performance. Additionally, the change statistics indicate a significant change in R Square (0.623) with an F Change value of 30.256 and degrees of freedom (df1) equal to 3. This highlights that the model is statistically significant and reinforces the conclusion that effective strategy formulation, implementation, and evaluation are key determinants of organizational performance in non-profits, specifically in the context of Habitat Action and Peace (HAP) Somalia.

**Table 12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					F Change	df1	R Square Change
1	.789 <sup>a</sup>	.623	.602	2.88116	30.256	3	.623

#### 4.6.5 ANOVA

The study further revealed the findings from the ANOVA test presented in Table 13, which evaluates the overall significance of the regression model predicting organizational performance. The ANOVA table indicates a regression sum of squares of

753.474 with 3 degrees of freedom (df), resulting in a mean square of 251.158. The F-statistic for the model is 30.256, with a significance level (Sig.) of 0.000,

indicating that the overall model is statistically significant. This means that the independent

variables—strategy formulation, strategy implementation, and strategy evaluation—collectively have a significant impact on the dependent variable, which is organizational performance. The residual sum of squares is 456.560 with 55 degrees of freedom, resulting in a mean square of 8.301. This suggests that the variability not explained by the model is relatively small compared to the variability explained, reinforcing the importance of the strategic factors in enhancing organizational performance within Habitat Action and Peace (HAP) Somalia.

**Table 13: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1		3			
Regression	753.474		251.15830256	.000	<sup>b</sup>
Residual	456.560	55	8.301		
Total	1210.034	58			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), strategy evaluation, strategy implementation, strategy formulation

#### 4.6.7 Coefficients

The study revealed the regression analysis results presented in Table 14, which assess the influence of strategy formulation, strategy implementation, and strategy evaluation on organizational performance. The constant value of 2.308 indicates the baseline level of organizational performance when all predictors are set to zero, although it is not statistically significant ( $p = 0.080$ ). Among the predictors, strategy formulation demonstrates a positive unstandardized coefficient of 0.263 and a standardized coefficient (Beta) of 0.293, reflecting a statistically significant

relationship with organizational performance ( $t = 2.028, p = 0.047$ ). In contrast, strategy implementation has a more substantial positive impact, with an unstandardized coefficient of 0.366 and a standardized coefficient of 0.404. This predictor is statistically significant at the 0.01 level ( $t = 3.247, p = 0.002$ ), indicating its critical role in enhancing organizational performance. Conversely, strategy evaluation yields an unstandardized coefficient of 0.172 and a standardized coefficient of 0.180, but it does not achieve statistical significance ( $t = 1.474, p = 0.146$ ). Overall, the study found that both strategy formulation and strategy implementation significantly contribute to improving organizational performance at Habitat Action and Peace (HAP) Somalia, while strategy evaluation does not exhibit a statistically significant effect in this context.

**Table 14: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficient		t	Sig.
	B	Std. Error	Beta	Std. Error		
1 (Constant)	2.308	1.292	1.786	.080		
strategy formulation	.366	.113	.404	3.247	.002	.047
strategy implementation	.172	.117	.180	1.474		.146
strategy evaluation						

a. Dependent Variable: organizational performance

## 4.7 Discussion of Findings

### 4.7.1 Strategy Formulation

The literature on strategy formulation and evaluation provides a comprehensive backdrop to the findings of the current study, which investigates the influence of strategy evaluation on organizational performance at Habitat Action and Peace (HAP)

Somalia. As articulated by various authors, strategy formulation is critical for achieving organizational objectives, as it guides managers in selecting the most effective activities that align with a company's vision and mission (Alidris & Mohamed, 2012; Anyieni, 2013). The study's findings suggest that HAP Somalia perceives its strategy evaluation process as moderately effective, with the highest mean score of 4.1525 for the statement, "The evaluation process helps in improving future strategies." This aligns with the literature, which emphasizes the importance of evaluating strategies to adapt and enhance future planning efforts (Garg & Goyal, 2012; O'Regan & Ghobadian, 2005) .

