

**STRATEGY IMPLEMENTATION ON SERVICE DELIVERY OF NON-  
GOVERNMENTAL ORGANIZATIONS IN SOMALILAND**

**(A CASE OF SAVE THE CHILDREN)**

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## DECLARATION AND APPROVAL

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


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I/We confirm that the work reported in this project was carried out by the candidate under my/our supervision.

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## **DEDICATION**

I am dedicating this work to my grandparents the late Mr. and Mrs. Elijah Nkanata for their financial, spiritual and emotional support.



## **ACKNOWLEDGEMENT**

I want to sincerely thank my mother Judy, my brothers, and my supervisor, Dr. Maria, for their continuous support during the preparation of this study proposal. Their advice, support, and faith in my potential have been priceless. Their contributions to my academic journey have my sincere gratitude.



## ABSTRACT

NGOs have encountered numerous obstacles when providing services to the public, resulting in significant inefficiencies. These challenges include corruption, political interference, outdated systems, poor working conditions, insufficient financial resources, and inadequate procedures and practices. As a result, service delivery by NGOs is widely recognized to be plagued with difficulties, which ultimately impede their ability to deliver effective services. With an emphasis on Save the Children, the study sought to investigate how strategy implementation drivers affected the provision of services by NGOs operating in Somaliland. The study specifically looked into how leadership, organizational culture, organizational structure, and financial capacity affected the delivery of services. The case study used stratified random sampling and a descriptive research approach. Data was gathered via questionnaires and SPSS software was used for analysis. The research found that leadership at Save the Children actively took responsibility for strategy implementation, championing and supporting strategies to a moderate extent. The organizational structure had a positive effect on service delivery, leading to improvements. Financial capacity was characterized by staff training in financial management, but bureaucratic hurdles negatively impacted resource allocation. Organizational culture promoted knowledge sharing, innovation, and open communication. Moreover, the study concluded that effective and efficient service delivery at Save the Children required enhancements in organizational culture, emphasizing knowledge sharing and quality communication. The recommendations highlighted the need for strong leadership ownership, well-defined organizational structures, transparent financial management, and a motivating organizational culture. The study suggested that future research should explore additional variables beyond the current scope. In conclusion, the challenges NGOs face in providing services, including corruption and inadequate resources, hinder their effectiveness. This research proposes a comprehensive exploration of the critical drivers for successful strategy implementation, incorporating financial capacity, organizational structure, organizational culture, and leadership. The findings have practical implications for practitioners developing strategy implementation plans and offer avenues for further exploration in organizational behavior.

## TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>ABSTRACT</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>vi</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>LIST OF ABBREVIATION AND ACRONYMS</b> .....	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study.....	1
1.1.1 Concept on Strategy.....	2
1.1.2 The Somaliland.....	3
1.1.3 Concept of Service Delivery. ....	5
1.2 Statement of the problem .....	7
1.3 Purpose of the study.....	8
1.4 Objective of the study.....	8
1.5 Research questions .....	9
1.6 Significance/rationale of the study.....	9
1.7 Scope of the Study .....	10
1.8 Delimitation .....	10
1.9 Assumptions of the study .....	11
1.10 Operational Definition of Terms .....	12
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>13</b>
2.1 Introduction .....	13
2.2 Theoretical Literature Review.....	13
2.2.1 Resource Based View Theory.....	14
2.2.2 Classical Management Theory .....	18
2.2.3 Institutional theory .....	22

2.3 Empirical Literature Review .....	26
2.3.1 Financial Capacity and Service Delivery .....	26
2.3.2 Organization Structure and Service Delivery .....	28
2.3.3 Organizational Leadership and Service Delivery.....	32
2.3.4 Organizational Culture and Service Delivery .....	37
2.3.5 Service Delivery.....	43
2.4 Conceptual Framework.....	44
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>46</b>
3.1 Introduction .....	46
3.2 Research design .....	46
3.3 Target Population of the Study .....	47
3.4 Sample Size and Sampling Technique.....	47
3.5 Data Collection.....	48
3.6 Data Collection Procedure .....	49
3.7 Validity and Reliability of Research Instruments .....	49
3.7.1 Validity of the Research Instrument .....	49
3.7.2 Reliability of the Research Instrument .....	50
3.8 Data Analysis and Presentations.....	50
3.9 Ethical Considerations.....	52
<b>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS .....</b>	<b>53</b>
4.1 Introduction .....	53
4.1.1 Response Rate.....	53
4.1.2 Reliability Test.....	54
4.2 Demographical background .....	55
4.2.1 Gender of Respondents .....	55
4.2.2 Age of Respondents .....	55
4.2.3 Highest Level of Education.....	56
4.2.4 Working Experience .....	57
4.3 Descriptive Findings .....	58
4.3.1 Financial Capacity and Service Delivery.....	58
4.3.2 Leadership and Service Delivery .....	60

4.3.3 Organizational Structure and Service Delivery .....	62
4.3.4 Organizational Culture and Service Delivery .....	64
4.4 Inferential Statistics .....	65
4.4.1 Model Summary.....	66
4.4.2 ANOVA .....	66
4.4.3 Regression Coefficient .....	67
4.5: Discussions .....	68
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>70</b>
5.1 Introduction .....	70
This chapter provides a brief summary of the study's results, which were detailed in the previous chapter. It forms the basis for drawing conclusions and making recommendations derived from the findings. Additionally, it presents suggestions for future research.....	70
5.2 Summary of the Findings .....	70
5.2.1 Leadership and Service Delivery .....	70
5.2.2 Financial Capacity and Service Delivery .....	71
5.2.3 Organizational Culture and Service Delivery .....	72
5.2.4 Service Delivery and Citizen Feedback on Quality of Service, Timely delivery and Service accessibility .....	72
5.3 Conclusion.....	72
5.4 Recommendations .....	73
5.5 Limitations of the study .....	74
5.6 Suggestions for Further Studies.....	74
<b>REFERENCES.....</b>	<b>75</b>
<b>APPENDICES .....</b>	<b>80</b>
Appendix I: Questionnaire .....	80
Appendix II: Introductory letter .....	88
Appendix III: Informed Consent Form.....	88
Appendix IV: ERC Certificate .....	90
Appendix V: Map of Hargeisa .....	91

## LIST OF TABLES

Table 1. Target population .....	47
Table 2. Response Rate .....	53
Table 3. Reliability Test .....	54
Table 4. Gender of Respondents .....	55
Table 5. Level of Education .....	56
Table 6. Financial Capacity and Service Delivery .....	58
Table 7. Leadership and Service Delivery .....	60
Table 8. Organizational Structure and Service Delivery .....	63
Table 9. Organizational Culture and Service Delivery .....	64
Table 10. Model Summary .....	66
Table 11. ANOVA .....	67
Table 12. Regression Coefficient .....	67



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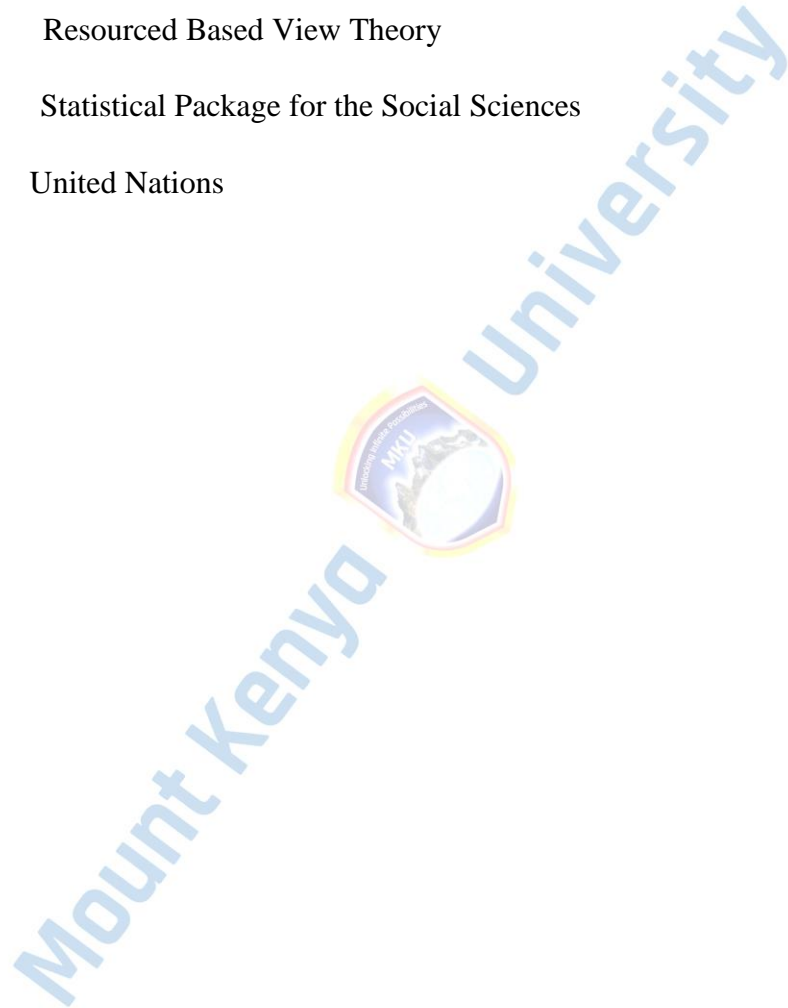
## LIST OF FIGURES

Figure 1. Conceptual Framework.....	45
Figure 2. Age of the Respondents.....	56
Figure 3. Years of Experience.....	57



## **LIST OF ABBREVIATION AND ACRONYMS**

<b>ANOVA</b>	Analysis of Variance
<b>INGOs</b>	International Non-Governmental organizations
<b>NGOs</b>	Non-Governmental organizations
<b>OCS</b>	Officer Commanding Station
<b>RBV</b>	Resourced Based View Theory
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UN</b>	United Nations



## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the study

Strategic management is crucial in the 21st century for all organizations, whether for-profit or not-for-profit (Tawse & Tabesh, 2021). It involves formulating, planning, executing, and monitoring strategies to respond to changes in the external environment (market or policy changes) and internal shifts (structural or corporate changes) (Friesl, Stensaker, & Colman, 2021). The goal is to help organizations effectively achieve their objectives and withstand changes (Ritala, Baiyere, Hughes & Kraus, 2021). Each phase of strategic management plays a vital role in organizational success, but strategy implementation often receives inadequate attention, leading to failed strategies (Vigfússon, Jóhannsdóttir, & Ólafsson, 2021). Therefore, this study focuses on strategy implementation.

Strategy implementation involves actualizing a strategy by aligning resources and systems to support changes, directly impacting organizational success (Doeleman et al., 2022). Successful strategy implementation is necessary to meet strategic goals (Hantiro & Maina, 2020). Key drivers include organizational culture, leadership, and structure (Aladag et al., 2020). Financial resources are also essential for success (Wabulasa & Kihara, 2023).

NGOs in Africa date back to pre-independence, initially focusing on relief work. Post-1980, many shifted to development roles due to extreme poverty, aiming to provide basic services like health and education (Poppy et al., 2021). Since 1991, INGOs have operated in Somaliland, collaborating with local entities on various projects.

Effective strategy implementation is vital for NGOs to improve service delivery. This process involves creating budgets and guidelines, ensuring plans are executed effectively (Kihara,

Bwisa, & Kihoro, 2016). Without successful implementation, strategies remain unrealistic dreams (Schuler, Orr, & Hughes, 2023). NGOs' success in sectors like healthcare, education, and disaster relief depends on flexible, innovative approaches tailored to community needs (Pradhan, Khatri, & Subedi, 2016).

The importance of strategic management, especially implementation, cannot be overstated in achieving organizational goals and responding to both external and internal changes. The success of NGOs, particularly in providing essential services to vulnerable communities, hinges on their ability to effectively execute their strategies, which requires aligning resources, establishing strong organizational culture, leadership, and securing financial resources. The role of strategic implementation is fundamental, making the difference between organizational success and failure.

### **1.1.1 Concept on Strategy**

The idea of strategy has been explained by many scholars with regards to context and perspective. Scholars like Pearce and Robinson (2011) and Chandler (1962) have argued that strategy is the finding long-drawn purpose of the organization while other scholars such as Grant (2010) and Hofer and Schendel (1978) have noted that strategy is the connection between a business and its environment.

Strategy is defined as the link between the organization and environment, in other words, between the internal and external factors, Hofer and Schendel (1978). Grant (2010) provided more evidence for this by developing the fundamental framework that demonstrates how a strategy connects a business to its influences.

Strategy implementation is the term for the strategic management process's execution phase. Strategy must be implemented through precisely carried out actions in order to guarantee success (Wambugu, 2006). Hence, strategy implementation is meticulously planned procedures for guaranteeing the implementation of organizationally developed strategies so that it can attain goals as well as its objectives (Ngonze, 2011). Strategic management is the process of turning organizations goals into actions, this is the process that changes plan into the desired outcome. It is the art of getting things done in the organization. Any organization success is determined by how successful it can implement the strategies that are set. To guarantee that organizations goals and targets are accomplished, strategies are designed to be converted into plan of action that result in effective implementation. Even though it's difficult, strategies must be put into action once they've been devised, according to Aosa (1992). According to Thompson et al. (2008), a strategy-oriented organizational environment and culture will be essential to successfully adopt strategies. Implementation involves all the stakeholders and involves delivering what was planned and promised on time, on the set budget, at the quality that was discussed and with the least amount of variability even when faced with unexpected events. Implementing organizational change is one of the key steps to developing a strategy. The implementation itself is what is key to the business or any organization, even the best and clearly laid plans may not be achieved without proper strategy implementation.

### **1.1.2 The Somaliland**

Officially known as the Republic of Somaliland, Somaliland is a de facto independent country in the Eastern side of Africa although it is considered as a part of Somalia on a global scale. Located in the Horn of Africa is Somaliland, with Ethiopia on the west, Somalia to the

South and Djibouti to the northwest are its neighbors. Its claimed territory is 176,120 square kilometers (68,000 square miles) in size, and as of 2021, there were about 5.7 million people living there. Hargeisa is the nation's capital and the biggest city. The Somaliland government sees itself as the heir to British Somaliland, which in 1960 merged with the Italian Somali to make the Somali Republic.