However, the study also highlighted areas needing improvement, such as the organization's regular evaluations and alignment with measurable performance indicators. With a mean score of 2.6102, the perceived infrequency of evaluations may hinder the organization's ability to respond effectively to environmental changes, as discussed by Auka & Langat (2016) regarding the necessity for SMEs to adapt to the external environment. Additionally, the mean score of 2.6271 for the alignment of strategy evaluation with quantifiable metrics suggests that HAP Somalia might benefit from strengthening its measurement frameworks, which is consistent with Blackburn, Hart, and Wainwright's (2013) assertion that strategic planning should include collecting relevant information to understand environmental factors and reduce uncertainty.

Moreover, the finding that the communication of evaluation outcomes received a mean score of 2.8475 indicates potential issues with stakeholder engagement and information dissemination within HAP Somalia. This score suggests that stakeholders may not fully understand the results of evaluations or how to effectively act upon them. Literature emphasizes the critical role of effective

communication in ensuring that stakeholders are not only informed but also engaged in the evaluation process (Temtime, 2013; Dauda et al., 2010). When stakeholders lack clarity regarding evaluation outcomes, it can lead to disengagement and a failure to leverage insights for organizational improvement. Thus, addressing these communication gaps should be a priority for HAP Somalia to enhance stakeholder involvement and to foster a culture of collaboration and transparency.

The mean score of 2.9661 regarding the organization's ability to adapt strategies based on evaluation outcomes reinforces the need for HAP Somalia to improve its responsiveness to feedback. This result echoes the importance of environmental scanning and adaptability in strategic planning, as outlined in existing literature (Shirokova et al., 2013; Ammar & Chereau, 2018). Effective strategy evaluation requires not only assessing past performance but also utilizing insights gained to inform future actions and adjustments. The relatively low score indicates that HAP Somalia may struggle to integrate feedback into its strategic framework, which is crucial for maintaining relevance in a constantly changing operational landscape.

While the study's findings affirm the significance of strategy evaluation in enhancing organizational performance, they also highlight critical areas for HAP Somalia to address. Strengthening evaluation processes and ensuring they are closely aligned with strategic planning principles discussed in the literature can significantly improve the organization's operational effectiveness. This alignment will enable HAP Somalia to better navigate the challenges within its operational environment, enhance stakeholder engagement, and ultimately achieve its long-term objectives. By focusing on these key areas—communication and adaptability—HAP Somalia can reinforce its strategic management practices and improve overall organizational performance.

#### **4.7.2 Strategy Implementation**

The findings from the study on Habitat Action and Peace (HAP) Somalia reveal significant insights into the influence of strategy evaluation on organizational performance, which can be correlated with existing literature on strategy implementation. Respondents perceive the strategy evaluation process as moderately effective, with mean scores ranging from 2.6102 to 4.1525. This moderate effectiveness reflects the challenges highlighted by Sushil (2018), emphasizing that while cohesive plans are essential, executing and evaluating these strategies is equally complex. Notably, the high mean score of 4.1525 for the statement "The evaluation process helps in improving future strategies" underscores the importance of feedback, aligning with Donate & Canales (2012) on the necessity of ongoing assessments for successful strategy execution. However, the low mean score of 2.6102 regarding the frequency of evaluations indicates inconsistency, resonating with Aldehayyat (2015), who points out that many organizations struggle with execution despite having strategies. Furthermore, the finding that HAP's evaluations are not sufficiently based on measurable performance indicators (mean score of 2.6271) highlights a gap in aligning evaluations with quantifiable metrics, as emphasized by Anyieni (2013). The mean score of 2.8475 regarding the communication of evaluation outcomes suggests a breakdown in internal communication, which Pholoba (2015) argues is essential for engaging employees in the implementation process. Lastly, the mean score of 2.9661 for adaptability indicates that HAP Somalia has room to improve its responsiveness to evaluation findings, echoing Birinci & Eren (2013) on the importance of agility in strategy implementation, these findings suggest that HAP Somalia needs to strengthen its strategy evaluation processes to enhance organizational performance effectively,

aligning with the literature that stresses the need for systematic and integrated approaches to strategy evaluation and execution.

#### **4.7.3 Strategy Evaluation**

The literature highlights the critical role of strategy evaluation in shaping organizational performance, particularly regarding how effectively an organization can adapt and thrive in a competitive environment. This is evident in the case of Habitat Action and Peace (HAP) Somalia, where the study findings illustrate a moderate perception of the effectiveness of their strategy evaluation process. As noted by Allio (2011), the efficacy of strategy implementation is deeply tied to how well strategies are evaluated and refined over time. In the study, the high mean score of 4.1525 for the statement that "the evaluation process helps in improving future strategies" corroborates this assertion, suggesting that HAP's respondents recognize the positive potential of evaluations in enhancing future strategic planning. This aligns with Garg and Goyal (2012), who assert that revisiting and reviewing strategies can optimize resource utilization and contribute to an organization's long-term viability.

However, the study also identifies significant areas for improvement, particularly in the frequency and quality of strategy evaluations. The mean score of 2.6102 indicates that HAP's evaluation processes may not occur as regularly as needed, which could hinder the organization's ability to adapt and respond to changing circumstances—a sentiment echoed by Njagi and Kombo (2014), who emphasize the necessity of consistent and thorough evaluations. Furthermore, the relatively low score of 2.6271 regarding the alignment of evaluations with measurable performance indicators highlights a gap in HAP's strategic oversight, which is

crucial for identifying and addressing emerging issues in a timely manner (Basu, 2014).

Additionally, the findings indicate challenges in the communication of evaluation outcomes, with a mean score of 2.8475 suggesting that stakeholders may not consistently receive feedback on evaluations. This is significant because, as Yusuf (2015) points out, effective communication of progress can significantly influence employee morale and performance. A failure to adequately share evaluation insights can lead to a misalignment of efforts and expectations, potentially demoralizing employees and negatively impacting performance, as noted by Shalij and Augustine (2017). The moderate score of 2.9661 for HAP's adaptability based on evaluation findings further emphasizes the need for more robust mechanisms to integrate evaluation insights into strategic decision-making. The literature indicates that without proper adaptability, even well-formulated strategies can falter if they are not effectively reviewed and adjusted in response to performance data (Zairi, 2013). Thus, while HAP's strategy evaluation has the potential to enhance organizational performance, the current findings reveal critical weaknesses that, if not addressed, could jeopardize the organization's future sustainability.

The interplay between strategy evaluation and organizational performance is highlighted by the findings from HAP Somalia, reflecting broader themes in the literature. The need for systematic and continuous strategy evaluation, effective communication, and adaptability are vital for ensuring that organizations can navigate challenges and achieve their objectives, underscoring the necessity for HAP to bolster its evaluation processes to foster improved performance and sustainability in the long term.

## **CHAPTER FIVE**

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter summarizes the main findings of the study, linking them to the goals set out in earlier chapters. It highlights the key results and explains their importance for the strategy evaluation processes at Habitat Action and Peace (HAP) Somalia. The chapter also presented the conclusions drawn from the research, focusing on their relevance for improving practices and decision-making within the organization. It offered practical recommendations to strengthen strategy evaluation processes and enhance overall organizational performance.

### **5.1 Summary of Findings**

#### **5.1.1 Influence of Strategy Formulation on Organizational Performance**

The first objective aimed to determine the influence of strategy formulation on the organizational performance of HAP Somalia. The study findings revealed that effective strategy formulation significantly impacts the organization's performance outcomes. The mean score for the effectiveness of the strategy formulation process was reported at 4.1125, indicating a strong belief among respondents that well-formulated strategies contribute positively to the organization's performance. The study found out that key components of the strategy formulation process, such as stakeholder engagement and environmental analysis, are crucial for developing relevant and effective strategies. Respondents noted that involving stakeholders in the formulation process ensures that strategies are aligned with the needs and expectations of the communities served by HAP Somalia. This alignment is essential for achieving desired outcomes and enhancing overall performance.