A mutiny was started in the north in December 1961 by military officers from the original state of British Somaliland who took control of major cities in the north which was caused by Somalia taking control of all state institutions. Soldiers took over radio and television stations from Somaliland capital and announced the breakaway of Somaliland from the greater Somali republic. As a result, the residents of the former British Somaliland boycotted a constitutional vote which was organized by Somalia. Since 1991, the region has been ruled by democratically elected officials that are working to gain recognition as the Republic of Somaliland's government globally. Some countries have established and maintained diplomatic missions to retain informal relations with the authorities of Somaliland. Ethiopia has a trade office in the capital city Hargeisa also. However, neither a government nor an international body has formally acknowledged Somaliland's self-declared independence.

The main economic activity of Somaliland is livestock. Cattle, camels, goats and sheep are transported from the port of Berbera to Arab nations like Saudi Arabia. some of the largest known livestock markets are present in Somaliland, known as *seylad* in Somali. More than 10,000 sheep, sheep as well as goats, are sold every day in the markets of Burao and Hargeisa. Most of them are sent to Arab states through the Berbera port.

Most people believe that agriculture has the potential to be a prosperous business, particularly when it comes to horticulture and the production of cereals. Although existing operations consist primarily of basic quarrying, mining also holds potential due to large mineral quantities in the region.

### **1.1.3 Concept of Service Delivery.**

A non-governmental organization according to Ggayi (2016) is a citizen-based organization that is run independent of the government. The mandate of these organizations is usually to deliver resources or serve social or environmental purpose. Service delivery can be described as the relationship between service providers and their customers where the former receives a service and the latter either gains or loses value as a result.

Service delivery is a critical aspect of non-governmental organizations (NGOs) that operate in various sectors, including healthcare, education, poverty alleviation, and disaster relief. These organizations provide essential services to vulnerable communities that often lack access to basic resources and services. However, the effectiveness of service delivery by NGOs has been the subject of debate, with some studies highlighting the successes of these organizations while others point out their limitations.

NGOs have been lauded for their ability to provide flexible and responsive services that are tailored to the needs of specific communities. For instance, in a study of a child protection program in Nepal, NGOs were found to be more effective than government agencies in addressing the complex needs of vulnerable children (Pradhan, Khatri, & Subedi, 2016). This is because NGOs have greater flexibility in responding to the changing needs of communities and can implement innovative solutions that are not constrained by bureaucratic processes.

NGOs can either be operational with a primary concern of development projects, or advocacy NGOs, which means their main concern is promoting a cause; this is according to World Bank.

NGOs have also been praised for their ability to mobilize communities and empower individuals to take charge of their lives. In a study of a microfinance program in Bangladesh, it was found that the program had a great positive influence on the economic as well as social empowerment of women in rural areas (Khandker, 1998). This is because NGOs often work closely with communities and engage them in the design and implementation of their programs, which increases community ownership and accountability.

However, NGOs have also been criticized for their limited reach and sustainability. In a study of a water and sanitation program in India, NGOs were found to have limited capacity to reach remote and marginalized communities (Mehta & Shah, 2003). This is because NGOs often lack the resources and infrastructure required to provide services in remote areas. Additionally, NGOs have been criticized for their heavy reliance on donor funding, which can make their programs unsustainable in the long term.

Many NGOs are being criticized for abandoning their service delivery mandate in favor of technocrats and development which is influenced politically, Badru (2000). This shows the importance of service delivery in the strategic plan by developing efficient, effective and quality measures to promote effective program management and responsible utilization of the resources for the communities they are meant for.

## **1.2 Statement of the problem**

Effective strategic management plays a vital role in the success of every organization. The level of importance leaders attached to the process of implementing strategies is crucial, as well-defined strategic decisions significantly contribute to an organization's ability to achieve its objectives with efficiency and effectiveness (Khoshtaria, 2018; Elbanna et al., 2016). Despite the importance of strategic implementation for achieving organizational objectives, there is a growing concern that NGOs in Somaliland are facing significant challenges in implementing their strategies effectively, which is adversely affecting their ability to deliver services to the intended beneficiaries. NGOs in Somaliland face several challenges in implementing their strategies, for instance, according to a report by the World Bank (2019), Over 70% of the people in Somaliland live in poverty, making it among the poorest countries in the continent. For NGOs, this presents a tremendous problem in terms of resource allocation and mobilization, as well as in terms of focusing on the most vulnerable populations.

Furthermore, the security situation in Somaliland remains fragile, with periodic outbreaks of violence and insecurity. According to the Global Peace Index (2021), Somalia, which includes Somaliland, is ranked as the least peaceful country in the world, which is a significant challenge for NGOs operating in the region. This is because the security situation affects their ability to deliver services to the intended beneficiaries, as well as their potential to attract and keep qualified workers. The negative effect of poor strategy implementation can be severe, leading to ineffective service delivery, wasted resources, and ultimately, the failure of the organization to reach its set objectives.

In terms of the profitability and geographical location, strategic management is context-sensitive. As a result, there is a substantial research gap in the topic of strategy management in the context of Somaliland. Only Kamau (2009), from the University of Nairobi MBA list, conducted research on factors influencing the government's delivery of high-quality healthcare to the Somaliland population. The study will fill this vacuum by placing a focus on how international NGOs implement their strategies in the context of Somaliland. The study will provide an answer to the research question: What challenges do international NGOs have implementing their strategies in Somaliland?

### **1.3 Purpose of the study**

This study purpose was to assess the strategic implementation in the non-governmental sector. The study's main focus was Somaliland's Hargeisa city.

### **1.4 Objective of the study**

The primary goal of the research was to assess the relationship between the non-governmental organizations' service delivery and the drivers of strategy implementation in Somaliland.

The following were the specific objectives;

1. To assess the relationship between organizational structure and service delivery effectiveness of NGOs in Somaliland.
2. To examine whether financial capacity influence the performance of NGOs in Somaliland.
3. To investigate the effects of organizational leadership on the service delivery of NGOs in Somaliland.

4. To assess the link between organizational culture and successful service delivery of NGOs in Somaliland.

### **1.5 Research questions**

1. What is the link between organizational structure and service delivery in the non-governmental sector in Somaliland?
2. What is the significance of financial capacity on service delivery in non-governmental sector in Somaliland?
3. What link does organizational leadership have on delivery of services in non-governmental sector in Somaliland?
4. How does organizational culture determine service delivery in non-governmental sector in Somaliland?

### **1.6 Significance/rationale of the study**

NGOs in Somaliland play a crucial role in the country's socioeconomic development process. However, they face a multitude of challenging and ever-changing environmental forces that jeopardize their sustainability. These factors encompass intense competition for international donors, constraints imposed by donors' budget control, the scale and scope of their operations, evolving customer expectations, shifts in government policies, heightened competition from both established and emerging non-governmental entities, and the increasing demand for services due to government shortcomings in meeting public needs. These dynamics collectively pose significant threats to the survival of these NGOs. The study is going to be of benefit to NGOs in Somaliland because it will give crucial data about cause and effects of successful strategy implementation on service delivery of non-governmental sector. Stakeholders such the Government of Somaliland and NGOs policy makes will be

able to get a glimpse of the prevailing situation in management of the organizations. It will help the management and all staff in the many non-governmental sector staff to have a clear picture of how implementation of strategies has an influence in the way the organizations fulfill their mandates. This is going to help decision makers in coming up with informed decisions involving delivery of services by focusing mainly with the strategy implementation.

This research will be also be of benefit to the future generations of researchers because it acts as their secondary research source for their research as well as helping them identify research gaps that they need to fill. The study findings can also be extended for use by other private sector businesses to improve performance of their business since strategic implementation is not only limited to non-governmental sector.

### **1.7 Scope of the Study**

The scope of this research was limited to Save the children which is an INGO registered in Somaliland with their offices in Hargeisa city and operating through-out the country in 2024. Hargeisa is the largest town in British Somaliland. The study was focus on Hargeisa office where the population targeted is 110 respondent and a sample size of 86 respondent.

### **1.8 Delimitation**

The study was focus on Hargeisa city. It covers, 26 June, Gaan Libah, Mohamed Haybe, Ibrahim Kodbur, and Ahmed Dhagah districts.

Hargeisa is a city that has greatly benefited from the presence of non-governmental organizations and many poor families and public services have been highlighted as the primary beneficiaries of these organizations. This made the choice of the city as an ideal

indicator of the influence that NGOs have and how strategic management plays a role in ensuring service delivery in the society around.

### **1.9 Assumptions of the study**

The presumptions formed the basis of the study;

Errors related with sampling did not have an impact with the outcome of the study. To reduce errors associated with sampling, random sampling was be used.

Study findings were not highly affected by extraneous variables.

Research instruments were accurate in collecting the intended information from the respondents. This was made possible by accurate interpretation of the research questions.

The research ensured clarity of the questions.

Respondents were competent when giving their feedback.

There was honesty and objectivity by the respondent when answering the questionnaires.

### **1.10 Operational Definition of Terms**

**Service delivery:** It includes every aspect of offering a service to a client, such as the first meeting, onboarding, setup, completion, and provisions for aftercare.

**Resources:** Are every component of resources, sufficient financial resources, timely delivery of resources, adequate building materials, and human resource accessibility for usage during the construction process.

**Strategic Implementation:** refers to the method through which a business develops, applies, and integrates its organizational framework, management structure, and culture in order to put into practice strategies that give it a competitive edge and boost performance.

**Strategic Management:** This the technique of analyzing the present as well as the future environments, creating organizational goals, and then putting these goals into action and managing decisions that are made to further these goals in the current and the subsequent environments.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Levy and Ellis (2006) describe a literature review as a series of steps to gather, understand, analyze, and assess quality literature. A comprehensive review involves three steps: input, processing, and output. The input level involves gathering relevant literature to answer research questions, focusing on the choice of literature sources, which include primary, secondary, and tertiary sources.

Primary sources are original, unpublished items, also referred to as "grey literature" (Saunders et al., 2007). Secondary sources are published works that use primary sources, offering more accessibility. Tertiary sources help identify primary and secondary sources. For this proposal, secondary sources are the main focus, utilizing the Mount Kenya University library's books and scholarly journals, as well as databases like Emerald and Google Scholar.

After selecting the literature, it is processed through an analytical review to provide reliable information. Levy and Ellis (2006) emphasize the need for extensive reading to understand the author's perspective, which aids in comprehending the writer's argument. The output stage involves creating conclusions from critically evaluated literature, identifying strengths and weaknesses.

### **2.2 Theoretical Framework**

The theoretical framework links the theoretical and practical elements of the problem under examination and relates to the underlying principles of the research. The theoretical framework for this investigation included theories and models connected to the research.

Numerous theories that primarily influenced the study variables enhanced the study's theoretical perspective. The following theories served as the study's conceptual framework.

### **2.2.1 Resource Based View Theory**

Wenerfelt (1984) proposed the resource-based view (RBV) of the company, which Barney's (1991) work popularized. With the view of RBV, each firm is endowed with special resources which allow it to adapt to fast-changing environment and maintain its competitiveness in the market (Helfat, 2007). These resources could include financial, personnel, technology, and expertise. These might be priceless, uncommon, while others cannot be replaced (Crook, Ketchen, Combs & Todd, 2008).

At its core, RBV is based on two main assumptions: resource heterogeneity and resource immobility. Resource heterogeneity shows that firms possess diverse bundles of resources, leading to performance differences among them. This diversity means that certain firms have unique strengths that others cannot easily replicate. Resource immobility, suggests that these resources cannot be easily moved or replicable across firms. This immobility creates barriers for competitors trying to imitate or acquire the resources that confer a competitive edge (Freeman, Dmytriyev, & Phillips, 2021).

The resource-based view offers an alternative viewpoint on why organizations have to work together with different stakeholders, contending that the valuable resources that organizations lack serve as their driving force. The resources in the organizations are divided into a variety of categories, including physical and immaterial resources (Barney, 2011). Furthermore, heterogeneity is the basis of the resource-based approach and the reason why these bodies are unique. NGOs should think on ways to build and increase these limited

resources so that they can build a potential to improve the delivery of service and the capacity to react swiftly to a dynamic environment (Barney, 2012).

RBV puts resources into three primary categories: physical resources, human resources, and organizational resources. Physical resources encompass assets such as machinery, buildings, and technology which are visible and can be seen. These assets are often critical for the production of goods and services (Varadarajan, 2020). Human resources refer to the skills and knowledge of workers in an organization that they offer for sale. These intangible assets play a crucial role in innovation, problem-solving, and strategic decision-making. Organizational capital resources include intangible assets such as brand reputation, organizational culture, and intellectual property. These resources can significantly influence a firm's market position and customer loyalty.

To evaluate the potential of resources to provide a sustained competitive advantage, Jay Barney introduced the VRIO framework. VRIO represents for Value, Rarity, Imitability, and Organization. According to this framework, a resource must meet several criteria to contribute to a sustained competitive advantage (Collins, 2021). To start with, should be valuable, that is to say they must help the firm be able to implement their strategy in the most efficient way. Rarity, means it is not widely possessed by current or potential competitors. Thirdly, it must be inimitable, meaning it should be difficult or costly for competitors to replicate. Finally, the firm must be organized to capture the value of these resources, implying that it has the necessary systems, processes, and structures in place to effectively exploit them.

Some significant topics from the literature on strategic planning are incorporated into this theory's framework for a resource-based approach to strategic planning. The framework for non-governmental organizations contains a five-stage process for developing a strategy, evaluating the organization's resource-based strategy selection, and building and expanding the organization's capabilities and pool of resources in order to successfully implement a strategy. To ascertain how financial capability affected the implementation of a strategy to improve service delivery in Somaliland's organizations, the study's theory was used as a guide.

RBV has several significant implications for firms. One of the most important is the potential for sustainable competitive advantage. Firms that possess valuable, rare, and inimitable resources, and are well-organized to utilize these resources, can achieve and maintain a competitive edge over their rivals. For example, a company with a strong brand reputation and proprietary technology can maintain its market position and fend off competitors. This contrasts with the market-based view, which primarily focuses on external market conditions and industry structure (Jabbour, Sarkis, de Sousa Jabbour, Renwick, Singh, Grebinevych, & Godinho Filho, 2019).