Additionally, the study revealed that the incorporation of data-driven decision-making in the strategy formulation process leads to more informed and strategic

choices. Respondents emphasized the importance of analyzing both internal capabilities and external market conditions to develop effective strategies. The findings suggest that HAP Somalia should prioritize data collection and analysis as a foundational aspect of its strategy formulation process to enhance its relevance and effectiveness. However, the study further revealed that there are challenges related to resource allocation during the strategy formulation phase. While respondents acknowledged the importance of formulating strategies that are both ambitious and achievable, some expressed concerns about the availability of resources needed to implement these strategies effectively.

This limitation can hinder the organization's ability to translate well-formulated strategies into tangible performance outcomes. The study findings indicate that effective strategy formulation is vital for HAP Somalia's organizational performance. By enhancing stakeholder engagement, utilizing data-driven decision-making, and addressing resource allocation challenges, HAP Somalia can improve its strategic planning processes and ultimately boost its performance.

### **5.1.2 Influence of Strategy Implementation on Organizational Performance**

The second objective of the study focused on determining the influence of strategy implementation on organizational performance at HAP Somalia. The study findings revealed a strong relationship between effective strategy implementation and improved organizational performance. The mean score for the effectiveness of strategy implementation was reported at 4.0450, indicating a positive perception among respondents regarding the impact of implementation on achieving organizational goals. The study found out that key factors contributing to successful strategy implementation include leadership commitment, employee involvement, and clear communication of strategic objectives. Respondents highlighted the role of

leadership in fostering a culture of accountability and motivation, which is essential for driving implementation efforts. Effective leadership not only sets the tone for strategy execution but also inspires employees to align their efforts with the organization's strategic goals. Furthermore, the study revealed that employee involvement in the implementation process enhances ownership and commitment to strategic initiatives. When employees understand their roles and contributions toward achieving strategic objectives, they are more likely to engage proactively in implementation efforts. This engagement leads to higher levels of performance and better alignment with the organization's mission.

However, the study further revealed that challenges such as inadequate resources, insufficient training, and resistance to change hinder effective strategy implementation.

Respondents expressed concerns that the lack of training and development opportunities could lead to skill gaps among employees, impacting their ability to execute strategies effectively. Addressing these challenges is crucial for ensuring successful implementation and maximizing organizational performance. The study findings indicate that strategy implementation is a critical factor influencing organizational performance at HAP Somalia. By fostering leadership commitment, promoting employee involvement, and addressing resource and training challenges, HAP Somalia can enhance its strategy execution processes and improve overall performance.

### **5.1.3 Influence of Strategy Evaluation on Organizational Performance**

The third objective aimed to determine the influence of strategy evaluation on organizational performance at HAP Somalia. The study findings revealed that regular and effective strategy evaluation processes significantly contribute to

organizational performance. The mean score for the effectiveness of strategy evaluation was reported at 3.8765, indicating a recognition among respondents of the importance of evaluation in assessing and refining strategic initiatives. The study found out that effective strategy evaluation involves continuous monitoring of performance against set objectives and outcomes. Respondents noted that evaluations provide valuable insights that inform decision-making and enable timely adjustments to strategies. This adaptability is crucial for HAP Somalia, given the dynamic environment in which it operates. Additionally, the study revealed that the communication of evaluation outcomes to stakeholders is essential for fostering transparency and accountability within the organization. When stakeholders are informed about evaluation results, they can better understand the organization's strategic direction and contribute to implementing necessary changes. However, the study further revealed that communication gaps exist, with many employees feeling inadequately informed about evaluation outcomes. This lack of communication can lead to disengagement and uncertainty regarding their roles in implementing strategic initiatives.

The findings also indicate that while the organization recognizes the importance of strategy evaluation, challenges such as insufficient data collection processes and a lack of structured evaluation frameworks hinder effective evaluation efforts. Respondents emphasized the need for HAP Somalia to develop a more systematic approach to strategy evaluation, incorporating clear metrics and criteria to assess performance effectively. The study findings suggest that effective strategy evaluation is vital for HAP Somalia's organizational performance. By enhancing communication regarding evaluation outcomes, developing structured evaluation

frameworks, and addressing data collection challenges, HAP Somalia can improve its evaluation processes and strengthen its overall performance.

## **5.2 Conclusions**

The study concluded that effective strategy formulation plays a crucial role in enhancing the organizational performance of Habitat Action and Peace (HAP) Somalia. The findings indicated that when the organization engages stakeholders in the formulation process and employs data-driven decision-making, it can develop strategies that are relevant and aligned with the needs of the communities it serves. Furthermore, the study emphasized the importance of addressing resource allocation challenges during the formulation phase to ensure that ambitious strategies are not only achievable but also effectively implemented. Overall, the study highlighted that a well-structured strategy formulation process significantly contributes to HAP Somalia's ability to achieve its mission and improve performance outcomes.

The study concluded that strategy implementation is a vital factor influencing the organizational performance of HAP Somalia. The findings revealed that leadership commitment, employee involvement, and clear communication of strategic objectives are essential for successful implementation. The study found that organizations with strong leadership and a culture of accountability are better positioned to execute strategies effectively, leading to improved performance. However, the study also noted that challenges such as inadequate resources and resistance to change can impede implementation efforts. Therefore, addressing these challenges is critical for HAP Somalia to enhance its strategy execution processes and maximize its organizational performance.

The study concluded that regular and effective strategy evaluation significantly influences the organizational performance of HAP Somalia. The findings indicated that continuous monitoring and communication of evaluation outcomes are essential for fostering accountability and transparency within the organization. The study revealed that while HAP Somalia recognizes the importance of evaluation, challenges such as insufficient data collection processes and communication gaps hinder its effectiveness. Therefore, the study emphasized the need for HAP Somalia to develop structured evaluation frameworks that incorporate clear performance metrics and criteria. By doing so, the organization can make informed decisions and timely adjustments to its strategies, ultimately enhancing its performance and impact in the communities it serves.

### **5.3 Recommendations of the Study**

The study recommended that HAP Somalia enhance its strategy formulation process by actively involving key stakeholders, including community members, donors, and staff, to ensure that strategies are relevant and reflective of the needs of the populations they serve. Additionally, the study suggested the implementation of a systematic approach to data collection and analysis to inform decision-making during the formulation phase.

By establishing clear objectives and aligning resources with strategic priorities, HAP Somalia can improve its capacity to create effective strategies that lead to better organizational performance. Furthermore, regular training and capacity-building sessions for staff involved in strategy formulation should be conducted to enhance their skills in strategic planning and resource allocation.

The study recommended that HAP Somalia prioritize leadership development and foster a culture of accountability to support effective strategy implementation.

Training programs focused on leadership skills, change management, and team dynamics should be developed to empower managers and staff in executing strategies effectively. The study also suggested that clear communication channels be established to ensure that all employees understand the strategic objectives and their roles in achieving them. Furthermore, the organization should allocate adequate resources and support systems to facilitate successful implementation. Periodic assessments of the implementation process should be conducted to identify challenges and areas for improvement, enabling HAP Somalia to make timely adjustments to its strategies.

The study recommended that HAP Somalia establish a robust strategy evaluation framework that incorporates measurable performance indicators and regular feedback mechanisms. This framework should facilitate continuous monitoring of strategy effectiveness and allow for timely adjustments based on evaluation outcomes. The study emphasized the importance of improving data collection processes to ensure that relevant information is available for evaluations. Furthermore, the organization should foster a culture of open communication, where evaluation findings are shared transparently with all stakeholders, including employees and beneficiaries. By promoting a collaborative approach to evaluation, HAP Somalia can enhance accountability and support informed decision-making, ultimately improving organizational performance and impact.

#### **5.4 Recommendations for Further Studies**

The study recommended that future research explore the role of stakeholder engagement in strategy formulation beyond HAP Somalia. Investigating how different organizations incorporate stakeholder perspectives into their strategic planning could provide valuable insights into best practices. Additionally, further

studies could examine the impact of environmental factors, such as socio-economic conditions and political contexts, on the strategy formulation process in non-profits operating in similar settings. This research could help identify strategies that are more adaptive to the changing needs of communities served by these organizations.