Another key implication of RBV is the strategic focus on internal capabilities. RBV encourages firms to concentrate on developing and nurturing their unique internal resources rather than solely focusing on external market conditions. This inward focus can lead to innovation, improved efficiency, and long-term growth. Firms are prompted to continually assess and enhance their resource base to sustain their competitive advantage.

Additionally, RBV underscores the importance of resource development and protection. Organizations are advised to invest in developing their unique resources and protect them from being imitated or eroded. This might involve investing in research and development, enhancing employee skills, and safeguarding intellectual property. By continuously nurturing and protecting their resource base, firms can sustain their competitive advantage over time

Despite its significant contributions, RBV has faced criticism. Some scholars argue that it overemphasizes internal resources while underestimating the importance of external market dynamics and industry structure (Malik, Cao, Mughal, Kundi, Mughal, & Ramayah, 2020). Critics point out that identifying valuable resources is challenging in practice and that RBV lacks specific guidance on how to develop these resources. Furthermore, the dynamic nature of competitive environments means that resources that are valuable today might not necessarily remain valuable in the future.

Because it highlights the value of internal resources and expertise in gaining competitive advantage, the Resource-Based View theory has had a significant impact on strategic management. By putting emphasis on unique, valuable, rare, and difficult-to-imitate resources, firms can strategically position themselves for long-term success. However, the effective application of RBV requires a nuanced understanding of both internal and external factors, as well as a commitment to continually develop and protect the firm's resource base. While RBV provides a robust framework for understanding competitive advantage, it must be complemented with insights from other strategic management perspectives to survive the difficulties of the external factors of the business.

### **2.2.2 Classical Management Theory**

Modern management techniques have their roots in Classical Management Theory, which first appeared between 19th and 20th centuries. Developed by management pioneers like Frederick Taylor and Henri Fayol, this theory focuses on principles of efficiency, structure, and hierarchy within organizations. One of the fundamental principles of Classical Management Theory is the division of labor, which involves breaking down tasks into specialized and repetitive units. This ensures that each employee becomes highly skilled and efficient in their specific role. Rooted in the industrial revolution's context, it seeks to optimize work processes and management practices to enhance organizational performance. The theory is primarily associated with three main contributors: Frederick Taylor, Henri Fayol, and Max Weber, each of whom developed distinct but complementary approaches. In the context of strategic implementation, this principle can be leveraged to create specialized teams dedicated to different aspects of the strategy, promoting efficiency and expertise in their respective domains (Taylor, 1911).

Classical Management Theory emphasizes the importance of a clear chain of command and scalar chain of authority. This ensures that communication flows vertically from top to bottom, enabling efficient decision-making and timely execution of strategic plans. In strategic implementation, adhering to a well-defined hierarchical structure can help prevent miscommunication and ensure that each level of management is aligned with the overarching strategic objectives (Kitana 2016). Frederick Taylor, who is mostly credited as the founder of scientific management, concentrated on enhancing industrial productivity via scientific methods. His approach, known as Taylorism, highlighted the methodical examination of work procedures to determine the most effective means of doing out assignments. Taylor

championed for the use of time and motion studies to break down tasks into simpler components and optimize each step. He believed that by scientifically selecting and training workers, and providing them with the appropriate tools and incentives, productivity could be significantly increased. Taylor's principles included the development of a scientific approach for every activity, the scientific recruitment and training of employees, cooperation between management and employees to ensure adherence to the scientifically developed methods, and the equal sharing of work between managers and subordinates.

Henri Fayol, a French mining engineer and executive, introduced a more comprehensive view of management with his administrative theory. Fayol identified five main responsibilities of management: planning, organizing, commanding, coordinating, and controlling. The duties outline the managerial process from coming up with the goals and designing the best strategy to achieve those objectives, to organizing resources and personnel, directing and motivating employees, ensuring activities are harmonized, and monitoring performance to make necessary adjustments. Fayol also developed 14 principles of management that provide guidelines for managerial behavior and practice. These concepts encompass the following: compensation, centralized management, control, equity, job security, initiative, teamwork, authority and division of labor, discipline, harmony of command, unity of direction, and subordination of personal goals to the common good. Fayol's work laid the foundation for modern management practices by emphasizing the importance of organizational structure and the roles of managers.

Max Weber, a German sociologist, introduced the concept of bureaucratic management, which focused on establishing a structured and formalized organizational hierarchy. Weber's model of bureaucracy is characterized by a clear division of labor, a well-defined chain of

command, a company code of conduct, impersonality in decision-making, and merit-based advancement. He argued that a bureaucratic approach to management could eliminate the inefficiencies and arbitrary decisions that often-plagued traditional organizations. In a bureaucratic system, roles and responsibilities are clearly defined, and each level of the hierarchy is governed by formal rules and regulations. This structure is designed to ensure consistency, predictability, and accountability within the organization. Weber's emphasis on rationality, efficiency, and meritocracy aimed to create an environment where decisions are made based on objective criteria rather than personal favoritism or arbitrary judgment.

The Classical Management Theory collectively provides a framework for understanding and improving organizational efficiency and productivity. It emphasizes formal structures, standardized processes, and the importance of management in guiding and directing the workforce. However, it has also faced criticism for its mechanistic view of organizations and its focus on efficiency at the expense of human factors. Critics argue that the classical approach often overlooks the social and psychological needs of employees. By emphasizing task optimization and managerial control, it can lead to a dehumanizing work environment where employees are seen merely as cogs in a machine. This perspective can result in low job satisfaction, reduced motivation, and higher turnover rates. Additionally, the rigid hierarchical structures and strict adherence to rules can stifle creativity and innovation, making organizations less adaptable to change.

Despite these criticisms, Classical Management Theory has significantly influenced modern management practices. Many contemporary management techniques, such as performance measurement, process optimization, and organizational design, have roots in classical principles. Furthermore, the theory's emphasis on systematic planning, clear roles and

responsibilities, and efficient work processes remains relevant in various organizational contexts.

Classical Management Theory has had a foundational role in the creation of management practices. By focusing on efficiency, formal structures, and the managerial functions, it provides a framework for understanding and improving organizational performance. While its mechanistic and rigid approach has been criticized for neglecting the human element of work, its principles continue to inform and shape modern management practices. The contributions of Taylor, Fayol, and Weber have laid the groundwork for subsequent management theories and practices, highlighting the enduring relevance of classical concepts in the ever-evolving field of management.

The Classical Management Theory also acknowledges the benefits of both centralization and decentralization organizational structure. During strategic implementation, centralized decision-making may be preferred for critical and overarching strategic choices, ensuring a cohesive vision. At the same time, decentralization can empower lower-level managers to make tactical decisions aligned with the overall strategy, fostering agility and responsiveness (Kirsch, 1997). According to classical theory, there has to be central command. The principle of central command asserts that each worker should have only one direct source of authority to prevent conflicting instructions. Similarly, the concept of unity of authority proposes that authority and responsibility should be centralized to prevent chaos and maintain accountability. When implementing a strategic plan, these principles can aid in minimizing ambiguity and fostering clarity in roles and responsibilities, ensuring that individuals are accountable for specific tasks and outcomes (Fayol, 1916).

### **2.2.3 Institutional theory**

According to institutional theory, firms can adjust to the diverse environmental conditions through designing themselves by emulating other leading firms. This means that organization will be adjusting to the changing environment by emulating the management strategies used by other established organizations (Wheelen and Hunger, 2008). Additionally, according to the strategic choice approach, businesses have the ability to influence and transform their environment in addition to adapting to it (Wheelen and Hunger, 2008). It has become a significant perspective within organizational studies, providing insights into how organizations conform to their environments and the consequences of such conformity. By this sense, leadership choices affect both the organization's performance and the state of the industry as a whole.

At its core, institutional theory suggests that organizations are not merely driven by efficiency or profit maximization but are also influenced by the need to adhere to social norms and expectations. Institutions shape what is considered legitimate and appropriate behavior, and organizations often conform to these expectations to gain legitimacy, stability, and access to resources. This conformity can lead to isomorphism, where organizations within the same field become increasingly similar over time.

Institutional theory encompasses three major pillars: the regulative, normative, and cultural-cognitive pillars. The statutory laws, rules, and regulations that control conduct are referred to as the regulative pillar. Management must comply with these regulations to avoid penalties and maintain legitimacy. The normative pillar is made up of the norms and values that define acceptable behavior within a social context. These norms shape the roles and responsibilities of individuals and organizations, guiding their actions and interactions. The cultural-

cognitive pillar refers to the shared beliefs and assumptions that influence how reality is perceived and interpreted. This pillar emphasizes the role of taken-for-granted understandings and shared mental models in shaping behavior.

One of the key concepts within institutional theory is institutional isomorphism, which describes the process through which organizations in similar environments become more alike. Paul DiMaggio and Walter Powell identified three mechanisms of isomorphism: coercive, mimetic, and normative. Coercive isomorphism results from external pressures such as regulations, laws, and mandates. To respond to these demands and evade penalties, organizations implement identical policies and procedures. A firm will experience mimetic isomorphism when they copy the strategies of other successful or legitimate organization, especially in situations of uncertainty. By adopting similar practices, organizations seek to enhance their legitimacy and reduce uncertainty. Normative isomorphism arises from professionalization and the influence of norms and standards set by professional bodies. As professionals move between organizations, they bring with them shared norms and practices, leading to greater homogeneity.

Additionally, institutional theory highlights the importance of legitimacy to the survival and development of organizations. The idea that an organization is acting effectively, in an ideal manner, and in accordance with society norms and ideals is known as legitimacy. Organizations seek legitimacy to secure support from stakeholders, attract resources, and ensure their long-term survival. This quest for legitimacy often drives organizations to conform to institutional pressures, even if it means adopting practices that are not necessarily the most efficient or effective.

Institutional theory provides an important lens for understanding change and stability. It explains how institutional pressures can lead to both conformity and resistance. While organizations often conform to institutional expectations to gain legitimacy, they can also resist or decouple their formal structures from actual practices. Decoupling allows organizations to appear compliant with institutional norms while maintaining operational flexibility. This strategy can help organizations manage conflicting demands from different stakeholders and environments.

The theory also highlights the responsibility of institutional shareholders in promoting change within institutional fields. Institutional shareholders are individuals or organizations that leverage resources and influence to create, transform, or disrupt existing institutions. They introduce new ideas, practices, and norms that challenge the status quo and drive institutional change. This process often involves mobilizing allies, framing issues in compelling ways, and navigating complex power dynamics.

Institutional theory has changed over time to incorporate more dynamic and multi-level perspectives. The theory's initial formulation concentrated on the longevity and stability of institutions, emphasizing how they constrain behavior and promote conformity. However, contemporary approaches recognize that institutions are not static; they are constantly being interpreted, enacted, and modified by actors. This dynamic view acknowledges the role of agency and power in institutional processes, highlighting how actors can both be shaped by and shape institutions.

Institutional theory has been applied to a different types of organizational phenomena, providing insights into various fields such as organizational change, governance, corporate social responsibility, and global business practices. For example, it has been used to analyze

how multinational corporations navigate different institutional environments, how organizations adopt sustainable practices, and how governance structures evolve in response to institutional pressures.

The theory's emphasis on legitimacy and conformity helps explain why organizations often adopt similar structures and practices, even in highly competitive environments. It also sheds light on the complex interplay between structure and agency, showing how institutions both enable and constrain organizational action.

Critics of institutional theory argue that it can be overly deterministic, downplaying the role of strategic choice and innovation. Some also suggest that the theory's focus on conformity and stability may overlook the potential for diversity and change within organizational fields. Despite these criticisms, Institutional theory continues to be an influential and significant paradigm for comprehending how social institutions impact organizational behavior.

According to institutional theory, certain organizational structures and practices endure for a variety of reasons, including reasons for change in organizations. Jennings outlines two distinct organizational pressures which can be helpful in stimulate change (1994). comprehensive framework for analyzing the influence of established laws, norms, practices, and customs on organizational behavior and development. It emphasizes the importance of legitimacy, conformity, and isomorphism, while also acknowledging the potential for resistance and change. By examining the dynamic interplay between institutions and actors, institutional theory offers valuable insights into the complexities of organizational life and the broader social contexts in which organizations operate. To start with, when new regulations are established and implemented, coercive forces may promote organizational change directly or indirectly via institutional dependencies. When new listing rules are

implemented, trying to set new standards for the structure of company leadership, the pace and scale of real change in the board membership of listed companies, for example, may rely just as much on indirect pressure from stock exchange authorities as it can on actual institutional fines issued for noncompliance.

## **2.3 Empirical Literature Review**

The following empirical review serves as the study's main guide:

### **2.3.1 Financial Capacity and Service Delivery**

Organizations and businesses encounter several difficulties while implementing their strategies, with the main issue being lack of funding (Kaplan 2005). He points out that most organizations don't have enough finances and don't comprehend the need of keeping track of finances for the effective implementation of their strategies. The expectations and beliefs of those within and around the organization with authority have an impact on how the organization's strategy is implemented, in addition to environmental influences and strategic capabilities.

Scholes and Johnson (2002). Several research works have shown that for a strategy to improve delivery of services in an organization to be implemented smoothly, the financial capability affecting the organization must be taken into account (Plunkett et al., 2008). Financial capacity significantly influences service delivery in organizations, especially in sectors like healthcare, education, and public services. Adequate financial resources enable organizations to invest in essential infrastructure, technology, and skilled personnel, thereby enhancing the quality and efficiency of services provided. When an organization has robust financial capacity, it can maintain and upgrade facilities, adopt innovative technologies, and

offer competitive salaries to attract and retain skilled staff. This leads to improved service quality, reduced waiting times, and better outcomes for service users.