The study recommended that subsequent research delve into the relationship between leadership styles and strategy implementation effectiveness in non-profit organizations. A comparative analysis of different leadership approaches could shed light on which styles are most conducive to successful strategy execution. Furthermore, future studies should investigate the specific challenges faced during the implementation phase in different non-profit contexts, as well as the strategies employed to overcome these challenges. This could include exploring the role of technology and innovation in enhancing strategy implementation processes.

The study recommended that further research focus on developing and validating comprehensive evaluation frameworks tailored for non-profit organizations. These frameworks should encompass both qualitative and quantitative performance indicators to capture the multifaceted nature of organizational effectiveness. Additionally, future studies could examine the impact of feedback loops from evaluation processes on strategic decision-making. Understanding how organizations learn from evaluations and adapt their strategies accordingly could provide deeper insights into improving organizational performance over time.

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#### **A PPENDICES**

##### **Appendix I: Consent Form**

**Dear Participant,**

I'd like to ask you to take part in a research project called (**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATION PERFORMANCE OF NON-PROFIT ORGANIZATIONS: A CASE STUDY OF HABITAT ACTION AND PEACE (HAP), BAIDOA, SOMALIA.**): I'm writing my master's project while I'm enrolled at Mount Kenya University's (MASTER OF

BUSINESS ADMINISTRATION) program. The investigational goal of the study is to: (**The general objective of this study is to determine the Influence of strategic planning on organizational performance of Non-profits with a case of HABITAT ACTION AND PEACE (HAP) Somalia.**)

It is entirely up to you whether or not you take part in this study. You may choose not to answer any questions at all or leave them blank. Beyond the dangers associated with daily living, there are no recognized risks associated with involvement. Your comments will be kept private and anonymous. The results of this study's data will be kept confidential and only given as a combined total. Your specific responses to this questionnaire will only be known by the researchers. You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. The completion time should be about seven minutes. To allow me to finish the project report, please return the questionnaire as soon as feasible.

Please contact the Ethics Review Committee, Mount Kenya University. P.O Box 342-01000-Thika. Email: [cgsr@mku.ac.ke](mailto:cgsr@mku.ac.ke) . Tel: 254709153000, if you have any inquiries concerning your rights as a study participant.

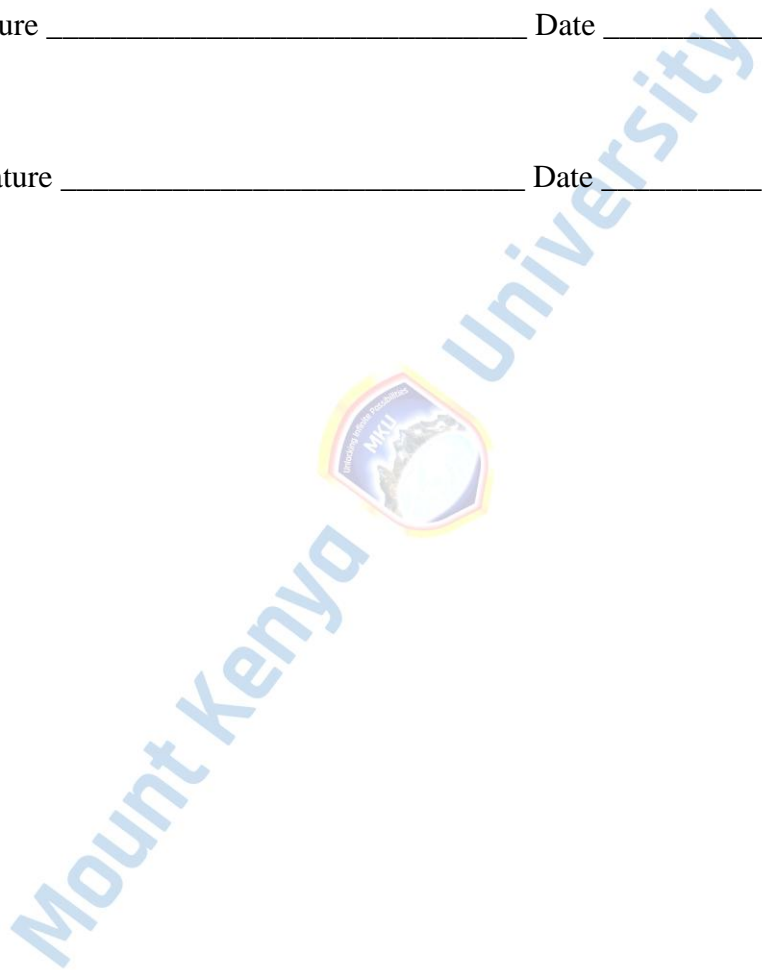
I appreciate your help with this crucial project.

## CONSENT

I've read, understand, and have had a chance to ask questions about the material presented. I am aware that my participation is entirely optional and that I may stop at any moment, for any reason, and without incurring any fees. I am aware that a copy of this permission form will be sent to me. I freely consent to participate in this research.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_



## **Appendix II: Questionnaire**

### **Section I: Demographic Section**

#### **Gender:**

- Male
  - Female
- #### **Age:**
- Under 25
  - 25-34
  - 35-44
  - 45-54
  - 55 and above

#### **Level of Education:**

- High School Diploma or equivalent
- Diploma/Certificate
- Bachelor's Degree
- Master's Degree
- Doctorate

#### **How long have you worked in the organization?**

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 year

## Section 2: Strategy Formulation

Please indicate your level of agreement with the following statements related to strategy formulation on a scale of 1 to 5, where 1 is "Strongly Disagree" and 5 is

"Strongly Agree."

Statements	1	2	3	4	5
The organization has a clear strategy formulation process.					
Strategy formulation aligns with the organization's mission and vision.					
Employees are involved in the strategy formulation process.					
The strategy formulation process considers external and internal factors.					
The formulated strategies are achievable and realistic.					

## Section 3: Strategy Implementation

Please indicate your level of agreement with the following statements related to strategy implementation on a scale of 1 to 5, where 1 is "Strongly Disagree" and 5 is

"Strongly Agree."

Statements	1	2	3	4	5
The organization effectively implements its strategies.					
Resources are allocated efficiently for strategy implementation.					
Employees understand their roles in implementing strategies.					
The organization monitors the progress of strategy implementation.					
The organization takes corrective actions when strategy implementation does not go as planned.					

## Section 4: Strategy Evaluation

Please indicate your level of agreement with the following statements related to strategy evaluation on a scale of 1 to 5, where 1 is "Strongly Disagree" and 5 is

"Strongly Agree."

Statements	1	2	3	4	5
The organization regularly evaluates its strategies.					
Strategy evaluation is based on measurable performance indicators.					
The evaluation process helps in improving future strategies.					
Feedback from strategy evaluation is communicated to all relevant stakeholders.					
The organization adapts its strategies based on evaluation outcomes.					

### Section 5: Organizational Performance

Please indicate your level of agreement with the following statements related to organizational performance on a scale of 1 to 5, where 1 is "Strongly Disagree" and 5 is

"Strongly Agree."

Statements	1	2	3	4	5
The organization meets its set objectives effectively.					
Employee productivity has improved due to the current strategies.					
The organization experiences low staff turnover.					
Customer/beneficiary satisfaction has increased.					
The organization is achieving its financial and non-financial goals.					

## Appendix III: ERC Letter



REF: MKU/ISERC/4429  
TO: ALI ABSHIR MOHAMED

Date: 23 September 2024

REG: MBA/2020/66466

Dear Sir/Madam,

**RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATION PERFORMANCE OF NON-PROFIT ORGANIZATIONS: A CASE STUDY OF HABITAT ACTION AND PEACE (HAP), BAIDOA, SOMALIA.**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3149**. The approval period is **23/09/2024 - 22/09/2025**.