Kessler and Kelley (2000) assert that putting corporate strategy into practice can be challenging as well as difficult. In order to inform public sector managers of the level of complexity needed to administer programs in an outcome-driven manner, which necessitates adequate funding, these writers have examined a number of problems. If managers are aware of the extent and size of business strategy implementation, they will be able to tackle the task with appropriate financial prospects. The implementation of a successful plan is dependent on senior management's honesty, commitment, and participation, according to Kessler and Kelley (2008). Financial capacity also impacts the ability to respond to emergencies and unforeseen challenges. Organizations with strong financial health can allocate resources swiftly to address crises, such as natural disasters or pandemics, ensuring continuity and effectiveness in service delivery. Moreover, they can invest in preventive measures and contingency planning, reducing the long-term costs and disruptions associated with such events. Limited financial capacity restricts an organization's ability to deliver services effectively. Budget constraints can lead to understaffing, outdated equipment, and inadequate facilities, compromising the quality and accessibility of services. Organizations may also struggle to implement new programs or expand services to meet growing demand, resulting in unmet needs and dissatisfaction among service users. Ambitious goals to improve service delivery in an organization are unlikely to be met without this essential component.

Additionally, financial constraints often force organizations to prioritize short-term survival over long-term development. This can lead to a focus on cost-cutting measures that may undermine service quality, such as reducing staff training, maintenance expenditures, or

community outreach efforts. Over time, such practices can erode trust and credibility, further impacting the organization's ability to attract funding and support.

The Kenya Police Service's strategy implementation was investigated in a recent report by Lemarleni et al. who studied the implications of resource allocation. This research primary objective was to evaluate the extent Kenya Police Service strategy implementation was influenced by resource allocation. Financial capacity is a critical determinant of service delivery quality and efficiency. Adequate financial resources enable organizations to provide high-quality, timely, and responsive services, while financial limitations hinder their ability of an organization to satisfy the needs of their customers. The study's research methodology was a descriptive approach. A total of 56 police officers, including OCPDs and OCSs, who were all employed by Nairobi's police divisions in different police stations were the subject of the study. They were chosen because they occupy important operational positions and were in a position to provide a detailed analysis of how resource allocation affected the implementation of the service's strategic plan at stations and divisions. From the outcomes, it can be seen that both depend and independent variables have both substantial and positive correlations. The largest and most favorable correlations were discovered between the use of financial resources and the execution of a strategy.

### **2.3.2 Organization Structure and Service Delivery**

The analysis of an organization provided by Brown and Moberg (1980:91) are very helpful, and this theory is helpful for the fundamental link between organizational structures and service delivery. They argue that organizations are "permanent social entities" with the ability of "continuing to exist and operate even while replacing top executives." This factor is crucial when taking into account the fact that organizations can and have changed their political and

administrative hierarchies throughout time while keeping what makes them organizations (Griffin, Phillips, & Gully, 2020). An effective organizational structure aligns resources, processes, and personnel in a way that enhances efficiency, responsiveness, and overall quality of services. Conversely, a poorly designed structure can lead to inefficiencies, bottlenecks, and subpar service outcomes.

Additionally, the authors note that organizations have a goal-oriented nature, specialization, and most significantly for the purposes of this research organizational are made up of structures. This idea pertains to the idea that organizations can evolve over time in terms of their goals and roles while yet retaining their organizational identity (Lewis, 2019). The clarity of roles and responsibilities within an organization's structure directly affects service delivery. A well-defined organizational structure ensures that each team member understands their specific duties and how they contribute to the organization's goals. This clarity reduces confusion, overlaps, and gaps in service provision. For example, in a healthcare setting, clear delineation between clinical and administrative roles ensures that medical professionals can focus on patient care while administrative staff handle logistical and bureaucratic tasks.

Communication flows are also heavily influenced by organizational structure. In hierarchical structures with many levels of management, communication can become slow and convoluted, leading to delays in decision-making and service provision. Also, flatter structures that have few levels of management can enable better and quicker communication and more quality feedback to service user needs. This is particularly important in dynamic environments where rapid decision-making and adaptability are crucial for effective service delivery (Khoury, Solary, Abla, Akkari, Alaggio, Apperley, & Hochhaus, 2022).

Brown and Moberg (1980:91) argue that corporate structures are "the predefined sequences of work-related behavior deliberately constructed to achieve organizational aims". According to them, organizational structure constitutes one of the crucial elements in deciding whether an organization is successful in achieving its objectives. Although Brown and Moberg are aware of the effects of changes in organizational political and administrative hierarchy, it is crucial to stress that organizations' structures are seen as essential to guarantee their success. Centralization or decentralization of decision-making authority within an organization impacts service delivery. Centralized structures, where decision-making authority is concentrated at the top levels, can ensure uniformity and consistency in services across different locations. However, this can also lead to rigidity and slow responses to local issues. Decentralized structures, where decision-making is distributed closer to the point of service delivery, can enhance responsiveness and tailor services to local needs. For instance, a decentralized educational institution can empower individual schools to address the unique needs of their student populations more effectively.

The integration and coordination between different departments and functions within an organization are also crucial for seamless service delivery. A structure that promotes interdisciplinary collaboration can lead to more comprehensive and holistic services. In contrast, a siloed structure, where departments operate in isolation, can result in fragmented services and a lack of continuity for service users. For example, in social services, coordination between departments like health, housing, and employment can provide more effective support to individuals and families in need.

Furthermore, the scalability of an organizational structure affects its ability to grow and adapt to changing service demands. A flexible structure that can evolve with the organization's

needs enables it to expand services, integrate new technologies, and adapt to regulatory changes without significant disruption (Shrestha, Ben-Menahem, & Von Krogh, 2019). This scalability is particularly important in sectors experiencing rapid growth or frequent changes in policy and practice standards.

The assumption that structure is most beneficial "not just in outlining the relationships of job tasks, but also in defining hierarchical levels" is thus one of the purposes of organizational structures (Brown and Moberg 1980:91). Leadership and management styles embedded within the organizational structure also influence service delivery. A participative leadership style, often facilitated by a more decentralized and flatter structure, can enable innovative and constant improvement practices in the organization. Workers are more likely to feel valued and engaged, contributing to higher morale and better service outcomes. Conversely, a rigid, top-down leadership approach can stifle creativity and employee motivation, leading to stagnation and a decline in service quality. The performance of the organization mainly relies on the effectiveness of employees to have teamwork and collaborate. This means that organizational structures must be as adaptable as possible and ought to be regularly assessed to make sure they still reflect the organization's goals and are appropriate for the type of work it does.

Organizational structure significantly impacts service delivery through its influence on role clarity, communication, decision-making, coordination, scalability, and leadership styles. An effective structure enhances efficiency, responsiveness, and service quality, while a poorly designed structure can hinder performance and lead to unsatisfactory outcomes. Organizations must carefully design and continually assess their structures to ensure they support optimal service delivery in a dynamic and ever-changing environment.

NGOs must continuously advance and professionalize their work in order to be effective and achieve their objectives, placing increasing expectations on the management and leadership of an organization (Nawaz & Koc, 2019). In-depth administrative structure can influence bureaucratic performance, responsiveness, and procedure, and it is a crucial factor to take into account when establishing new bureaucratic initiatives and programs (Krause, Feioc, & Hawkins, 2016). The relevance of process and administrative innovation, which transforms an organization's manner of conducting business, is demonstrated by Choo, Lee, and Shin (2019). They indicate that process and administrative innovation raise chances of meeting objectives for new product development. The results also demonstrated that talent development programs and work autonomy are two human resource strategies that encourage innovation, enhance the efficiency of process and administrative changes. Cross-sectional data were used in the study, which has a constrained time frame. The present study was a follow-up to test the researchers' postulated theoretical model.

### **2.3.3 Organizational Leadership and Service Delivery**

There are three categories of leadership qualities, including personality traits, leadership skills, and leadership styles, are conceptualized in the study. The final element ties leadership traits to service delivery. Organizational leadership has an important function in shaping service delivery, this will in term affect the quality, efficiency, and responsiveness of services provided. Effective leadership not only guides the strategic direction of an organization but also shapes its culture, motivates employees, and ensures that the organization can adapt to changing environments and demands (Atrizka, & Pratama, 2022). The influence of leadership on service delivery can be examined through various dimensions including vision

and strategy, organizational culture, employee motivation and engagement, decision-making, adaptability, and stakeholder relationships.

A clear and compelling vision articulated by organizational leaders provides a sense of direction and purpose. Leaders who effectively communicate their vision can inspire and align the efforts of the entire organization towards common goals. This alignment is crucial in-service delivery as it ensures that all organizational activities and resources are focused on meeting the needs and expectations of service users (Sahlman, 2022). A strategic vision that prioritizes service quality, user satisfaction, and continuous improvement can drive initiatives that enhance service delivery. For example, a healthcare organization's leadership might focus on patient-centered care, leading to the adoption of practices and technologies that improve patient outcomes and experiences.

Organizational culture, shaped significantly by leadership, influences how services are delivered. Leaders set the tone for the organizational environment through their behavior, decisions, and communication. A culture that values excellence, innovation, and collaboration can lead to high-quality service delivery. When leaders demonstrate a commitment to these values, it encourages employees to embody them in their daily work. Conversely, a toxic or indifferent culture, often a result of poor leadership, can result in low morale, high turnover, and subpar services. For instance, in a social services organization, a leadership team that fosters a culture of empathy and support can enhance the quality of care provided to clients (Halliday, Paustian-Underdahl, & Fainshmidt, 2021).

Employee motivation and engagement are directly influenced by organizational leadership. Leaders who recognize and reward good performance, provide opportunities for professional development, and create an inclusive and supportive work environment can boost employee

motivation. Motivated and engaged employees are more likely to go above and beyond in their roles, leading to better service delivery. For example, in the education sector, school leaders who invest in teacher training and create a collaborative environment can enhance teaching quality and student outcomes. Conversely, leadership that fails to address employee needs and concerns can lead to disengagement, burnout, and high turnover, negatively impacting service delivery.

Decision-making processes within an organization are largely shaped by its leadership. Effective leaders facilitate timely and informed decision-making, ensuring that the organization can respond swiftly to service delivery challenges and opportunities. Decentralized decision-making, where authority is distributed closer to the point of service delivery, can enhance responsiveness and adaptability. Leaders who empower frontline staff to make decisions can improve service efficiency and user satisfaction (Vu, 2021). In contrast, centralized and bureaucratic decision-making processes can slow down responses and stifle innovation, hindering service delivery. For instance, in emergency services, the ability of local leaders to make quick decisions can significantly impact the effectiveness of response efforts.

Adaptability and change management are critical aspects of organizational leadership that affect service delivery. In today's dynamic environment, organizations must continually adapt to new technologies, regulations, and user expectations. Leaders play a key role in driving and managing change within the organization. Stakeholder involvement, open communication, and support systems to ease staff through changes are all essential components of effective change management. Leaders who are adept at managing change can ensure that the organization remains agile and capable of delivering high-quality services

even in the face of disruption. For example, during the COVID-19 pandemic, many organizations had to rapidly shift to remote service delivery. Leaders who effectively managed this transition were able to maintain service continuity and quality.

Stakeholder relationships, including those with service users, employees, suppliers, and the broader community, are also influenced by organizational leadership. Leaders who build strong, trust-based relationships with stakeholders can enhance service delivery. Engaging with service users to understand their needs and feedback can inform service improvements. Similarly, positive relationships with employees can lead to a more committed and motivated workforce. Leaders who engage with the community and other external stakeholders can build support and partnerships that enhance service capacity and quality. For instance, a non-profit organization that works closely with community leaders and other agencies can more effectively address the needs of its clients.

Furthermore, ethical leadership plays a significant role in service delivery. Leaders who uphold high ethical standards and integrity create an environment of trust and accountability. Ethical leadership ensures that services are delivered fairly and transparently, which is crucial for building trust with service users and other stakeholders. For example, in financial services, ethical leadership can prevent fraudulent practices and ensure that clients receive honest and reliable advice.

Leadership styles also have a profound impact on service delivery. Transformational leaders, who inspire and motivate employees to exceed expectations, can drive significant improvements in service quality and innovation. By fostering a shared vision and encouraging creativity, transformational leaders can lead their organizations to achieve higher levels of service excellence. In contrast, transactional leaders, who focus on routine,

supervision, and performance-based rewards, may ensure stability and efficiency but might not inspire the same level of innovation and commitment.

Organizational leadership profoundly influences service delivery through multiple dimensions including vision and strategy, culture, employee motivation, decision-making, adaptability, stakeholder relationships, ethical standards, and leadership style. Effective leaders can drive their organizations towards excellence in service delivery by creating a clear vision, fostering a positive culture, motivating and engaging employees, facilitating efficient decision-making, managing change, building strong stakeholder relationships, and upholding ethical standards. Conversely, poor leadership can lead to inefficiencies, low morale, and substandard services. Consequently, an organization's capacity to provide high-quality services and satisfy the needs of its clients is significantly influenced by the excellence of its leadership. A person's distinctive pattern of behavior, thoughts, and feelings is created by the dynamic structure of their psycho physiological systems, which is known as their personality. Some academics who study personality traits think that, for the most part, personality features are stable and come from nature, but other researchers say that personality traits will continue to develop and adapt even though the underlying temperament may never shift (Sternberg, 2000). The development of personality traits is based on trait theory, which has two schools. The first school of thought holds that everyone has the same set of characteristics, and that the only reason they are all expressed to different degrees is because each characteristic is unique. Hence, we all share certain characteristics. The opposing school, however, asserts that individual variances are brought about by each person's special combination of traits, which changes from person to person (Sternberg, 2000).

### **2.3.4 Organizational Culture and Service Delivery**

A set of three general skills technical skills, conceptual skills, and human skills that Katz (1974) recognized are necessary for success in any responsibility. Although there is no relationship between these qualities, they have historically been tested and improved independently. Effective cultural management capabilities not only guide the strategic direction of an organization but also shape its culture, motivate employees, and ensure the delivery of high-quality services to stakeholders. In this essay, we will explore the impact of leadership skills on service delivery, focusing on key areas such as communication, decision-making, team management, innovation, and stakeholder engagement. Technical skill includes competence using the skills and methodologies of the particular field as well as specialized knowledge and analytical tools within such a given profession.

According to the literature, there are significant connections between leadership traits and measures of service delivery in organizations. The attitude of the leader on performing tasks, inspiring others, and leadership styles have been the top issues of research on leadership styles (Bolman & Deal, 2008). For instance, Burke and Collins (2005) establish that leadership traits affect productivity, which in turn affects how services are offered.