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 comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

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



Appendix IV: Letter of Introduction



**DIRECTORATE OF GRADUATE STUDIES**

MBA/2020/66466

24<sup>th</sup> September, 2024

To Whom It May Concern

Dear Sir/Madam,

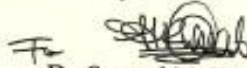
**RE: ALI ABSHIR MOHAMED - REGISTRATION NO. MBA/2020/66466**

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 Organization Performance of Non-Profit Organizations: A Case Study of Habitat Action and Peace (HAP), Baidoa, Somalia."** 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 **October, 2024 and December, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.



**Dr. Samuel M. Karenga, PhD**  
**Director, Graduate Studies**  
Enc.

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Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking Infinite Possibilities**

## Appendix V: Field Authorization



From: HABITAT ACTION AND PEACE (HAP)  
Baidoa, Somalia,  
[Info@hapsom.org](mailto:Info@hapsom.org)  
[www.hapsom.org](http://www.hapsom.org)  
To: Mount Kenya University  
Date: October 3, 2024

To Whom It May Concern,

Dear Sir/Madam

**Subject: Confirmation of Data Collection for Case Study - Ali Abshir Mohamed-MBA/2020/66466**

This letter is written to confirm that Mr. Ali Abshir Mohamed, a student in the MBA program with the student identification number MBA/2020/66466 at Mount Kenya University has successfully completed the data collection phase of his case study titled, "Influence of Strategic Management Practices on Organizational Performance of Non-Profit Organizations: A Case Study of Habitat Action and Peace (HAP), Baidoa, Somalia."

Habitat Action and Peace (HAP) has carefully reviewed Mr. Ali Abshir Mohamed's data collection methods and verified that he has adhered to our established guidelines and protocols. The collected data is currently undergoing a thorough review and analysis to ensure its accuracy, reliability, and relevance to the research objectives.

We would like to express our sincere gratitude to Mr. Ali Abshir Mohamed for his dedication, cooperation, and valuable contributions to this case study. His hard work and commitment have been instrumental in the successful completion of the data collection phase.

Sincerely,



Mohamed Hassan Osman  
Executive Director  
Habitat Action and Peace (HAP)  
Email: [Baraf@hansom.org](mailto:Baraf@hansom.org)

## Appendix VI: Similarity Index

**MOHAMED ALI**

### **INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATION PERFORMANCE OF NON-PROFIT ORGANIZA...**

 PROJECT  
 MASTERS  
 Mount Kenya University

#### Document Details

Submission ID  
trn:oid:::1:3039491925

Submission Date  
Oct 12, 2024, 9:39 PM GMT+3

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File Name  
Ali\_Abshir\_Final\_2\_2.docx

File Size  
280.6 KB

84 Pages  
20,264 Words  
123,914 Characters

Mount Kenya University




## 20% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

### Match Groups

- 133 Not Cited or Quoted 17%**  
Matches with neither in-text citation nor quotation marks
- 21 Missing Quotations 3%**  
Matches that are still very similar to source material
- 6 Missing Citation 1%**  
Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

### Top Sources

- 16%**  Internet sources
- 5%**  Publications
- 15%**  Submitted works (Student Papers)

### Integrity Flags

#### 0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.



## Clearance to final project Inbox x



**MKU Post Graduate**  
to me, Hargeisa, Maria, School ▾

Wed, Nov 13, 6:58 PM (14 hours ago) ☆ ☺ ↶ ⋮

Dear Ali,

You have been cleared to submit your final project by **14th November 2024**. In this regard, you are expected to submit the following;

- i. A Softcopy of the thesis/project in both MS word and PDF using the attached template
- ii. A duly filled **Template** for submission of abstracts and publication(s). If the publications don't apply to you, just write N/A
- iii. A separate approval and declaration page signed by the student and supervisor(s) in PDF

### Notes

- i. It is an academic **MALPRACTICE** to submit work without the approval of your supervisor(s)
- ii. All PhD students **MUST** publish or show proof of acceptance of at least **TWO** research publications from their thesis work in **INDEXED** University recommended journals. A list of the recommended journals can be accessed using the link; <https://cgsr.mku.ac.ke/list-of-peer-reviewed-index-journals/>
- ii. NB: Ensure the document is signed on a **recent date after clearance to submit final project**
- v.

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