Leadership sets the tone for the entire organization. A strong and visionary leader establishes a clear direction and purpose, ensuring that all efforts and resources are aligned towards achieving organizational goals. This clarity of vision is crucial for service delivery, as it provides a roadmap for how services should be delivered, what outcomes are expected, and how success is measured. For example, in a healthcare organization, a leader who emphasizes patient-centered care sets a standard for all employees to prioritize patient needs, resulting in improved patient experiences and outcomes.

Managers in the organization also takes a crucial part in creating and maintaining an organizational culture that supports service delivery excellence. The culture of an organization encompasses its values, beliefs, norms, and practices. A leader who fosters a culture of transparency, accountability, collaboration, and continuous improvement promotes an environment where employees are motivated to deliver high-quality services. This positive culture enhances teamwork, communication, and innovation, leading to better service outcomes. Conversely, a toxic or dysfunctional culture can hinder service delivery by demotivating employees, creating conflicts, and impeding collaboration.

Motivating and engaging employees is another key aspect of organizational leadership that directly impacts service delivery. Leaders who inspire and empower their teams create a motivated workforce that is committed to delivering exceptional services. Motivated employees are more productive, creative, and dedicated to achieving organizational goals. To maintain staff loyalty and motivation, successful managers implement a range of tactics, including offering opportunity for growth, recognition and meaningful work assignments. For instance, in a customer service setting, a leader who recognizes and rewards employees for excellent service encourages a culture of customer focus and excellence.

Effective management also involves building and managing communication between the organization and its stakeholders, including customers, employees, suppliers, partners, regulators, as well as the community. Leaders who prioritize stakeholder relationships create trust, collaboration, and support networks that are essential for successful service delivery. They listen to feedback, address concerns, and engage stakeholders in decision-making processes. Strong stakeholder relationships enhance service responsiveness, accountability,

and user satisfaction. For example, in a nonprofit organization, a leader who collaborates with community partners and funders can expand service reach and impact.

Ethical practice is a foundational aspect of effective organizational culture that underpins service delivery integrity and trustworthiness. Ethical leaders uphold high moral and ethical standards, demonstrate integrity, and act in the best interests of their stakeholders. They prioritize fairness, transparency, and accountability in decision-making and behavior, earning trust and credibility from stakeholders. Ethical leadership ensures that services are delivered ethically and responsibly, enhancing organizational reputation and stakeholder confidence. For example, in financial services, ethical leaders ensure compliance with regulations, prevent conflicts of interest, and prioritize clients' interests, fostering trust and loyalty. The skills and capacities of individuals and teams, as well as the organization's strong leadership approaches and management practices, are unquestionably linked to efficient and long-term performance in every organization, Cronje and Willem (2010). Strategic leadership, as opposed to managerial or transformational leadership, places more of an emphasis on ethics and accountability to foster improved productivity, according to Freedman and Tregoe (2003).

Communication is a fundamental aspect of organizational culture that directly impacts service delivery. Effective leaders are skilled communicators who can articulate a clear vision, goals, and expectations to their teams. They foster open and transparent communication channels, ensuring that information flows freely within the organization. Clear communication helps align employees' efforts with organizational objectives, promoting a shared understanding of priorities and responsibilities. In service delivery, effective communication ensures that service users' needs are accurately understood and

addressed. For example, in healthcare settings, leaders who communicate effectively with patients, families, and healthcare professionals can enhance coordination, reduce errors, and improve patient outcomes.

Decision-making is another critical leadership skill that influences service delivery. Leaders must make timely and well-informed decisions that align with organizational goals and priorities. Gathering accurate data, weighing options, taking possible risks and benefits into account, and consulting stakeholders when necessary are all essential to making successful decisions. Leaders who make sound decisions contribute to efficient service delivery by minimizing delays, optimizing resource allocation, and addressing challenges proactively. For instance, in emergency services, leaders who make quick, data-driven decisions can improve response times and save lives.

Team management is essential for service delivery, especially in organizations where multiple individuals collaborate to deliver services. Collaborative and productive teams are the result of effective managers who create a supportive and guidance-giving work environment and encourage teamwork among their members. They recognize and leverage the strengths of each team member, encouraging autonomy and accountability. Strong team management leads to improved productivity, employee satisfaction, and ultimately, better service outcomes. For example, in education, effective school leaders who support and empower teachers can enhance teaching quality, student engagement, and academic achievement.

Innovation is a leadership skill that drives continuous improvement and service excellence. Leaders who foster a culture of innovation encourage creativity, experimentation, and learning within their organizations. They provide resources and support for innovative ideas,

challenge the status quo, and promote a mindset of continuous learning and adaptation. Innovation in service delivery can lead to new approaches, technologies, and practices that enhance efficiency, effectiveness, and user satisfaction. For example, in the technology sector, leaders who prioritize innovation can develop products and services that meet evolving customer needs and expectations.

Stakeholder engagement is crucial for service delivery, as organizations often interact with a diverse range of stakeholders including service users, employees, partners, regulators, and the community. By paying attention to their opinions, resolving their issues, and including them in the decision-making process, effective leaders cultivate close bonds with stakeholders. They communicate transparently, build trust, and demonstrate empathy and respect for stakeholders' perspectives. Positive stakeholder engagement leads to increased support, collaboration, and trust, which are essential for delivering services effectively. For example, in public administration, leaders who engage with citizens, community organizations, and other stakeholders can improve service responsiveness, accountability, and outcomes.

Ethical leadership is a foundational skill that underpins service delivery integrity and trustworthiness. Ethical leaders uphold high moral and ethical standards, demonstrate integrity, and act in the best interests of their stakeholders. They promote fairness, transparency, and accountability in decision-making and behavior, earning trust and credibility from stakeholders. Ethical leadership ensures that services are delivered ethically and responsibly, enhancing organizational reputation and stakeholder confidence. For example, in financial services, ethical leaders ensure compliance with regulations, prevent conflicts of interest, and prioritize clients' interests, fostering trust and loyalty.

Adaptability is a critical leadership skill that enables organizations to respond effectively to changes in their external environment, such as technological advancements, regulatory changes, market shifts, or crises. Adaptive leaders are flexible, resilient, and proactive in anticipating and managing change. They encourage a culture of learning, experimentation, and agility, empowering employees to adapt and innovate in response to challenges and opportunities. Adaptive leadership ensures that organizations can navigate uncertainties and disruptions while maintaining service continuity and quality. For example, in healthcare, adaptive leaders who respond quickly to emerging health threats or regulatory changes can ensure that services remain effective and responsive to evolving needs.

Leadership skills also influence service delivery through their impact on employee motivation, engagement, and empowerment. Building trust and loyalty, encouraging a sense of accountability and ownership, and creating a great work environment are all achieved by leaders that encourage and motivate their workforce. Motivated and engaged employees are more committed, productive, and innovative, leading to improved service delivery outcomes. Effective leaders empower employees by providing them with autonomy, opportunities for growth, and recognition for their contributions. Empowered employees take initiative, make informed decisions, and contribute to organizational success. For example, in customer service, empowered frontline employees who have the authority and resources to address customer needs can enhance service responsiveness and satisfaction.

Leadership skills have a profound impact on service delivery across various sectors. Effective leaders who possess strong communication, decision-making, team management, innovation, stakeholder engagement, ethical, adaptability, and empowerment skills can drive organizational success and deliver high-quality services. These skills enable leaders to inspire

and align their teams, foster a culture of continuous improvement and innovation, build positive relationships with stakeholders, and navigate challenges and changes effectively. By investing in developing and honing leadership skills, organizations can enhance their service delivery capabilities, achieve strategic objectives as well as satisfying the stakeholders.

### **2.3.5 Service Delivery**

Although there is no precise estimate of the number of people served by NGOs, Fowler (2005b:18) estimates that NGOs touch nearly well over 20% of the world's poor. NGOs significantly contributed to the reduction of ongoing poverty and hunger in sub-Saharan Africa by providing agricultural supplies (Salih, 2001:1–7). The benefactors' involvement in NGO service delivery has drawn criticism notwithstanding the well-publicized success stories. Critics claim that NGOs may not fully solve the needs of those living in poverty. Fowler, for instance, claims that NGOs' service delivery is "overt" and "used to conceal more crucial purposes of civic mobilization." (Namara 2009; Fowler 2005b referenced)

Failure to create initiatives based on regional issues, regional knowledge, donor emphasis on logical frameworks and the preference for short-term outcomes over long-term changes are all factors that Leopold cites as contributing to this failure (Leopold 2001:96). Furthermore, some claim that NGOs duplicate services instead of helping the deserving poor. This study is motivated by the theoretical claim that NGOs are more qualified to provide services to the underprivileged. Given that many academics have argued in favor of it, we use this reasoning to examine the extent to which NGOs are constrained from helping the needy.

The rising demand for efficiency in the delivery of services and donors' emphasis on "value for money" are two reasons why NGOs are involved in the service delivery of initiatives to

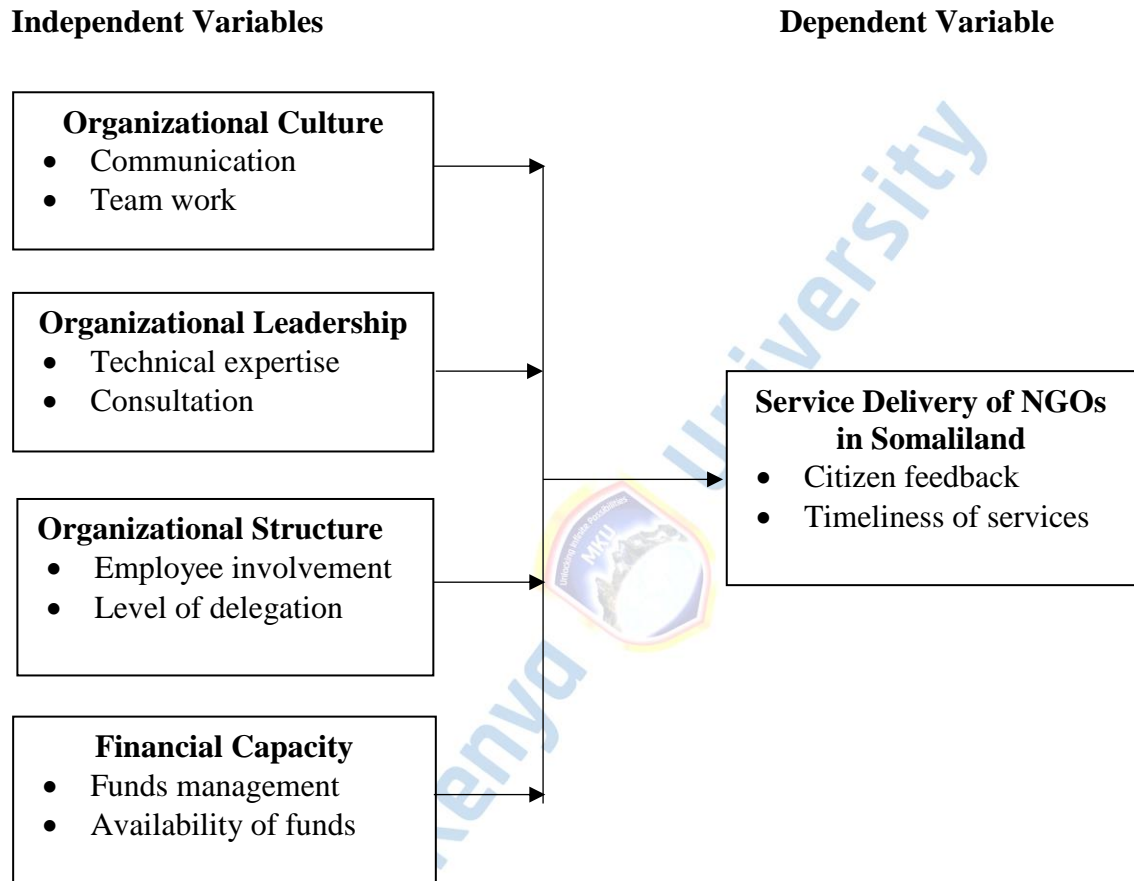
reduce poverty. NGOs claim that since they work with the disadvantaged and employ collaborative approaches, they are in a special position to promote community development. The idea of service delivery is developed from the process of receiving services. It is also known as the customer benefit package, or the items that benefit and add value to the consumer, according to Collier [17]. Additionally, Edvardsson and Olsson [18] describe service as a thorough explanation of what must be done for the client (what requirements and wishes must be met), as well as how this must be done. Service delivery, according to Fox and Meyers (2007), is the supply of public activities, incentives, or satisfactions to the general public.

Both tangible and intangible public goods and services are provided through service delivery, which can be carried out by governmental institutions, organizations, private businesses, nonprofits, and even lone service providers. The revamping of public service delivery, according to Mitchinson (2003), may have been motivated by economic pressures and rising citizen expectations. These concepts bode well for the study's focus on the concept of service delivery. The results of interactions between organizations, associated systems and processes, service personnel, and customers are service experiences. In service delivery models, one of the most crucial experiences is customer satisfaction, which is closely tied to service quality. According to Kotler (2012), satisfaction is the feeling a person experiences when comparing the overall satisfaction (or outcome) of a product to their expectations.

## **2.4 Conceptual Framework**

A conceptual framework employs a diagram to depict the connection between independent and dependent variables. As described by Bell (2010), this framework can represent the relationship using four independent variables and one dependent variable, as shown in Figure

1. According to this study, the factors that influence how well a strategy is implemented in Somaliland's nongovernmental organizations (NGOs) include their organizational culture, leadership, organizational structure and financial capacity.



**Figure 1. Conceptual Framework.**

*Source: Author(2023)*

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discusses the research methodology that were employed in the study. The design, population sample, sample and sampling techniques, study techniques, techniques of collecting, and data analysis are all covered. The presentation and discussion in each part are supported, as appropriate and necessary, by arguments based on the informed views of other academics.

### **3.2 Research design**

The success or failure of the research is largely dependent upon the research design. Based on the research design, subjects' behavior is observed and described without any outside influence Creswell (2018). A research design is a master plan which outlines techniques which gather and interpret data as well as the necessary information, according to Babbie (2010). A descriptive research design was used for the research. In general, descriptive research is used to describe what is apparent, in what quantity, and in what context. It is used to address issues that have been brought up, bring solutions for challenges that have been seen or posed, assess needs and set goals, determine whether or not specific goals have been attained, analyze trends over time, and more Creswell (2018). Given that the study involved data gathering to establish the link between strategy implementation and Somaliland NGOs delivery of service, the methodology is regarded to be acceptable. The questionnaire contained closed-ended as well as open-ended questions. Key informant interviews were also be used in the data collection process.

### 3.3 Target Population of the Study

A population is a discrete group of the individuals, events, or collection of objects being examined (Obiga, 2012). The target population is thus the particular demographic group that the researcher seeks to draw conclusions (Onyancha, 2012). Thus, all currently employed workers at the Save the children offices in Hargeisa Somaliland made up the population of this study. There are currently more than 110 staff both local and international, professionals as well as the support staff in the organization that carry out projects across the nation and have operational program offices and the study was based on divisions of finance, control, audit, as well as administration and human resources. The target population was 86 employees that have been with the organization for more than one year. The researcher targeted the employees because they are willing to cooperate and give out the necessary information pertaining employee relation on the performance of their organization.

**Table 1. Target population**

<b>Sector</b>	<b>Number</b>	<b>Percentage</b>
Finance	10	11.6%
Programs	40	46.5%
Audit	11	12.8%
Administration and human resource	25	29.1%
<b>Total</b>	<b>86</b>	<b>100%</b>

*Source: Author (2023)*

### 3.4 Sample Size and Sampling Technique

The population of this research refers the total number of employees working for Save the children in Somaliland. The population frame, in this case, will be a list of all employees in the organization that are actively involved in providing services to the community. The 86

active employees of Save the children offices in Somaliland comprised the sample frame for this study. The 86-employee sample size was determined using power analysis and statistical significance.

The research utilized Yamane's formula for determining the sample size, given a probability (p) of 0.5 and a 95% confidence level, is represented by:  $n = \frac{n}{1+N(e^2)}$

The population size (N) in this study is 110, and the precision level (e) is taken into account. The study's target population was taken into consideration when determining the sample size. Assuming a probability (p) of 0.5 and a 95% confidence level, the resultant sample size is represented by;

$$n = \frac{110}{1+110(0.05^2)} = 86$$

The sampling technique used in this research study was stratified random sampling method. This method divides the population into different subgroups or strata based on certain characteristics, such as job roles or departments, and then randomly selects samples from each subgroup to ensure the representation of the population.

### 3.5 Data Collection

self-administered questionnaire with both open and closed-ended questions was created for this purpose. Closed-ended questions have a benefit over open-ended questionnaires, according to Connor and Reimers (2019), in that it is simpler to digest responses and then improve comparability, making it simpler to demonstrate the link between variables on the other side, open ended questions can provide more detailed response from the respondents. The researcher issued and distributed a total of 86 questionnaires to the appropriate

respondents with a request that they complete the necessary information. These questionnaires included questions that cover the data found in the operational framework. The questionnaires were then handed to the employees to complete because they are the people responsible for implementing organizational mandates and delivering service concerns of the Save the Children Hargeisa Office.

### **3.6 Data Collection Procedure**

In an introduction letter, the researcher requested permission from the administration to drop the questionnaires and start collecting data. The researcher also provided each respondent with an explanation of the study's objective and goals. The researcher then subsequently hired and trained two assistants to help in carrying out the research correctly. The two research assistants helped the researcher deliver the questionnaires to the responders after that. Within a two-week window, the respondents were expected complete the questionnaire, after which all the questionnaires were collected.

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

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

According to Mohajan, Haradhan (2017), the two most crucial and fundamental aspects of evaluating any measurement tool or instrument for a good study are validity and reliability. What an instrument measures and how well it measures it are issues of validity. Reliability is the degree to which any measuring device accounts for random error, or the degree of confidence that can be placed in the data collected through the use of an instrument. Content validity was used in this research, this describes how well a measuring tool captures the subject under investigation. Content validity was reached by submitting data collection tools

to a panel of specialists who conducted an analysis and provided their thoughts and opinions on the significance of each instrument item as well as whether or not the item of the instrument is relevant. Construct validity was accomplished through demonstrating that the questionnaires generated, correctly estimated independent variables. Face validity attempted to verify that only relevant questions were administered to the study participants. The Yin (2013) formula for content validity was applied in this investigation.

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

According to Fraenkel et al. (2008), the consistency of every person's response as a result of one use of the instrument to the next and between a group of items to another is what makes an instrument reliable. The Cronbach alpha formula, was used in this study. In this study, the minimal alpha value of 0.7—suggested by Shemwell, Chase, & Schwartz (2015) as the least amount of item loading—was employed.

### **3.8 Data Analysis and Presentations**

Each day's completed questionnaires and interview schedules were double-checked for accuracy: first by the enumerator, then by the researcher. In order to assure that many anomalies found are fixed while still in the field.

The instruments included certain questions that were made to provide information that was quite closely related. Technically speaking, this was done on purpose so that the consistency of the responses could be evaluated.

For further processing, all of the field completed questionnaires were then gathered, then coded and edited. The coded data was then further edited to look for invalid codes, omissions,

and logical errors. Any inconsistencies were checked against the original data forms (questionnaires) and corrected as needed.

The study's main variables were examined using both qualitative and quantitative data methods. The gathered data was subsequently analyzed with the Statistical Package for Social Scientists (SPSS) Version 17 and Microsoft Office Excel 2007. These tools were utilized for quantitative analysis, producing frequency distributions and cross-tabulations of key variables.

A multiple regression analysis was conducted at a 5% significance level to establish the relationship between the dependent and independent variables. The simple multiple regression model used was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon, \text{ in which,}$$

$Y$  is delivery of service (dependent variable);

$\beta_0$  = constant (coefficient of intercept);

$X_1$  = Financial capacity (independent variable);

$X_2$  = Organizational structure (independent variable);

$X_3$  = Organizational leadership (independent variable);

$X_4$  = organizational culture (independent variable);

$\beta_1 \dots \beta_4$  = regression coefficient of four variables;

$\varepsilon$  = Error term.

### **3.9 Ethical Considerations**

The researcher acquired an introduction letter from Mount Kenya University before beginning fieldwork. Also, I asked for authorization from the appropriate organizational authorities to conduct the research in their facility. The report was revised and saved for data analysis after each fieldwork. We obtained the respondent's permission and adhered to their confidentiality. The participants were made aware that the study is exclusively intended for academic reasons, and all data was to be kept confidential. A cover letter stating that the study data was to be kept private was also included.



## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

The research aimed to examine the link between the variables that affect how well non-governmental organizations in Somaliland implement strategies and provide services, using Save the Children as a case study. This study's primary goals were to examine how organizational culture, structural setup, financial resources, and leadership impact the delivery of services within non-governmental organizations in Somaliland. The study involved 86 participants selected from various departments within Save the Children Somaliland, including human resources, administration, finance, programs, and audit. We present the findings from the data that was gathered and then analyzed in this chapter.

#### 4.1.1 Response Rate

86 people made up the sample, and each one received a questionnaire. As shown in the figure below, of the 86 questionnaires that were sent to the participants, 74 were finished and sent back, resulting in an 85.05% rate of response, which is thought to be adequate for the study;

**Table 2. Response Rate**

<b>Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Response	74	85.05
Non-response	12	13.95
<b>Total</b>	<b>86</b>	<b>100</b>

*Source:* Field data 2023

The results demonstrate that the rate of response satisfied the study's criteria. The results of Mugenda and Mugenda (2003), who recommended that a sample size of 70% or more is statistically appropriate for research, are in line with the conclusion.

#### 4.1.2 Reliability Test

The Cronbach's Alpha coefficient was used by the researcher to gauge the validity of the data collection questionnaires in a pilot study. For every distinct variable, the coefficient was calculated separately. Table 3 presents the results.

**Table 3. Reliability Test**

Variable	Number of items	Cronbach Alpha
Financial capacity	5	.812
Leadership	5	.831
Organization structure	5	.815
Organizational culture	5	.788
<b>Overall Cronbach coefficient</b>	<b>5</b>	<b>.8163</b>

*Source:* Field data 2023

The results showed that the following were the Cronbach coefficients for the variables: organizational culture scored 0.798, financial capacity scored 0.802, leadership scored 0.841, and organizational structure scored 0.805. The overall Cronbach coefficient for this study was 0.8163, over the significance level of 0.7, indicating the validity of the research instruments used. This is in keeping with Cronbach's (1951) recommendation that a Cronbach alpha value of 0.7 or more be regarded as adequate for research purposes.

## 4.2 Demographical background

The research examined demographic details of the respondents, including factors like gender, age, their highest educational level, as well as the total years of experience each of each study participant. The results are outlined as below:

### 4.2.1 Gender of Respondents

The purpose of the study was to analyze the gender composition of the participants in each department of Save the Children Hargeisa. The findings, presented in Table 4, revealed that males made up 75% of the respondents, while females accounted for 25%

**Table 4. Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	55	75
Female	19	25
<b>Total</b>	<b>74</b>	<b>100</b>

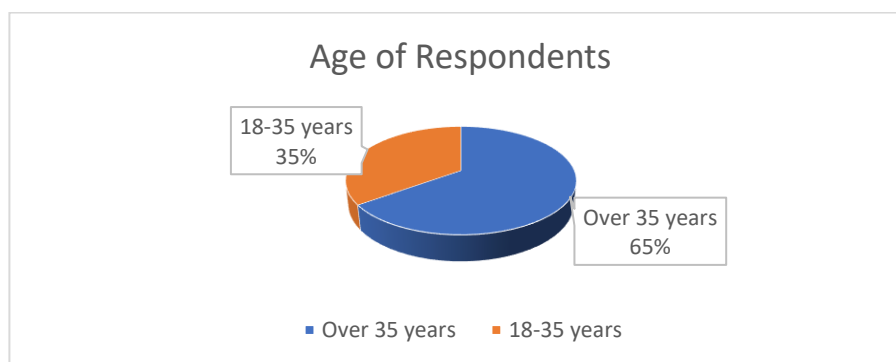
*Source:* Field data, 2023

This suggests that the majority of the Save the Children's Hargeisa workforce consisted of males, with a minority being females. It also demonstrates that both genders were included in the study.

### 4.2.2 Age of Respondents

This research also looked at how the participants' ages were distributed, and the findings are shown by the pie chart below;

**Figure 2. Age of the Respondents**



Source: *Field data, 2023*

According to the study, 35% of the participants were between the ages of 18 and 35, and 65% were above 35. This suggests that a considerable proportion of the Save the Children staff in Hargeisa were older than 35, indicating a skilled labor force.

#### **4.2.3 Highest Level of Education**

The purpose of the study was to identify the level of education among the respondents. The table below illustrates the findings.

**Table 5. Level of Education**

<b>Education Level</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary	10	13.30
University	29	39.40
Graduate	21	29.00
Professional certification	14	18.33
<b>Total</b>	<b>74</b>	<b>100</b>

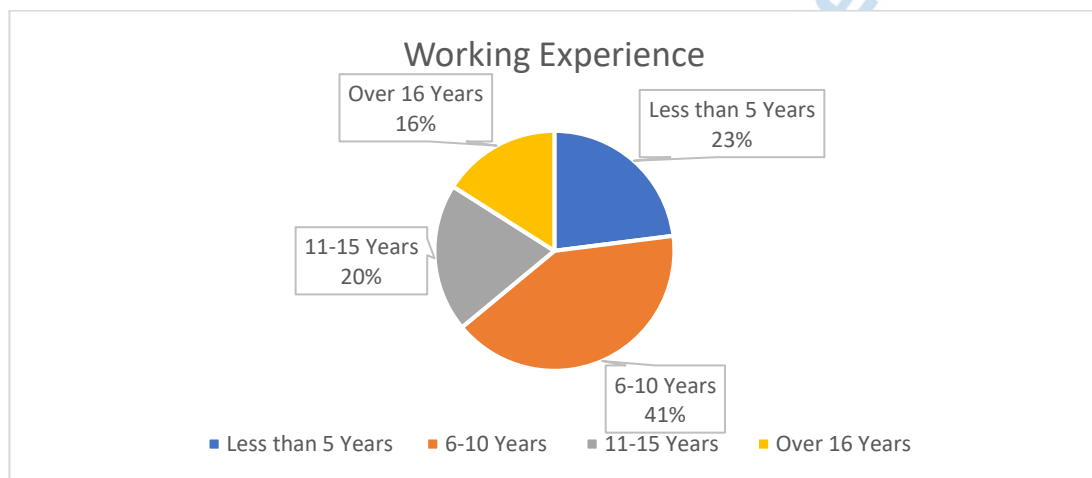
Source: *field data, 2023*

The research found that 13.30% of the participants had completed high school, 38.33% had finished college, 30% held post-graduate degrees, and 18.33% possessed professional certifications. This indicates a competent, professional, and informed staff as the majority of

Save the Children's Hargeisa employees had at least completed their undergraduate education. This suggests that the labor force have the necessary abilities and understanding to perform their duties.

#### 4.2.4 Working Experience

Regarding demographic data, the study ultimately examined the duration of the participants' employment within the non-governmental sector or the Save the Children. The results are depicted in the figure provided below.



**Figure 3. Years of Experience**

Source: *field data*, 2023

According to the study, 23% of participants had less than five years of professional experience, 41% had between six and nineteen years of experience, 20% had eleven to fifteen years of work experience, and 16% had more than sixteen years of experience. This implies that a considerable number of the personnel has extensive expertise in the non-governmental domain, with numerous individuals having served in the humanitarian field for over five years. Experience at work not only boosts productivity and effectiveness but also bolsters an employee's self-assurance and ability to influence others.

### 4.3 Descriptive Findings

This section provides a descriptive analysis of the research findings, assessing the application of the four key components of strategy implementation in non-governmental organizations (the case study of Somaliland). These components encompass organizational structure, organizational culture, financial capacity, and Leadership. The results are depicted using means and standard deviations derived from the average ratings on a 5-point Likert scale.

#### 4.3.1 Financial Capacity and Service Delivery

Furthermore, participants were requested to express their level of agreement with a series of statements regarding financial capacity in the execution of the strategy and service provision at Save the Children Hargeisa. A Likert scale was employed, with 1 denoting "strongly disagree," 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The study's results are shown in the following table.

**Table 6. Financial Capacity and Service Delivery**

<b>Financial capacity</b>	<b>Mean</b>	<b>Std. Dev</b>
The employees have received sufficient training on issues to do with financial management when implementing strategies.	3.99	0.771
Departmental budgets are financed according to departmental needs.	3.01	0.801
To support the implementation of strategies, money is made available and distributed on schedule.	3.22	1.481
The department's strategic plan can be implemented with the available and adequate funds.	2.56	0.664
When it comes to obtaining financial resources for the department, there is a lot bureaucracy.	3.54	0.718

*Source: Field data, 2023*

The study discovered that the Save the Children Hargeisa staff underwent training in financial management to implement their strategy. Furthermore, there was a noticeable level of bureaucratic processes involved in obtaining financial resources within the department, with mean scores of 3.99 and 3.54, indicating that the staff had essential and noteworthy financial management skills that aided in resource management for the strategy. The respondents moderately indicated that fund allocation in the department was somewhat in accordance with the actual budgetary needs, with mean scores of 3.01 and 0.801. This implies that funds were allocated following a procedural and priority-based approach, taking into account the department's needs and priorities. The research also revealed that funds were readily available and promptly distributed to boost the implementation of the strategy, demonstrated by a 3.2 mean score and a 1.478 standard deviation. With a 0.664 standard deviation and a mean of 2.46, the study also indicated that the money provided were not only accessible but sufficient for implementing the strategic plan within the departments. This suggests that the organization provided the necessary resources to carry out its strategy.

A mean of 3.54 and a deviation of 0.72 in the survey also showed a high degree of bureaucratic processes in the department when it came to getting resources. This implies that the distribution of funds for strategy implementation at Save the Children Hargeisa has been negatively impacted by bureaucracy. In a related investigation, Masua (2017) emphasized in his study on the Uasin Gishu County Huduma Center's financial resource capacity and service delivery that in order for organizations to achieve successful and efficient service delivery, they must ensure that all three key resources (human, physical, and financial) are adequately established and continuously monitored and evaluated. This is necessary to guarantee that their quantities and quality align with the requirements for effective service

delivery in the public sector, ultimately leading to better accessibility, timeliness, and enhanced services. Financial resources play a pivotal role in service delivery within an organization.

Regarding the question of whether there are additional elements of financial capacity that impact the enhancement of service delivery through strategy implementation, the study determined that Save the Children Hargeisa is actively seeking resources from development partners and other non-governmental organizations (NGOs) to gather funds for implementing their strategies.

#### **4.3.2 Leadership and Service Delivery**

The research aimed to determine how much the leadership within the Save the Children Hargeisa organization influenced the implementation of their strategies and, in turn, impacted their service delivery. The statements pertaining to the leadership's role in strategy implementation and its impact on enhancing service delivery at Save the Children were given to the respondents to evaluate. To express their ideas, A five-point rating system was utilized, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The results were illustrated in a table with the means and standard deviations of the responses.

**Table 7. Leadership and Service Delivery**

<b>Leadership</b>	<b>Mean</b>	<b>Std dev</b>
Leadership creates an environment where people may participate fully in the implementation of strategies.	2.97	0.771
Organization leadership establishes trust and eliminates fear on their subordinates.	3.02	0.691

Leadership takes into account the needs of all parties involved, including workers, investors, local communities, and society at large.	3.33	0.811
During the process of implementation of a strategy, leadership inspires, motivates, and values employee contributions.	2.88	1.544
The leadership is flexible and easily adapts to changes that occur during strategy implementation.	3.12	1.601

*Source: field data, 2023*

The research findings indicate that leadership at Save the Children Hargeisa has, to a moderate extent, cultivated an environment conducive to active participation in strategy implementation. This is supported by an average score of 2.98 as well as a standard deviation of 0.77. It suggests that organization leaders are generally very important in motivating and assisting people to participate in the implementation of strategies.

Furthermore, the leadership was observed to have cultivated trust and minimized fear among their subordinates within various departments, this was shown by an average score of 3.02 and a standard deviation of 0.691. This shows that, to a small but noteworthy extent, leadership at Save the Children Hargeisa encourages trust within their departments. The study also established that leadership adequately take into account of all parties, encompassing employees, investors, local communities, and society as a whole. This is illustrated by an average score of 3.33 plus a standard deviation of 0.811, indicating that there was substantial involvement of stakeholders in the strategy implementation. The research found that the motivation offered by leaders during the implementation of strategies was to a small extent satisfactory, which is evidenced by an average score of 2.98 and a standard deviation of 1.544. This indicates a dedication from leadership to motivate their staff. Additionally, it was observed that leadership's adaptability and their ability to respond to changes were

moderately effective, with a mean score of 3.12 and a standard deviation of 1.601. This suggests that leadership at least to a reasonable extent demonstrated flexibility and effectiveness in adapting to changes.

Similarly, Ngugi (2014) found that the implementation of strategic changes at the Kenyan Geothermal Development Company and the perceived relationship between human resources, development, and skills have a major influence on the leadership expertise, exposure, capabilities, and skills. Regarding other aspects of leadership influencing strategy implementation for enhanced service delivery, it was found that Save the Children consultants were actively involved in technical areas and in capacity-building efforts for existing staff to enhance their skills. Respondents also indicated that the leadership's efforts were not deemed sufficient. Save the Children Hargeisa was proactively engaged in seeking out experts and improving internet connectivity, with the goal of enhancing communication, coordination, and fostering ongoing improvement.

#### **4.3.3 Organizational Structure and Service Delivery**

Participants were requested to rate their agreement with several statements about the importance of the organizational structure in achieving this goal. A Likert scale was employed, with 1 denoting "strongly disagree," 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The outcomes are listed below.

**Table 8. Organizational Structure and Service Delivery**

<b>Organizational structure</b>	<b>Mean</b>	<b>Std. Dev</b>
The organizational structure facilitates close coordination between departments during strategy implementation.	3.26	0.901
The organizational structure makes it possible for everyone in the department to get adequate and effective communication about the organization's strategy.	2.62	1.561
Subordinates are involved in the decision-making process all the time.	2.91	1.713
The strategies made by departments are in line with existing power structure.	3.37	0.609
Strict responsibility is allocated to specific individual for strategy implementation.	3.06	0.827

*Source: field data, 2023*

Respondents concurred to a reasonable degree that the organizational structure promotes close coordination between departments during strategy implementation. This is evident in the average score of 3.26 and a standard deviation of 0.901, highlighting the presence of substantial coordination in the strategy execution process. Moreover, the research revealed that the organizational structure enabled every department's member to receive sufficient and effective communication regarding the organizational strategy to a moderate yet notable extent. This is showed by a mean score of 2.62 and a standard deviation of 1.561, demonstrating that the Save the Children workforce was significantly informed about the organizational strategy.

A mean score of 2.91 with a standard deviation of 1.713 suggested that subordinates participate in decision-making on a regular basis. This shows how committed management is to encouraging and motivating employee participation in achieving strategic goals.

Furthermore, it was noted that the approaches developed by different departments correspond with the current power hierarchy, as indicated by a mean score of 3.37 and a standard deviation of 0.609. This suggests that the company doesn't undercut or compromise its senior leadership. Additionally, the study demonstrated that, with a mean score of 3.06 and a standard deviation of 0.827, certain individuals are given strict responsibilities for implementing strategies. This implies that service delivery is positively and significantly impacted by the organizational structure's participation in the implementation of strategies.

#### 4.3.4 Organizational Culture and Service Delivery

The fourth objective of the study was to ascertain how organizational culture affects the implementation of strategies and how that affects service delivery at Save the Children Hargeisa. To assess this, a series of statements related to the organizational structure's role in enhancing service delivery through strategy implementation. A five-point rating system was utilized, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The results were illustrated in a table with the means and standard deviations of the responses.

**Table 9. Organizational Culture and Service Delivery**

<b>Organizational culture</b>	<b>Mean</b>	<b>Std. Dev</b>
Employees are ready to share knowledge with colleagues.	3.11	0.903
Managers trust information that comes from outside their departments.	2.98	0.867
There is innovation and constant emphasis on creativity to everyone in your department.	3.02	0.711
Department members feel comfortable when giving honest and open feedback.	2.71	0.694
There is professionalism in all aspects of the department.	3.36	0.822

*Source: field data, 2023*

Participants in the research agreed, to a considerable extent, that staff members at Save the Children Hargeisa are eager to impart expertise to their peers. This is evidenced by a mean of 3.11 and a standard deviation of 0.903. This suggests the presence of knowledge transfer concerning the strategic management process within Save the Children. The study's mean score of 2.98 and standard deviation of 0.867 indicated that managers had confidence in information coming from sources other than their departments. This suggests there is integrity in the strategy implementation process. Furthermore, it was revealed that there is a significant emphasis on innovation and the continual encouragement of creativity among all department members, with a mean score of 3.02 and a standard deviation of 0.711.

The study discovered that department members feel comfortable providing candid feedback, which was shown by a mean of 2.71 and a standard deviation of 0.694. That implies that the company and its staff members are in regular communication. Moreover, a mean score of 3.36 and a standard deviation of 0.822 indicate a moderate level of professionalism across the board in the department.

#### **4.4 Inferential Statistics**

The success of non-governmental organizations in Somaliland was examined in relation to different factors influencing strategy execution using a multiple linear regression model, with a particular emphasis on Save the Children as a case study. The results of the ANOVA, Model Summary, and Regression Coefficient sections are illustrated below.

#### 4.4.1 Model Summary

Table 10 displays the results of the coefficient of determination and correlation.

**Table 10. Model Summary**

Model	R	R square	Adjusted r squared	Std. error of the estimate
1	0.811 <sup>a</sup>	0.803	0.825	1.10152

a. Predictions: (constant), financial capacity, organizational structure, organizational culture and leadership

Source: field data, 2023

The value of "r" always falls within the range of +1 to -1. In this study, the correlation coefficient "R" was calculated to be .811, indicating a strong correlation between the variables. Looking at the two variables together on a scatterplot, this indicates a positive and strong linear relationship. The study's independent variables—financial capability, organizational structure, organizational culture, and leadership—account for 82.5% of the fluctuations in the dependent variable, according to the modified R<sup>2</sup> coefficient of .825 that was obtained. This suggests a positive and strong linear link between the two variables when observed on a scatterplot. The remaining 17.5% of variations can be attributed to other factors not considered in this research. Furthermore, the R<sup>2</sup> value of .803, which is approximately 80.3%, this illustrated that the model substantially illustrates the variability in the response data around its mean, coming closer to 100%.

#### 4.4.2 ANOVA

A significance level of 95% was employed to conduct an Analysis of Variance (ANOVA).

The results for the F<sub>calculated</sub> and the F<sub>critical</sub> can be found in Table 11.

**Table 11. ANOVA**

<b>Model</b>	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	807.042	21	40.0511	7.679	.000 <sup>b</sup>
Residual	205.189	39	5.2775		
<b>Total</b>	<b>1012.231</b>	<b>60</b>			

a. Dependent variable: service delivery

b. Predictors: (constant), Financial capacity, Organizational structure, organizational culture and leadership

*Source: field data, 2023*

According to the research, the study produced a F value of 7.58, with a critical F value of 4.101 which illustrated that the general regression model was statistically significant for the purpose of the study because the calculated F is greater than the F critical. Furthermore, a p-value of 0.00 was determined, which is smaller than the significance level of 0.05. As a result we can assume that Save the Children Hargeisa's service delivery was significantly impacted by at least one independent variable.

#### **4.4.3 Regression Coefficient**

To assess the specific impact of each variable related the factors that influence the implementation of strategies for providing services in non-governmental organizations in Somaliland, regression coefficients were employed. Table 12 shows the results.

**Table 12. Regression Coefficient**

<b>Model</b>	<b>Unstandardized Coefficient</b>		<b>Standardized Coefficient</b>		<b>Sig</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	
(Constant)	4.101	1.020		2.275	0.000

Leadership	0.817	0.064	0.311	3.214	0.000
Organizational Structure	0.813	0.014	0.342	3.106	0.000
Finance Capacity	0.804	0.093	0.513	2.374	0.000
Organizational Culture	0.771	0.073	0.413	3.122	0.000

a. Dependent variable: Service Delivery

Source: Field data, 2023

$$Y = 4.101 + .817X_1 + .813X_2 + .804X_3 + .771X_4$$

Whereby: Y = Service Delivery in non-governmental organizations in Somaliland

X<sub>1</sub> = Leadership

X<sub>2</sub> = Organizational Structure

X<sub>3</sub> = Financial Capacity

X<sub>4</sub> = Organizational Culture

#### 4.5: Discussions

Table 12 reveals that when all other variables are kept constant, the level of service delivery at Save the Children Hargeisa would be at 4.101. An increment of in Leadership, while other factors remain unchanged, results in a service delivery increase of 0.817 at Save the Children Hargeisa. Similarly, a one-unit increase in Organizational Structure, with other variables held constant, leads to a service delivery level of 0.813. At Save the Children Hargeisa, an increase in financial capacity, when all other factors remain unchanged, corresponds to a service delivery level of 0.804. Lastly, a one-unit increase in Organizational Culture, with other factors held constant, results in a service delivery level of 0.771.

The study discovered that every indicator used to evaluate drivers of the effectiveness of strategies had a p-value of  $0.01 < 0.05$ . This implies that these factors significantly impacted

Save the Children Hargeisa's ability to provide services. Githinji's (2014) research on strategy implementation and service delivery at the UN Support Office for the African Union Mission in Somalia is consistent with this observation. Githinji's study also showed that successful and efficient service delivery is a result of having committed leadership as one of the drivers of strategy execution.



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter provides a brief summary of the study's results, which were detailed in the previous chapter. It forms the basis for drawing conclusions and making recommendations derived from the findings. Additionally, it presents suggestions for future research.

### **5.2 Summary of the Findings**

The study utilized Save the Children as a case study to explore the impact of strategy implementation drivers on service delivery within non-governmental organizations in Somaliland. The study specifically looked at how organizational culture, leadership, organizational structure, and financial capacity influenced service delivery. To analyze and present the data, statistical techniques that were both descriptive and inferential were used.

#### **5.2.1 Leadership and Service Delivery**

The research found out that leadership has assumed responsibility for strategy implementation to a reasonable degree. This suggests that, on average, leaders at Save the Children are actively engaged in promoting and aiding in the strategy' implementation. Moreover, the leadership was observed to take prompt and proactive measures to integrate the strategy into the department, indicating that management at Save the Children encourages the institutionalization of strategies within their departments to a moderate but noteworthy extent. The study also revealed that the organization's strategy is adequately and effectively communicated to every department member. This suggests that the departments had a high level of two-way communication using a variety of mediums and channels.

The research determined that the leadership and guidance offered by departmental managers were reasonably sufficient, reflecting the commitment of leadership to strategy development

and execution. Additionally, it was observed that the coordination and dedication of leadership at Save the Children were moderately effective, exerting a notable influence on the motivation of subordinates. Furthermore, issues demanding technical expertise were communicated in a timely manner to a moderate extent, underscoring the significant impact of leadership on service delivery within non-governmental organizations.

### **5.2.2 Financial Capacity and Service Delivery**

The research found that the staff at Save the Children Hargeisa received training in financial management as part of strategy implementation, and there was a considerable level of bureaucracy associated with obtaining financial resources within the department. This suggests that the staff possessed fundamental and valuable financial management skills, which contributed to effective resource management for the strategy. The responses reasonably indicated that the department's actual budgetary requirements were the basis for fund allocation. This demonstrates a procedural and priority-driven approach to fund allocation, where resources are distributed according to needs and priorities.

The study also revealed that funds were readily available and disbursed promptly to support strategy implementation. Furthermore, the allocated funds were sufficient for implementing the strategic plan within the department, highlighting the organization's commitment to providing resources for strategy execution. However, it was also observed that there was a notable degree of bureaucracy in the process of obtaining financial resources within the department. This indicates that bureaucratic hurdles have had a negative impact on resource allocation for strategy implementation within the non-governmental organization.

### **5.2.3 Organizational Culture and Service Delivery**

The study found that employees to some degree agree on the adequate sharing of knowledge, indicating the transfer of knowledge related to the strategic management process within Save the Children Hargeisa. The research revealed that managers trust information from external sources, demonstrating the integrity of the NGO's strategy implementation. Additionally, there is a sufficient level of innovation and creativity in the department's strategy implementation.

Furthermore, department members feel at ease when offering candid and open feedback, indicating an environment of open engagement with the workforce within the organization. It was also observed that there is a moderate level of professionalism evident in all aspects of the departments.

### **5.2.4 Service Delivery and Citizen Feedback on Quality of Service, Timely delivery and Service accessibility**

The study, based on the responses from the questionnaire, determined that over the course of five years at Save the Children Hargeisa, there has been a noteworthy improvement of more than 10% in the efficiency and timeliness of service delivery. Additionally, a robust culture of accountability has developed among the different stakeholders involved in the service delivery process.

## **5.3 Conclusion**

The study's conclusions were that Organizational leadership has a great influence on service delivery within non-governmental organizations, with a main emphasis on Save the Children. It was also concluded that leaders within Save the Children actively take a front-line role in

advocating for and supporting the implementation of strategies to an average degree, indicating their commitment to this process. In addition, the management leadership at Save the Children promotes the institutionalization of initiatives throughout their individual departments to a moderate but noticeable extent.

The study also found that Save the Children's organizational structure has a noticeable and significant influence on service delivery, which results in better service delivery. The staff members' basic yet crucial financial management skills were also determined to be present, which significantly helped with the management of strategic resources. Additionally, it was found that the organization's fund allocation process is clearly defined and prioritizes the disbursement of funds according to specific requirements and priorities.

The study's conclusions emphasize that to achieve effective and efficient service delivery at Save the Children Hargeisa, measures must be taken to enhance the organizational culture across all its aspects, including knowledge sharing and the quality of inter-departmental communication. These improvements are essential for ensuring accessible, timely, and enhanced services. Additionally, the research results show that organizational culture has a major impact on service delivery at Save the Children Hargeisa as a driver of strategy implementation. This influence is demonstrated by the development of professionalism, the opening up of lines of communication, and fostering of innovation, all of which enhance the provision of services.

#### **5.4 Recommendations**

First among the study's recommendations is that Save the Children's leadership must assume decisive responsibility for the strategy's implementation and guarantee that all departments

are communicating effectively. Additionally, the organization should establish a well-defined organizational structure, framework, and engagement terms, involving employees in strategy planning and formulation to secure their support for implementation and sustainability. Financial resources should be managed accountably, transparently, and efficiently to enhance capacity for financing, implementing, and sustaining strategies. Finally, the study underscores the importance of fostering an organizational culture that consistently motivates and inspires employees, encouraging their active engagement in their work and interactions with colleagues.

### **5.5 Limitations of the study**

The study was mostly limited by time. The duration of time for collecting the data was very short—it was being collected in a conflict zone—and numerous follow-ups were required to get sufficient responses. Because he works close to Save the Children's headquarters, the researcher was able to leverage his connections to get over this constraint and obtain sufficient responses, largely by personal delivery.

### **5.6 Suggestions for Further Studies**

The present study obtained an adjusted R-squared coefficient of 0.825, leaving a residual of 17.5%, which implies that there are additional variables beyond the study's scope that merit exploration by future researchers. Although this study's main goal was to ascertain how strategy implementation drivers affected the delivery of services within non-governmental organizations (using Save the Children as a case study), it is recommended that upcoming scholars conduct analogous studies in different marginalized countries, organizations, or sectors.

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## APPENDICES

### Appendix I: Questionnaire

#### A. General informational

1. What is the name of organization

\_\_\_\_\_

2. Name of the

respondent(optional)\_\_\_\_\_

3. What position do you have inside your company?

A. Senior Management

B. Middle level Management

C. Supervisory level

D. Operative

4. For how long has the organization been active in Somaliland?

A. Less than 2 years

B. 3 – 5 years

C. 6 – 9 years

D. More than 10 years

5. Which sector(s) does the organization mainly operate in?

A. Water, Hygiene and Sanitation

B. Enterprise development

C. Education

D. Shelter

E. Environment conservation

F. Health

G. If others, please specify

\_\_\_\_\_

**B. Demographic Data**

6. What is your gender?

A) Female

B) Male

7. How old are you

18 – 35 Years

Over 35

8. Highest education level

Post graduate

Graduate

Bachelors' degree

High school

If other please specify

---

9. What number of years have you been working?

A. Less than 1

B. 2 – 5 years

C. 6 – 10 years

D. Over 10 years

**C. Financial Capacity**

Tick where appropriate, on a scale of 1-5 how would you respond to the following remarks on how your department's financial capacity affects the implementation of its strategies?

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree.

1	2	3	4	5	Financial capacity
					The employees have received sufficient training on issues to do with financial management when implementing strategies.
					Departmental budgets are financed according to departmental needs.
					To support the implementation of strategies, money is made available and distributed on schedule.
					The department's strategic plan can be implemented with the available and adequate funds.
					When it comes to obtaining financial resources for the department, there is little bureaucracy.

Please identify any other elements of financial capability that might affect the implementation of a strategy and were not previously mentioned in order to improve the services provided by NGOs in Somaliland.

I. ....  
 ....  
 ....  
 .....

II. ....  
 ....  
 ....  
 .....

**D. Leadership**

Tick where appropriate, on a scale of 1-5 how would you respond to the following statements with regards impact of leadership on strategy implementation in your department?

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree.

1	2	3	4	5	Leadership
					Leadership creates an environment where people may participate fully in the implementation of strategies.
					Organization leadership establishes trust and eliminates fear on their subordinates.
					Leadership takes into account the needs of all parties involved, including workers, investors, local communities, and society at large.
					During the process of implementation of a strategy, leadership inspires, motivates, and values employee contributions.
					The leadership is flexible and easily adapts to changes that occur during strategy implementation.

Please mention any other aspects of leadership that might have an effect on strategic implementation that has not been listed above which might enhance delivery of services of NGOs in Somaliland.

- I. ....
- .....
- .....
- .....

II. ....  
 .....  
 .....  
 .....

**E. Organizational structure**

Tick where appropriate. On a scale of 1-5 how would you respond to the following statements with regards impact of organizational structure on strategy implementation in your department?

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree.

1	2	3	4	5	Organizational structure
					The organizational structure facilitates close coordination between departments during strategy implementation.
					The organizational structure makes it possible for everyone in the department to get adequate and effective communication about the organization's strategy.
					Subordinates are involved in the decision-making process all the time.
					The strategies made by departments are in line with existing power structure.
					Strict responsibility is allocated to specific individual for strategy implementation.

Please mention any other aspects of organizational structure that might have an effect on strategic implementation that has not been listed above which might enhance delivery of services of NGOs in Somaliland.

I. ....  
 .....  
 .....

II. ....  
 .....  
 .....

**F. Organizational Culture**

Tick where appropriate. On a scale of 1-5 how would you respond to the following statements with regards to how your department strategy implementation is impacted by organizational culture?

1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly agree.

1	2	3	4	5	Organizational culture
					Employees are ready to share knowledge with colleagues.
					Managers trust information that comes from outside their departments.
					There is innovation and constant emphasis on creativity to everyone in your department.
					Department members feel comfortable when giving honest and open feedback.
					There is professionalism in all aspects of the department.

Please mention any other aspects of organization culture that might have an effect on strategic implementation that has not been listed above which might enhance delivery of services of NGOs in Somaliland.

- I. ....
- .....
- .....
- .....
- .....
- II. ....
- .....
- .....
- .....
- .....

**G. Service Delivery**

The service delivery of the NGOs in Somaliland can be measured by looking at the compliments and feedback from the community being served, timely delivery of projects, and accessibility of services that are being provided by the organizations over a period of time. Kindly rate them over the specified time period below.

a) Community opinions on the quality of the services offered

2022	2021	2020	2019	2018	
					Has been better by less than 20%
					Has been better by 20%
					Has been better by more than 20%

b) Community opinions on the timely completion of projects

2022	2021	2020	2019	2018	
					Has been better by less than 20%
					Has been better by 20%
					Has been better by more than 20%

c) Community feedback on how accessible the organization's feedback is.

2022	2021	2020	2019	2018	
					Has been better by less than 20%
					Has been better by 20%
					Has been better by more than 20%

## **Appendix II: Introductory letter**

### **Appendix III: Informed Consent Form**

#### **TITLE OF STUDY**

Strategy implementation on service delivery of non-governmental organizations in Somaliland (A case of Save the children)

#### **PRINCIPAL RESEARCHER**

Mwongera Bornface Nkanata

Masters Student at Mount Kenya University

Tel 0636916926

Mail [bonimwong@gmail.com](mailto:bonimwong@gmail.com)

#### **PURPOSE OF STUDY**

It is requested of you to participate in a study. It is crucial that you understand the purpose of the research and what it entails before choosing to take part in it. Please take time to carefully read the information provided below. Kindly inform the researcher if you have any questions or if you require any additional information.

The information will be used to assess strategic implementation in non-governmental sector. It will help the management and all staff in the many non-governmental sector staff to a clear picture of how implementation of strategies has an influence in the way the organizations fulfill their mandates. This is going to help decision makers in coming up with informed decisions when making better quality of delivery of services by focusing mainly with the strategy implementation.

This research will be also be of benefit to the future generations of researchers because it acts as their secondary research source for their research as well as helping them identify research gaps that they need to fill.

#### **PROCEDURES TO BE FOLLOWED**

As respondent in this research, I will have to give you questions in a form of a survey. Once filled, I will record the data provided and safely store it.

#### **VOLUNTARY PARTICIPATION**

It is voluntary for you to take part in this study. You are free to choose whether or not to participate in this study. Should you choose to participate in this research, a consent form will need to be signed. You are still able to cancel your consent at any moment and for any reason even after you sign the consent form. If you decide to withdraw from this study, it won't have an impact on your relationship—if any—with the researcher. Your data will be erased or returned to you if you leave the research before all data collection is finished.

---

## **DISCOMFORTS AND RISKS**

This study is not known to pose any risks. There are some questions that could make you feel uncomfortable. You are free to end the interview at any time without fear if you become uncomfortable during the study.

## **BENEFITS**

You will not directly gain anything from taking part in this study. Nonetheless, we anticipate that the data from this study will help enhance the implementation of organizational strategies.

## **CONFIDENTIALITY**

Your answers to this survey will remain confidential. Kindly ensure that your questionnaire does not contain any personal information. OR Your opinions will not be kept anonymous for the duration of this research study. The researcher will take all reasonable steps to protect your privacy, including this:

- Providing participants with code names or numbers to be used on all study notes and documentation.
- storing participant personal data, including questionnaires and notes, in a secured filing cabinet that is under the researcher's personal control.

## **CONTACT INFORMATION**

You can email [bonimwong@gmail.com](mailto:bonimwong@gmail.com) or call +2526916926 to reach the researcher with any questions you may have about this study at any time. Contact the Institutional Review Board at [research@mku.ac.ke](mailto:research@mku.ac.ke) if you have any questions about your rights as a study participant or if you have any issues that you feel you can't discuss with the primary researcher.

## **CONSENT**

I've had a chance to study the information provided, understand it, and ask questions. I am aware that participation is completely voluntary and that I can end it whenever I want, for any reason, and for free. I am aware that a copy of this permission form will be provided to me. I willingly consent to participate in this research.

Name of Participant: \_\_\_\_\_

Signature or Thumbprint

Date

\_\_\_\_\_

\_\_\_\_\_

## Appendix IV: ERC Certificate



REF: MKU/ISERC/3257

Date: 13 October 2023

TO: MWONGERA BORNFACE NKANATA

REG: MBA/2021/42735

Dear Sir/Madam,


**RE: STRATEGY IMPLEMENTATION ON SERVICE DELIVERY OF NON-GOVERNMENTAL ORGANIZATIONS IN SOMALILAND (A CASE OF SAVE THE CHILDREN)**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2301**. The approval period is **13/10/2023 - 12/10/2024**.

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

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

Appendix V: Map of Hargeisa

